

## CITY COUNCIL BUDGET RETREAT

CITY COUNCIL WORK SESSION  
THURSDAY & FRIDAY  
APRIL 21 & 22, 2022

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

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

### \*\*\*PUBLIC COMMENT\*\*\*

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

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

### VIRTUAL PUBLIC COMMENT WAITING ROOM

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

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#### 1. Call to Order

#### NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

*Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this work session, the City Council may vote to go into executive session, which will not be open to the public, for legal advice and discussion with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).*

#### 2. ROLL CALL

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

MAYOR DEASY  
VICE MAYOR SWEET  
COUNCILMEMBER ASLAN  
COUNCILMEMBER MCCARTHY

COUNCILMEMBER SALAS  
COUNCILMEMBER SHIMONI

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

#### MISSION STATEMENT

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

#### LAND ACKNOWLEDGEMENT

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

**4. City Council FY 2022-23 Budget Retreat**

**STAFF RECOMMENDED ACTION:**

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

**5. Public Participation**

**6. Adjournment**

CERTIFICATE OF POSTING OF NOTICE

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

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

\_\_\_\_\_  
Stacy Saltzburg, MMC, City Clerk

## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Rick Tadder, Management Services Director  
**Co-Submitter:** Budget Team  
**Date:** 04/19/2022  
**Meeting Date:** 04/22/2022



### TITLE

**City Council FY 2022-23 Budget Retreat**

### STAFF RECOMMENDED ACTION:

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

### EXECUTIVE SUMMARY:

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

### INFORMATION:

#### Executive Agenda - April 21 - 22, 2022

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

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

**Attachments:** [Budget Retreat Agenda](#)  
[Presentation](#)

Color of Money

Priority Based Budgeting Priorities and Objectives

Carbon Neutrality Category List

Draft FY 2022-23 Budget Book

Community Request - CATs Mobile Outreach Bus

Community Request - High Country Humane Letters

Community Request - Flagstaff Trails Initiative April

Community Request - Elevate Pre-K

Community Request - Lowell ADC

Division Impacts to PBB

# City Council Budget Retreat

## April 21st – 22nd, 2022

### Detailed Agenda

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

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

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

# City Council Budget Retreat

## April 21st – 22nd, 2022

### Detailed Agenda

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#### Day 2: April 22, 2022

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

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



The  
**Budget Team**  
CITY OF FLAGSTAFF



# Budget Retreat

## April 21 & 22, 2022



The  
**Budget Team**  
CITY OF FLAGSTAFF



# Welcome and Overview

# Retreat Protocol

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

# Agenda - Day 1

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

# Agenda - Day 2

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

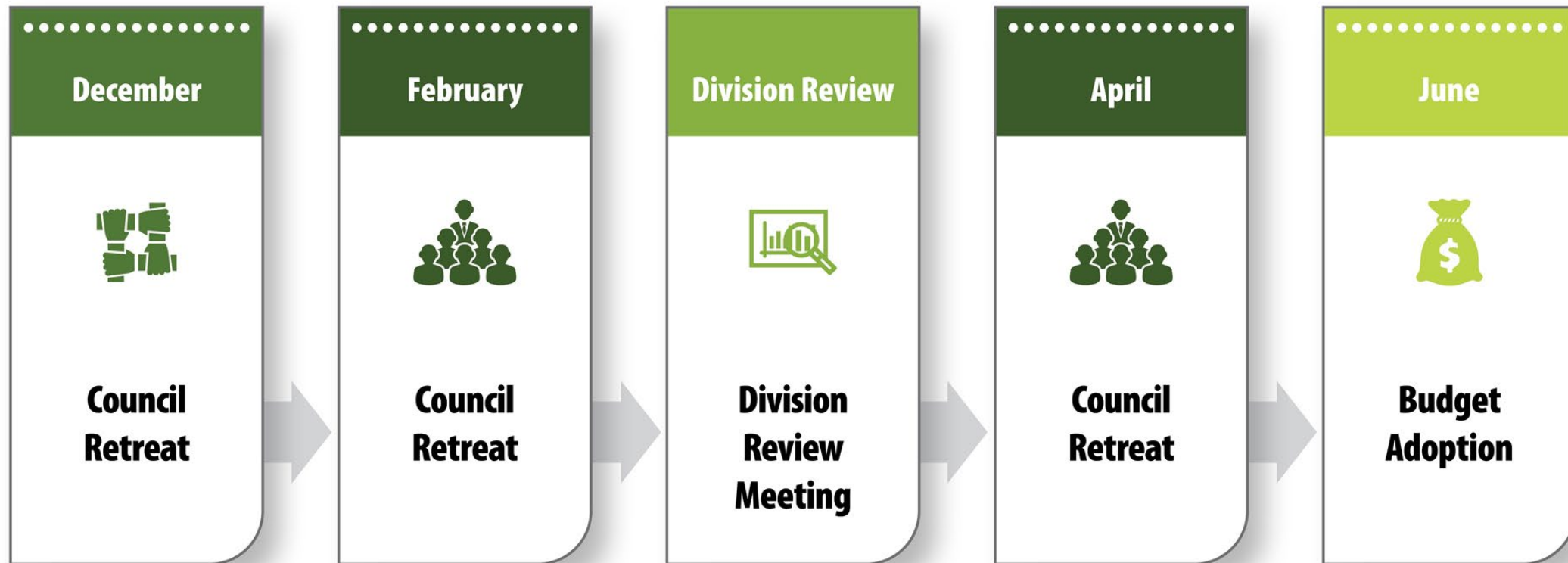


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# Budget Timeline and Approach

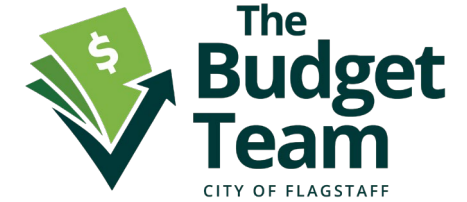
# Budget Timeline



# Budget Approach

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


# Color of Money



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

# Color of Money

**Color of Money – Fund Accounting**



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

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

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

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

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

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

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

**Capital Project Funds**  
Used to account for major capital acquisition separate from ongoing operations

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

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



**Debt Service Funds**  
Used to account for the accumulation of resources and payments of the long-term debt

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

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

- In other words...everything else

**General Fund Revenues include:**

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



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# Revenue Updates

# Revenue Update - General Fund

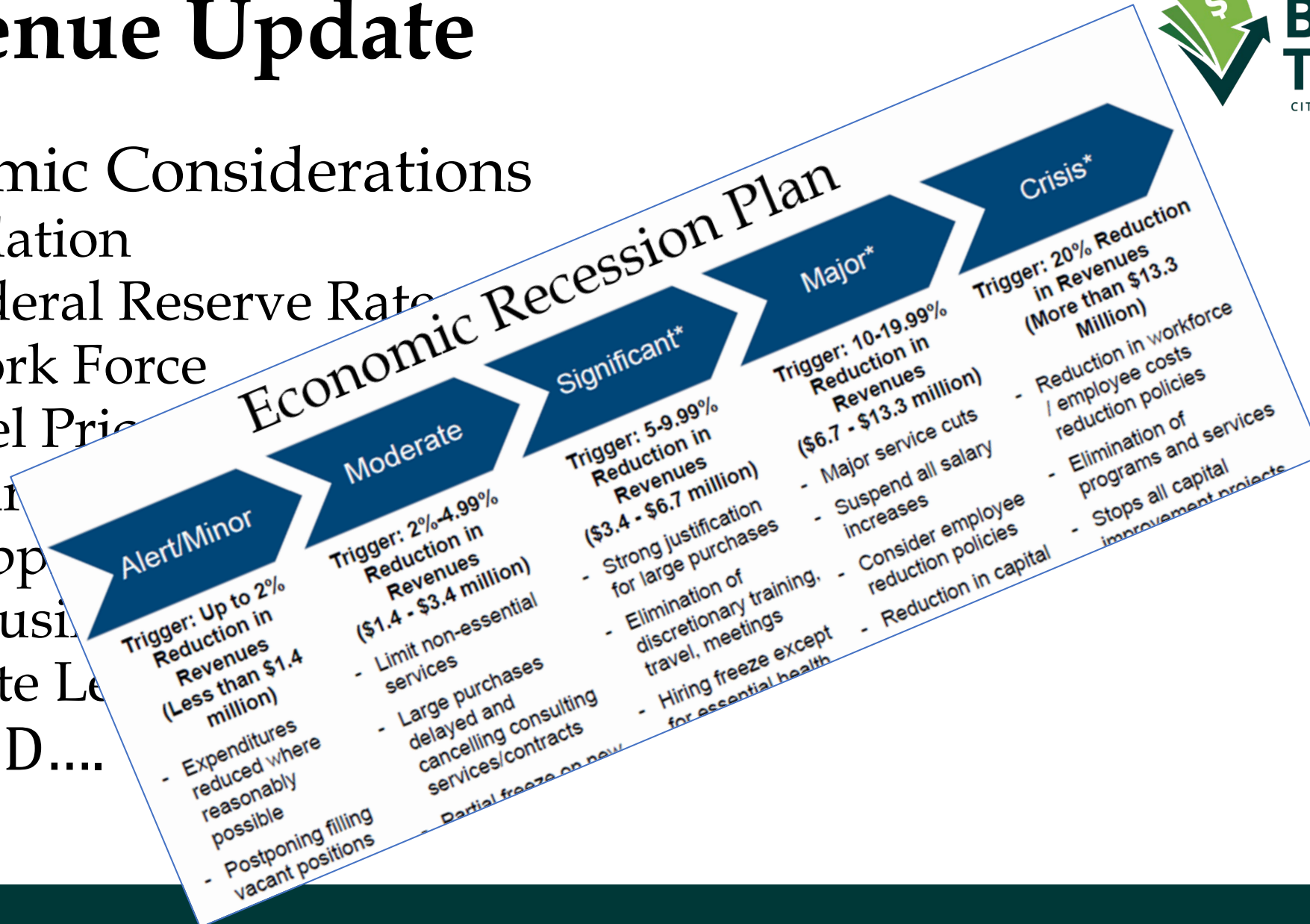


- Last update provided at February retreat
- Activity for February continued growth
- Sales tax activity for March 3% decline over prior year
- Stressed tested to 1% decline versus 2% growth
- Recommend maintaining February revenue projections plus census allocation increases
- Exception: State Shared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

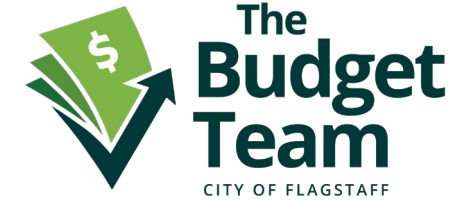
# Revenue Update

## Economic Considerations

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

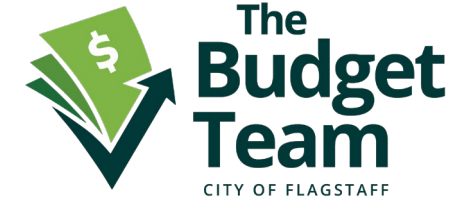


# Revenue Update - General Fund



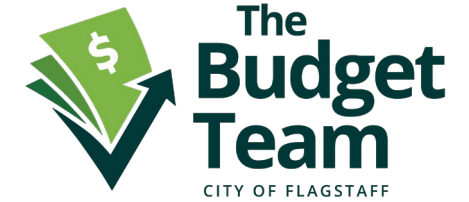
| City Sales Tax Revenues         |                      |                      |                      |                     |                  |
|---------------------------------|----------------------|----------------------|----------------------|---------------------|------------------|
| Category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

# Revenue Update - General Fund



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

# Revenue Update



## Other Funds

- BBB
- Highway User Revenues
- Water Services



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# Investing in Employees

# Staffing Increases



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

# Staffing Increases



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

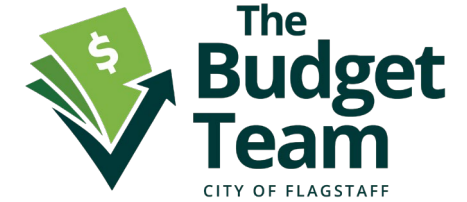
# Staffing Increases

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

# Reclassifications

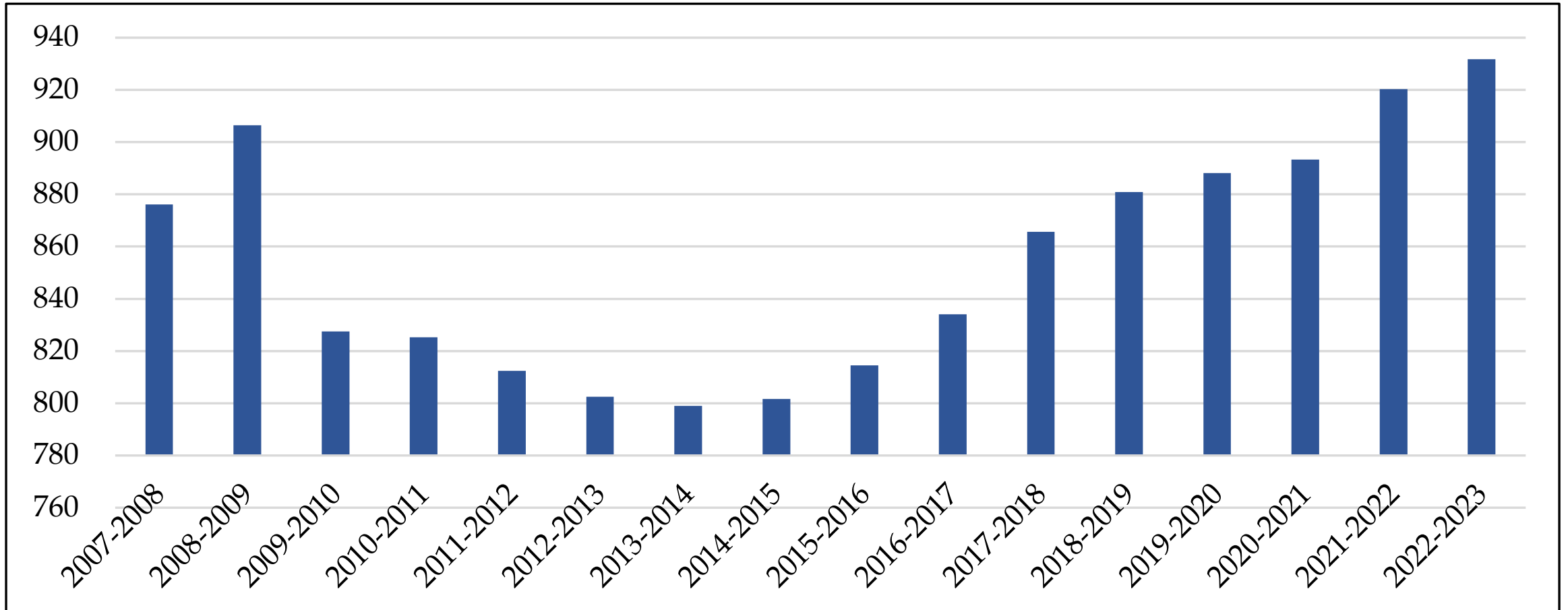
- General Fund
  - 10 positions
    - Includes 2 positions within Dispatch
- Library
  - 2 positions
- Solid Waste
  - 1 position
- Sustainability
  - 1 position

# Reorganizations



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

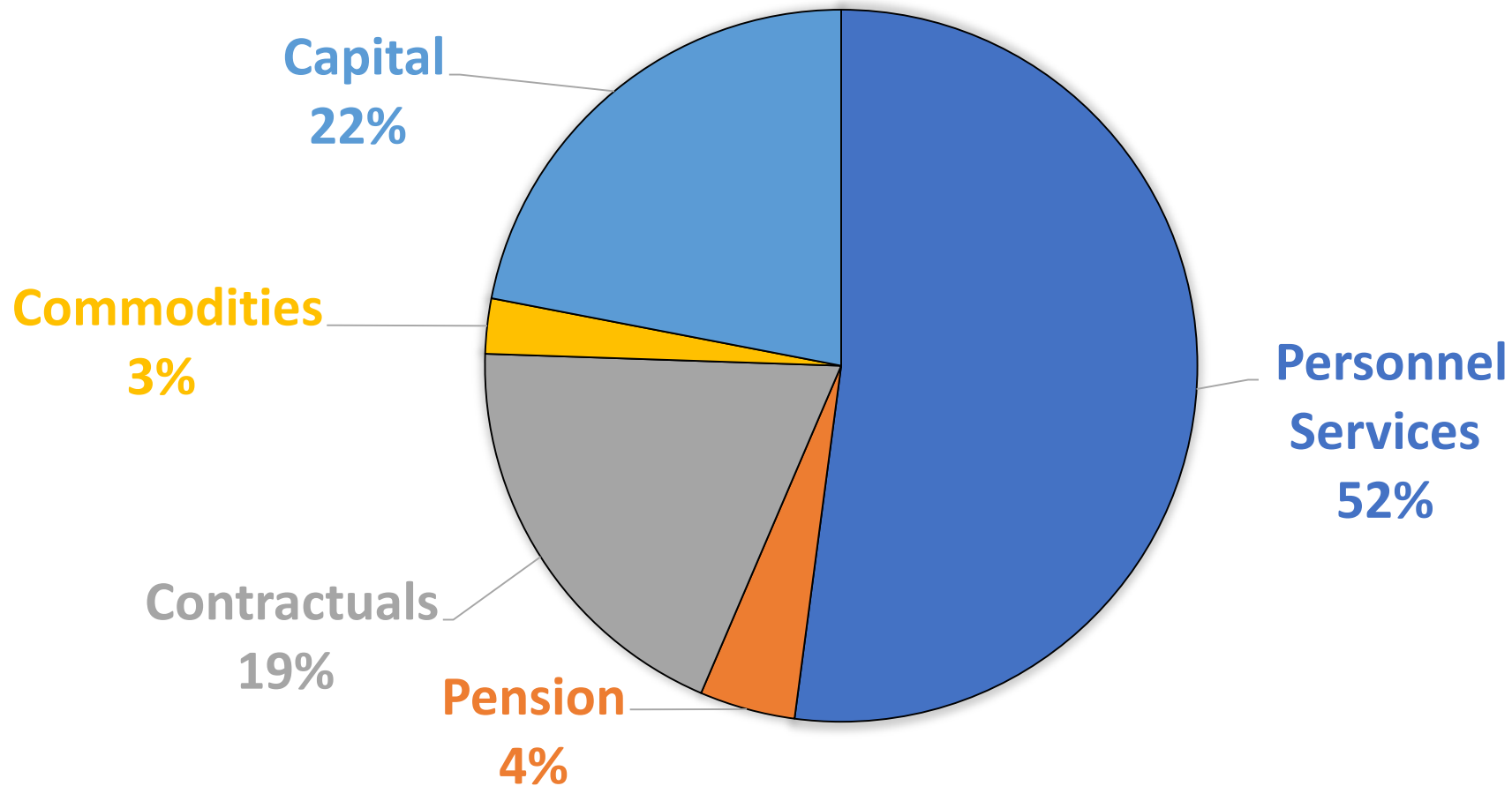
# Staffing History (Full-time Equivalents)



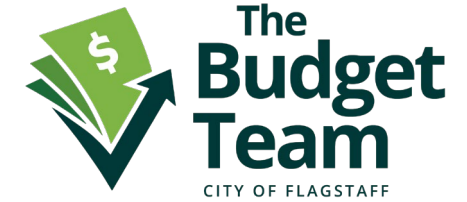
# FY 2022-2023 Proposed Budget by Category



## General Fund Expenditure Budget



# Retention Trends - Turnover Comparison



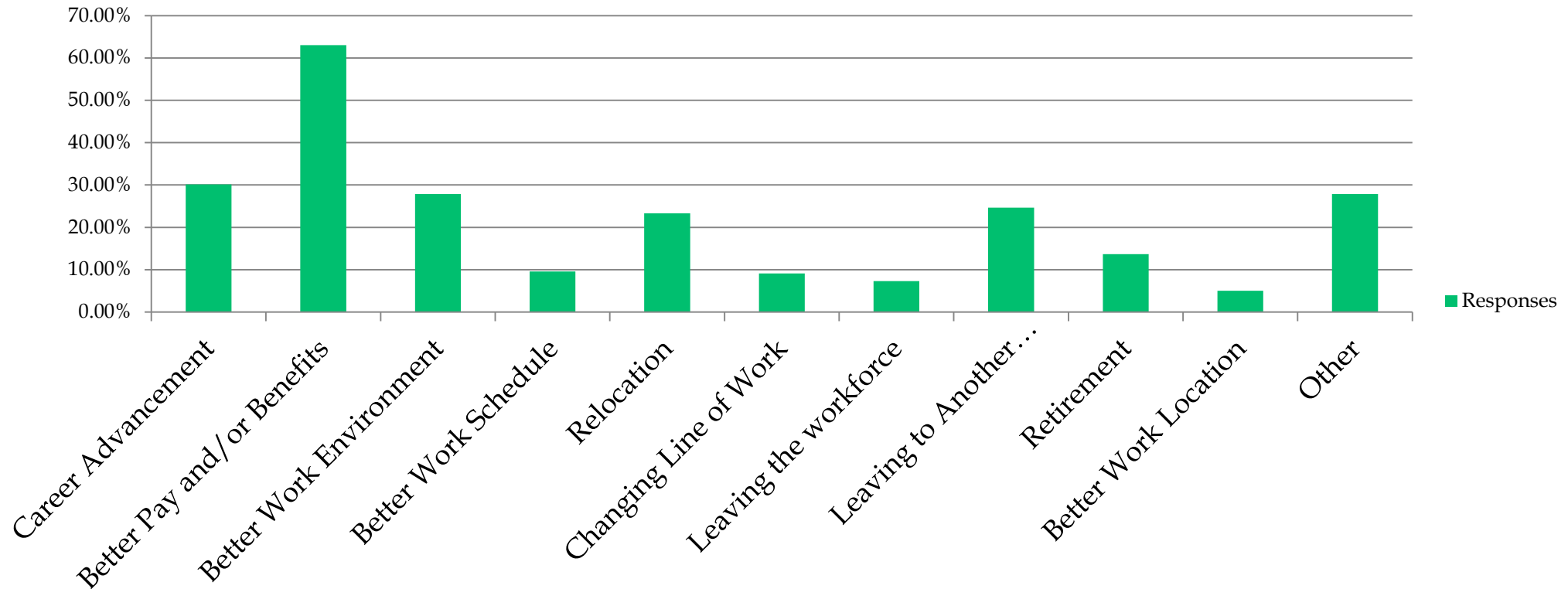
|  | Calendar<br>Year<br>2019 | Calendar<br>Year<br>2020 | Calendar<br>Year<br>2021 |
|--|--------------------------|--------------------------|--------------------------|
| Total Separations                            | 108                      | 124                      | 177                      |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

# Retention Trends - Exit Interview Summary



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

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

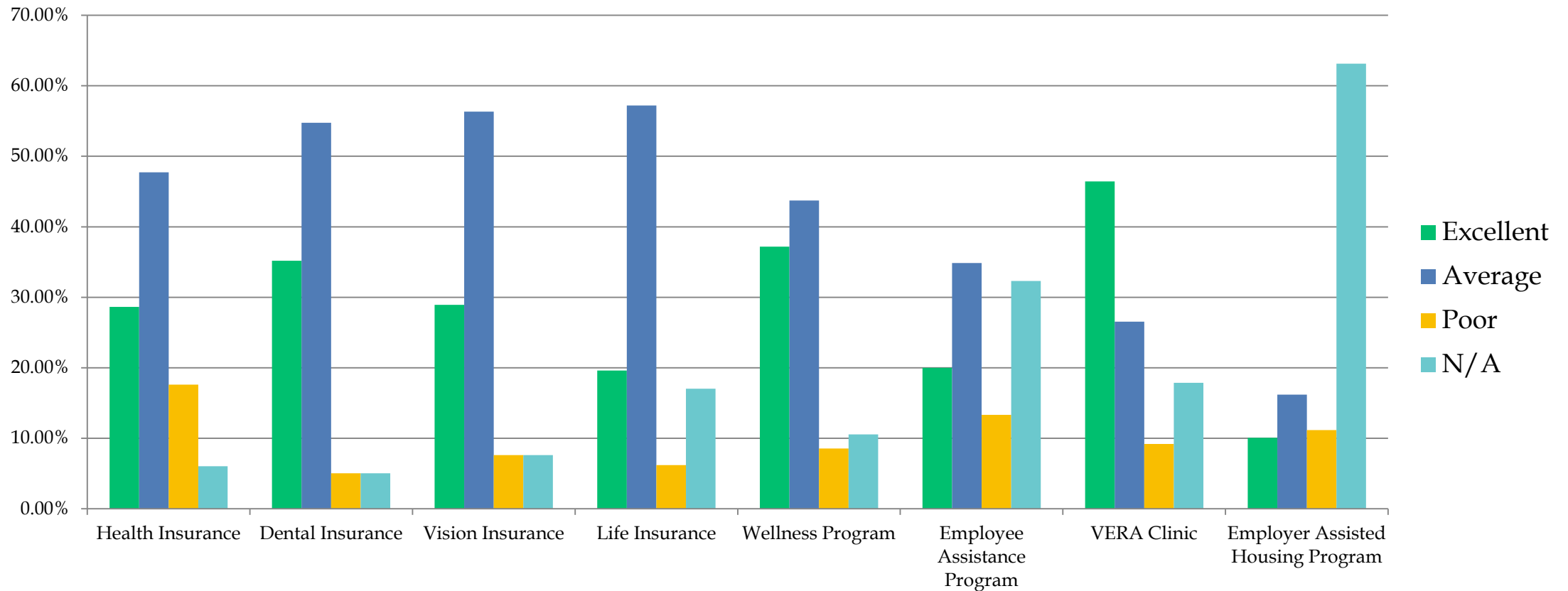


\*Compensation Plan changes July-November 2021

# Retention Trends - Exit Interview Summary



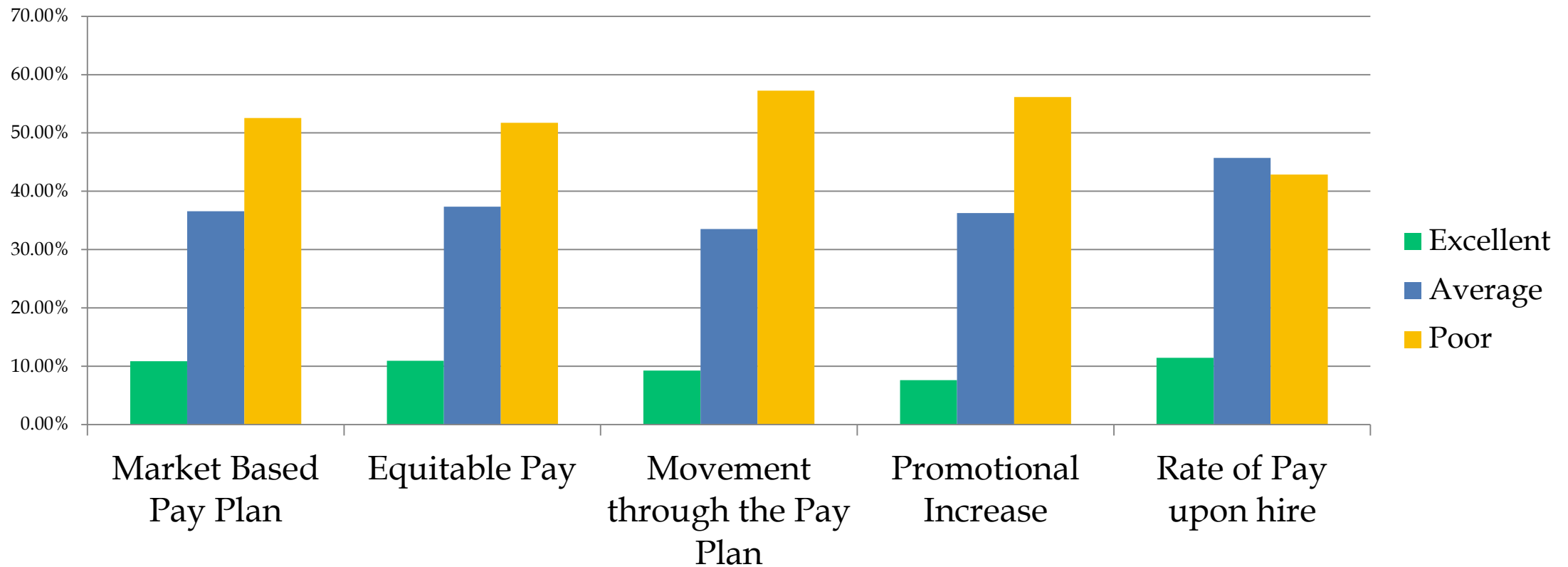
Please rate the following employee benefits - Calendar Year 2021



# Retention Trends - Exit Interview Summary



Employee Compensation - Calendar Year 2021



\*Compensation Plan changes July-November 2021

# Attraction Trends

## Recruitment

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

## Declined Offers have Decreased!

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

# Recruitment Efforts



**EMERGENCY ALERT** City enters Phase 3 of COVID reopening [Read On...](#) [Sign In](#)

Create an Account - Increase your productivity, customize your experience, and engage in information you care about.

 **CITY OF FLAGSTAFF** | [COVID-19](#) | [GOVERNMENT](#) | [RESIDENTS](#) | [BUSINESSES](#) | [VISITORS](#) | [I WANT TO](#)

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

**266 days of sunshine**

**COOL CAREERS**  
**APPLY NOW!**  
**CITY OF FLAGSTAFF**

**COOL CAREERS.**  
**COOL PEOPLE. COOL MOUNTAINS.**

- State Retirement
- Healthcare Benefits
- 11 Paid Holidays (includes sick leave)
- Vacation Package
- First-Time Homebuyer Assistance
- Paid Parental Leave
- Four Seasons
- Outdoor Adventure (it's real!)
- Diverse Population
- Great Schools
- Mountain Town Vibe
- Smile More

**We check all the boxes.**  
Apply at [FlagstaffCityCareers.com](http://FlagstaffCityCareers.com)

Video 

# Recruitment Efforts

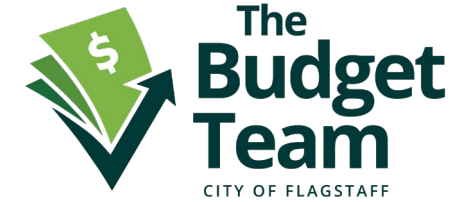


# Recruitment Efforts



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

# Recruitment Efforts



## Next Steps:

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



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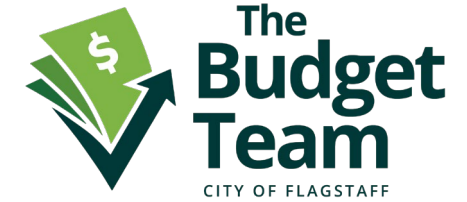
**Break**

# Budget Approach

## Compensation and Benefits

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

# Benefit Recommendations



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

# Compensation Recommendations



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

# CPI Adjustment Employee Examples



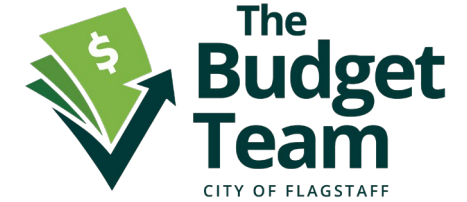
- Library Clerk
  - Current Pay Range 00R - \$16.22/hour
  - Move to New 06R – 7% CPI new rate = \$17.45(\$1.23/ hour increase)
  - 3% merit on anniversary – new rate = \$17.98
  - Total FY 2023 increase of \$1.76/hour (over 10%)
- Administrative Specialist
  - Current Pay Range 10R - \$20.76/hour
 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

# Compensation Recommendations



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

# Total Employee Investment



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

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

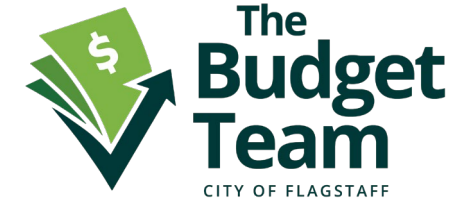


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# Employee Advisory Committee

# EAC Budget Recommendations



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



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# New Budget Appropriations

# Summary - Total Budget Requests

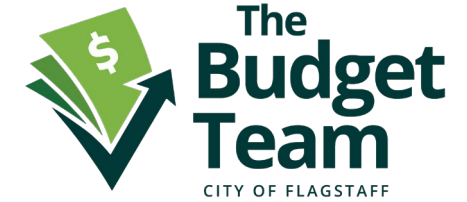


| Total General Fund Budget Requests                | Ongoing      | One-Time     |
|---|--------------|--------------|
| Personnel (excludes merits and employee benefits) | \$ 2,643,295 | \$ 788,678   |
| Other Budget Requests                             | 6,874,678    | 6,033,845    |
| Total Requests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

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

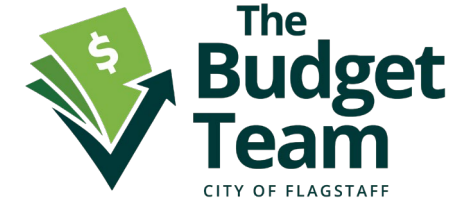
|                        |                      |                      |
|------------------------|----------------------|----------------------|
| <b>Total All Funds</b> | <b>\$ 15,632,038</b> | <b>\$ 13,605,073</b> |
|------------------------|----------------------|----------------------|

# Employee Investments - GF



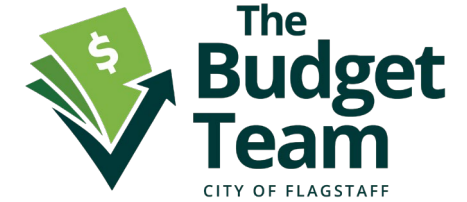
| Summary of Employee Investments - General Fund | Ongoing             |
|--|---------------------|
| Merit  | \$ 1,600,000        |
| Minimum Wage                                   | 319,300             |
| Market Adjustments                             | 170,200             |
| Compression Adjustments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

# Infrastructure - General Fund



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

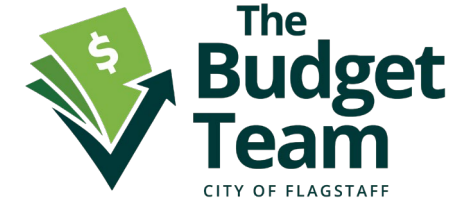
# Summary - General Fund



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

*No Primary Property Tax levy increase, except new construction.*

# An Investment in Our Future: Carbon Neutrality



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

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



# Carbon Neutrality

# CNP Alignment and Advancement by Target Area

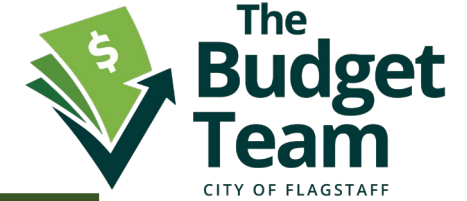
# of related & funded budget requests



| CNP Target Area                 | Aligns with CNP | Advances the CNP |
|---------------------------------|-----------------|------------------|
| Emissions Reductions            | 9               | 1                |
| Community Resilience            | 37              | 16               |
| Equitable Systems               | 21              | 15               |
| Decreased Dependence on Cars    | 11              | 7                |
| Electric Mobility               | 1               | 4                |
| Clean Electricity               | 1               | 0                |
| Fuel Switching                  | 0               | 0                |
| Reducing Building Energy Use    | 8               | 1                |
| Sustainable Consumption & Waste | 4               | 3                |
| Carbon Dioxide Removal          | 6               | 2                |

CNP Target Areas

# CNP New Investments



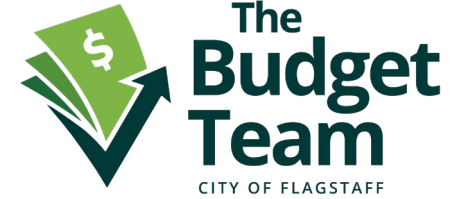
| CNP Target Area                  | 27 Requests         |
|----------------------------------|---------------------|
| Emissions Reductions             | 1                   |
| Community Resilience             | 6                   |
| Equitable Systems                | 6                   |
| Decreased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

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



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

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



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

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



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



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# Priority Based Budget

# Priority Based Budget Process

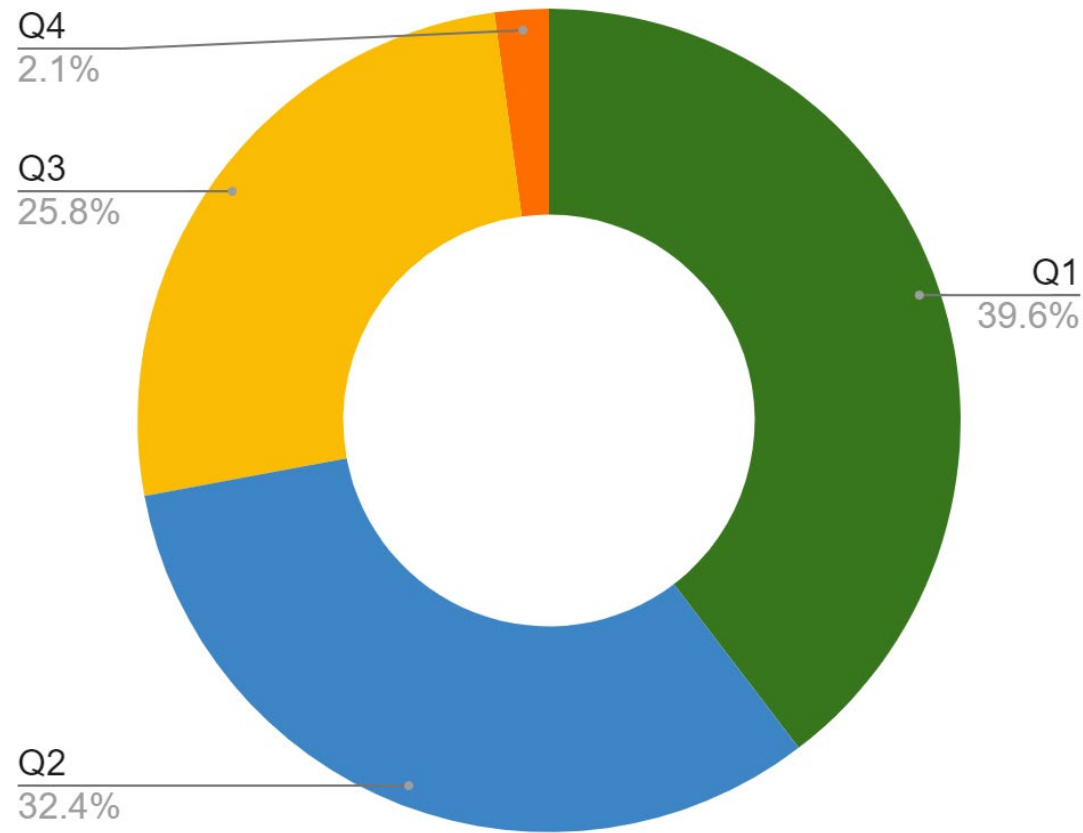


- Program Inventory
  - Governance
  - Community
- Program Costing
- Program Scoring
  - Based on Priorities and Objectives
- Budget Requests – Using new software functionality

# Key Community Priorities



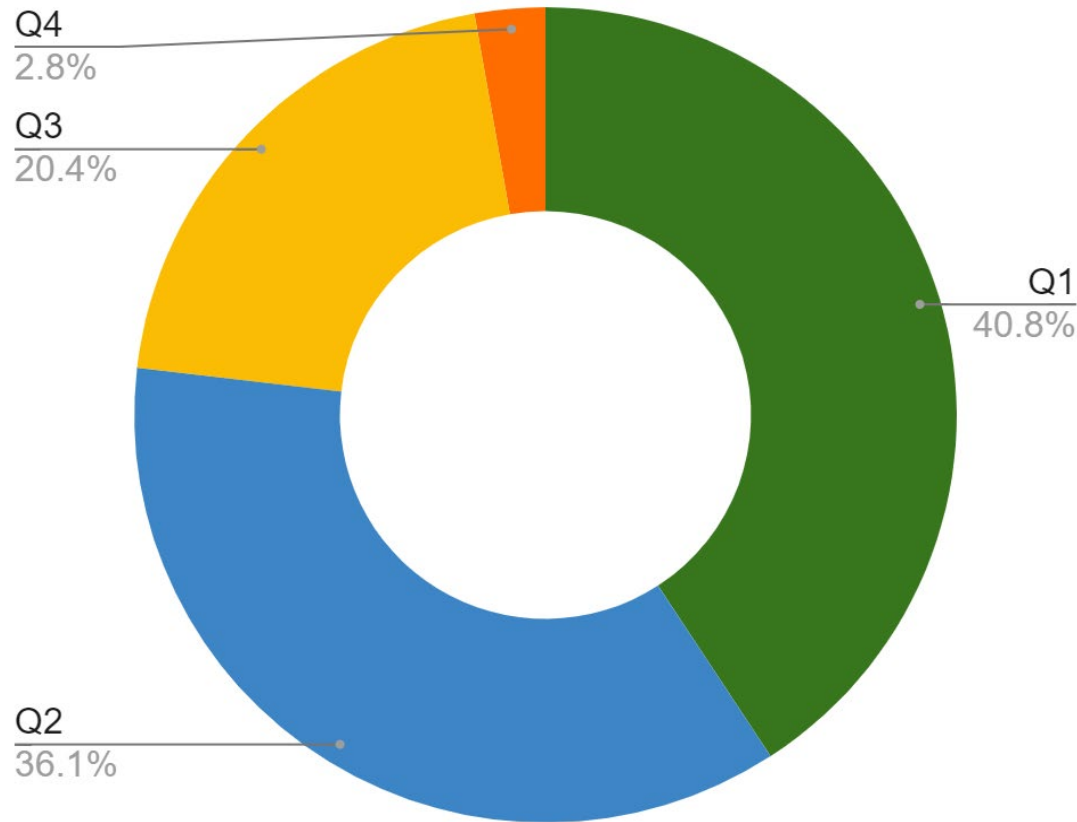
# Operating Requests by Quartile



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

\*Excludes capital

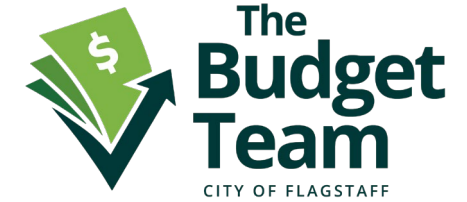
# Recommendations by Quartile



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

\*Excludes capital

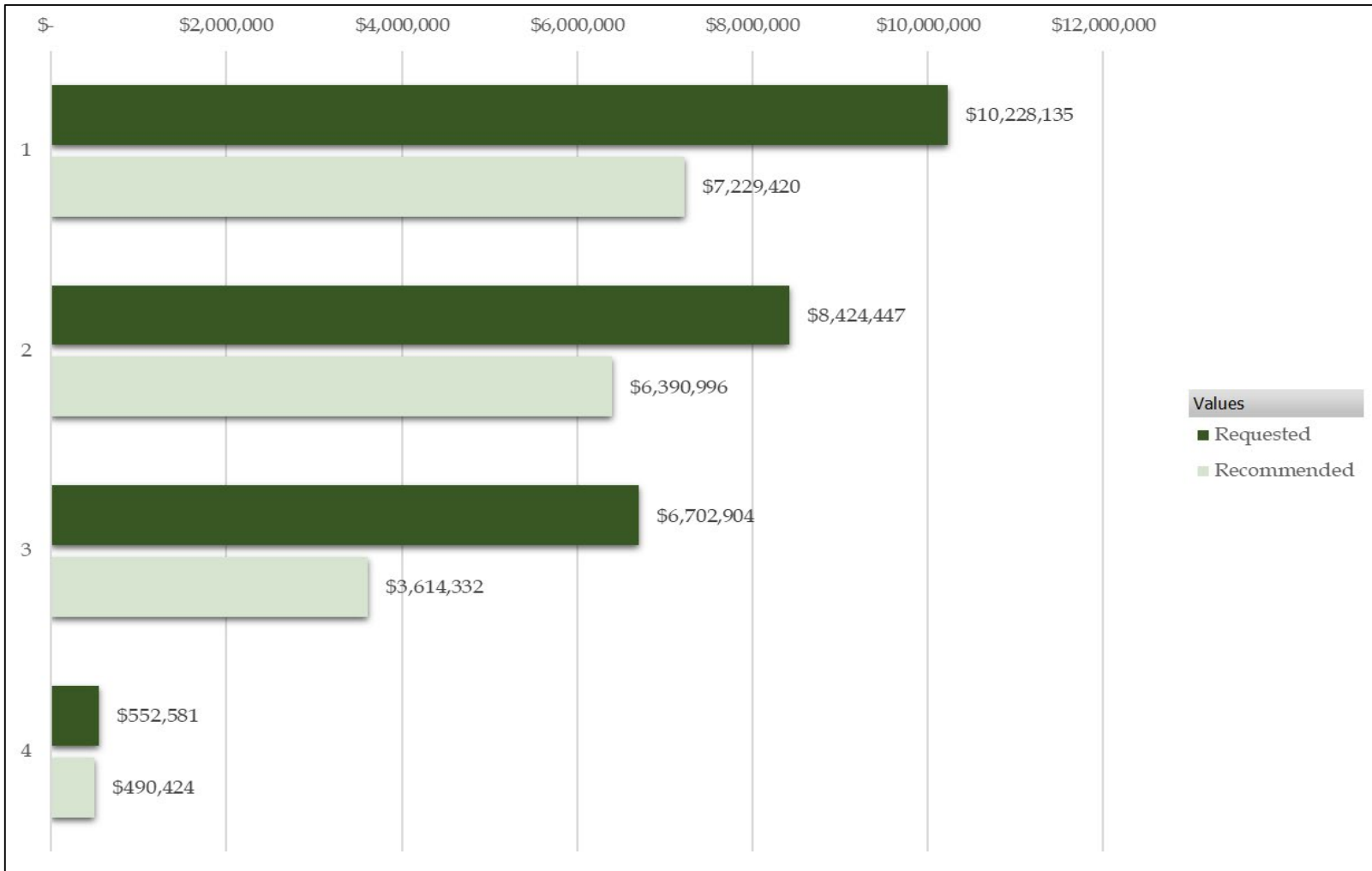
# Requests & Recommendations



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

\*Excludes capital

# Total Budget Requests\* - All Funds



Total Requested:  
\$25,908,067

Total Recommended:  
\$17,725,173

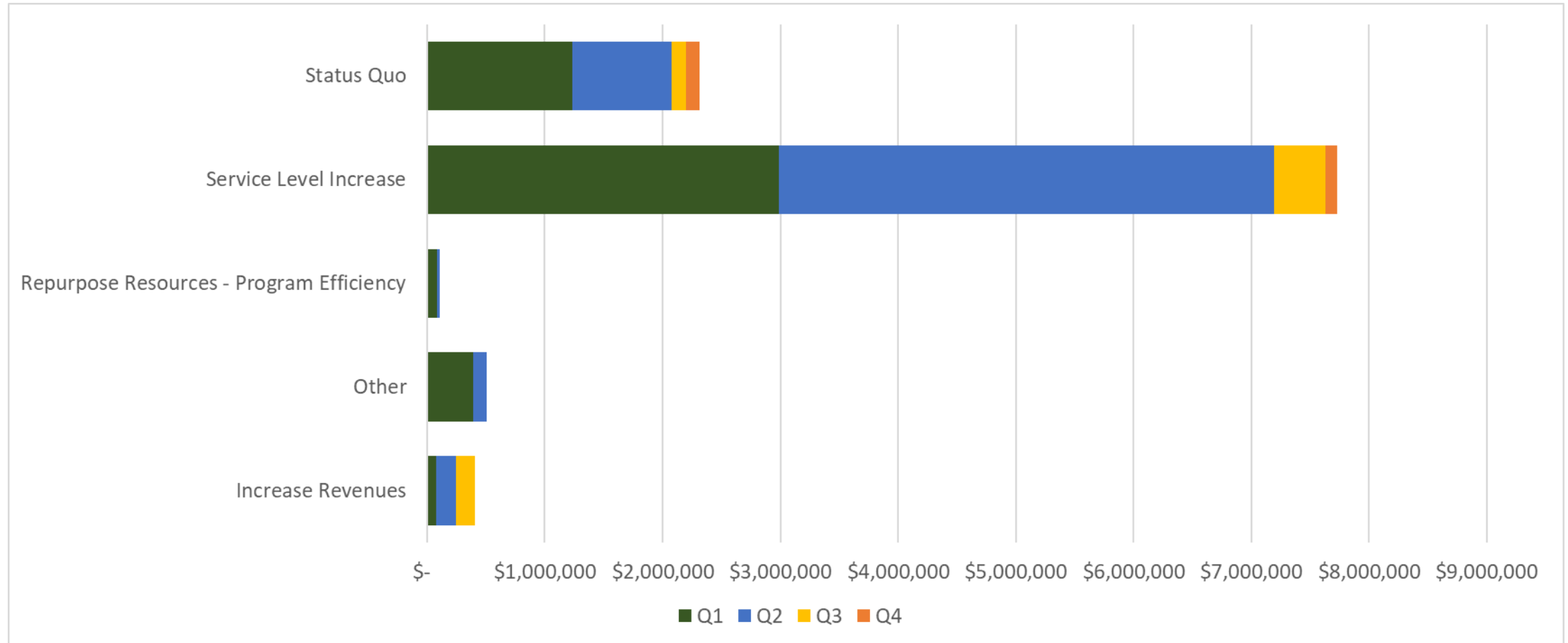
\*Excludes capital

# Recommended Requests in Q4



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

# Insights



# Next Steps



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



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# Lunch

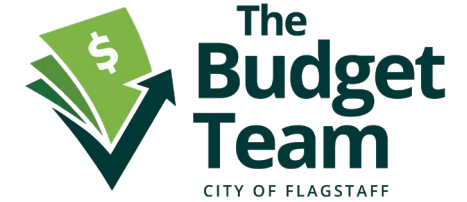


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# Federal Funding

# Federal Funding Acronyms



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

# Flooding, Grants, BIL

## FLOOD EMERGENCY WORK

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

## FLOOD MITIGATION

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



## FLOOD MITIGATION CONTINUED

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



## ENVIRONMENTAL INFRASTRUCTURE

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

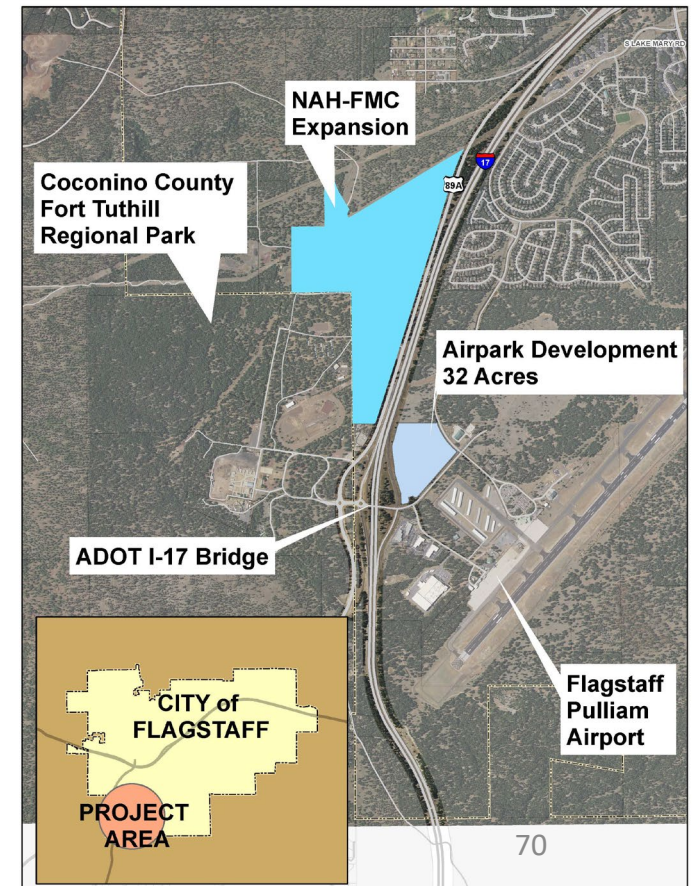


## WATER AND WASTEWATER

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

## ECONOMIC DEVELOPMENT

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



## BIPARTISAN INFRASTRUCTURE LAW (BIL)

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



# Earmarks

## FY 2022 COMMUNITY DIRECTED SPENDING/EARMARKS

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



# Earmarks

## Submitted FY23 Community Directed Spending Requests

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



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# November 2022 Ballot Measures

# November 2022 Ballot Measures



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

# November 2022 Ballot Measures



- Timeline

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



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# Division Updates

# Division Updates

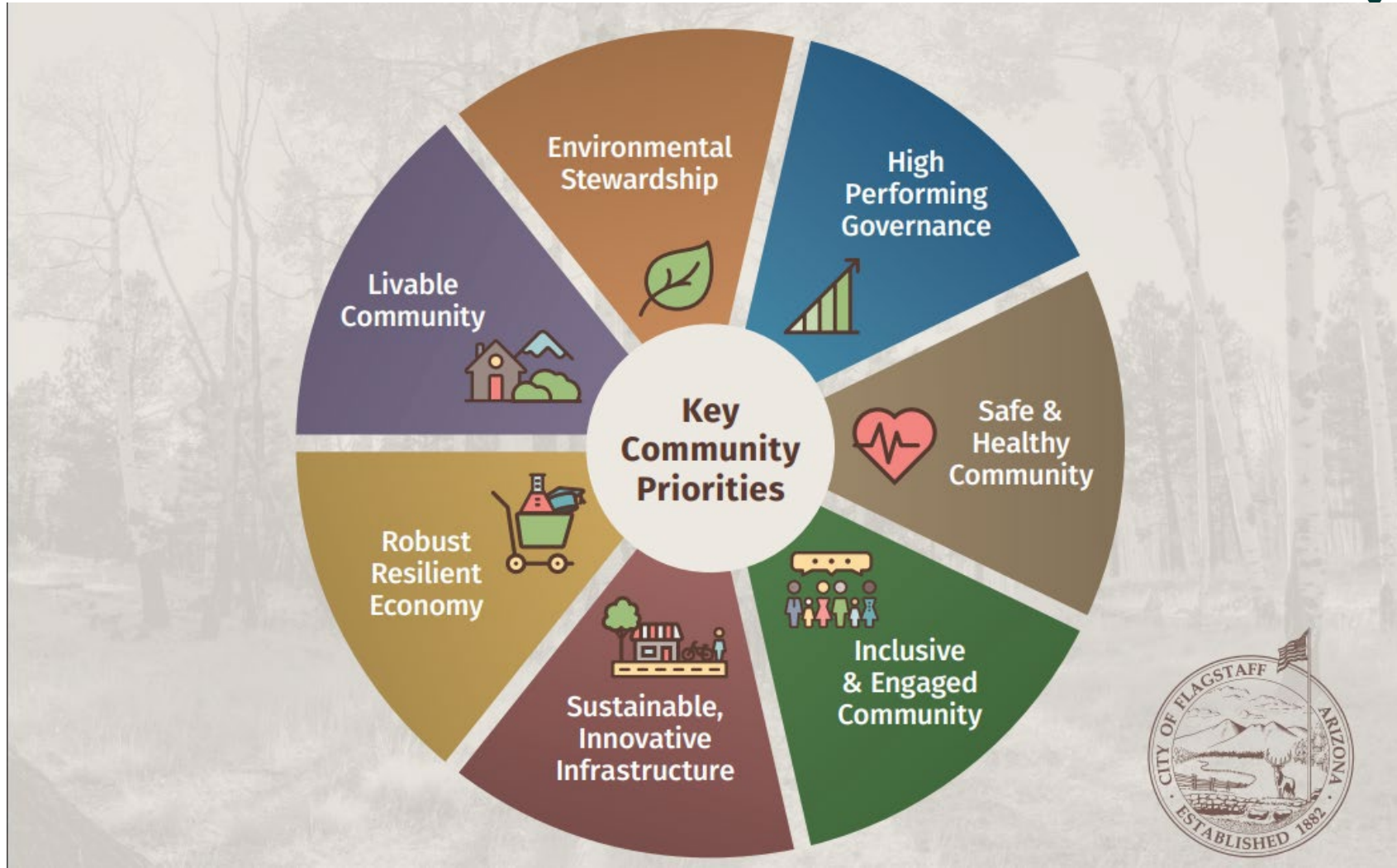
## Budget Direction

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

## Presentation include:

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

# Key Community Priorities





# Carbon Neutrality



# The Budget Team

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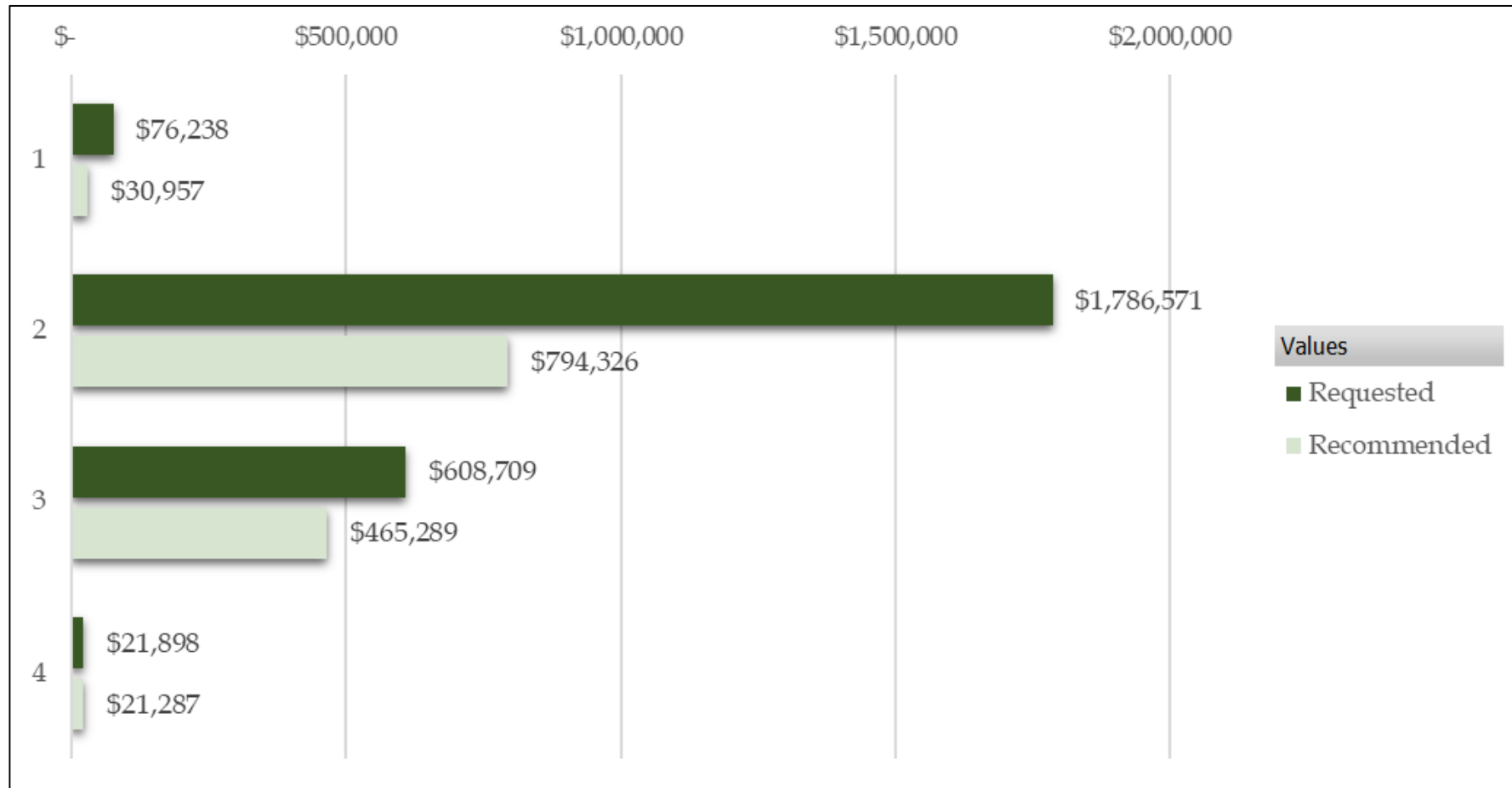
# City Manager

Total Approved Budget Requests  
and New Personnel:

\$1,311,859

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



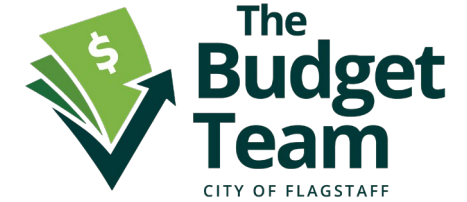
\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities



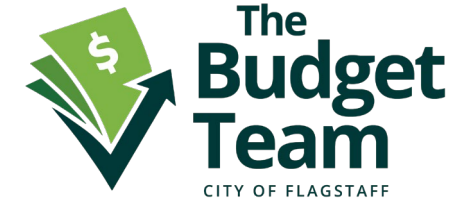
## High Performing Governance

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

## Safe & Healthy Community

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

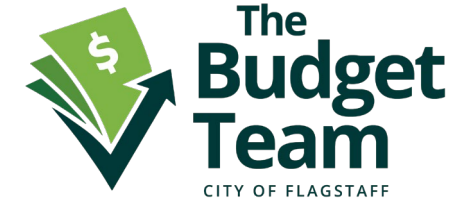
# Key Community Priorities



## Inclusive & Engaged Community

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

# Key Community Priorities



## Sustainable, Innovative Infrastructure

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

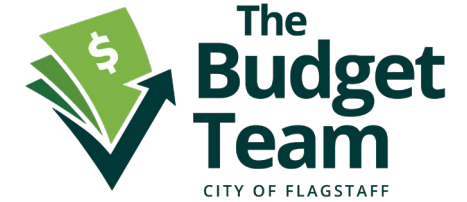
# Key Community Priorities



## Livable Community

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

# Key Community Priorities



## Environmental Stewardship

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

## Resilient and Robust Economy

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

# City Manager



## Council Discussion



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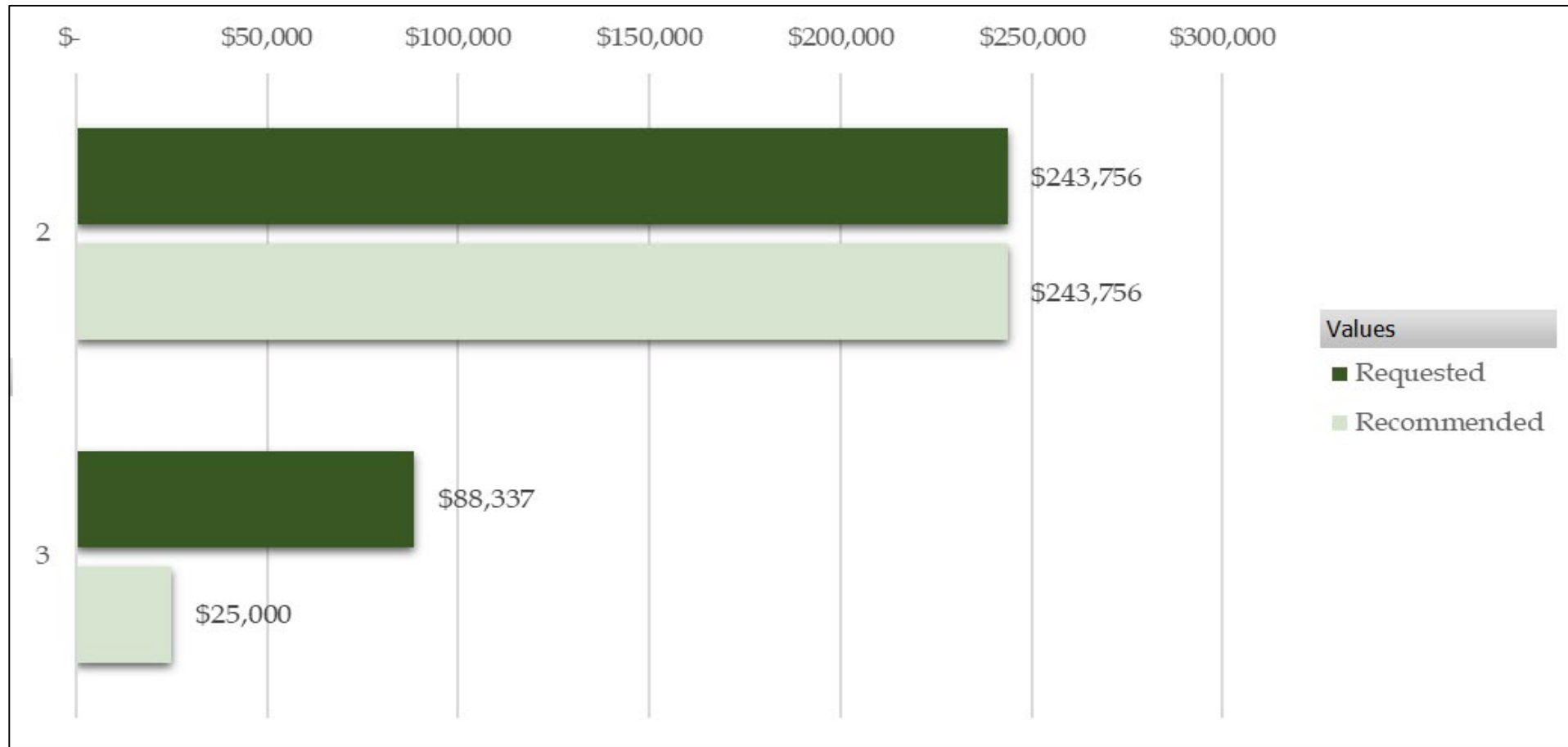
# Human Resources

Total Approved Budget Requests  
and New Personnel:

\$268,756

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities

## High Performing Governance

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

# Key Community Priorities

## High Performing Governance

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

# Key Community Priorities

## High Performing Governance

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

# Human Resources



## Council Discussion



The  
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CITY OF FLAGSTAFF



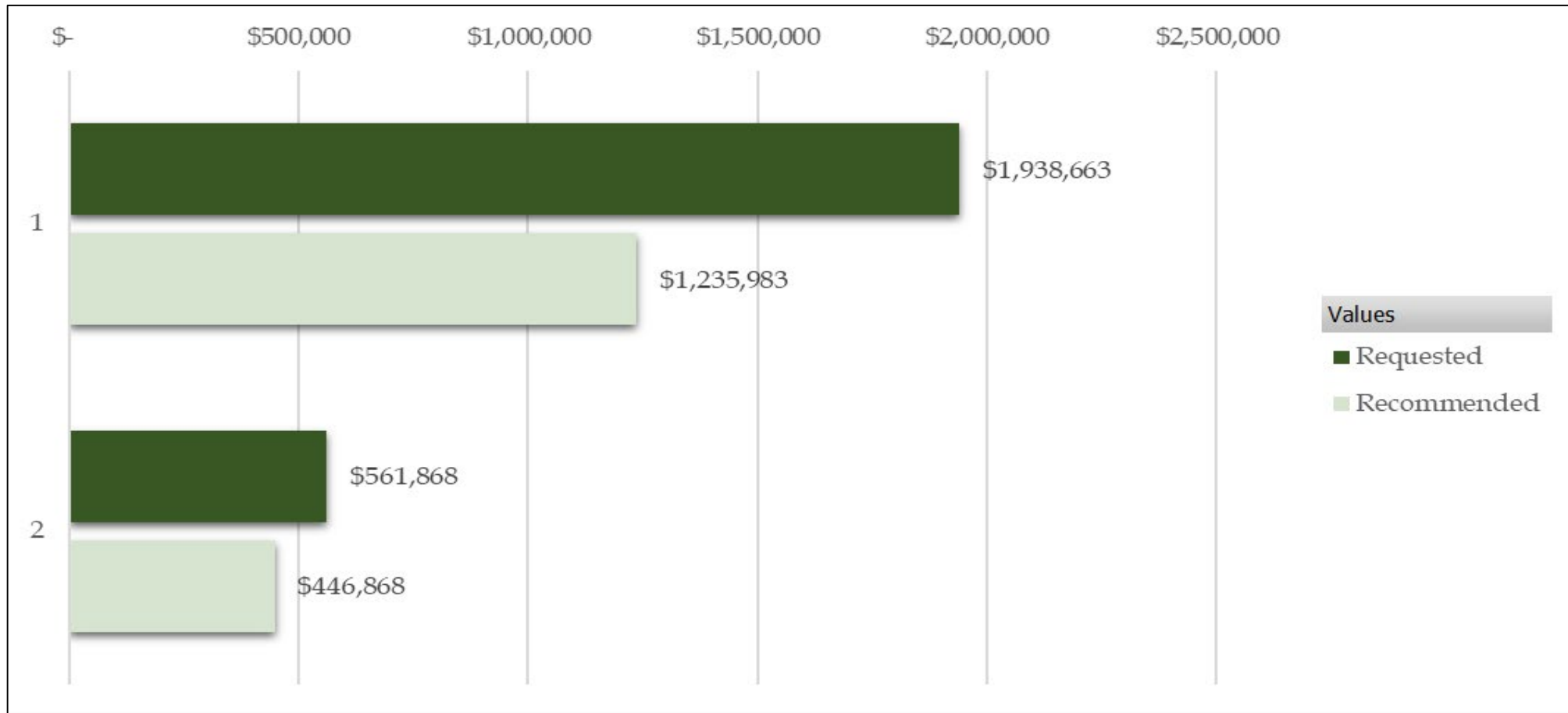
# Information Technology

Total Approved Budget Requests  
and New Personnel:

\$2,182,851

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



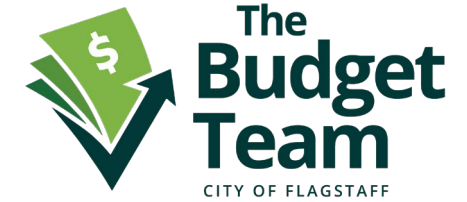
\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities



## High Performing Governance

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

# Information Technology



## Council Discussion



# The Budget Team

CITY OF FLAGSTAFF



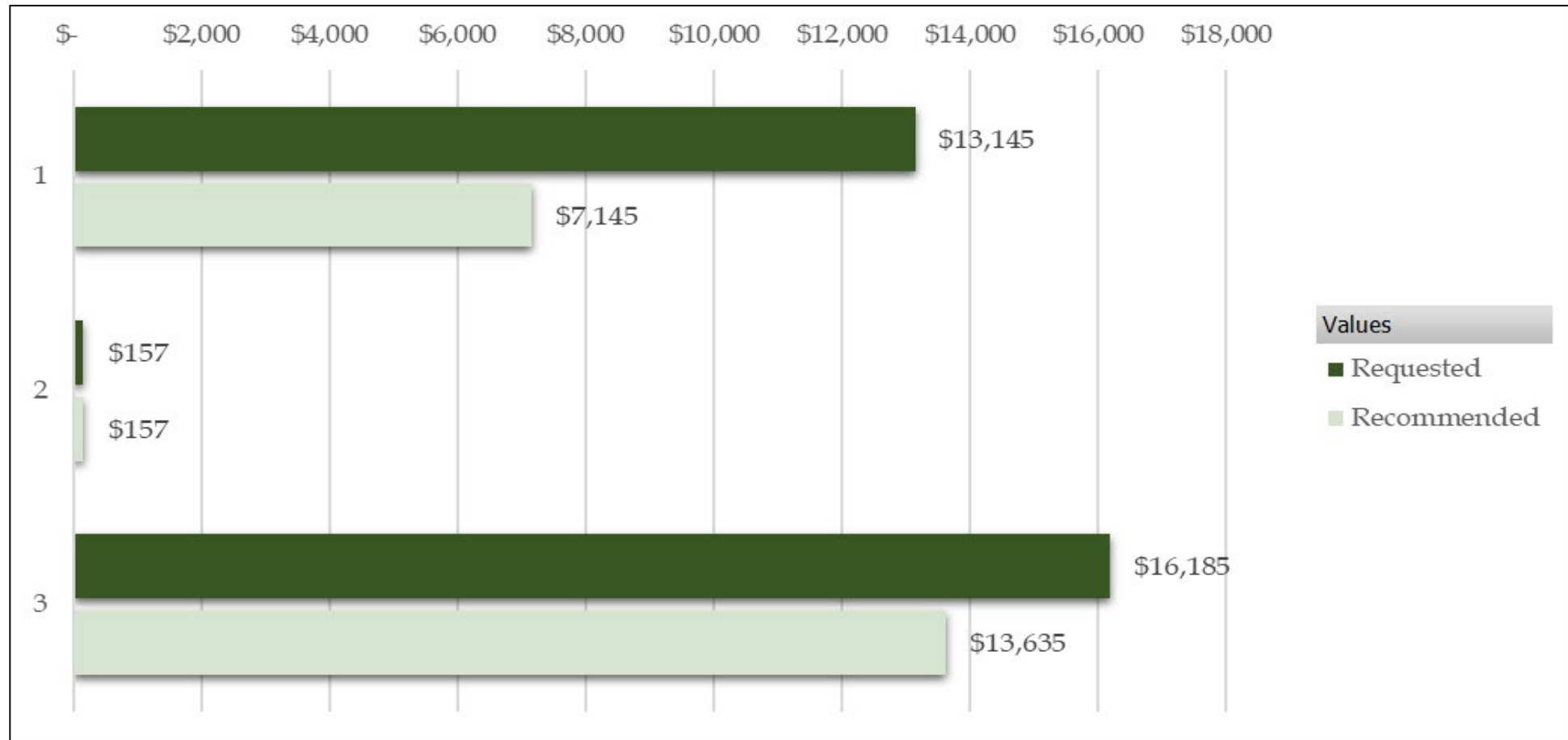
## City Attorney

Total Approved Budget Requests  
and New Personnel:

\$20,937

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



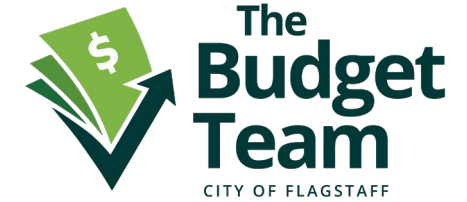
\*Excludes capital

# Highlights of Approved Budget Requests



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

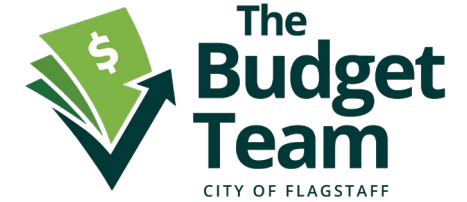
# Key Community Priorities



## High Performing Governance

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

# Key Community Priorities



## Safe & Healthy Community

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

# City Attorney



## Council Discussion



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# Public Participation



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# Day 1 WrapUp



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# Day 2

## Opening and Overview



The  
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# Division Updates



The  
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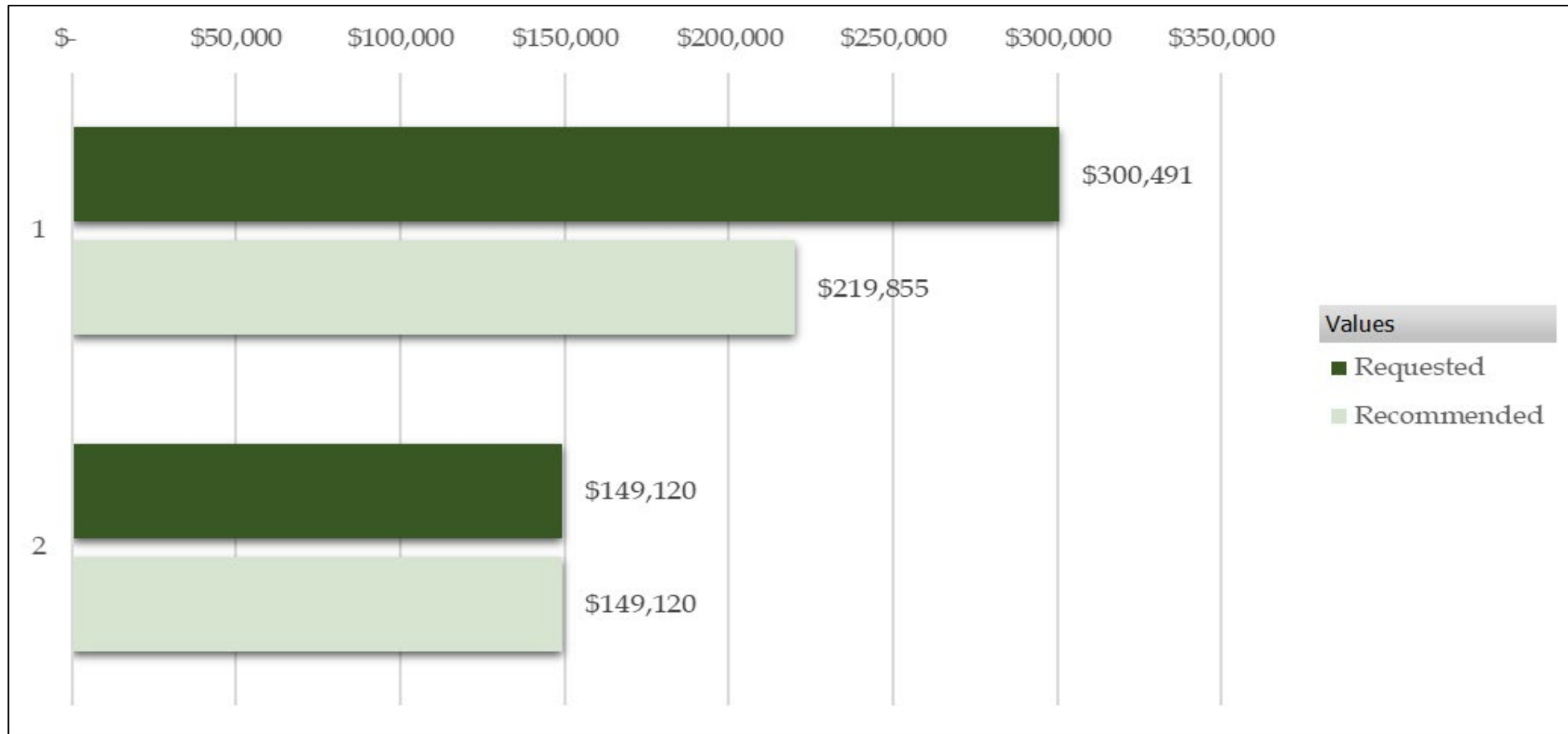
# Municipal Court

Total Approved Budget Requests  
and New Personnel:

\$368,975

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities

## High Performing Governance

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

# Municipal Court



## Council Discussion



The  
**Budget Team**

CITY OF FLAGSTAFF



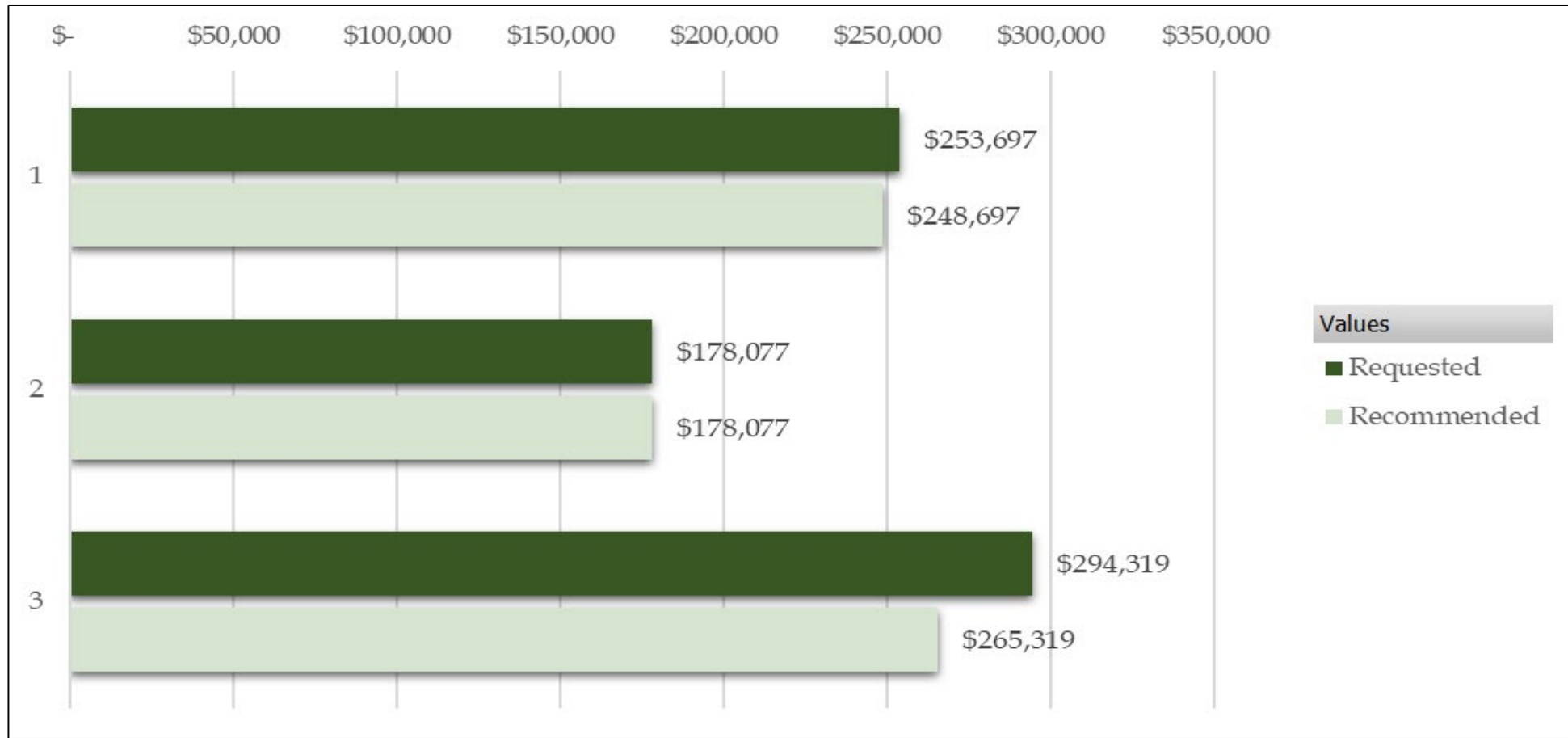
# Management Services

Total Approved Budget Requests  
and New Personnel:

\$692,093

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



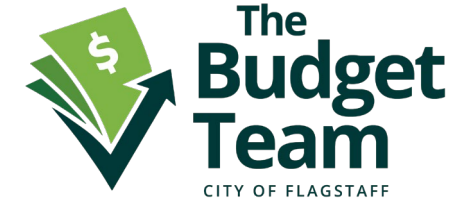
\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities



## High Performing Governance and Environmental Stewardship

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

## High Performing Governance

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

# Management Services



## Council Discussion



The  
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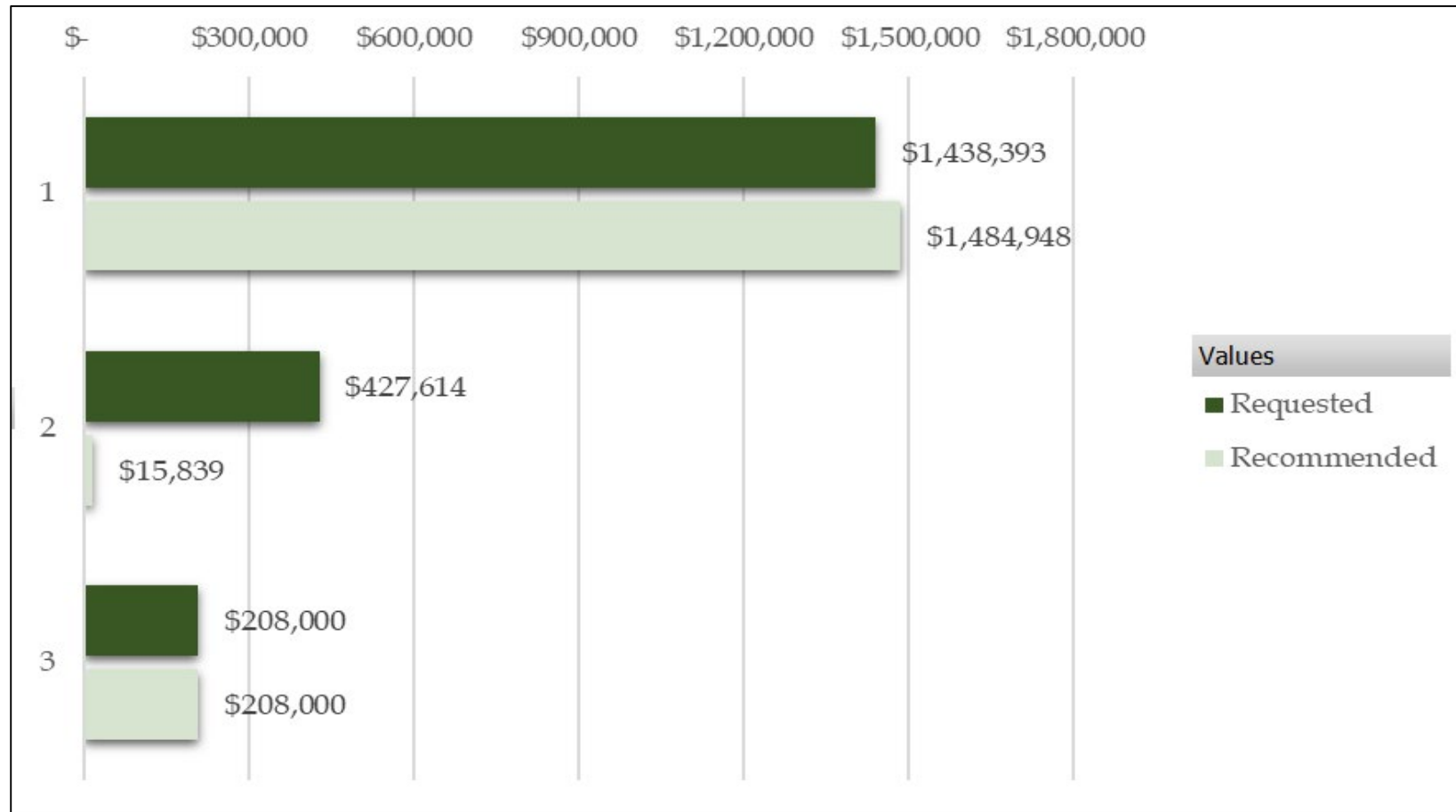
# Fire

Total Approved Budget Requests  
and New Personnel:

\$6,433,787

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities

## Safe & Healthy Community

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

## High Performing Governance

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

## Inclusive & Engaged Community

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

## Environmental Stewardship

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

# Fire



## Council Discussion



The  
**Budget Team**  
CITY OF FLAGSTAFF



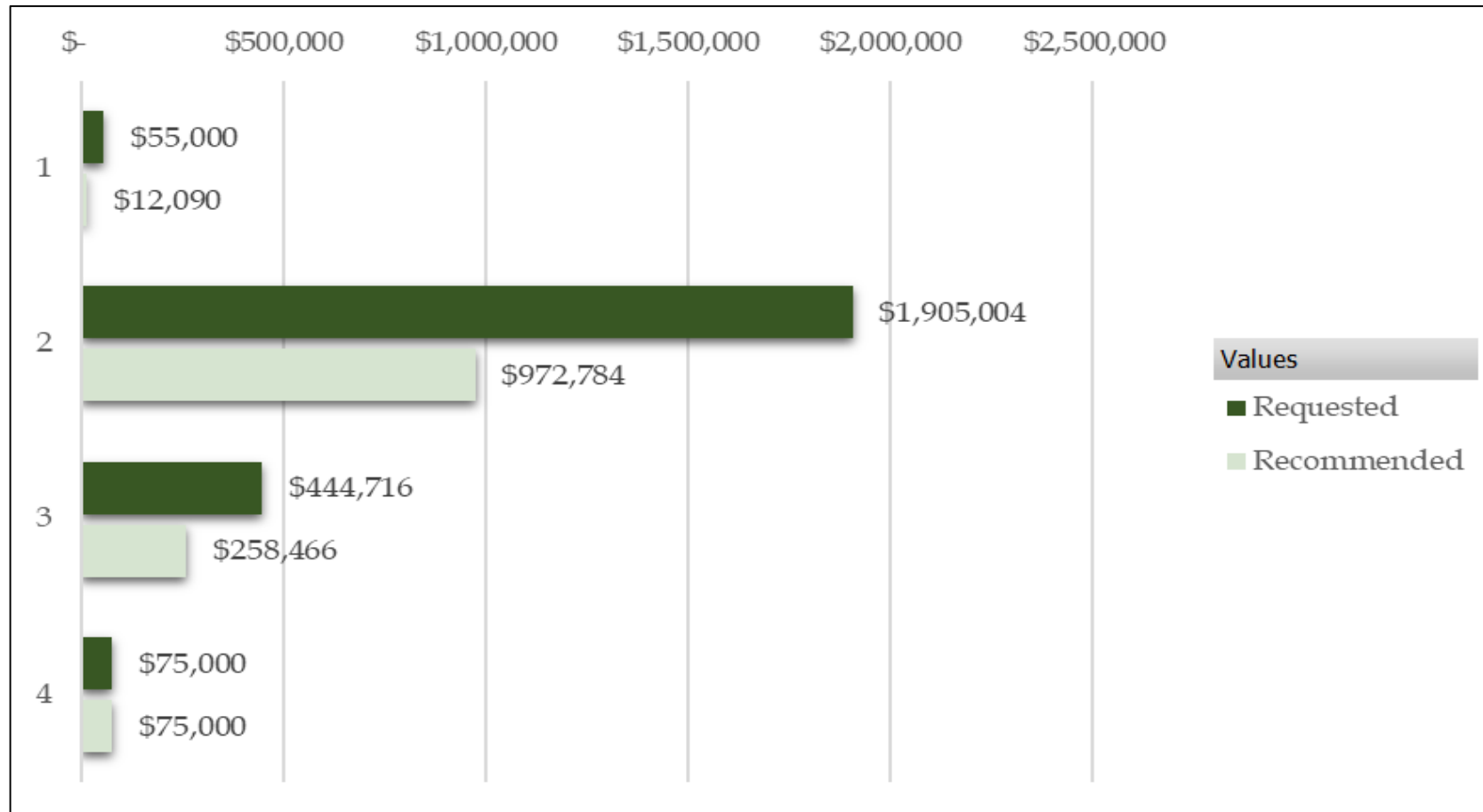
# Police

Total Approved Budget Requests  
and New Personnel:

\$2,033,340

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities

## High Performing Governance

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

## Sustainable, Innovative Infrastructure

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

## Inclusive & Engaged Community

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

# Police



## Council Discussion



The  
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**Break**



The  
**Budget Team**

CITY OF FLAGSTAFF



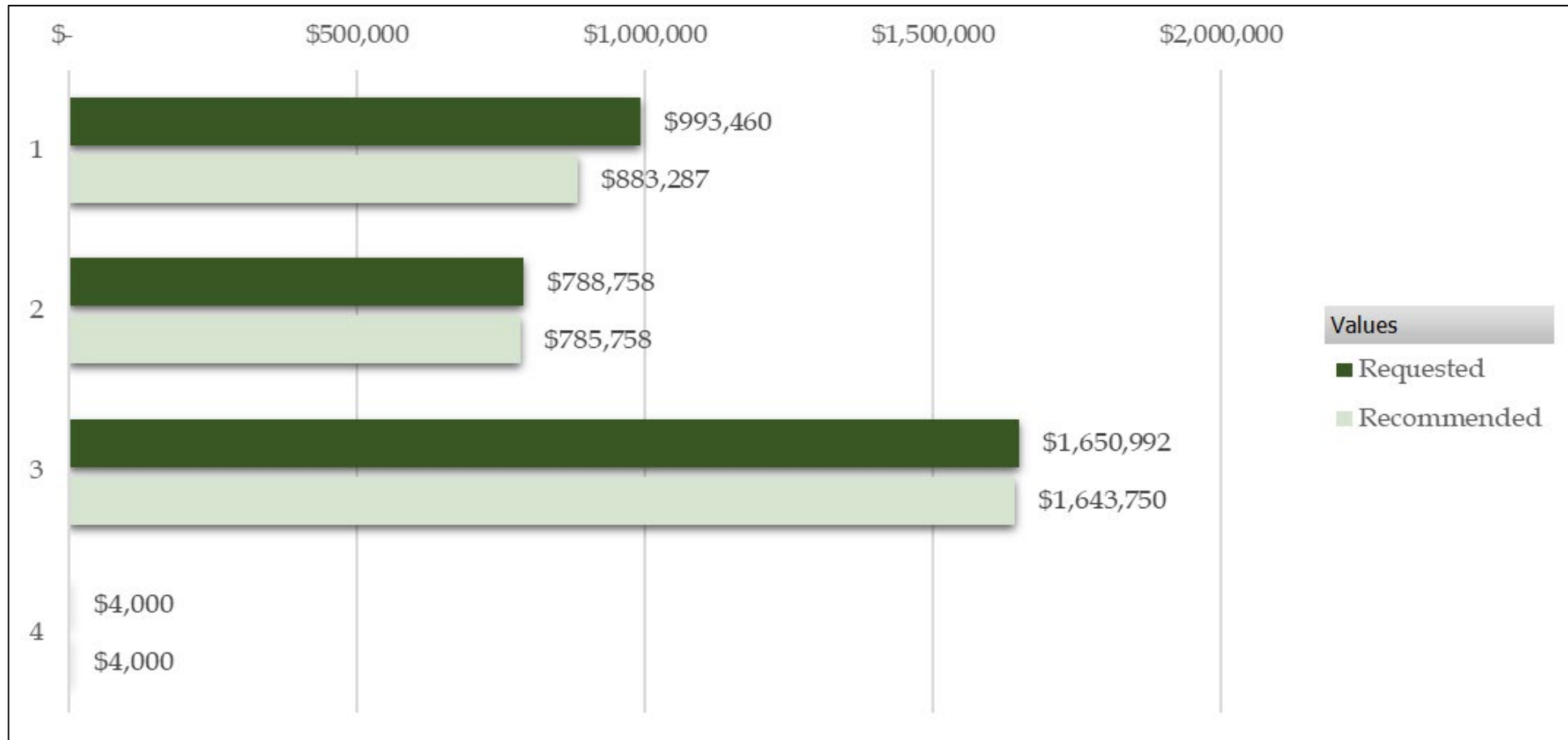
# Community Development

Total Approved Budget Requests  
and New Personnel:

\$3,316,795

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities

## High Performing Governance

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

## Safe & Healthy Community

- Building Safety and Code Compliance

## Inclusive & Engaged Community

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

# Key Community Priorities

## Livable Community

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

# Key Community Priorities

## Robust Resilient Economy

- Land Availability and Suitability Assessment

## Environmental Stewardship

- Dark Sky Specialist
- Implementation of Zoning and Building Codes

# Community Development



## Council Discussion



The  
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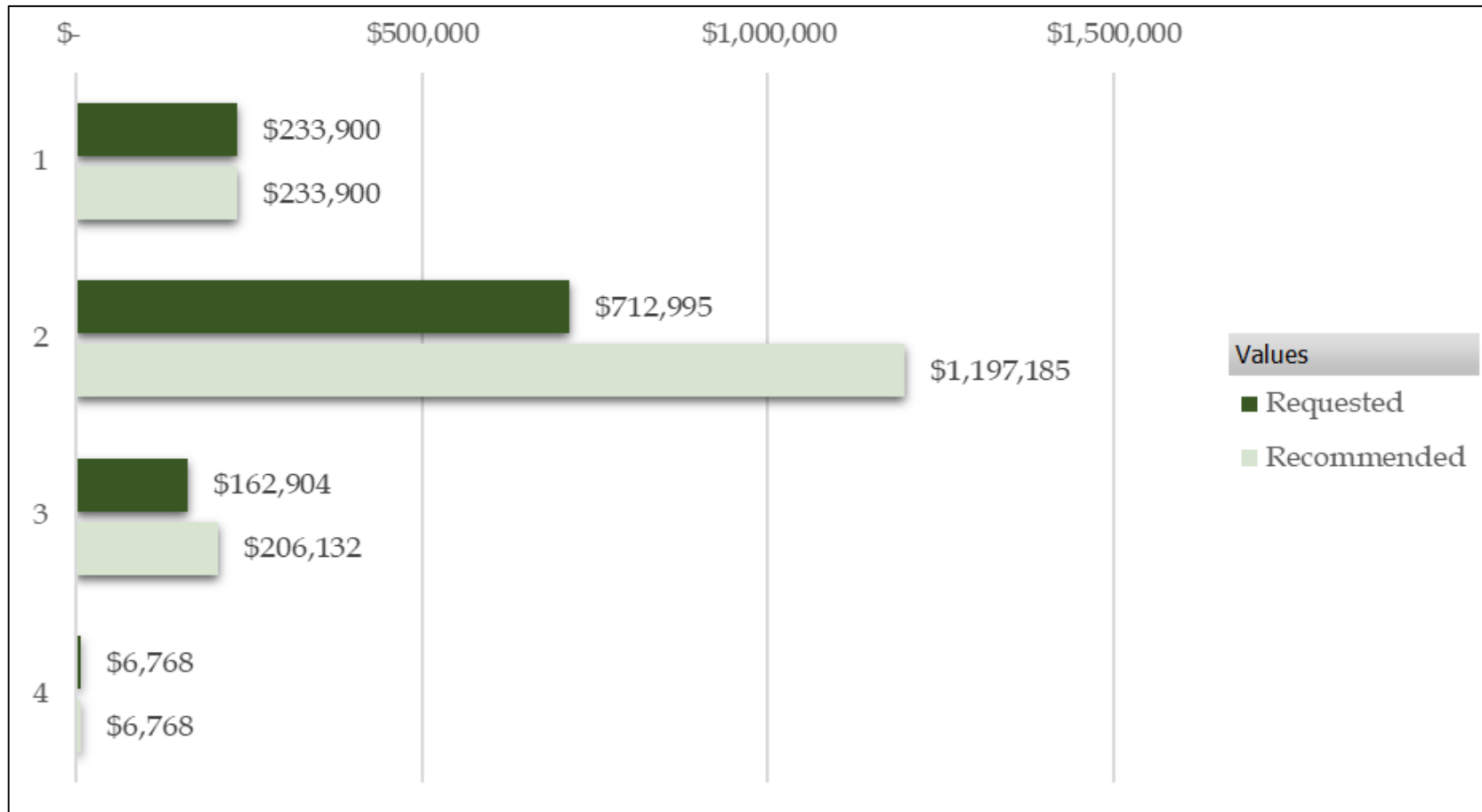
# Public Works

Total Approved Budget Requests  
and New Personnel:

\$2,363,985

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



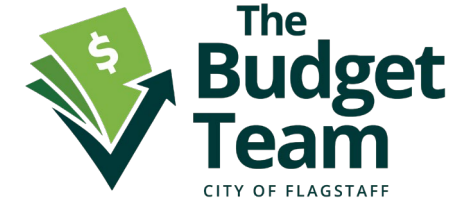
\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities



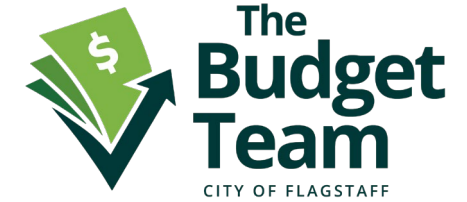
## Environmental Stewardship

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

## Sustainable, Innovative Infrastructure

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

# Key Community Priorities



## Safe & Healthy Community

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

# Public Works



## Council Discussion



The  
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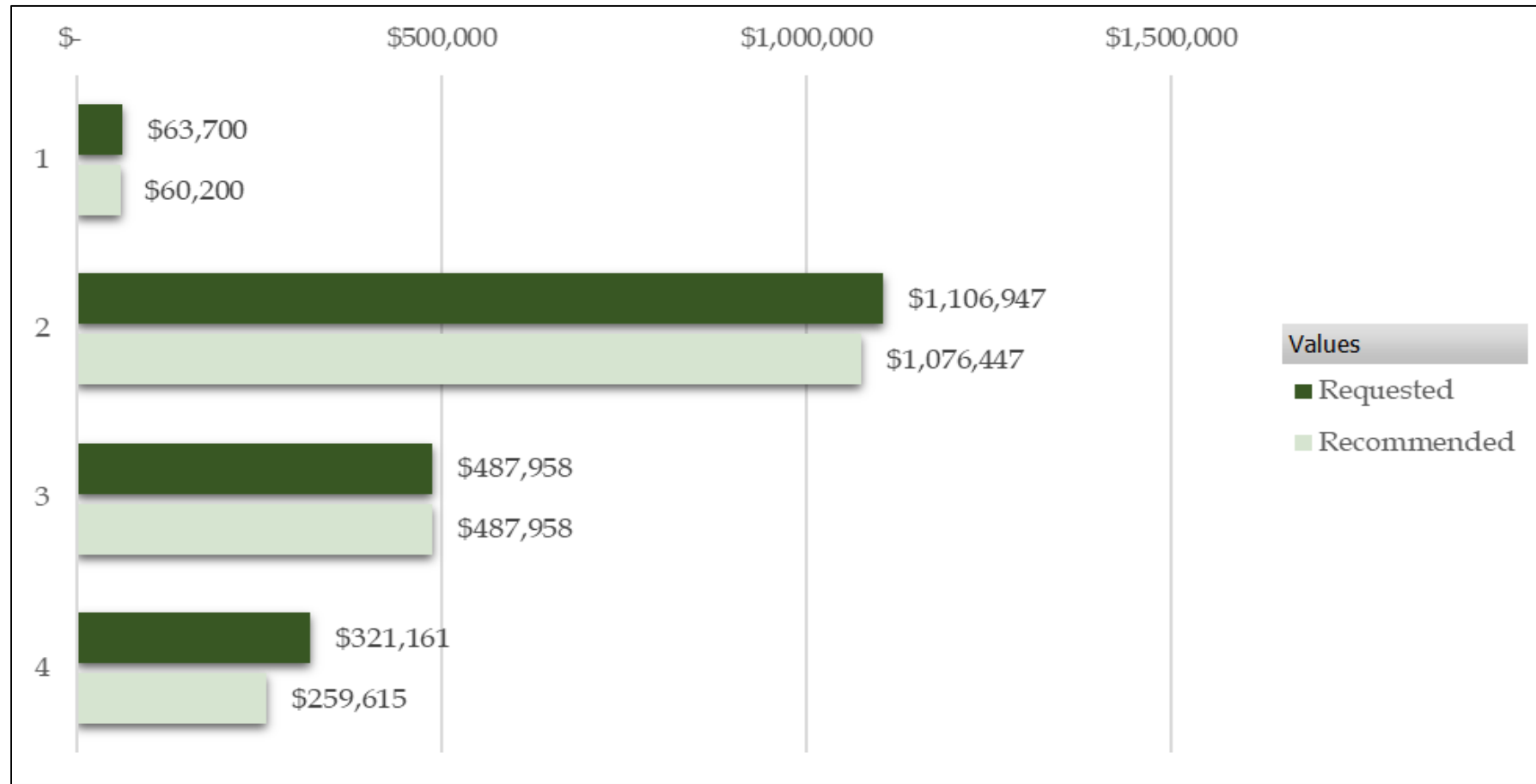
# Economic Vitality

Total Approved Budget Requests  
and New Personnel:

\$2,284,220

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities

## Robust and Resilient Economy

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

## Sustainable, Innovative Infrastructure

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

# Economic Vitality



## Council Discussion



The  
**Budget Team**

CITY OF FLAGSTAFF



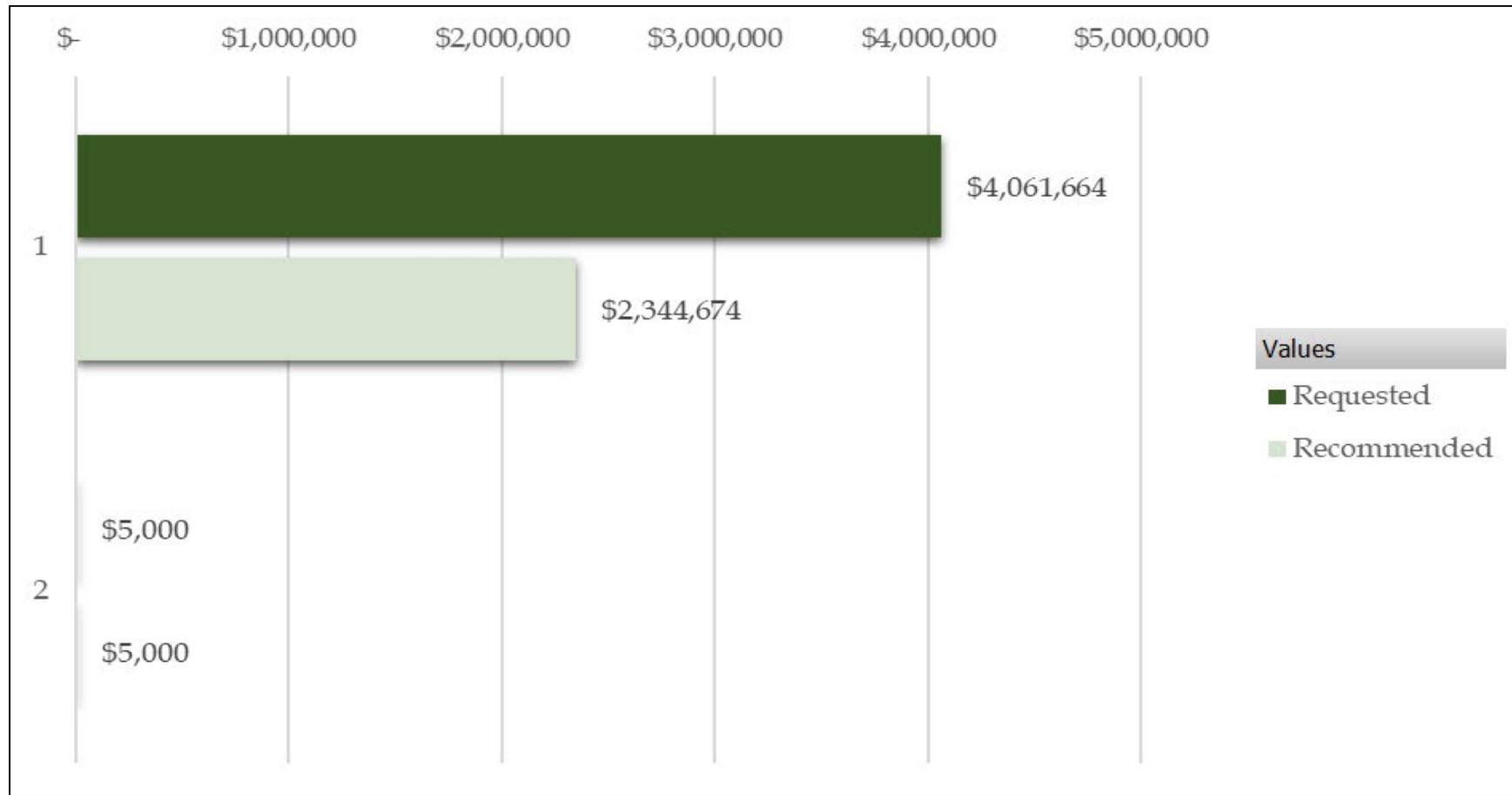
# Water Services

Total Approved Budget Requests  
and New Personnel:

\$2,784,674

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities

## High Performing Governance

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

## Safe and Healthy Community

- Watershed investment and stormwater maintenance are added protections to community

## Inclusive and Engaged Community

- Strong water conservation ethic; communications program efforts

# Key Community Priorities

## **Sustainable, Innovative Infrastructure**

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

## **Environmental Stewardship**

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

# Water Services



## Council Discussion



The  
**Budget Team**  
CITY OF FLAGSTAFF



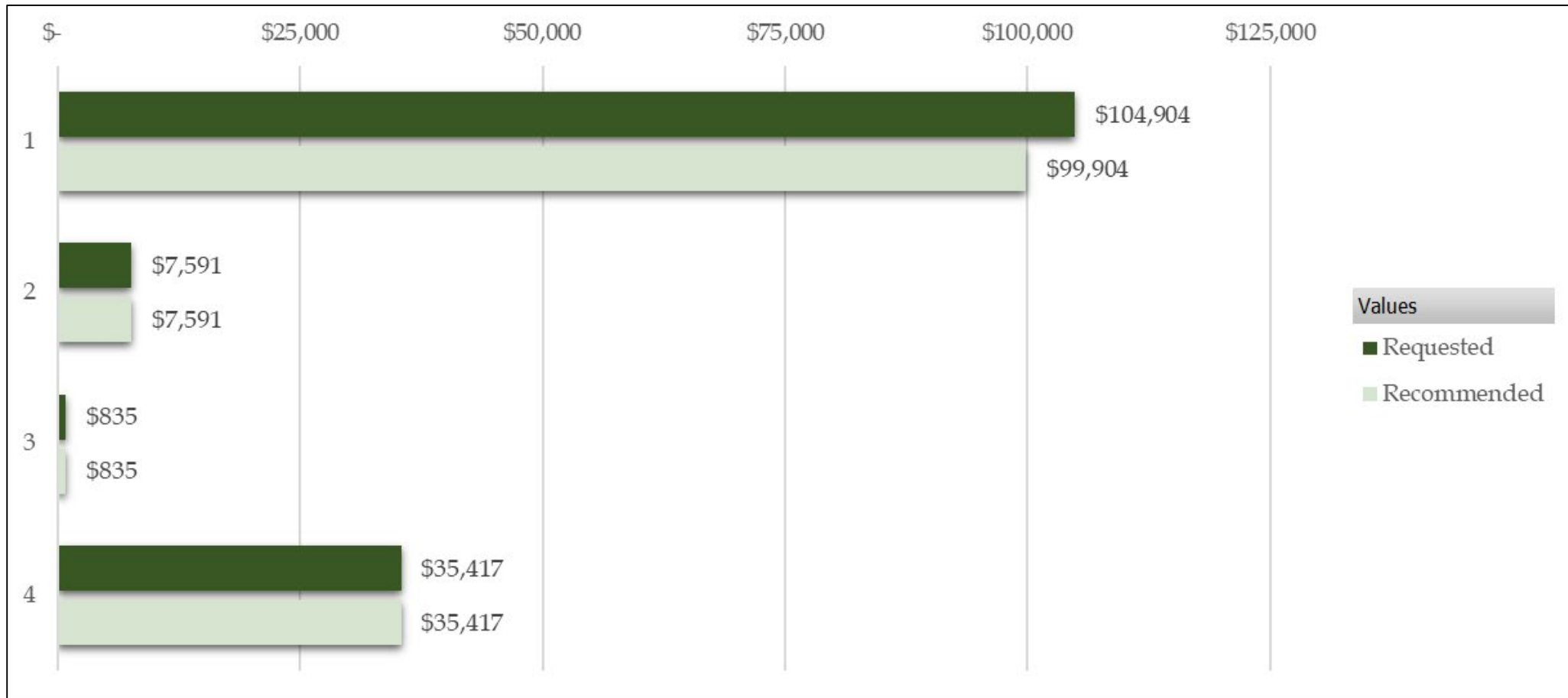
# Engineering and Capital Improvements

Total Approved Budget Requests  
and New Personnel:

\$143,748

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities

## High Performing Governance

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

## Inclusive and Engaged Community

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

# Key Community Priorities

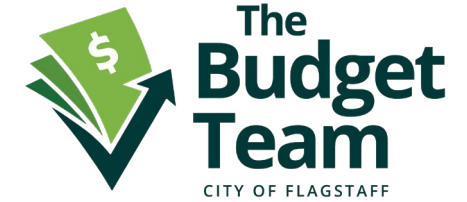
## Safe and Healthy Community

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

## Robust Resilient Economy

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

# Key Community Priorities



## Sustainable, Innovative Infrastructure

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

## Environmental Stewardship

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

# Key Community Priorities

## Livable Community

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

# Engineering and Capital Improvements



## Council Discussion



The  
**Budget Team**  
CITY OF FLAGSTAFF



# Lunch



The  
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CITY OF FLAGSTAFF



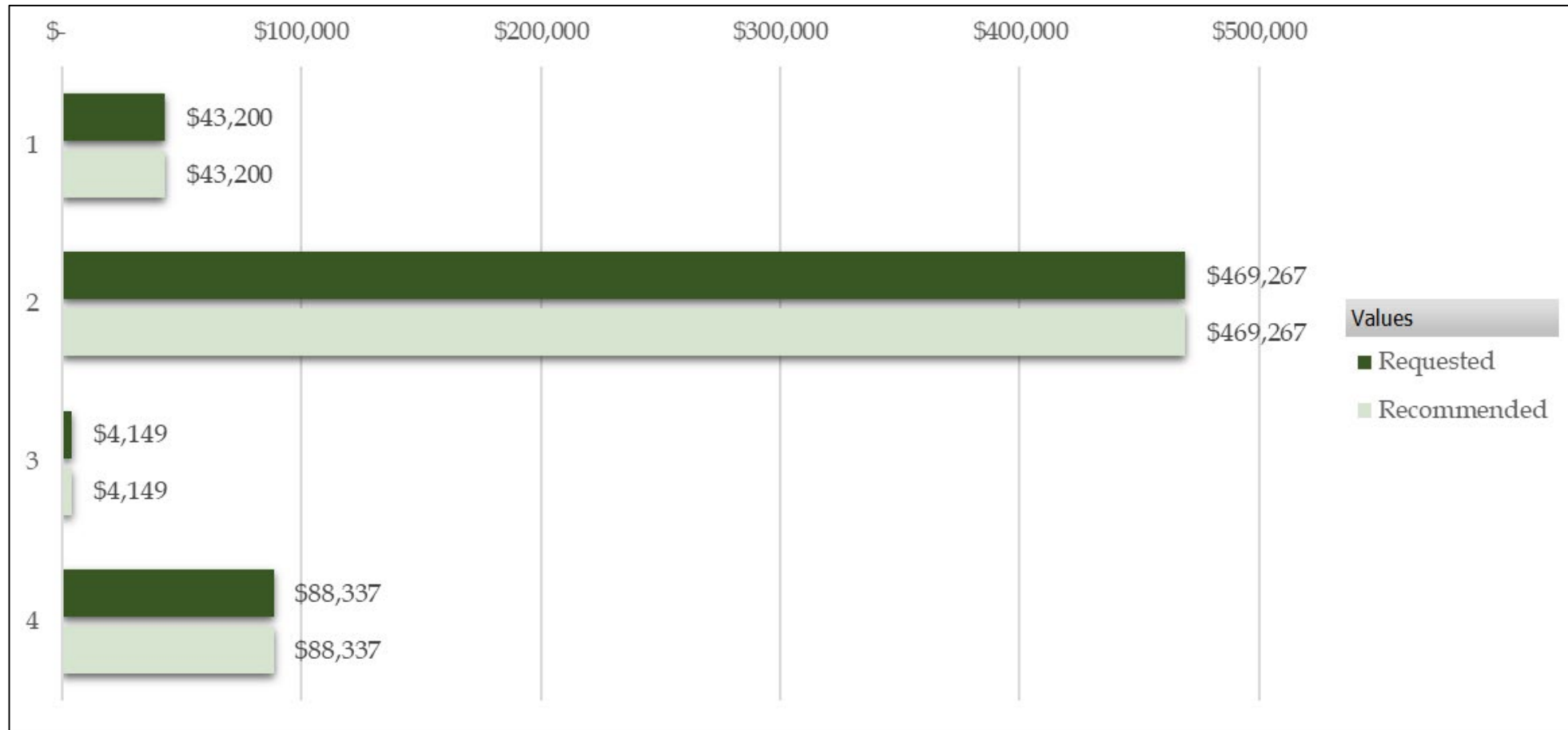
**Parks,  
Recreation,  
Open Space  
and Events**

Total Approved Budget Requests  
and New Personnel:

**\$804,953**

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



\*Excludes capital

# Highlights of Approved Budget Requests



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

# Key Community Priorities

## High Performing Governance

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

## Safe and Healthy Community

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

# Key Community Priorities

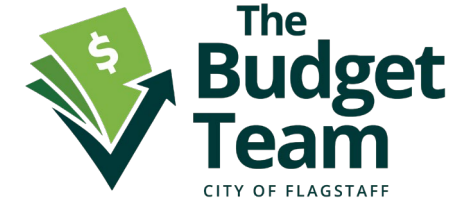
## Inclusive and Engaged Community

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

## Sustainable, Innovative Infrastructure

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

# Key Community Priorities



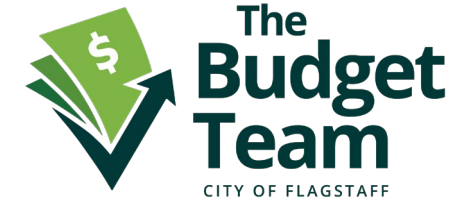
## Robust Resilient Economy

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

## Livable Community

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

# Key Community Priorities



## Environmental Stewardship

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

# Parks, Recreation, Open Space and Events



## Council Discussion



# The Budget Team

CITY OF FLAGSTAFF



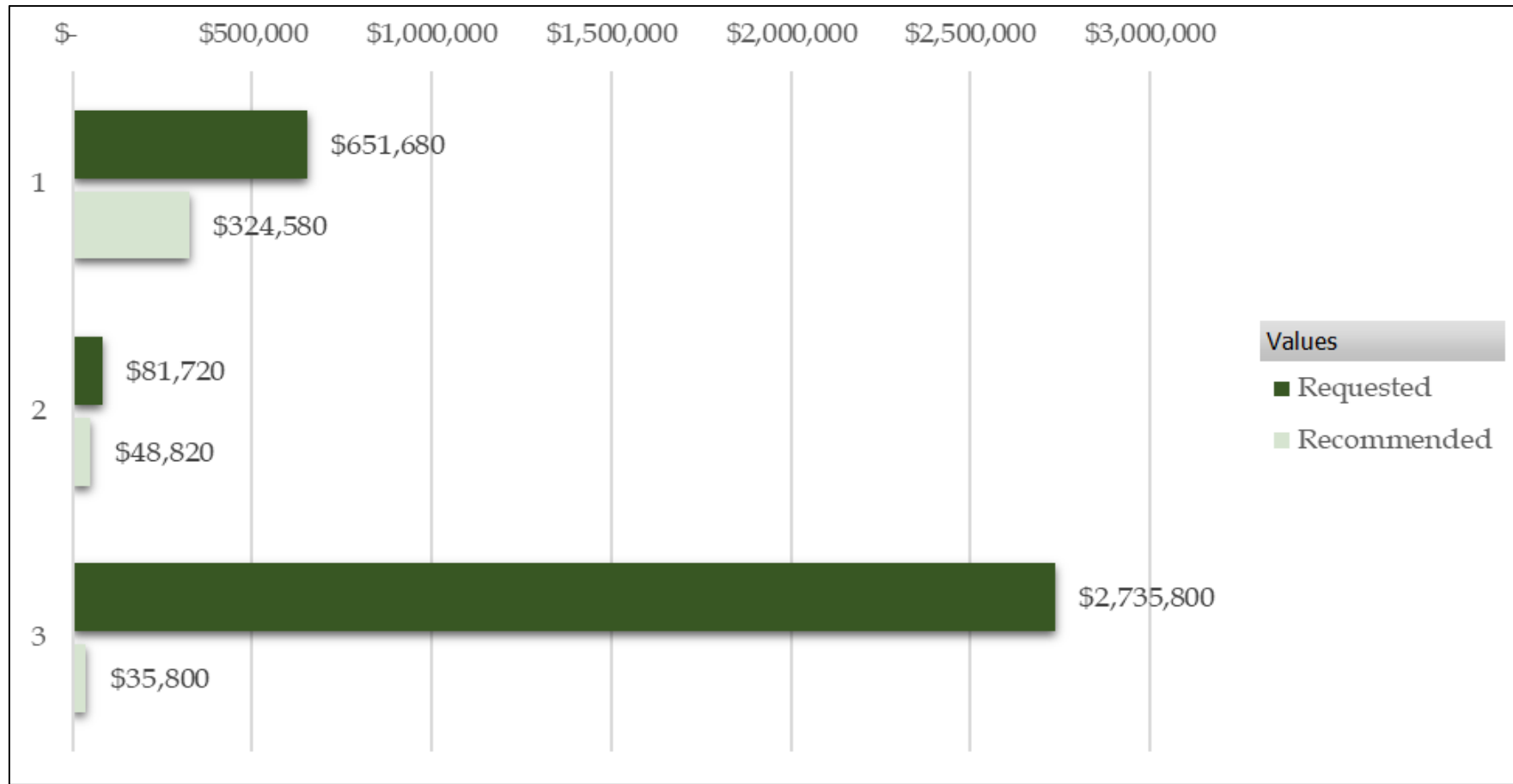
## Non- Departmental

Total Approved Budget Requests  
and New Personnel:

\$409,200

(Plus Compensation, Merit and  
Benefit Increases)

# Approved Requests by PBB Quartile



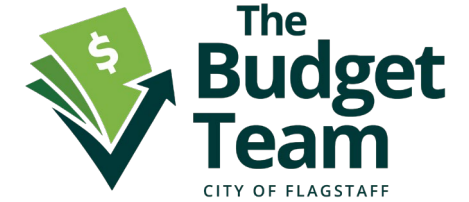
\*Excludes capital

# Highlights of Approved Budget Requests



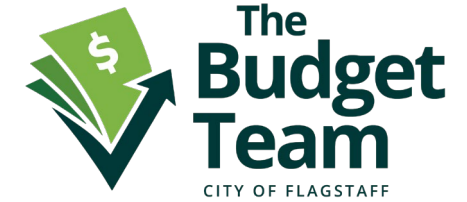
| Highlights of Approved Requests<br>By Priority Based Budget Program   | Quartile | Ongoing   | One-Time   |
|---|----------|-----------|------------|
| Council Meetings and Work Sessions                                    | 1        | 5,500     | 34,175     |
| Audit and Annual Comprehensive Financial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

# Current Service Partner Contracts



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

# Service Partner Requests



## Unfunded requests

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

# Non-Departmental



## Council Discussion



The  
**Budget Team**  
CITY OF FLAGSTAFF



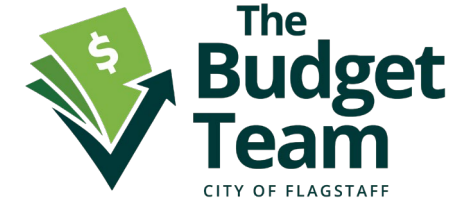
# Capital Improvement Program

# Summary



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

# Updates from March Retreat



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

# Unfunded Capital Improvements



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

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

# Council Follow-up



- Criteria to Prioritize Projects
  - Council Homework from March 31<sup>st</sup> Retreat

# Capital Improvement Program



## Council Discussion



The  
**Budget Team**  
CITY OF FLAGSTAFF



# Public Participation



The  
**Budget Team**  
CITY OF FLAGSTAFF



**Break**



The  
**Budget Team**  
CITY OF FLAGSTAFF



# Council Parking Lot Adds/Deletes Discussion



The  
**Budget Team**  
CITY OF FLAGSTAFF



# 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.

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

## Enterprise Funds

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

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

## Capital Project Funds

Used to account for major capital acquisition separate from ongoing operations

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



## **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**








# Key Community Priorities



# CITY OF FLAGSTAFF

## Priority Based Budgeting Priorities and Objectives



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

## Staff Summary: Flagstaff Carbon Neutrality Plan Strategies

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

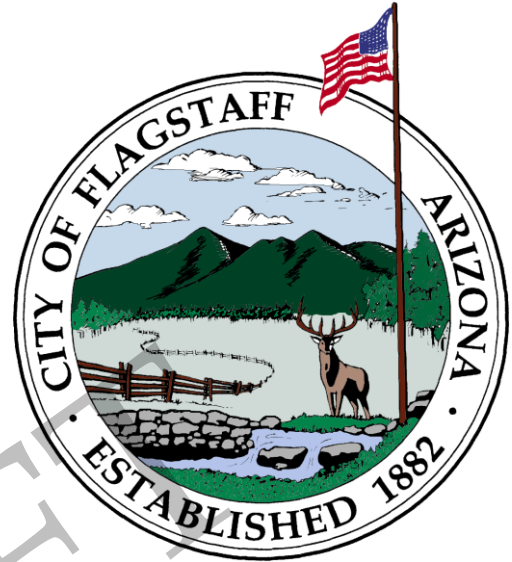
## Staff Summary: Flagstaff Carbon Neutrality Plan Strategies

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

# Annual Budget and Financial Plan

Fiscal Year 2022-2023

City of Flagstaff, Arizona



## City Council

Paul Deasy, Mayor

Miranda Sweet, Vice-Mayor

Austin Aslan

Jim McCarthy

Regina Salas

Adam Shimoni

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Flagstaff  
Arizona**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director

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## User's Guide

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

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

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

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

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

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

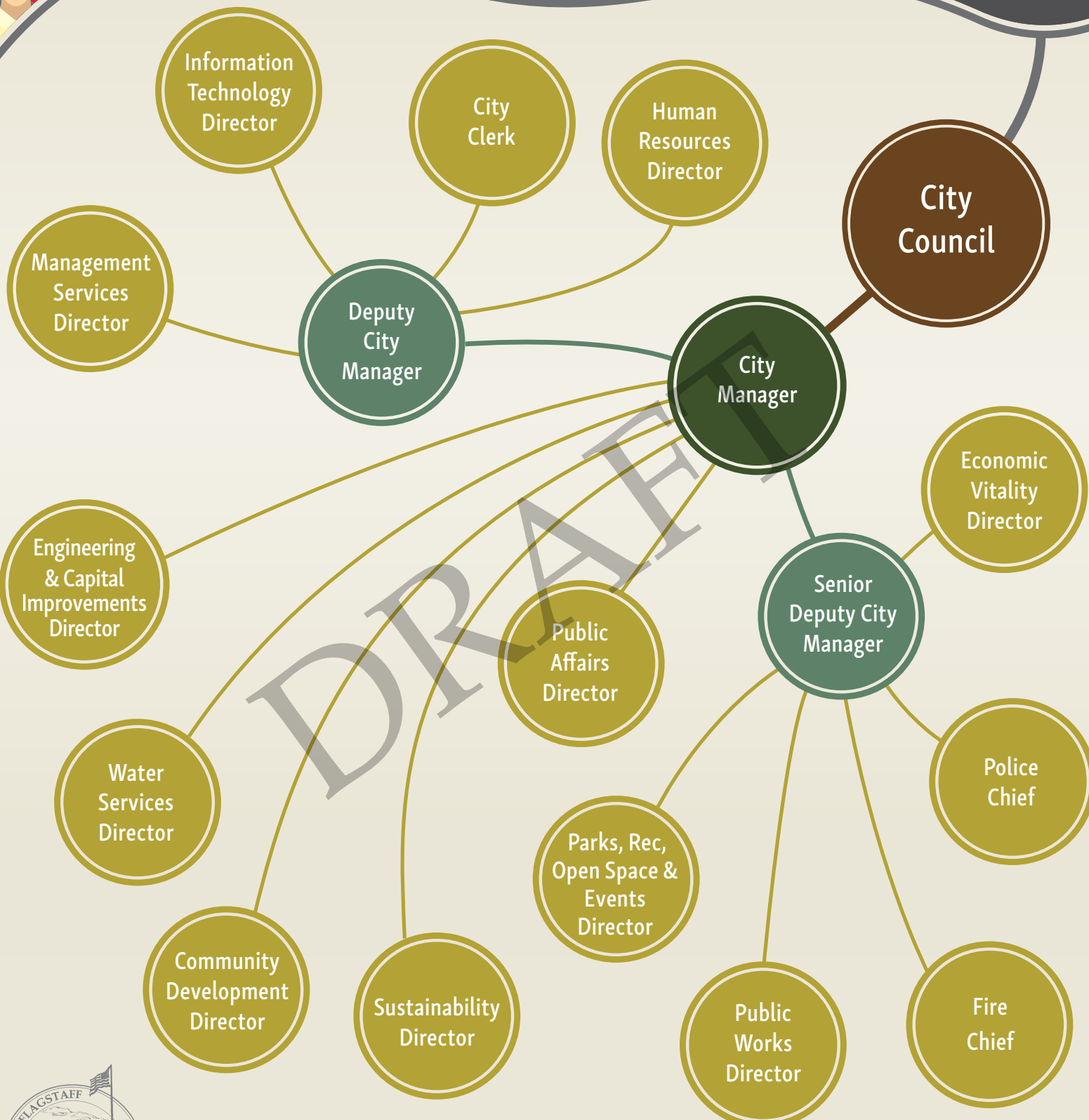
**Division Detail** - Each operating division summary provides a description, goals and objectives, major accomplishments of the current fiscal year, performance indicators, expenditure history and budget, commentary on significant changes and sources of funding.

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

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

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

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

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# The City of Flagstaff

## Council Results and Definitions

Approved by the Flagstaff City Council November 2020

### **High Performing Governance**

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

### **Safe & Healthy Community**

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

### **Inclusive & Engaged Community**

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

### **Sustainable, Innovative Infrastructure**

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

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

### **Robust Resilient Economy**

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

### **Livable Community**

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

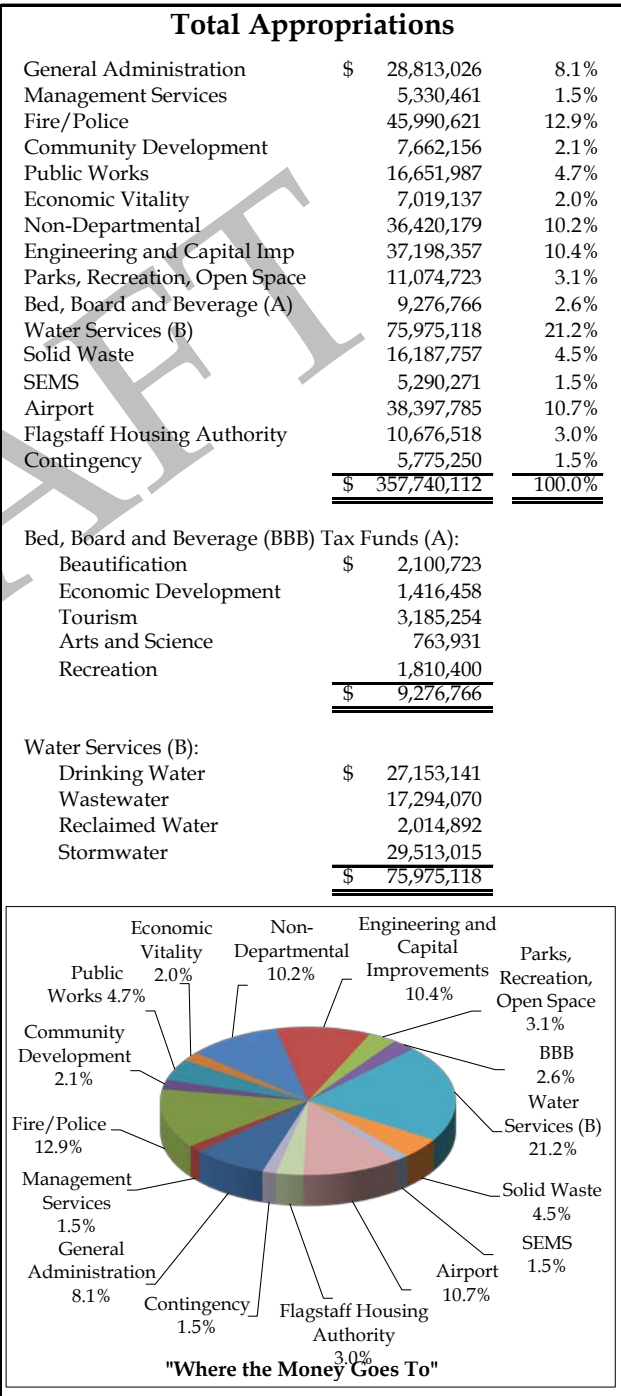
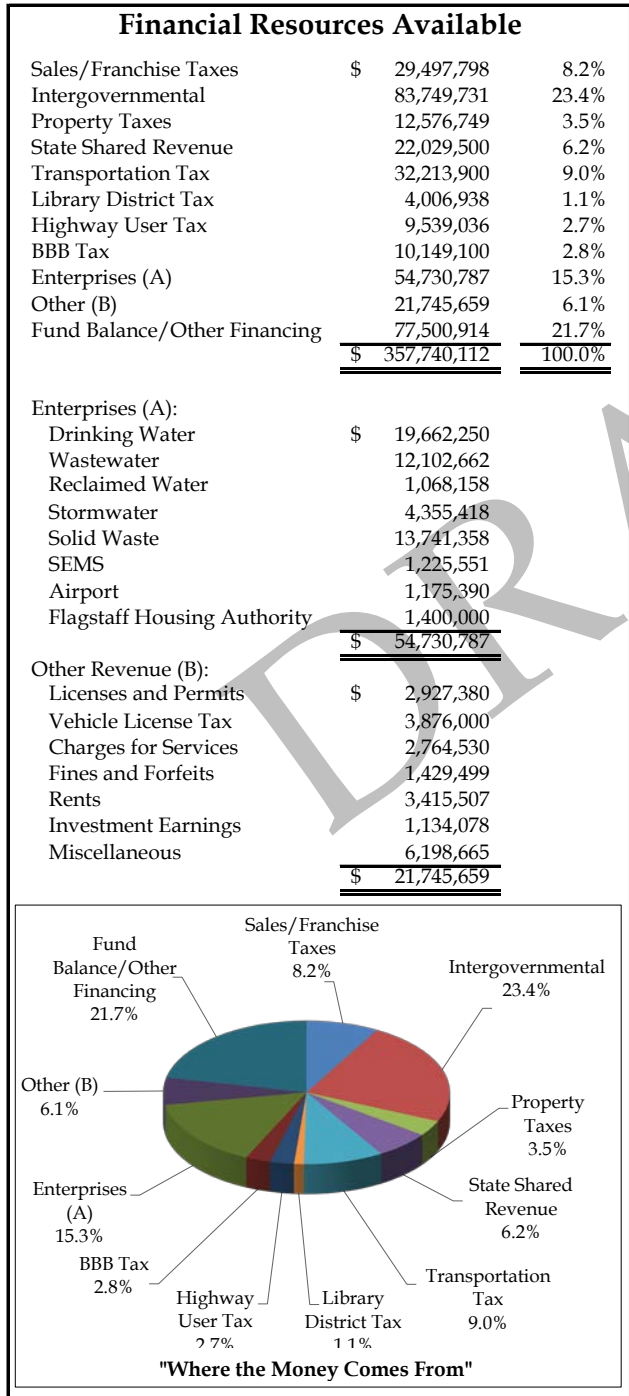
### **Environmental Stewardship**

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

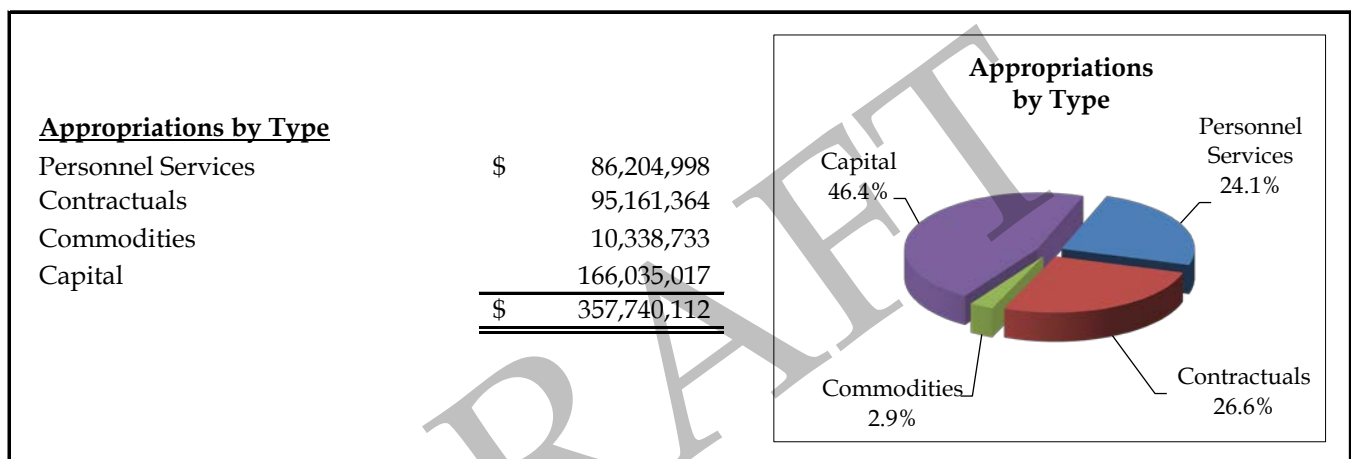
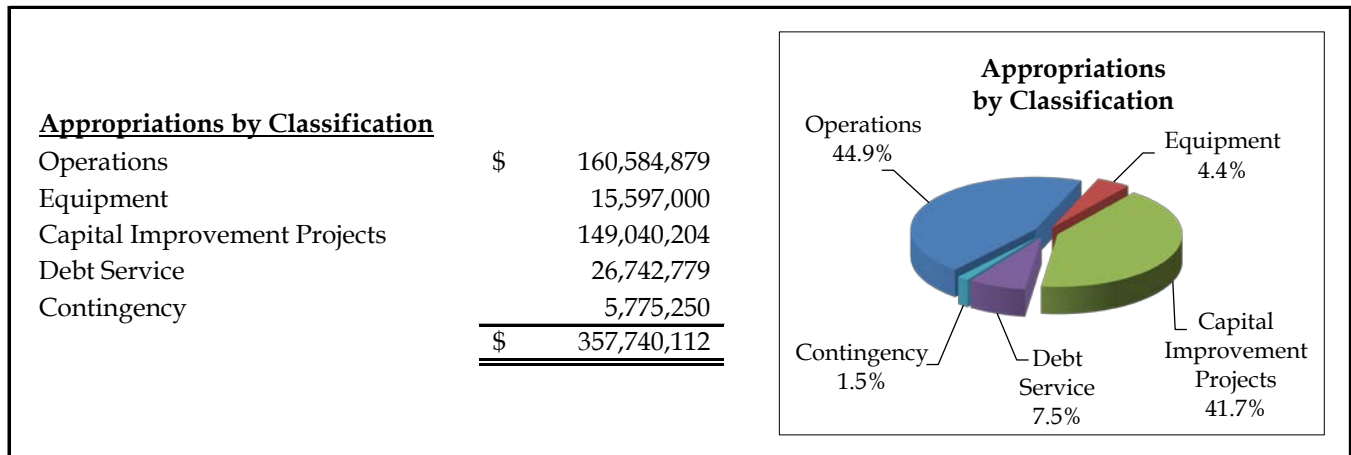
# Budget Overview

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

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

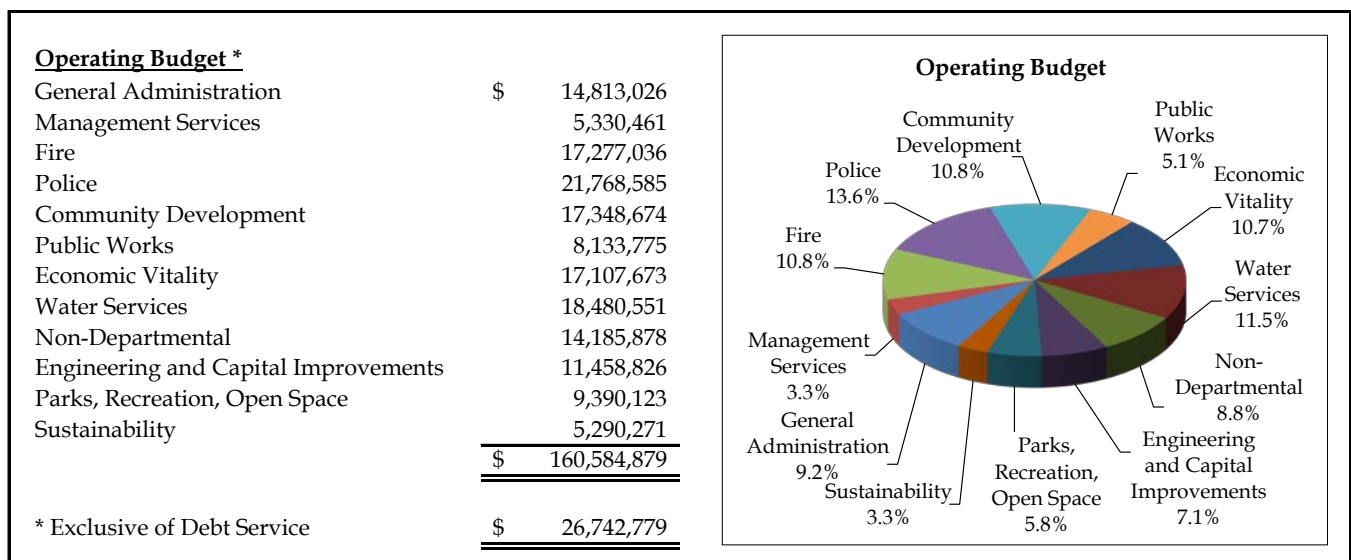


The following graphs depict total appropriations for the FY 2022-2023 budget by major classifications and types.



## Operating Expenditures by Division

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



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

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

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

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

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

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

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

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

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

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

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

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

## Budget Format and Process

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

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

### ***Format***

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

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

*Categories presented are:*

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

### ***Fund, Division and Section Structure***

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

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

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

The following table represents the structure for the City.

**Relationship Between Funds, Divisions and Sections**

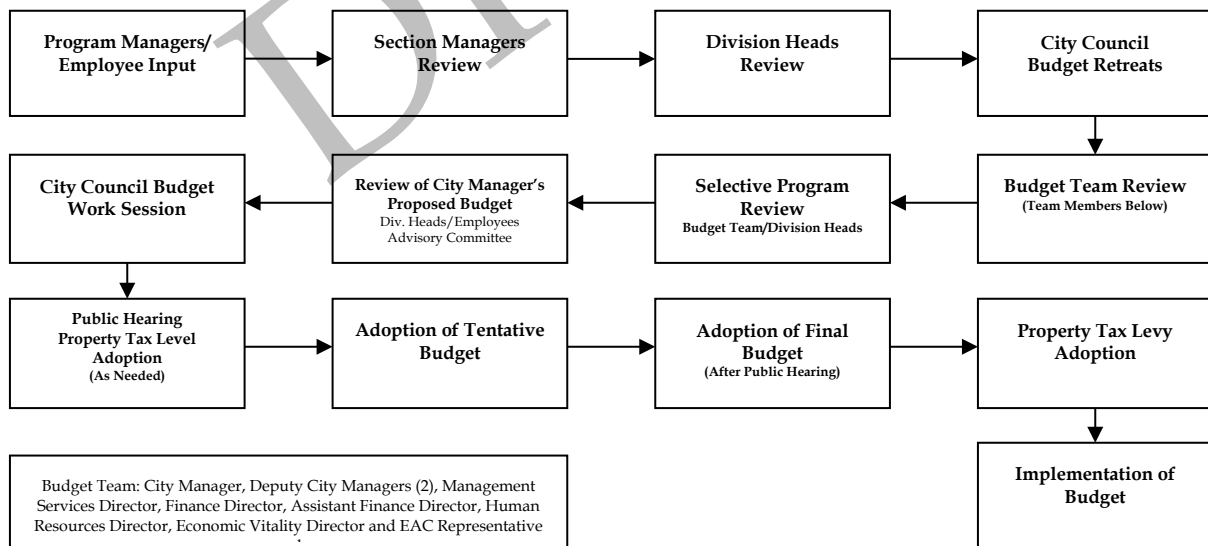
| Fund Type                                  | Fund                              | Division                                 | Section   |   |  |
|--|-----------------------------------|--|---|---|--|
| <b>Governmental</b>                        | (All Modified Accrual Accounting) |  |   |   |  |
| <b>General</b>                             | General *                         | City Manager                             | City Manager  |   |  |
|  |                                   | Human Resources                          | Human Resources   |   |  |
|  |                                   | Risk Management                          | Risk Management   |   |  |
|  |                                   | Information Technology                   | Information Technology  |   |  |
|  |                                   | City Attorney                            | Legal   |   |  |
|  |                                   | Municipal Court                          | Municipal Court   |   |  |
|  |                                   | Management Services                      | Management Services<br>Purchasing<br>Revenue<br>Finance   |   |  |
|  |                                   | Fire                                     | Fire Operations<br>Fire Grants  |   |  |
|  |                                   | Police                                   | Police Operations<br>Police Grants  |   |  |
|  |                                   | Community Development                    | Community Development Administration<br>Planning and Development<br>Housing                               |   |  |
|  |                                   | Public Works                             | Public Works Administration<br>Facilities Maintenance<br>USGS Campus<br>Fleet Services                    |   |  |
|  |                                   | Economic Vitality                        | Community Investment  |   |  |
|  |                                   | Non-Departmental                         | Council and Commissions<br>Non-Departmental<br>Donations<br>Real Estate Proceeds<br>Insurance             |   |  |
|  |                                   | Engineering and Capital Improvements     | Engineering<br>Capital Improvements   |   |  |
|  |                                   | Parks, Recreation, Open Space and Events | Parks<br>Recreation Services<br>Open Space  |   |  |
|  |                                   | <b>Special Revenue</b>                   | Housing and Community Service   | Community Development   | Community Housing Services<br>Community Housing Grants<br>Community Development Block Grants |
|  |                                   |  | COVID Relief*   | Non-Departmental  | Non-Departmental   |
| Library                                    | Economic Vitality                 |  | Library City Direct<br>Library County Direct<br>Library County Indirect Shared Services<br>Library Grants |   |  |
| Highway User Revenue*                      | Public Works                      |  | Street Maintenance<br>Transportation Construction<br>Street Construction                                  |   |  |
| Transportation *                           | Community Development             |  | 4th Street Overpass   | Street Improvements<br>Safety Improvements<br>Road Repair Pavement Preservation |  |
|  |                                   |  | Non-Departmental  | NAIPTA - Transit  |  |
|  |                                   |  | Engineering and Capital Improvements  | Transportation Construction   |  |
|  |                                   |  | Engineering and Capital Improvements  | Road Repair and Street Safety   |  |
|  |                                   |  | Engineering and Capital Improvements  | New Street Projects   |  |
| Engineering and Capital Improvements       | Street Widening Projects          |  |   |   |  |
| Engineering and Capital Improvements       | Street Operations                 |  |   |   |  |
| Engineering and Capital Improvements       | Bicycle and Pedestrian Projects   |  |   |   |  |
| Engineering and Capital Improvements       | General Improvements              |  |   |   |  |
| Flagstaff Urban Trail System               | Community Development             |  | Flagstaff Urban Trail System  |   |  |
| BBB - Beautification                       | Economic Vitality                 |  | Beautification<br>Beautification - Capital Improvements   |   |  |
| BBB - Economic Development                 | Economic Vitality                 | Economic Development                     |   |   |  |
| BBB - Tourism                              | Economic Vitality                 | Tourism<br>Visitor Services              |   |   |  |
| BBB - Arts and Science                     | Economic Vitality                 | Arts and Science                         |   |   |  |
| BBB - Recreation                           | Public Works                      | 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  |
| <b>Governmental</b><br>(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<br>Flagstaff Watershed Protection |
|  | Non-GO Bond Capital Project Fund*       | Non-Departmental      | Capital Project Court Facility                           |
| <b>Proprietary</b><br>(All Modified Accrual Accounting)  |   |                       |  |
| Enterprise   | Water Services*                         | Water Services        | Water Services Administration                            |
|  |   |                       | Water Production   |
|  |   |                       | Water Distribution                                       |
|  |   |                       | Water Resource Management                                |
|  |   |                       |  |
|  |   |                       | Regulatory Compliance                                    |
|  |   |                       | SCADA  |
|  |   |                       | Water Capital  |
|  |   |                       | Wastewater Treatment - Wildcat Plant                     |
|  |   |                       | Wastewater Treatment - Rio Plant                         |
|  |   |                       | Wastewater Collection                                    |
|  |   |                       | Industrial Wastewater Monitoring                         |
|  |   |                       | Wastewater Capital Improvements                          |
|  |   |                       | Reclaimed Water  |
|  |   |                       | Reclaimed Capital  |
|  |   |                       | Stormwater   |
|  |   |                       | Stormwater Capital                                       |
|  | Solid Waste*                            | Public Works          | Solid Waste - Landfill                                   |
|  |   |                       | Solid Waste - Collections                                |
|  |   |                       | Solid Waste - Capital Improvements                       |
|  | Sustainability and Environmental Mgmt * | Public Works          | 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 2020-2021 CAFR

## Process

### Budget Process Flowchart:



**Presentation:**

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

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

**Review and Approval:**

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

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

## **Adoption:**

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

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

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

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

## **Fund Summaries**

### ***General Fund***

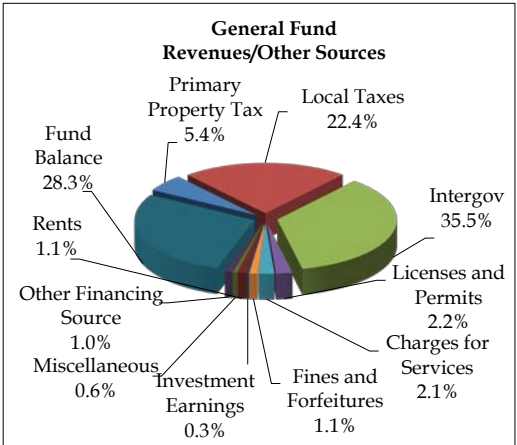
The General Fund includes all City operations, except enterprise activities which are to be self-sustaining, e.g., Water Services, Solid Waste, Sustainability and Environmental Management, Airport, Flagstaff Housing Authority, and activities funded from a special revenue source dedicated to that activity.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

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

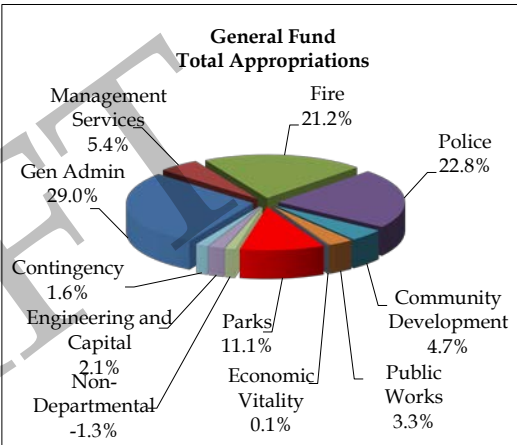
General Fund revenue/other sources compared to the year-end estimates are expected to decrease by 0.5%. Overall revenues continue to grow at a slow to moderate pace. Fund balance has decreased compared to FY 2021-2022 due to the completion of several projects and one-time expenditures anticipated in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

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

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



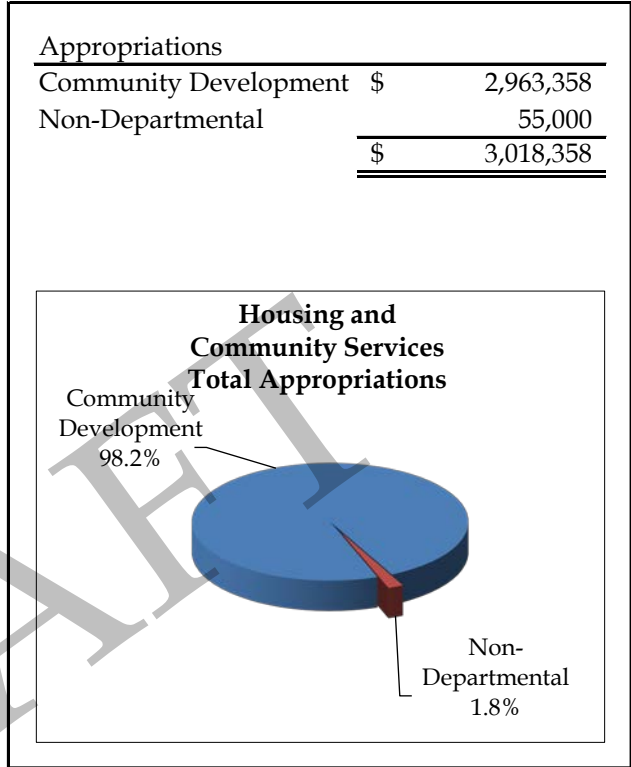
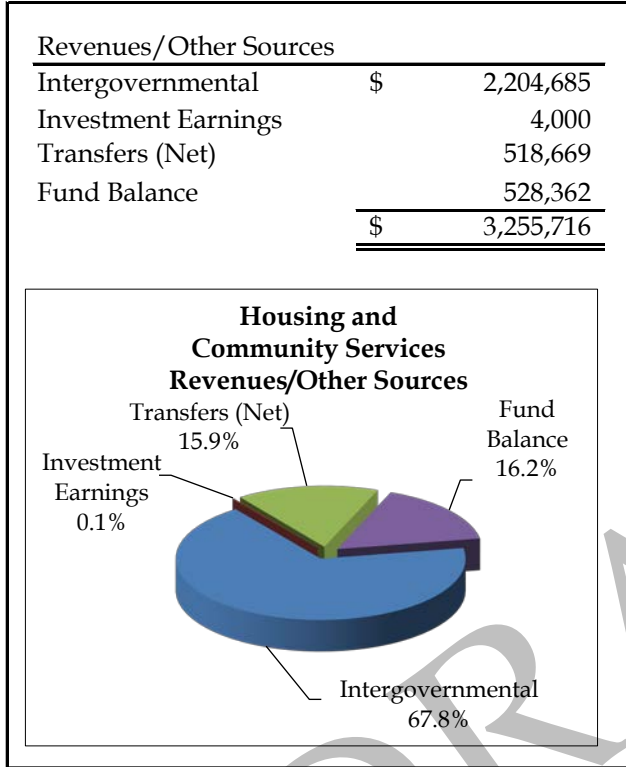
| Appropriations                       | Estimated<br>2021-2022 | Budget<br>2022-2023 |
|--------------------------------------|------------------------|---------------------|
| General Administration               | \$ 16,816,843          | 28,813,026          |
| Management Services               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



## Special Revenue Funds

### Housing and Community Services Fund

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



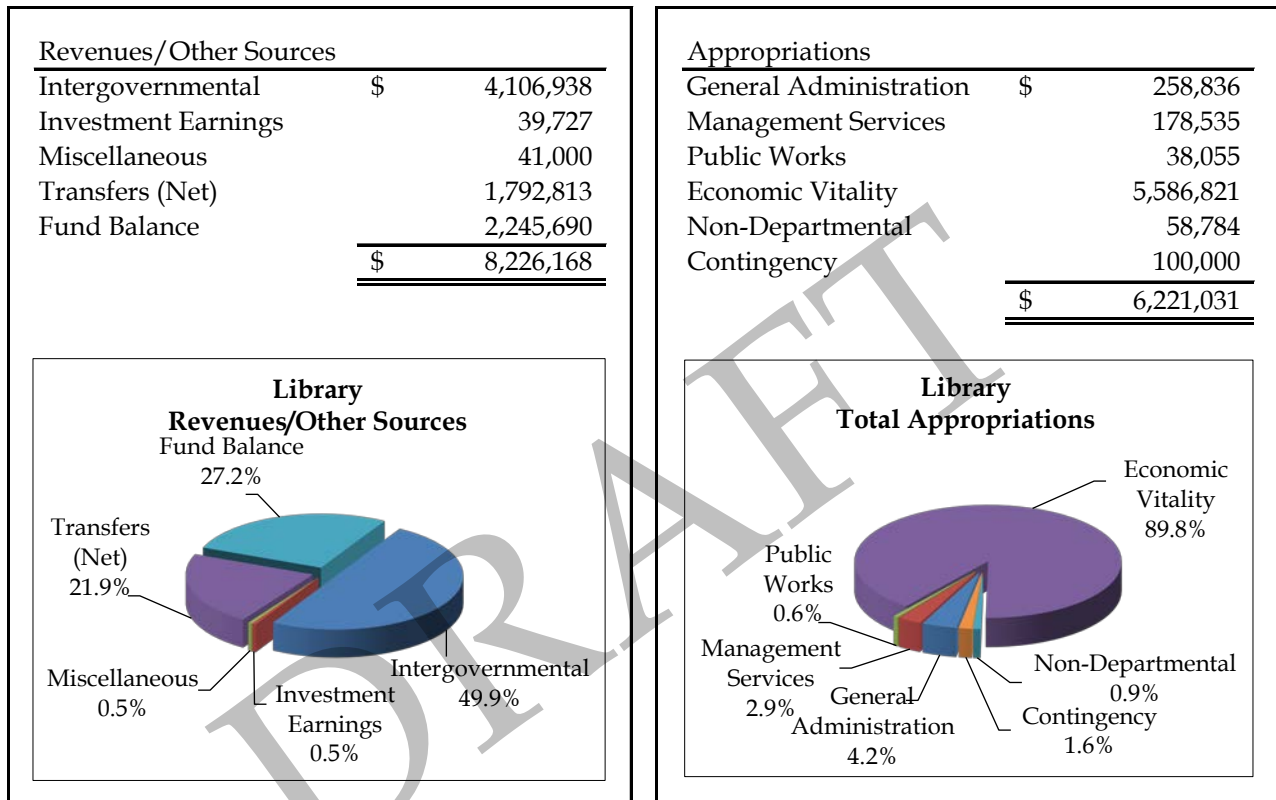
### COVID Relief Fund

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

## Library Fund

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

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

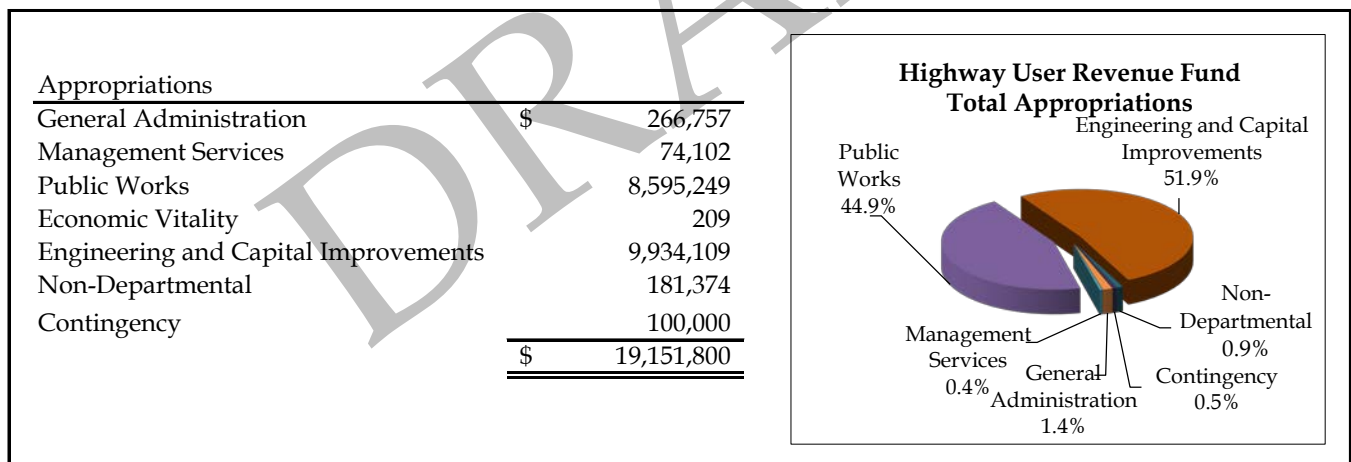
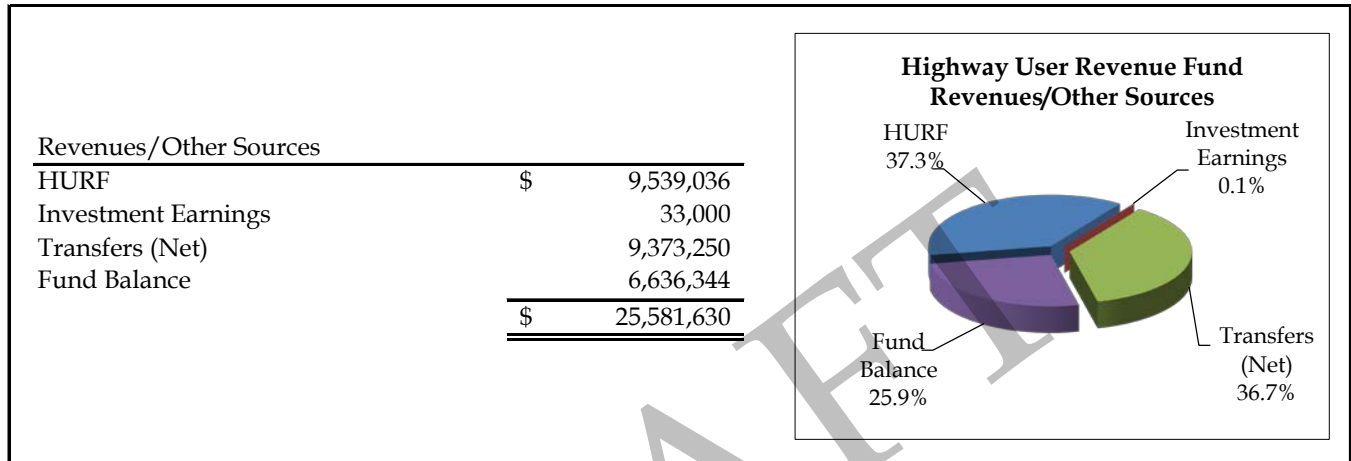


## Highway User Revenue Fund

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

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

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

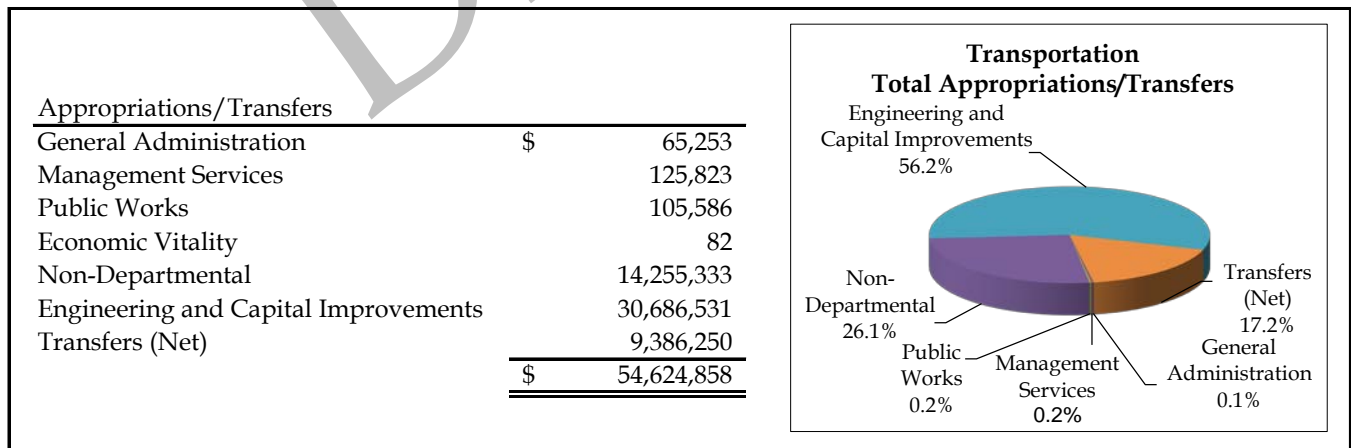
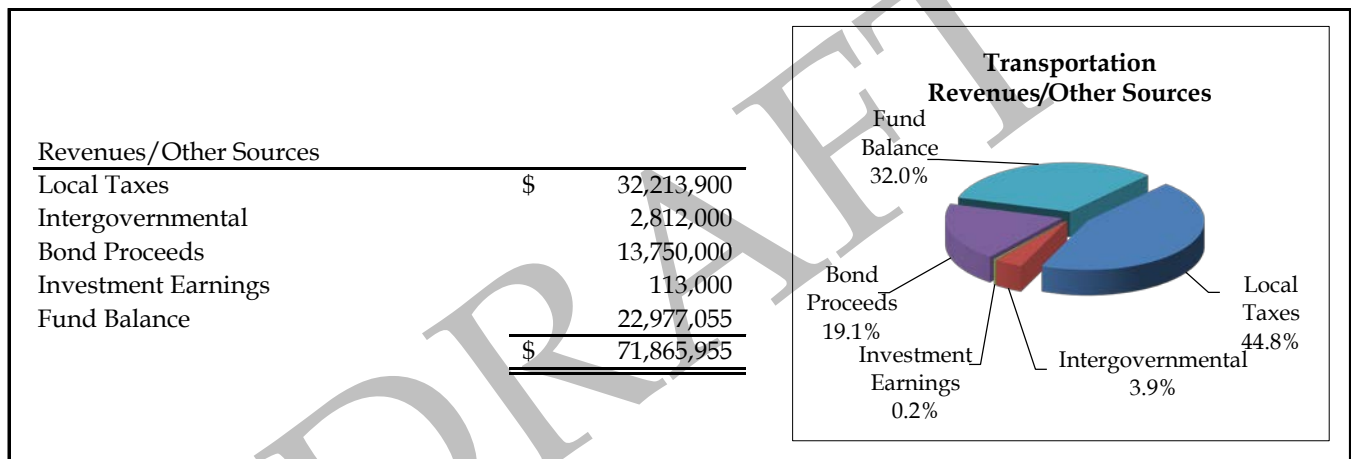


## Transportation Fund

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

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

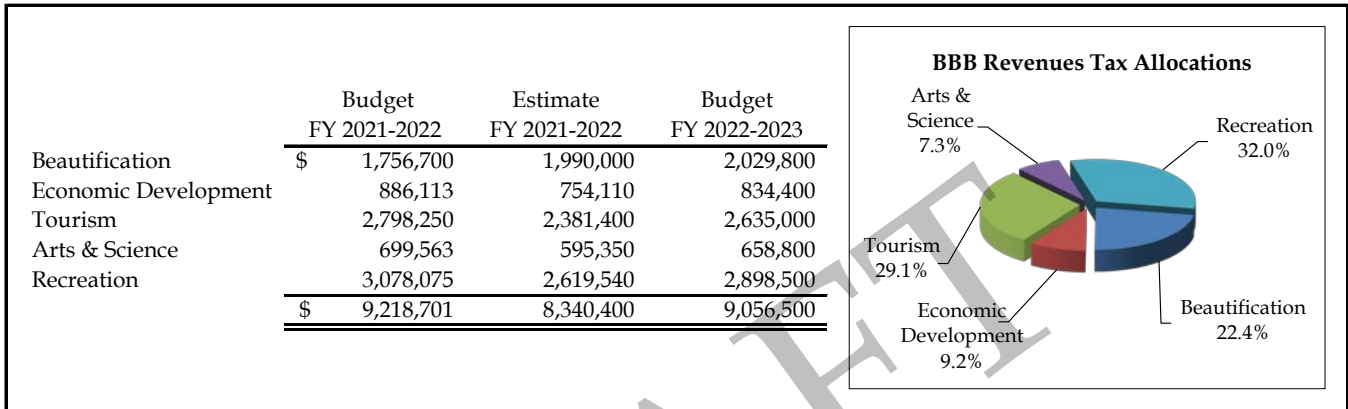
Appropriations total \$54.6 million in FY 2022-2023. Appropriations include \$11.6 million for transit operations and capital projects, \$2.7 million for debt service, \$1.6 million for road repair and street safety projects, \$3.5 million for Lone Tree overpass and \$20.6 million for roadway, pedestrian,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



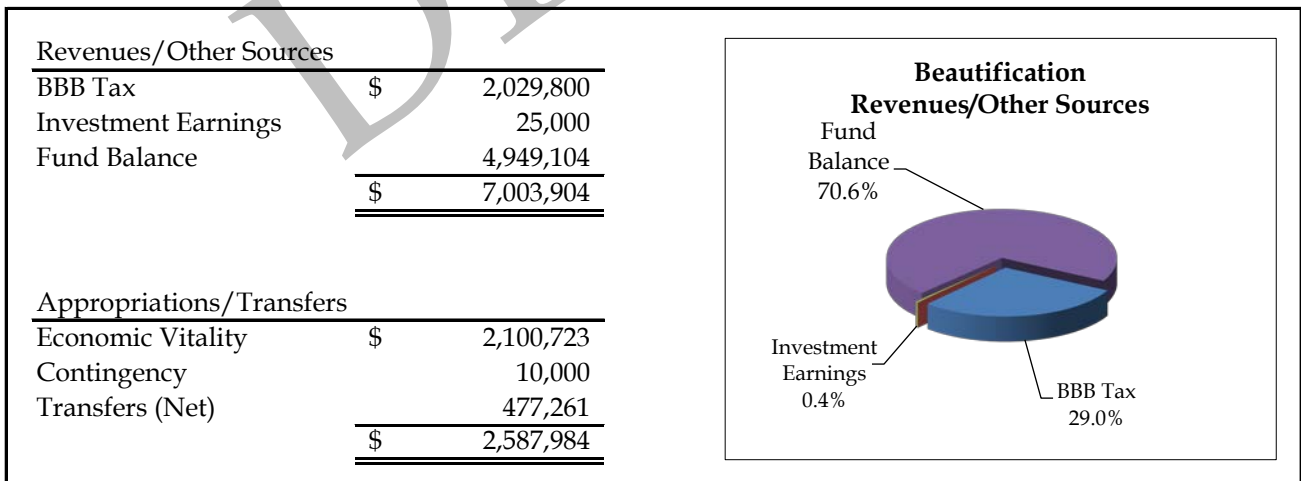
### Bed, Board and Beverage (BBB) Fund

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

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

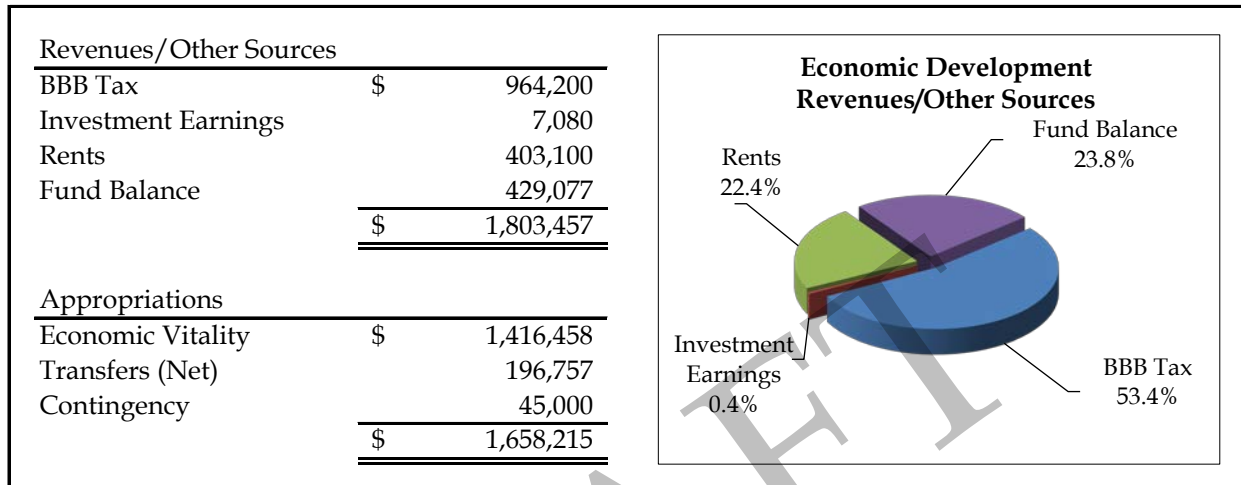


**Beautification Fund:** Total resources available for the Beautification Fund activities amount to \$7.0 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include the Phoenix Parking Plaza (Parking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

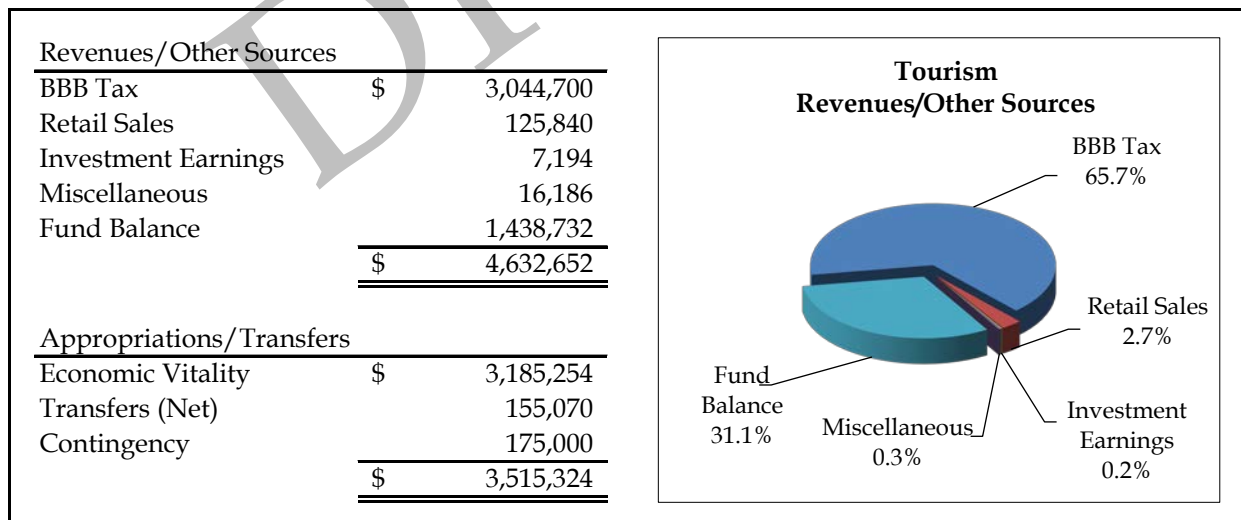


**Economic Development Fund:** This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the Business Incubation Program and the Innovation Mesa Business Accelerator program, structured to allow university professors and local entrepreneurs to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

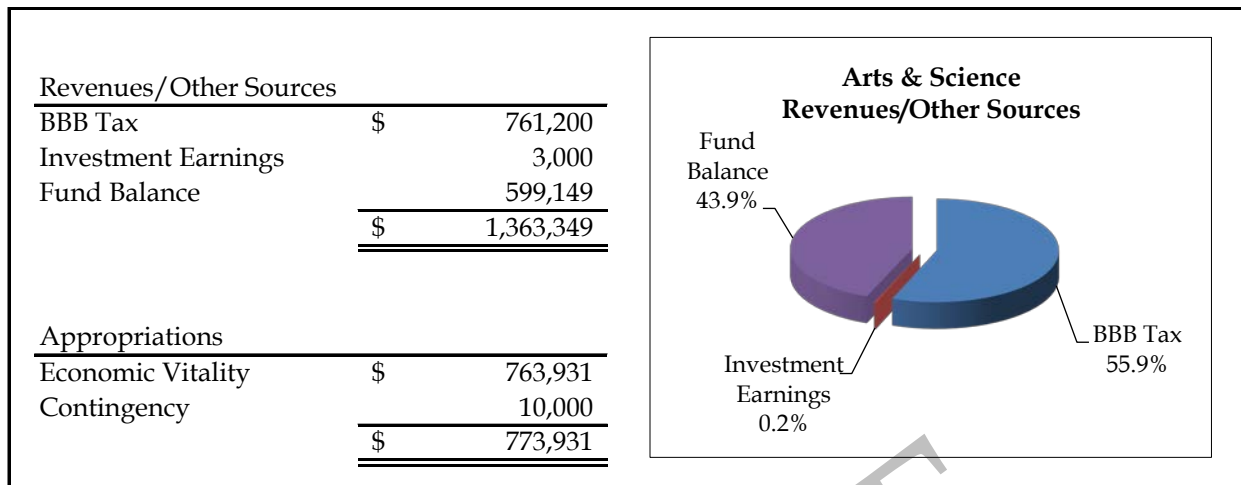
The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total revenues and other sources available are approximately \$1.8 million, of which \$964,200 is from the BBB dedicated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



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

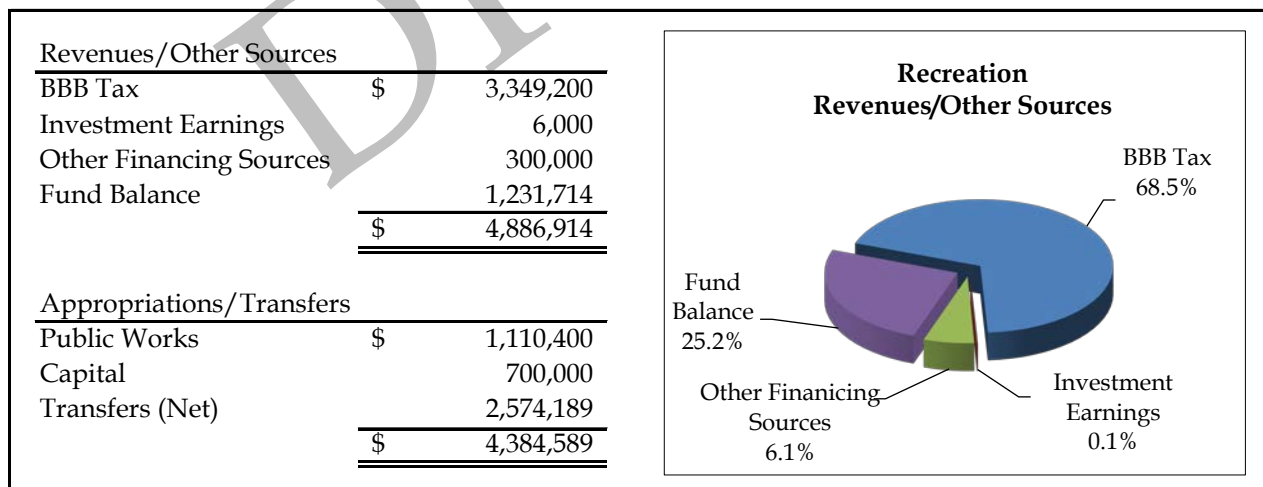


**Arts and Science Fund:** Total revenues and other sources available for Arts and Science activities are approximately \$1.4 million, including estimated revenues from the BBB tax of \$761,200. Expenditures include public art for \$172,623 and service partner contracts for \$502,590.



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

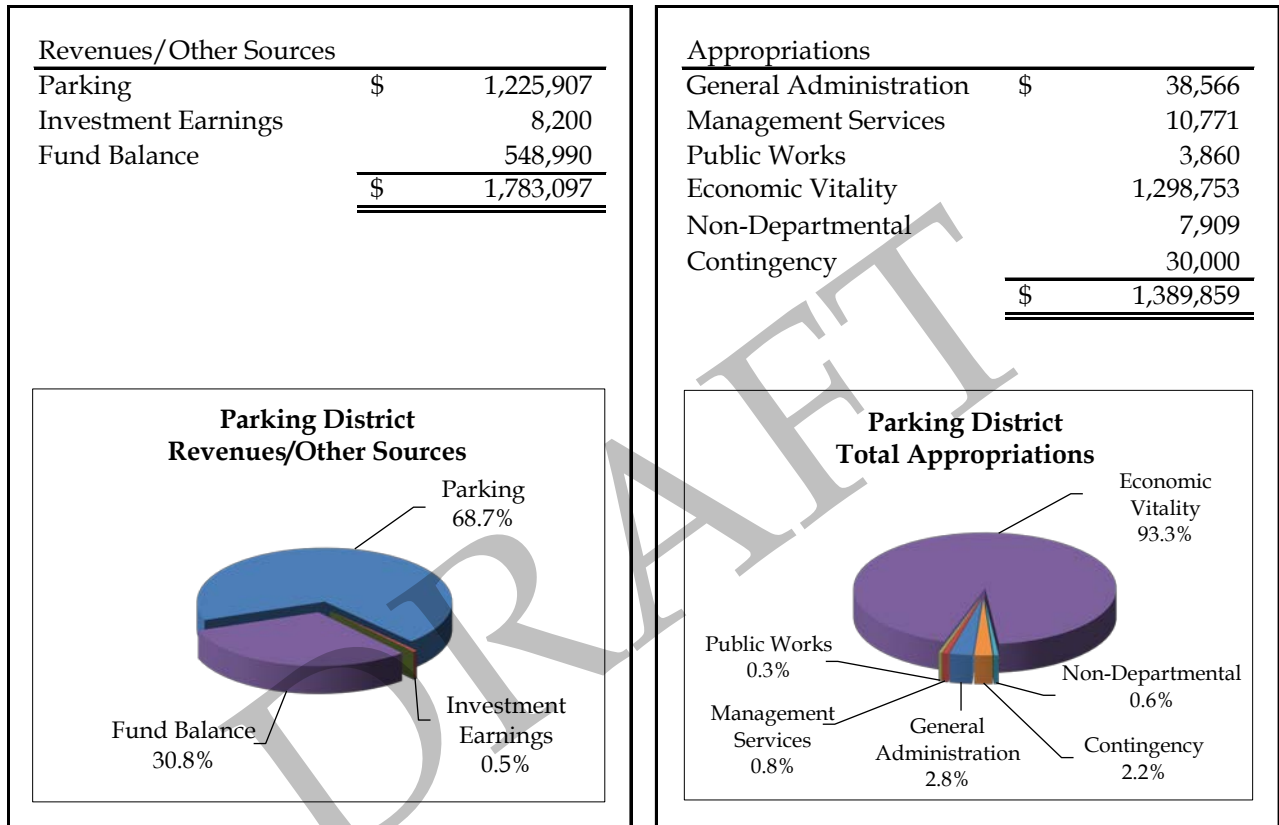
There are total appropriations in the amount of approximately \$4.4 million in FY 2022-2023 for Recreation Fund activities and projects. Per discussion with City Council in the spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance.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



## Parking District Fund

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

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



**Water Resource & Infrastructure Protection Fund**

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

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

**Water Resource & Infrastructure Revenues/Other Sources**

| Source              | Percentage |
|---------------------|------------|
| Resource Protection | 51.5%      |
| Intergovernmental   | 48.4%      |
| Investment Earnings | 0.1%       |

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

**Water Resource & Infrastructure Total Appropriations/Transfers**

| Category        | Percentage |
|-----------------|------------|
| Fire            | 92.6%      |
| Transfers (Net) | 7.4%       |

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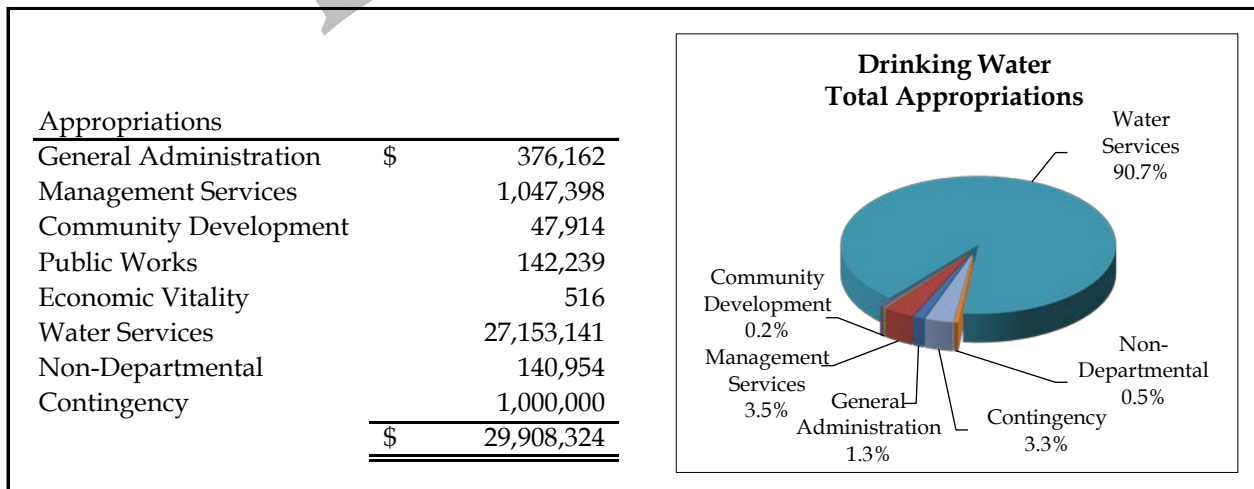
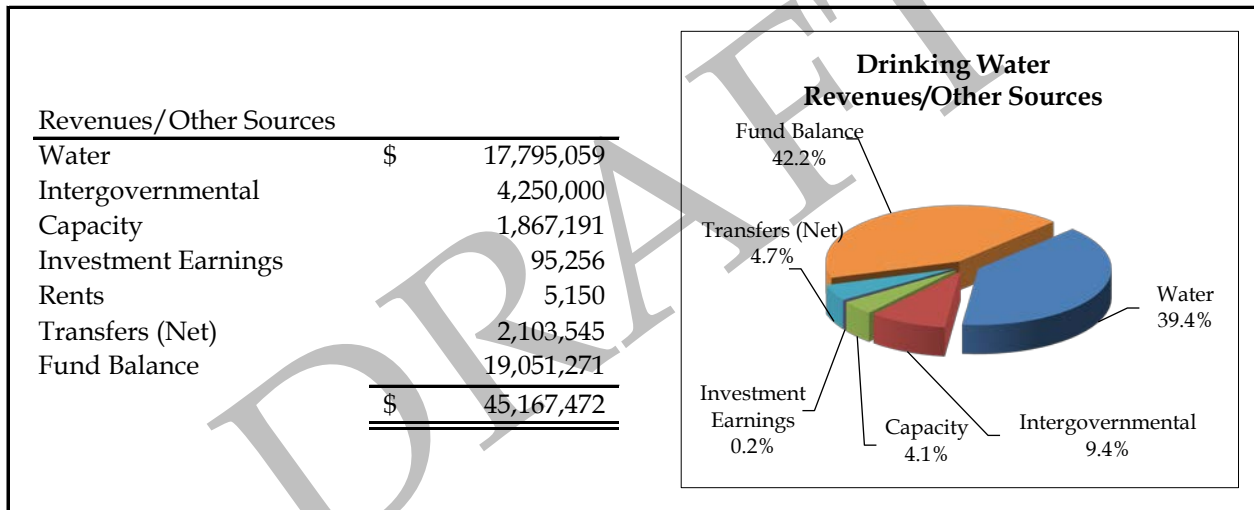
## Enterprise Funds

### Water Services Funds

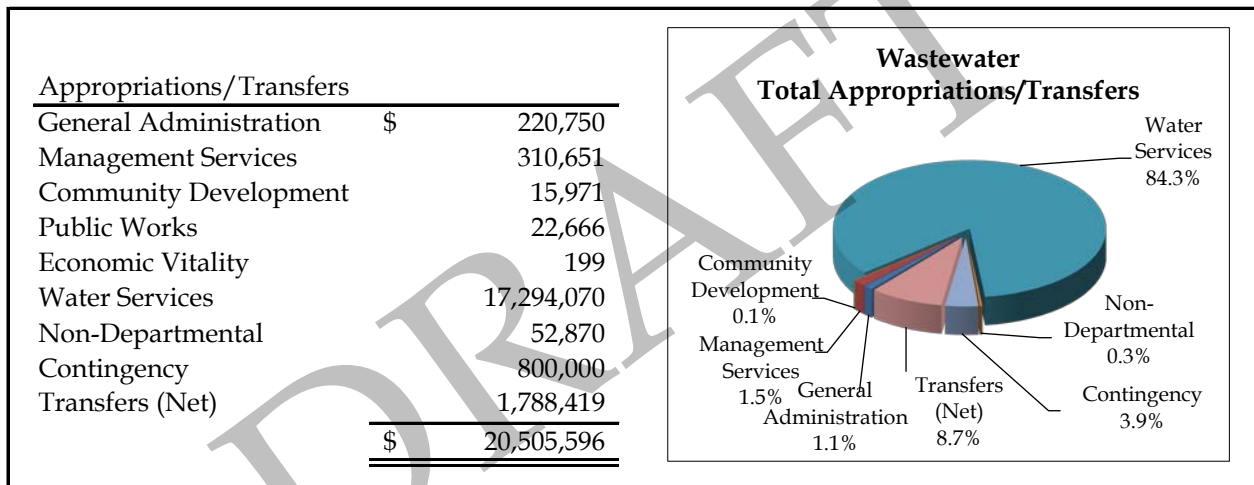
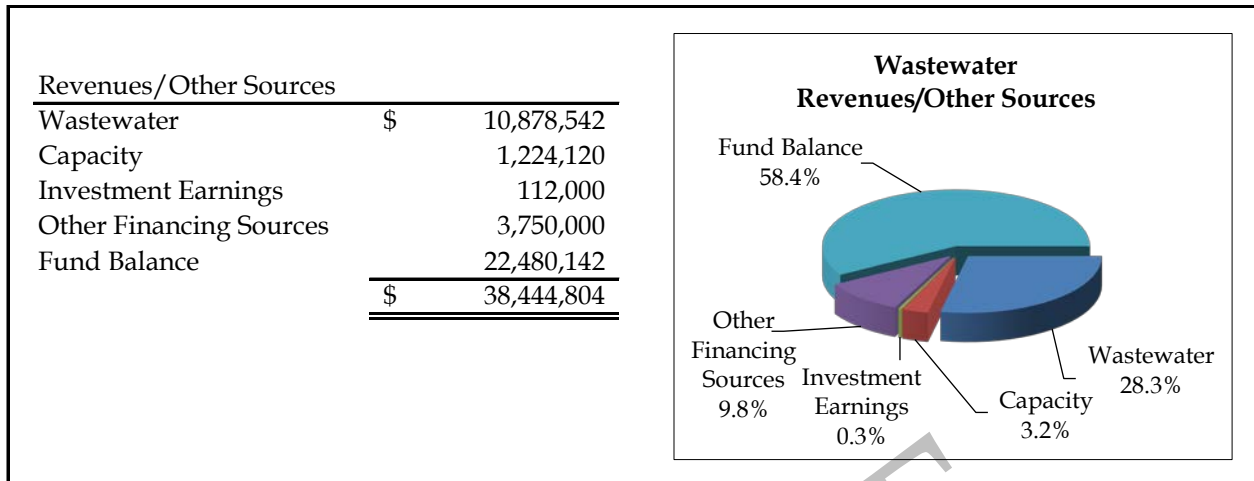
Water Services includes Drinking Water, Wastewater, Reclaimed Water and Stormwater Funds. These Enterprise funds are operated as self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support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

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

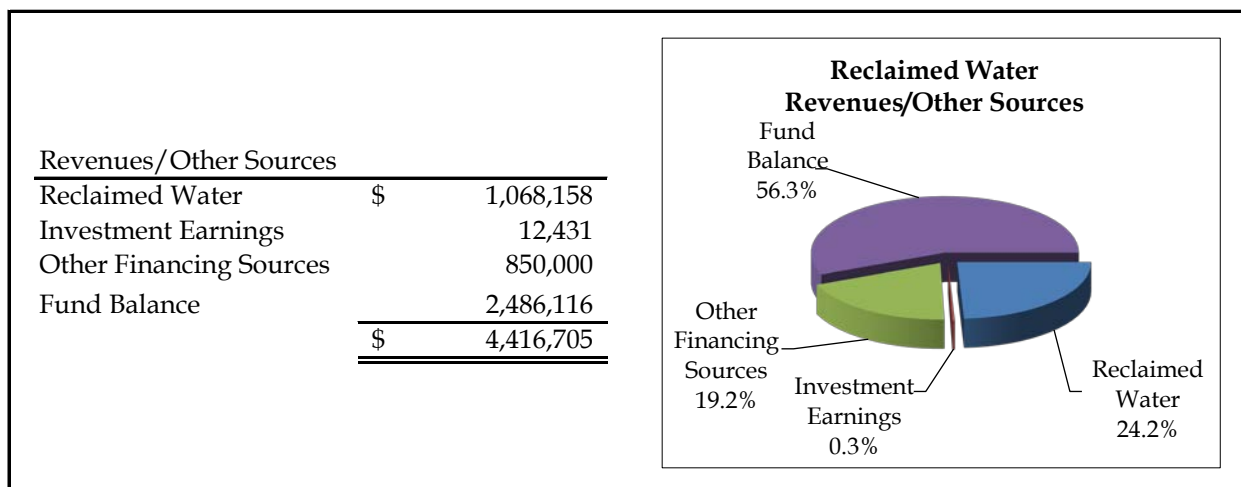
**Drinking Water:** Total appropriations relating to direct costs for the water operations are approximately \$29.9 million. Water fees are the major source of revenue supporting water operations. Revenue estimates total approximately \$17.8 million for water sales.

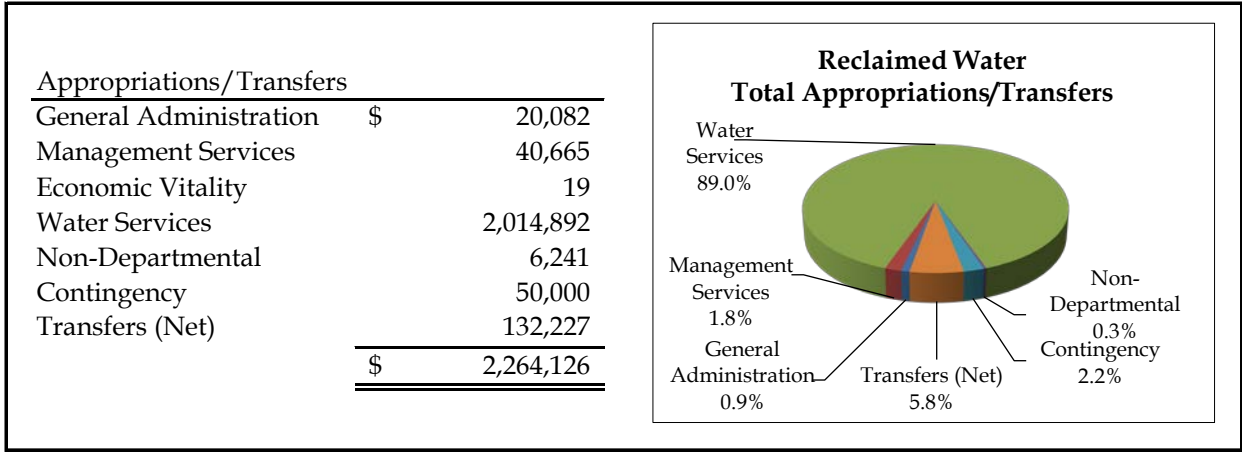


**Wastewater:** Total appropriations and transfers relating to the direct costs for the wastewater operations are approximately \$20.5 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately \$10.9 million in wastewater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



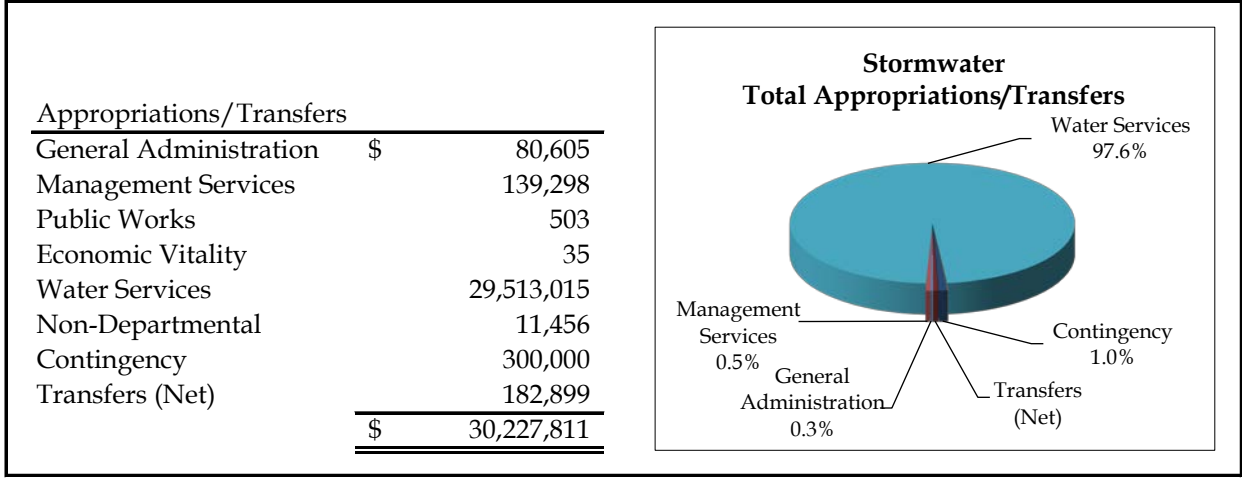
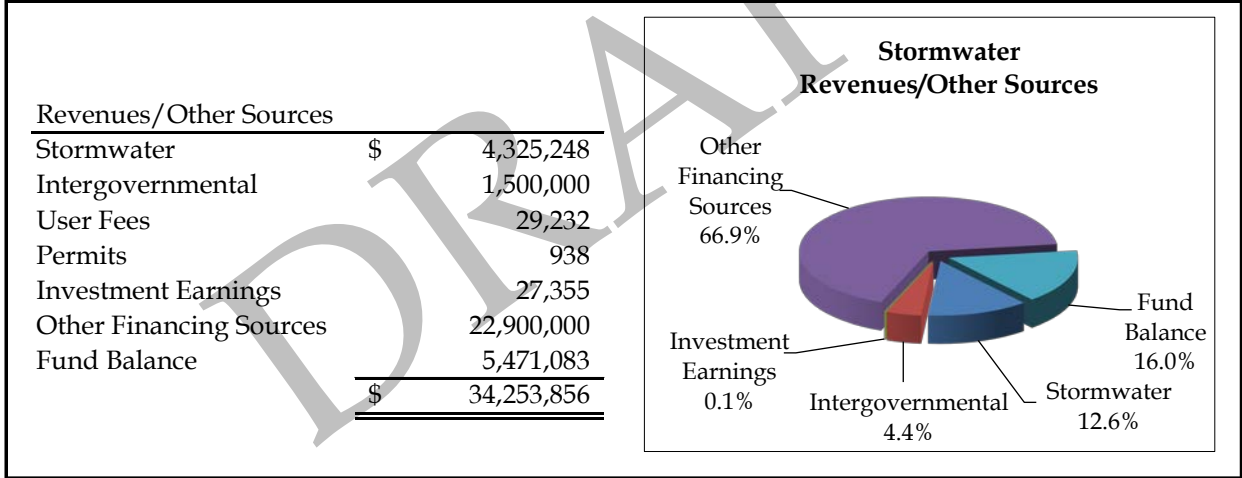
**Reclaimed Water:** Total appropriations and transfers related to the direct cost for the reclaimed water operations are \$2.3 million. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total \$1.1 million in reclaimed water charges.





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

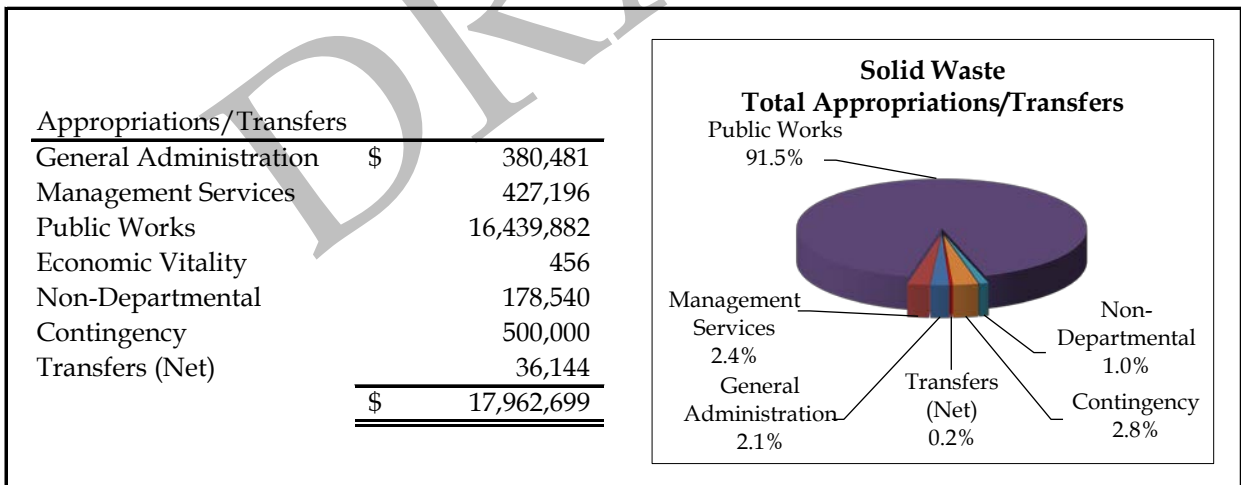
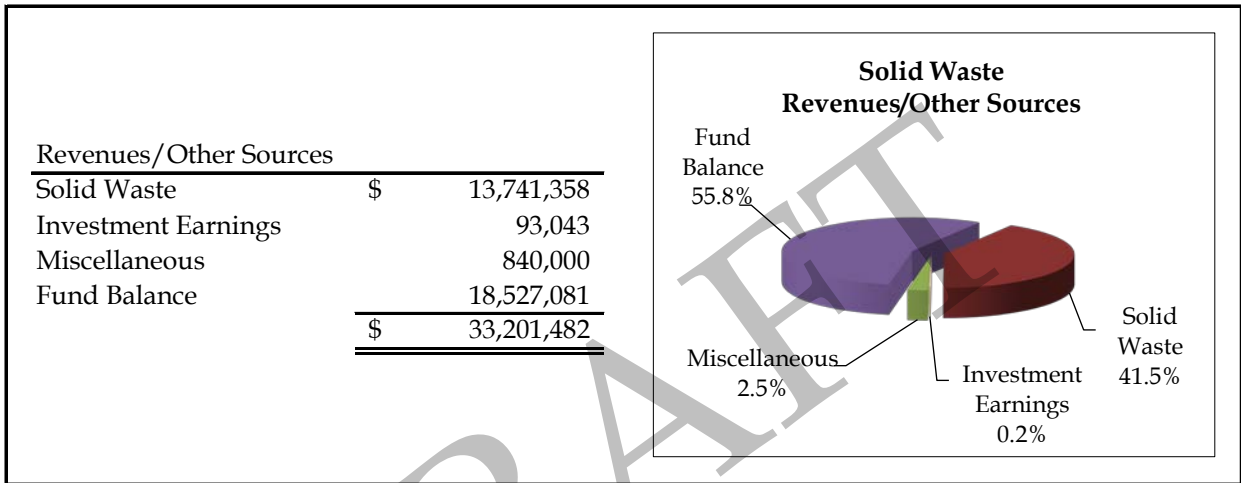
Revenues and other sources available total approximately \$34.3 million for FY 2022-2023. Total appropriations of \$30.2 million include general drainage maintenance, Killip retention basin, Rio de Flag, Linda Vista and Cedar Avenue culver upsizing.



**Solid Waste Fund**

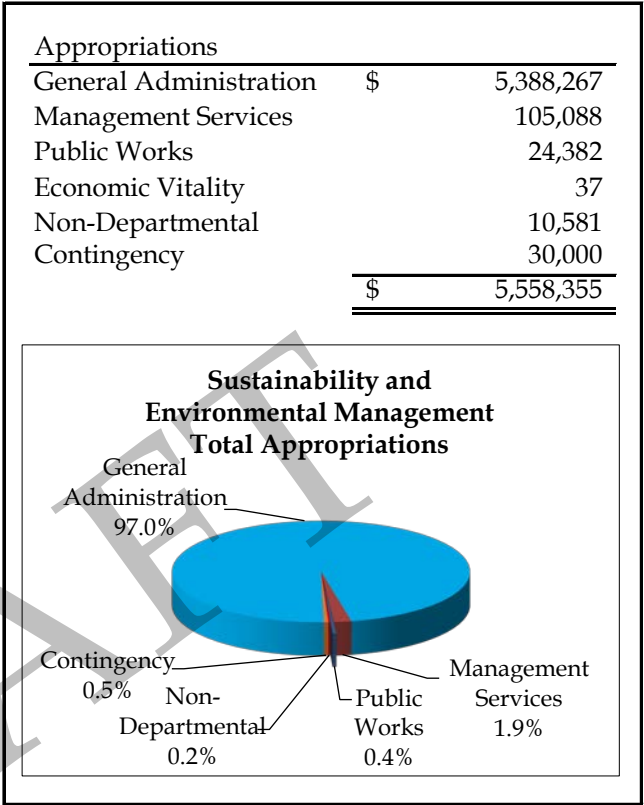
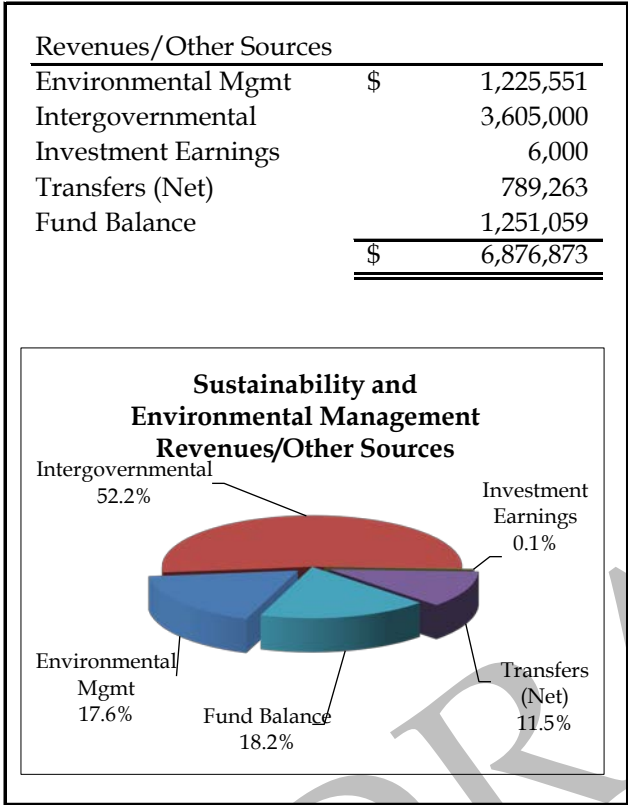
Total financial sources available are approximately \$33.2 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill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

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



**Sustainability and Environmental Management Fund**

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

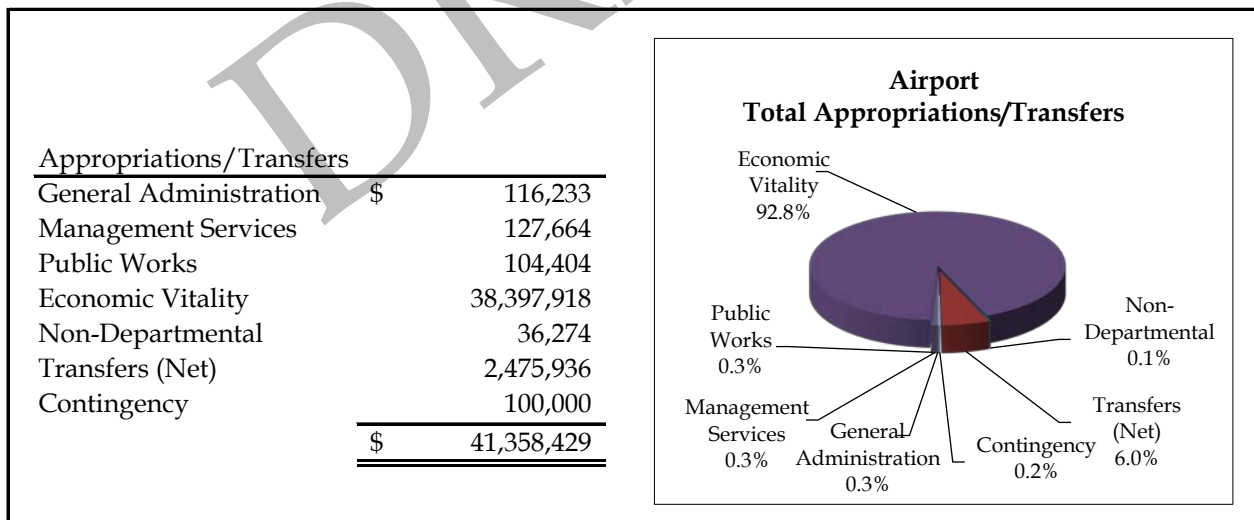
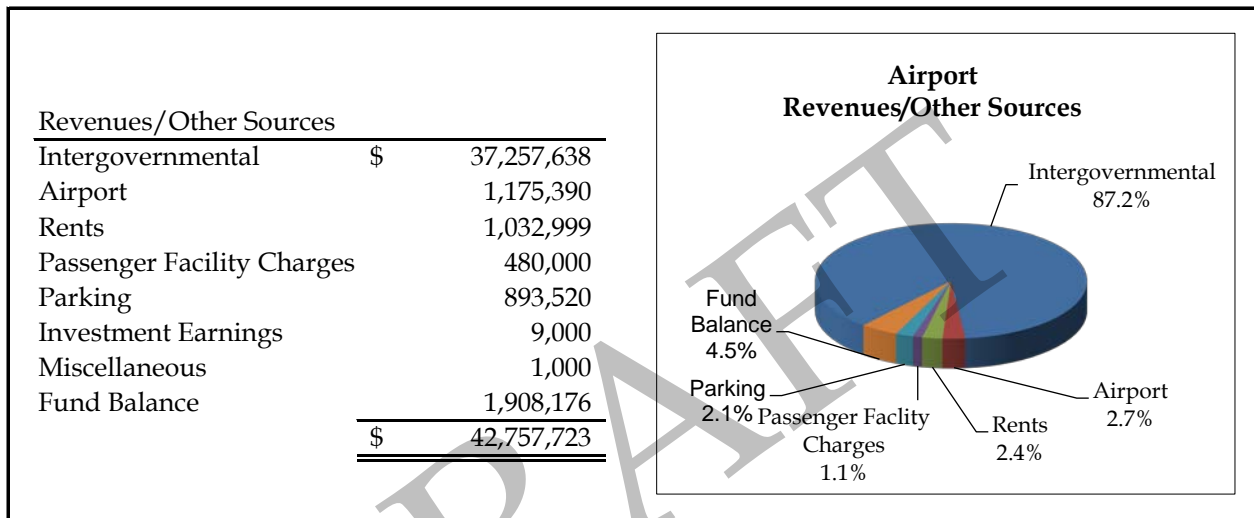


## Airport Fund

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

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

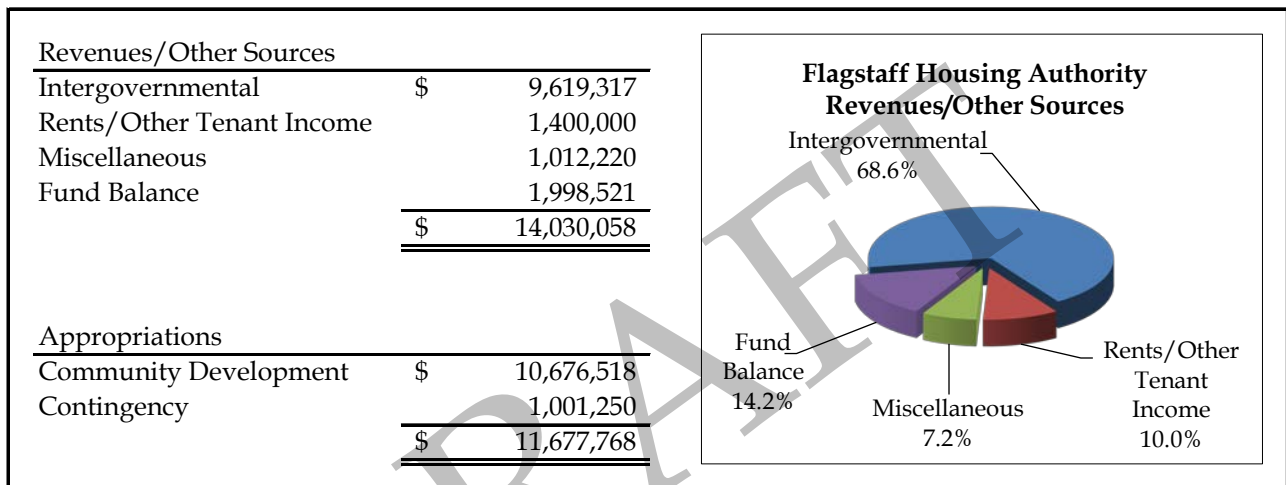
Total appropriations related to the direct cost for the airport operations are approximately \$41.4 million. Airport related fees and the CARES grant are the major source of revenue supporting operations while grant funding opportunities from FAA and ADOT contribute to capital projects and purchases.



## Flagstaff Housing Authority

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

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



## Five-Year Projections by Fund

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

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

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

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

## ***General***

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

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

## ***Housing and Community Services***

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

## ***Library***

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

## ***Highway User Revenue***

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

## ***Transportation Fund***

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

## ***Beautification***

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

## ***Economic Development***

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

## ***Tourism***

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

## ***Arts and Science***

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

## ***Recreation - BBB***

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

## ***ParkFlag - Parking District***

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

## ***Water Resource & Infrastructure Protection***

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

## ***General Obligation Bond***

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

## ***Secondary Property Tax***

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

## ***Pension Bond***

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

## ***Perpetual Care***

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

## ***Capital Projects Bond***

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

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

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

## ***Drinking Water***

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

## ***Wastewater***

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

## ***Reclaimed Water***

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

## ***Stormwater***

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

## ***Solid Waste***

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

## ***Sustainability and Environmental Management***

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

## ***Airport***

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

## ***Flagstaff Housing Authority***

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

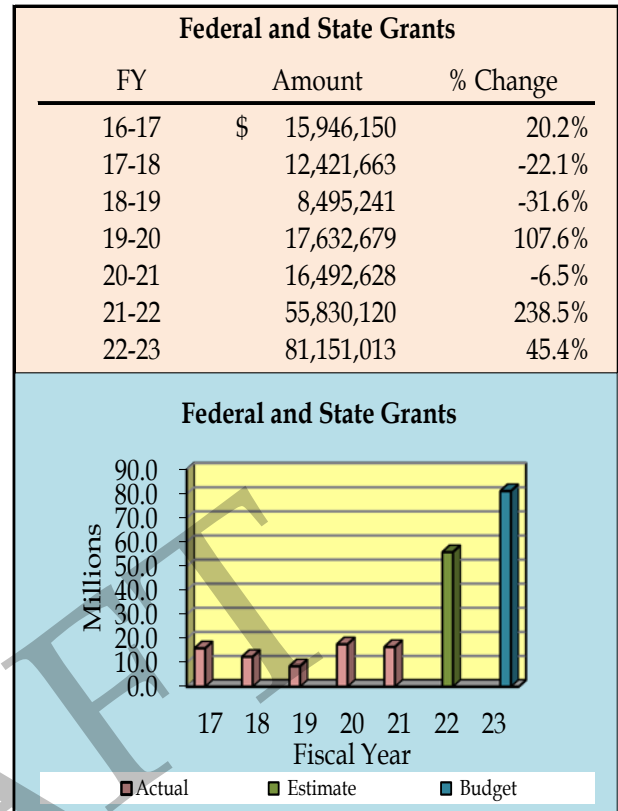
# Revenues

## All Funds

### Federal and State Grants

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

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



## General Fund

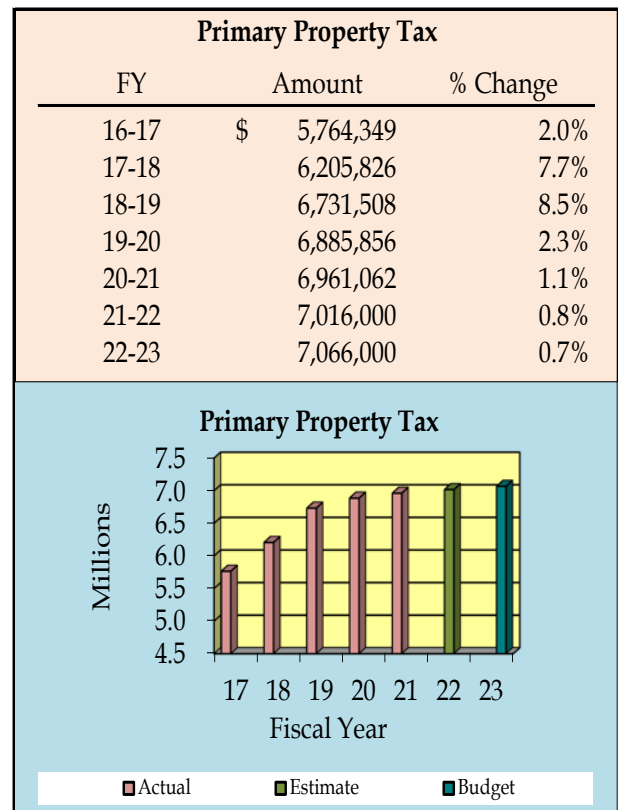
### Property Tax Receipts Current, Primary

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

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

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

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



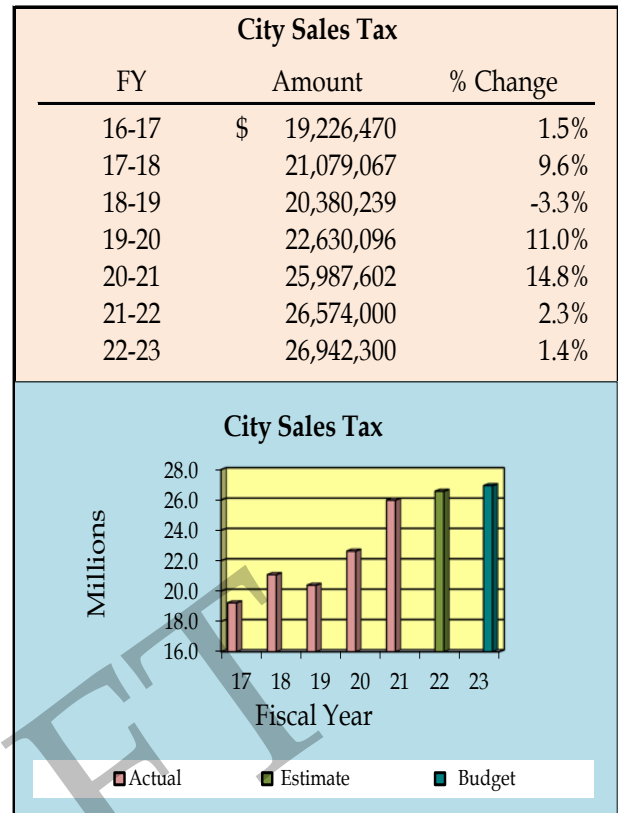
**City Sales Tax (Transaction Privilege Tax)**

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

Tax currently sunsets November 2024.

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

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

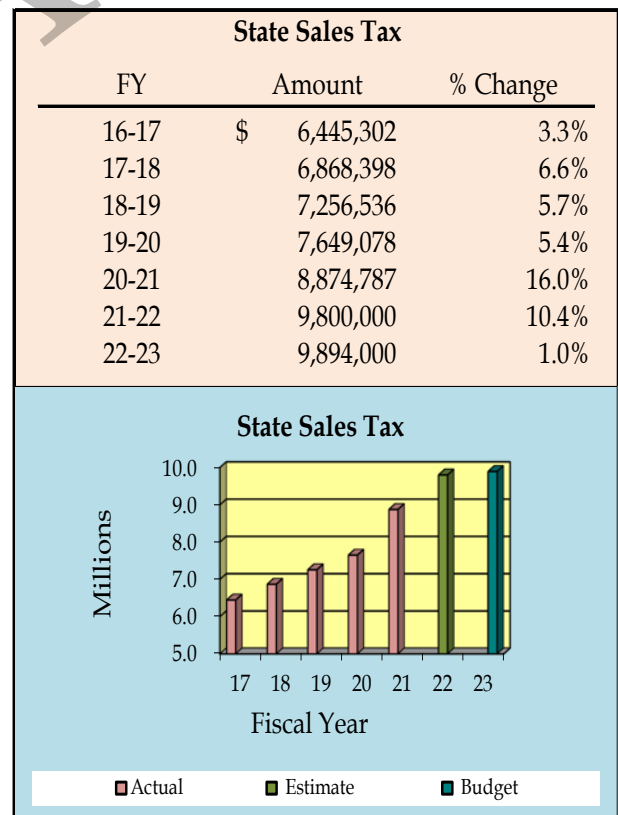


**State Sales Tax**

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

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

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

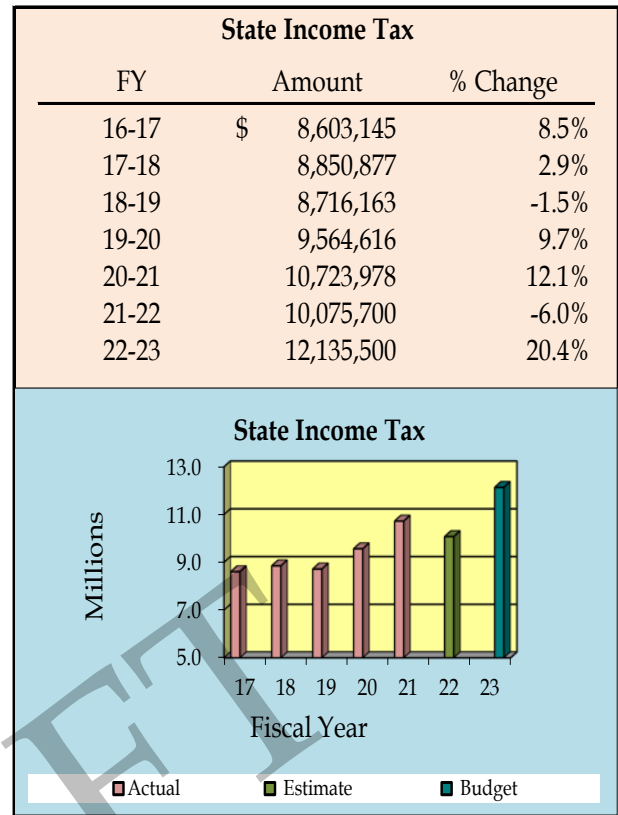


**State Income Tax (Revenue Sharing)**

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

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

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



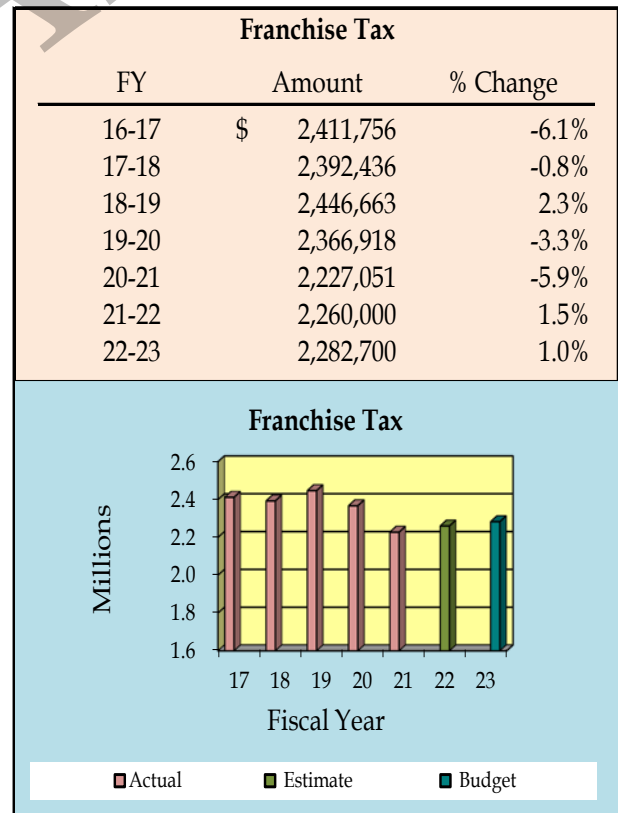
**Franchise Tax**

Legal Authority: Flagstaff Charter and City Code Article XII.

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

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

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

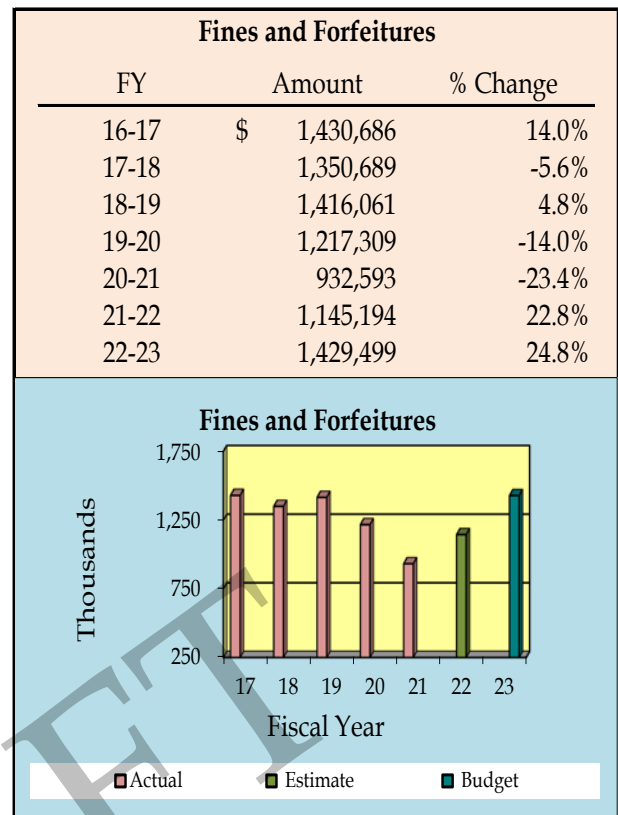


**Fines and Forfeitures**

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

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

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

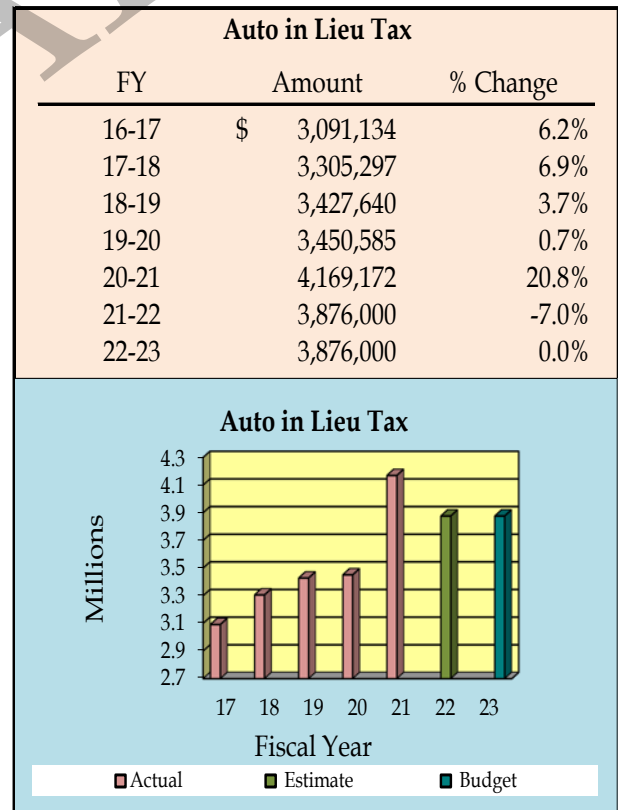


**Auto in Lieu Tax**

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

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

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



## Special Revenue Funds

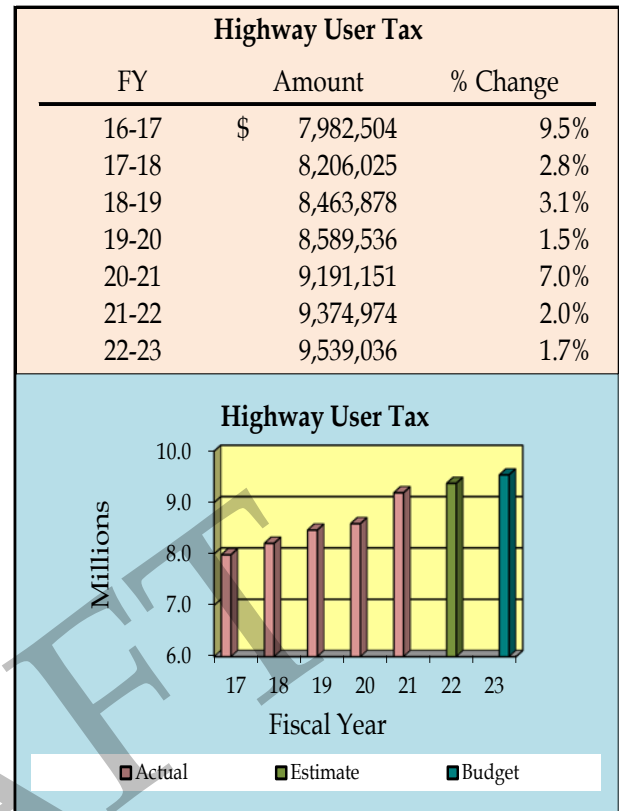
### Highway User Revenue Fund

#### Highway User Tax

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

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

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



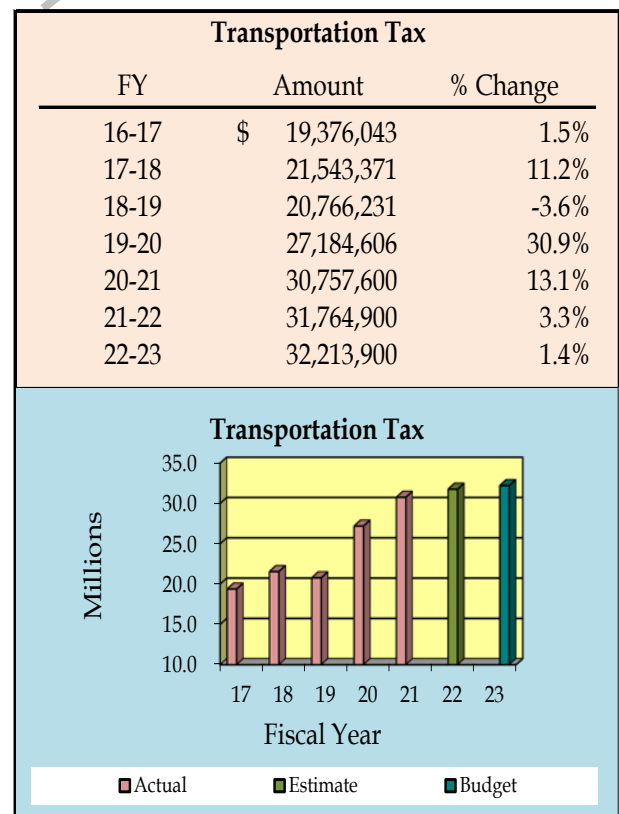
#### Transportation Tax

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

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

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

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



## Bed, Board and Beverage Funds

### Bed, Board and Beverage Tax

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

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

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

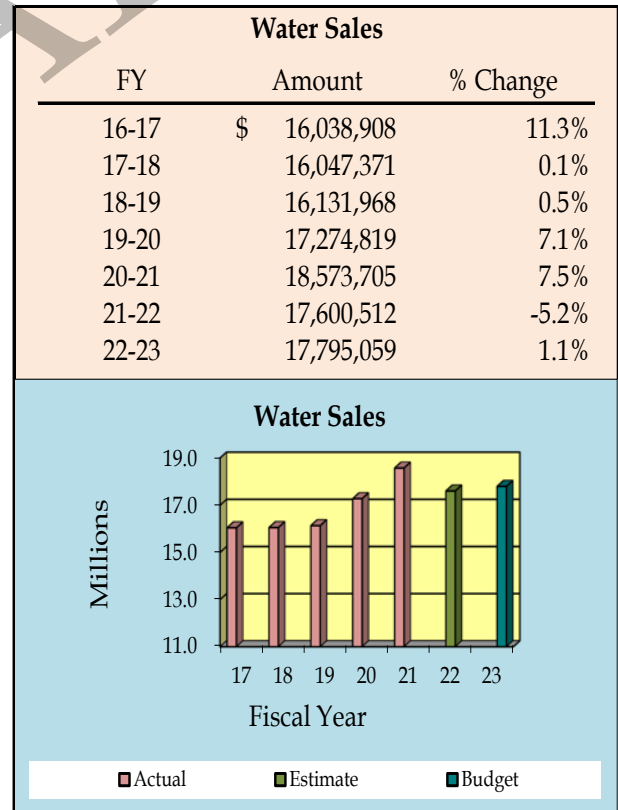
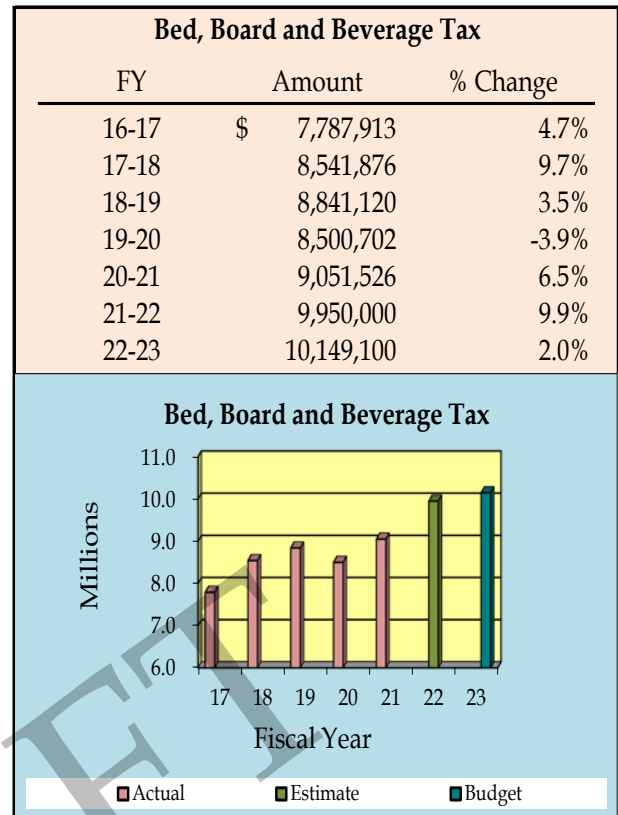
## Enterprise Funds

### Drinking Water Sales

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

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

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

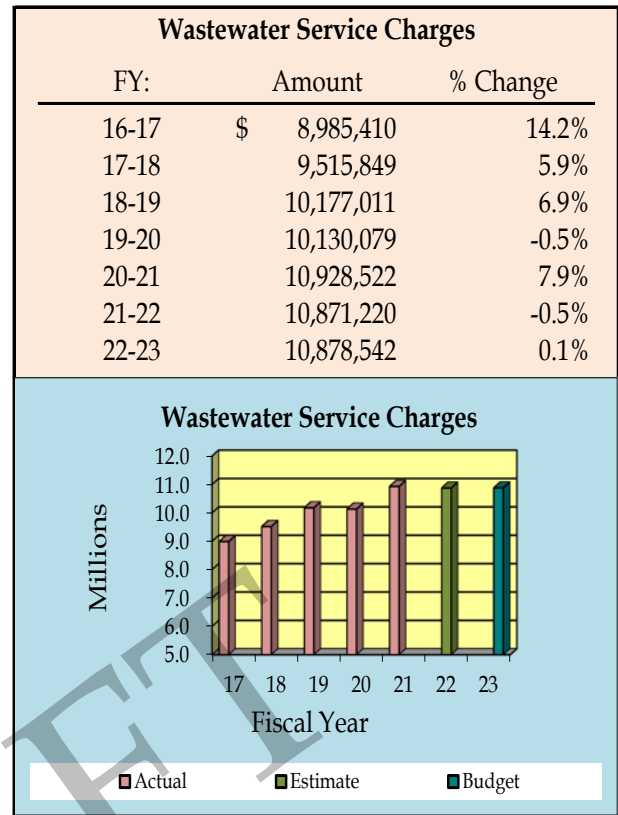


### Wastewater Service Charges

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

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

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



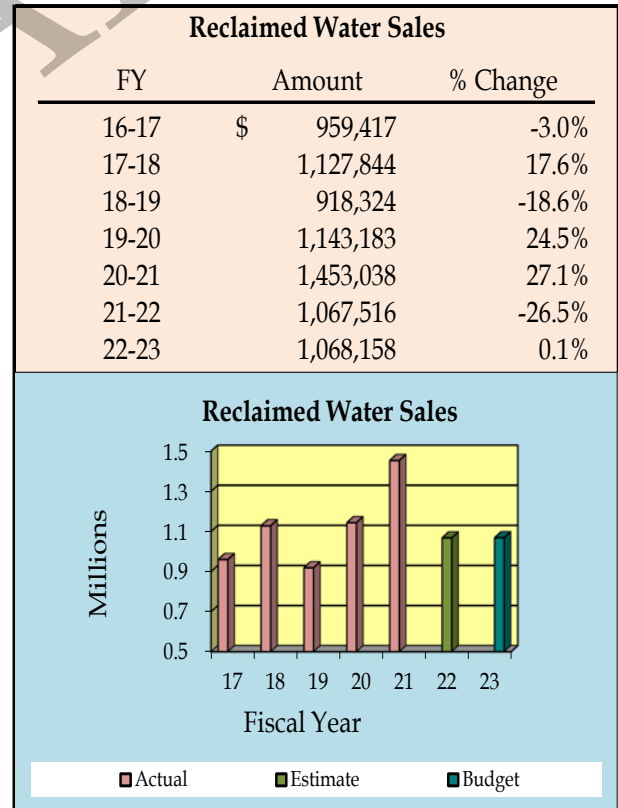
### Reclaimed Water Sales

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

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

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

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

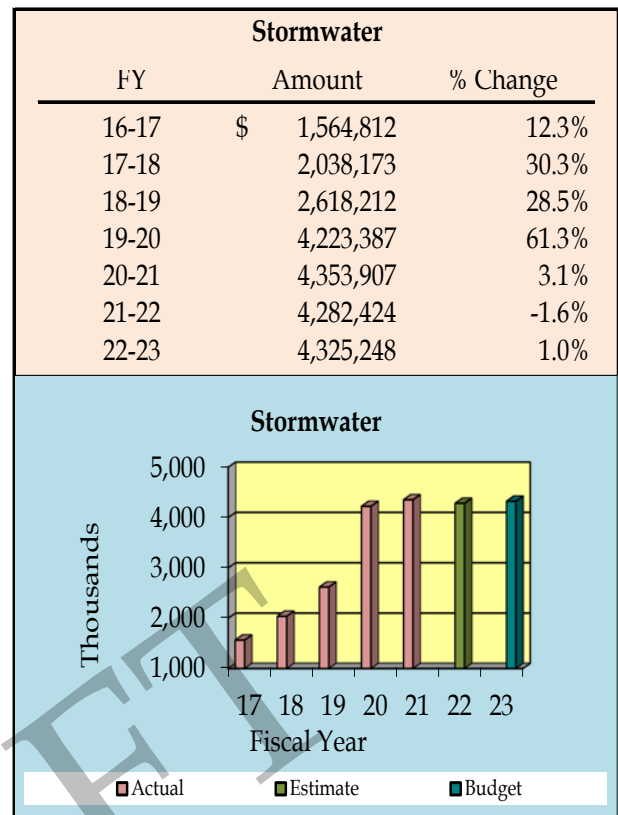


### Stormwater

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

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

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

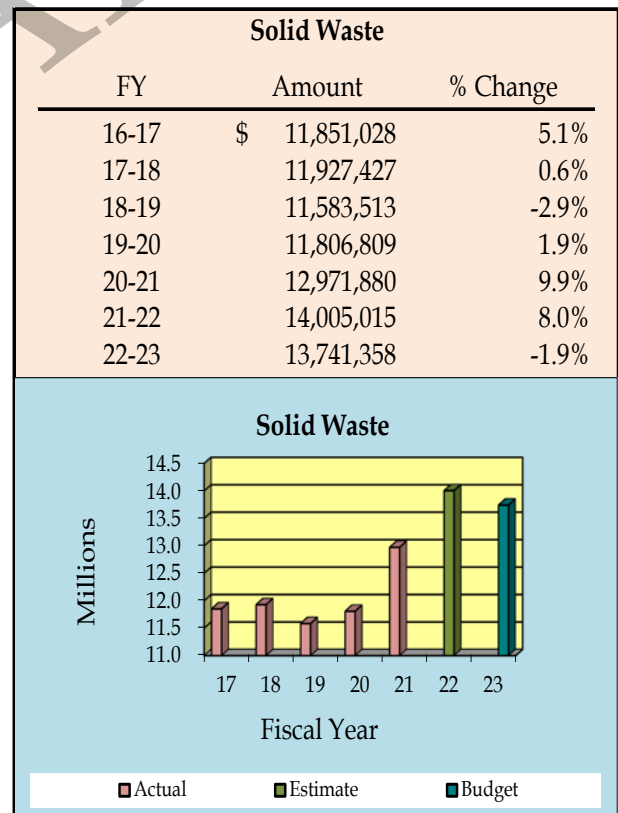


### Solid Waste

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

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

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

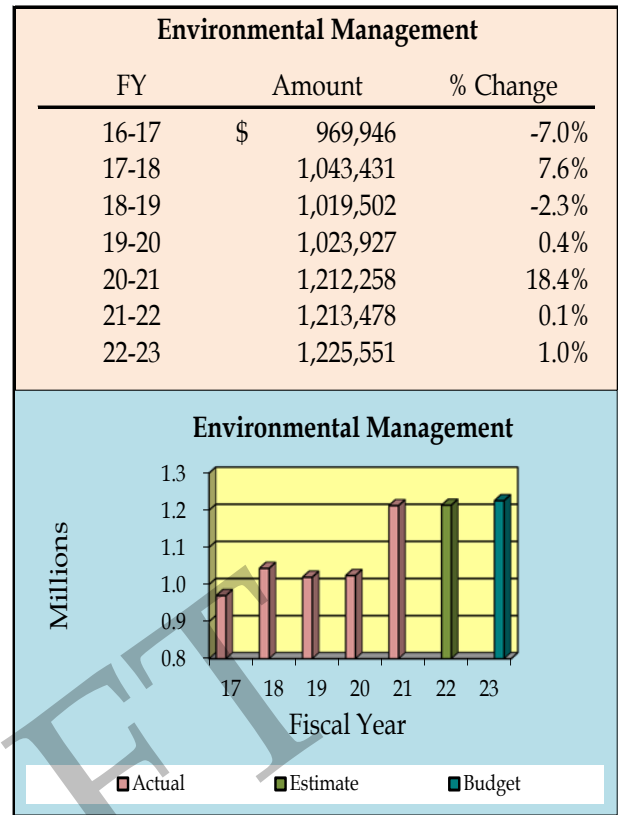


**Sustainability and Environmental Management**

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

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

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

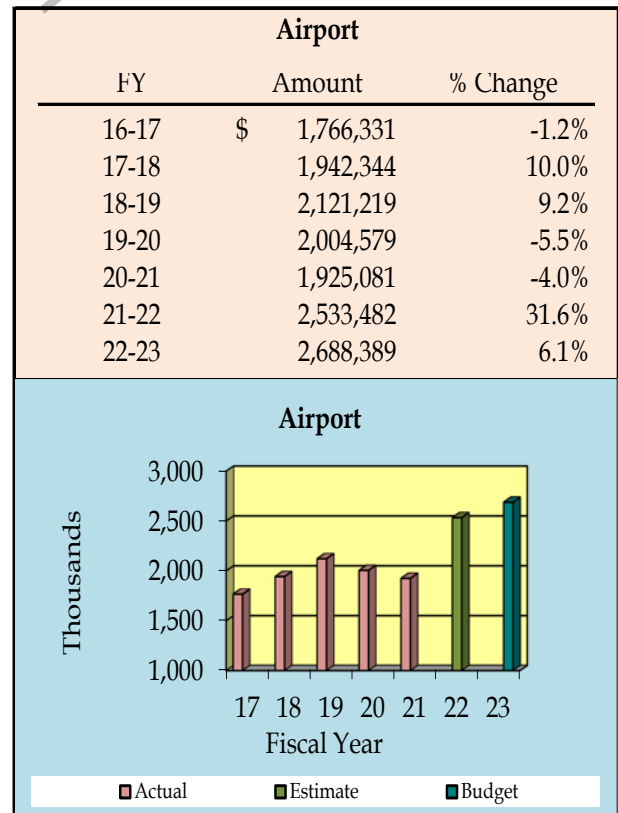


**Airport**

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

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

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

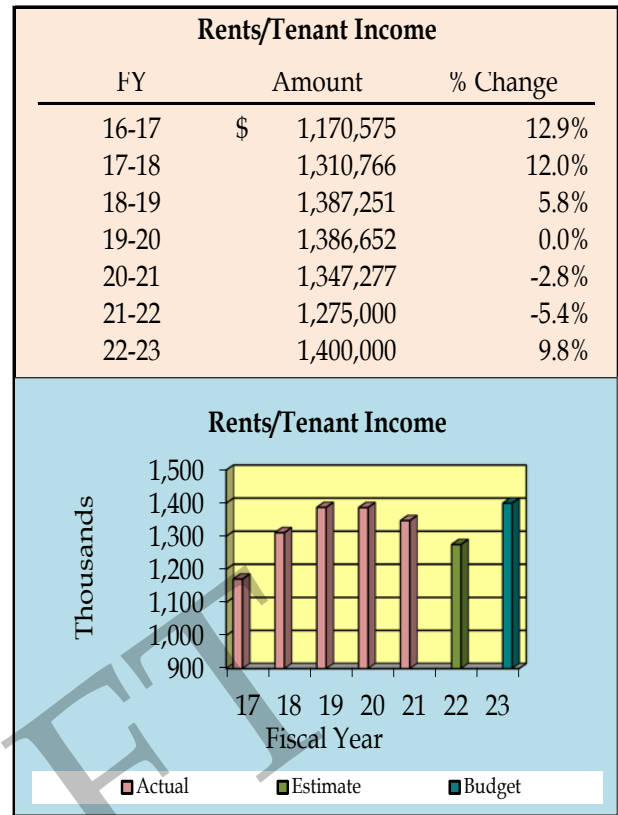


**Housing Authority**

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

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

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



**Capital Budget**

**Relationship Between Operating and Capital Budget**

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

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

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

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

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

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

## Capital Improvement Plan

### *What is a Capital Improvement Plan?*

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

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

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

### *What does a CIP provide?*

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

### *FY 2022-2023 Capital Improvement Plan*

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

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

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

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

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

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

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

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

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

## Capital Plan Implications

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

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

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

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

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

DRAFT

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

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

| Fiscal Year | S c h | Funds        |                       |                    |                       |                |                  |                        |  |  |  | Total All Funds |
|-------------|-------|--------------|-----------------------|--------------------|-----------------------|----------------|------------------|------------------------|--|--|--|-----------------|
|             |       | General Fund | Special Revenue Funds | Debt Service Funds | Capital Project Funds | Permanent Fund | Enterprise Funds | Internal Service Funds |  |  |  |                 |
| 2022        |       | 84,806,756   | 119,155,119           | 16,586,292         | 39,992,545            | 0              | 128,277,922      | 0                      |  |  |  | 388,818,634     |
| 2022        |       | 88,976,290   | 110,306,694           | 16,586,292         | 9,958,535             | 0              | 106,730,694      | 0                      |  |  |  | 332,558,505     |
| 2023        |       | 43,498,801   | 42,511,844            | 22,056,548         | 0                     | 390,260        | 73,173,449       | 0                      |  |  |  | 181,630,902     |
| 2023        |       | 7,133,686    | 0                     | 0                  | 0                     | 0              | 0                | 0                      |  |  |  | 7,133,686       |
| 2023        |       | 0            | 0                     | 5,443,063          | 0                     | 0              | 0                | 0                      |  |  |  | 5,443,063       |
| 2023        |       | 86,087,849   | 65,866,273            | 111,000            | 0                     | 14,611         | 115,582,716      | 0                      |  |  |  | 267,662,449     |
| 2023        |       | 1,300,000    | 13,750,000            | 0                  | 0                     | 0              | 27,500,000       | 0                      |  |  |  | 42,550,000      |
| 2023        |       | 0            | 0                     | 0                  | 0                     | 0              | 0                | 0                      |  |  |  | 0               |
| 2023        |       | 5,703,207    | 12,020,134            | 16,643,215         | 10,500                | 0              | 2,956,378        | 0                      |  |  |  | 37,333,434      |
| 2023        |       | 11,900,006   | 13,308,886            | 7,445,347          | 0                     | 0              | 4,679,195        | 0                      |  |  |  | 37,333,434      |
| 2023        |       |              |                       |                    |                       |                |                  |                        |  |  |  |                 |
| Less:       |       |              |                       |                    |                       |                |                  |                        |  |  |  |                 |
|             |       |              |                       |                    |                       |                |                  |                        |  |  |  |                 |
|             |       |              |                       |                    |                       |                |                  |                        |  |  |  |                 |
| 2023        |       | 131,823,537  | 120,839,365           | 36,808,479         | 10,500                | 404,871        | 214,533,348      | 0                      |  |  |  | 504,420,100     |
| 2023        |       | 99,406,641   | 86,832,273            | 16,643,215         | 10,500                | 0              | 154,847,483      | 0                      |  |  |  | 357,740,112     |

| Expenditure Limitation Comparison |   | 2022           | 2023           |
|-----------------------------------|---|----------------|----------------|
| 1.                                | Budgeted Expenditures/Expenses                                | \$ 388,818,634 | \$ 357,740,112 |
| 2.                                | Aid/Subtract: Estimated Net Reconciling Items                 | 0              | 0              |
| 3.                                | Budgeted Expenditures/Expenses Adjusted for Reconciling Items | 388,818,634    | 357,740,112    |
| 4.                                | Less: Estimated Exclusions                                    | 191,167,222    | 179,028,819    |
| 5.                                | Amount Subject to the Expenditure Limitation                  | \$ 197,651,412 | \$ 178,711,293 |
| 6.                                | EFC Expenditure Limitation                                    | \$ 197,894,236 | \$ 211,134,988 |

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

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

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

|                              | Unreserved<br>Fund Balance/<br>Retained<br>Earnings<br>at<br>7/1/2022 | Estimated<br>Revenues<br>and Other<br>Financing<br>Sources<br>2022-2023 | Interfund Transfers<br>2022-2023 |                     | Total<br>Financial<br>Resources<br>Available<br>2022-2023 | Operations         | Capital<br>Outlay<br>(Equip/CIP) | Debt<br>Service   | Reserves/<br>Contingencies | Total<br>Appropriations<br>2022-2023 | Fund<br>Balance<br>6/30/2023 |
|------------------------------|---|---|----------------------------------|---------------------|---|--------------------|----------------------------------|-------------------|----------------------------|--------------------------------------|------------------------------|
|                              |   |   | In                               | Out                 |   |                    |                                  |                   |                            |                                      |                              |
| General Fund                 | \$ 43,498,801   | 94,521,535  | 5,703,207                        | (11,900,006)        | 131,823,537   | 72,433,318         | 24,921,500                       | 527,823           | 1,524,000                  | 99,406,641                           | 32,416,896                   |
| Special Revenue Funds:       |   |   |                                  |                     |   |                    |                                  |                   |                            |                                      |                              |
| Housing and Comm Svcs        | 528,362   | 2,208,685   | 518,669                          | -                   | 3,255,716   | 3,018,358          | -                                | -                 | -                          | 3,018,358                            | 237,358                      |
| COVID Relief                 | -   | -   | -                                | -                   | -   | -                  | -                                | -                 | -                          | -                                    | -                            |
| Library                      | 2,245,690   | 4,187,665   | 1,792,813                        | -                   | 8,226,168   | 5,921,031          | 200,000                          | -                 | 100,000                    | 6,221,031                            | 2,005,137                    |
| Highway User Revenue         | 6,636,344   | 9,572,036   | 9,386,250                        | (13,000)            | 25,581,630  | 6,045,550          | 13,006,250                       | -                 | 100,000                    | 19,151,800                           | 6,429,830                    |
| Transportation               | 22,977,055  | 48,888,900  | 75,402                           | (9,461,682)         | 62,479,705  | 11,827,814         | 30,686,531                       | 2,724,263         | -                          | 45,238,608                           | 17,241,097                   |
| Flagstaff Urban Trails       | -   | -   | -                                | -                   | -   | -                  | -                                | -                 | -                          | -                                    | -                            |
| Beautification               | 4,949,104   | 2,054,800   | -                                | (477,261)           | 6,526,643   | 683,723            | 1,417,000                        | -                 | 10,000                     | 2,110,723                            | 4,415,920                    |
| Economic Development         | 429,077   | 1,374,380   | 247,000                          | (443,757)           | 1,606,700   | 1,168,095          | -                                | 248,363           | 45,000                     | 1,461,458                            | 145,242                      |
| Tourism                      | 1,438,732   | 3,193,920   | -                                | (155,070)           | 4,477,582   | 3,185,254          | -                                | -                 | 175,000                    | 3,360,254                            | 1,117,328                    |
| Arts and Science             | 599,149   | 764,200   | -                                | -                   | 1,363,349   | 594,931            | 169,000                          | -                 | 10,000                     | 773,931                              | 589,418                      |
| Recreation                   | 1,231,714   | 3,655,200   | -                                | (2,574,189)         | 2,312,725   | 10,400             | 1,800,000                        | -                 | -                          | 1,810,400                            | 502,325                      |
| Parking District             | 548,990   | 1,234,107   | -                                | -                   | 1,783,097   | 903,880            | 340,954                          | 115,025           | 30,000                     | 1,389,859                            | 393,238                      |
| Water Res & Infra Protection | 927,627   | 2,482,380   | -                                | (183,957)           | 3,226,050   | 2,195,851          | 100,000                          | -                 | -                          | 2,295,851                            | 930,199                      |
| Debt Service Funds:          |   |   |                                  |                     |   |                    |                                  |                   |                            |                                      |                              |
| GO Bonds                     | -   | -   | 7,445,347                        | -                   | 7,445,347   | -                  | -                                | 7,445,347         | -                          | 7,445,347                            | -                            |
| Secondary Property Tax       | 7,733,163   | 5,482,063   | -                                | (7,445,347)         | 5,769,879   | -                  | -                                | -                 | -                          | 5,769,879                            | 5,769,879                    |
| Pension Debt Service         | 14,323,385  | 72,000  | 9,197,868                        | -                   | 23,593,253  | -                  | -                                | 9,197,868         | -                          | 9,197,868                            | 14,395,385                   |
| Permanent Funds:             |   |   |                                  |                     |   |                    |                                  |                   |                            |                                      |                              |
| Perpetual Care               | 390,260   | 14,611  | -                                | -                   | 404,871   | -                  | -                                | -                 | -                          | 404,871                              | 404,871                      |
| Capital Project Funds:       |   |   |                                  |                     |   |                    |                                  |                   |                            |                                      |                              |
| Non GO Bonds                 | -   | -   | 10,500                           | -                   | 10,500  | -                  | 10,500                           | -                 | -                          | 10,500                               | -                            |
| GO Bonds                     | -   | -   | -                                | -                   | -   | -                  | -                                | -                 | -                          | -                                    | -                            |
| Enterprise Funds:            |   |   |                                  |                     |   |                    |                                  |                   |                            |                                      |                              |
| Drinking Water               | 19,051,271  | 24,012,656  | 2,103,545                        | -                   | 45,167,472  | 13,661,638         | 12,895,503                       | 2,351,183         | 1,000,000                  | 29,908,324                           | 15,259,148                   |
| Wastewater                   | 22,480,142  | 15,964,662  | -                                | (1,788,419)         | 36,656,385  | 5,411,796          | 10,372,429                       | 2,132,952         | 800,000                    | 18,717,177                           | 17,939,208                   |
| Reclaimed Water              | 2,486,116   | 1,930,589   | -                                | (132,227)           | 4,284,478   | 506,899            | 1,575,000                        | -                 | 50,000                     | 2,131,899                            | 2,152,579                    |
| Stormwater                   | 5,471,083   | 28,782,773  | -                                | (182,899)           | 34,070,957  | 1,577,412          | 26,615,000                       | 1,552,500         | 300,000                    | 30,044,912                           | 4,026,045                    |
| Solid Waste                  | 18,527,081  | 14,674,401  | 63,570                           | (99,714)            | 33,165,338  | 10,726,836         | 6,484,000                        | 215,719           | 500,000                    | 17,926,555                           | 15,238,783                   |
| Sustainability and Env Mgmt  | 1,251,059   | 4,836,551   | 789,263                          | -                   | 6,876,873   | 5,528,355          | -                                | -                 | 30,000                     | 5,558,355                            | 1,318,518                    |
| Airport                      | 1,908,176   | 40,849,547  | -                                | (2,475,936)         | 40,281,787  | 5,497,220          | 33,083,537                       | 231,736           | 100,000                    | 38,882,493                           | 1,399,294                    |
| Flagstaff Housing Authority  | 1,998,521   | 12,031,537  | -                                | -                   | 14,030,058  | 9,686,518          | 990,000                          | -                 | 1,001,250                  | 11,677,768                           | 2,352,290                    |
| <b>Total All Funds</b>       | <b>\$ 181,630,902</b>   | <b>322,789,198</b>  | <b>37,333,434</b>                | <b>(37,333,434)</b> | <b>504,420,100</b>  | <b>160,584,879</b> | <b>164,637,204</b>               | <b>26,742,779</b> | <b>5,775,250</b>           | <b>357,740,112</b>                   | <b>146,679,988</b>           |

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

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

B. Special Assessment District Tax Rates:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

*Police - Continued:*

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

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

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

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

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

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

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

City of Flagstaff  
Schedule of Transfers  
Fiscal Year 2022-2023

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

City of Flagstaff  
 Schedule of Transfers  
 Fiscal Year 2022-2023

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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 2021-2022 and 2022-2023  
 (With Actual for Fiscal Year 2020-2021)

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

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

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

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

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

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

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

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

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

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

City of Flagstaff  
 Summary of Capital Improvement Program  
 2022-2023

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

City of Flagstaff  
 Summary of Capital Improvement Program  
 2022-2023

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

City of Flagstaff  
 Summary of Capital Improvement Program  
 2022-2023

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

City of Flagstaff  
Debt Service Requirements  
Fiscal Year 2022-2023

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

City of Flagstaff  
General Fund  
Five Year Plan 2023-2027

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

City of Flagstaff  
General Fund  
Five Year Plan 2023-2027

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

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

|                               | Actual<br>2020-2021 | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 |
|-------------------------------|---------------------|---------------------|-----------------------|---------------------|-----------|-----------|-----------|-----------|
| <b>Sources of Funds</b>       |                     |                     |                       |                     |           |           |           |           |
| <b>Beginning Fund Balance</b> | \$ 1,047,022        | 1,227,592           | 1,479,965             | 528,362             | 237,358   | 238,358   | 239,358   | 240,358   |
| Revenues                      |                     |                     |                       |                     |           |           |           |           |
| Intergovernmental             | 1,365,160           | 3,215,356           | 2,018,803             | 2,204,685           | 1,345,000 | 1,345,000 | 1,345,000 | 1,345,000 |
| Investment Earnings           | 8,827               | 4,000               | 5,077                 | 4,000               | 1,000     | 1,000     | 1,000     | 1,000     |
| Miscellaneous                 | 993,228             | -                   | 342,962               | -                   | -         | -         | -         | -         |
| Total Revenues                | 2,367,215           | 3,219,356           | 2,366,842             | 2,208,685           | 1,346,000 | 1,346,000 | 1,346,000 | 1,346,000 |
| Transfers In                  |                     |                     |                       |                     |           |           |           |           |
| General Fund                  | -                   | 753,000             | 753,000               | 518,669             | -         | -         | -         | -         |
| Total Transfers In            | -                   | 753,000             | 753,000               | 518,669             | -         | -         | -         | -         |
| <b>Total Sources of Funds</b> | 3,414,237           | 5,199,948           | 4,599,807             | 3,255,716           | 1,583,358 | 1,584,358 | 1,585,358 | 1,586,358 |
| <b>Uses of Funds</b>          |                     |                     |                       |                     |           |           |           |           |
| Expenditures                  |                     |                     |                       |                     |           |           |           |           |
| Operating                     | 1,934,272           | 5,020,005           | 4,071,445             | 3,018,358           | 1,345,000 | 1,345,000 | 1,345,000 | 1,345,000 |
| Total Expenditures            | 1,934,272           | 5,020,005           | 4,071,445             | 3,018,358           | 1,345,000 | 1,345,000 | 1,345,000 | 1,345,000 |
| <b>Total Uses of Funds</b>    | 1,934,272           | 5,020,005           | 4,071,445             | 3,018,358           | 1,345,000 | 1,345,000 | 1,345,000 | 1,345,000 |
| <b>Ending Fund Balance</b>    | \$ 1,479,965        | 179,943             | 528,362               | 237,358             | 238,358   | 239,358   | 240,358   | 241,358   |

City of Flagstaff  
 COVID Relief  
 Five Year Plan 2023-2027

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

City of Flagstaff  
Library Fund  
Five Year Plan 2023-2027

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

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

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

City of Flagstaff  
Transportation Fund  
Five Year Plan 2023-2027

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

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

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

City of Flagstaff  
 Beautification Fund  
 Five Year Plan 2023-2027

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

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

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

City of Flagstaff  
Tourism Fund  
Five Year Plan 2023-2027

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

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

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

City of Flagstaff  
Recreation Fund  
Five Year Plan 2023-2027

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

City of Flagstaff  
Wastewater Fund  
Five Year Plan 2023-2027

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

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

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

City of Flagstaff  
Stormwater Fund  
Five Year Plan 2023-2027

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

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

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

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

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

City of Flagstaff  
Airport Fund  
Five Year Plan 2023-2027

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

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

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

## Mission

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

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

## Program Description

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

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

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

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

Section 011 - City Manager

New Personnel: None

Capital: None

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## **Mission**

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

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

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## **Program Description**

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

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

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| Section 012 - Human Resources  |                                     |                                |  |                                 |                           |
|--|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
| <b>Expenditures by Category:</b>   |                                     |                                |  |                                 |                           |
|  | Actual<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services   | \$ 739,515                          | \$ 888,937                     | \$ 888,937                             | \$ 1,041,971                    | \$ 153,034                |
| Contractuals   | 85,862                              | 216,611                        | 216,611                                | 153,572                         | (63,039)                  |
| Commodities  | 49,713                              | 70,742                         | 70,742                                 | 65,783                          | (4,959)                   |
| <b>Total</b>   | <b>\$ 875,090</b>                   | <b>\$ 1,176,290</b>            | <b>\$ 1,176,290</b>                    | <b>\$ 1,261,326</b>             | <b>\$ 85,036</b>          |
| <b>Expenditures by Program:</b>  |                                     |                                |  |                                 |                           |
| General Administration   | \$ 636,004                          | \$ 631,009                     | \$ 631,009                             | \$ 489,116                      | \$ (141,893)              |
| Recruitment and Selection  | 52,581                              | 192,939                        | 192,939                                | 386,540                         | 193,601                   |
| Benefits   | 133,223                             | 140,294                        | 140,294                                | 154,533                         | 14,239                    |
| Compensation and Classification  | 880                                 | 1,100                          | 1,100                                  | 88,543                          | 87,443                    |
| Employee Training and Counseling   | 52,385                              | 206,752                        | 206,752                                | 138,398                         | (68,354)                  |
| Diversity Awareness  | 17                                  | 908                            | 908                                    | 908                             | -                         |
| Disability Awareness   | -                                   | 3,288                          | 3,288                                  | 3,288                           | -                         |
| <b>Total</b>   | <b>\$ 875,090</b>                   | <b>\$ 1,176,290</b>            | <b>\$ 1,176,290</b>                    | <b>\$ 1,261,326</b>             | <b>\$ 85,036</b>          |
| <b>Source of Funding:</b>  |                                     |                                |  |                                 |                           |
| General Fund   |                                     |                                |  | \$ 963,917                      |                           |
| Library Fund   |                                     |                                |  | 63,456                          |                           |
| Highway User Revenue Fund  |                                     |                                |  | 39,627                          |                           |
| Parking District Fund  |                                     |                                |  | 7,431                           |                           |
| Water Services Fund  |                                     |                                |  | 94,016                          |                           |
| Stormwater Fund  |                                     |                                |  | 8,670                           |                           |
| Solid Waste Fund   |                                     |                                |  | 58,212                          |                           |
| SEMS Fund  |                                     |                                |  | 10,515                          |                           |
| Airport Fund   |                                     |                                |  | 15,482                          |                           |
|  |                                     |                                |  | <b>\$ 1,261,326</b>             |                           |
| <b>Commentary:</b>   |                                     |                                |  |                                 |                           |
| The Human Resources operating budget has increased by 7%. There are no capital expenditures. The personnel services increase of 17% is mainly due to merits and benefit increases as well as the addition of 1.0 FTE Human Resources Analyst. Contractuals decrease of 29% is mainly due to a prior year one-time expenditure for a compensation study. Commodities decreases of 7% are mainly due to prior year one-time expenditures for copying and printing. There is no major capital (>\$10,000 ). |                                     |                                |  |                                 |                           |
| <b>Authorized Personnel/Positions:</b>   |                                     |                                |  |                                 |                           |
| Title  | 2019-2020                           | 2020-2021                      | Current<br>2021-2022                   | Changes<br>2022-2023            | Proposed<br>2022-2023     |
| Administrative Specialist  | 1                                   | 1                              | 1                                      | 0                               | 1                         |
| Human Resources Analyst  | 3                                   | 3                              | 3                                      | 1                               | 4                         |
| Human Resources and Risk Management Directo  | 1                                   | 1                              | 1                                      | 0                               | 1                         |
| Human Resources Generalist   | 2                                   | 2                              | 2                                      | 0                               | 2                         |
| Human Resources Manager  | 2                                   | 2                              | 2                                      | 0                               | 2                         |
| Human Resources Recruiter  | 1                                   | 1                              | 1                                      | 0                               | 1                         |
| Total  | 10                                  | 10                             | 10                                     | 1                               | 11                        |
| <b>New Personnel:</b>  |                                     |                                |  |                                 |                           |
| Title  | FTE                                 | Total \$<br>2022-2023          | Potential<br>Offset                    | Net Cost<br>2022-2023           | Future<br>Cost            |
| Human Resources Analyst  | 1                                   | \$ 107,404                     | \$ -                                   | \$ 107,404                      | \$ 107,404                |
| <b>Capital:</b>  |                                     |                                |  |                                 |                           |
| None   |                                     |                                |  |                                 |                           |

| Section 013 - Risk Management   |                                     |                                |  |                                 |                           |
|---|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
| <b>Expenditures by Category:</b>  |                                     |                                |  |                                 |                           |
|   | Actual<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services  | \$ 203,856                          | \$ 250,705                     | \$ 250,705                             | \$ 250,926                      | \$ 221                    |
| Contractuals  | 4,430                               | 24,461                         | 24,461                                 | 25,193                          | 732                       |
| Commodities   | 1,581                               | 5,066                          | 5,066                                  | 4,334                           | (732)                     |
| <b>Total</b>  | <b>\$ 209,867</b>                   | <b>\$ 280,232</b>              | <b>\$ 280,232</b>                      | <b>\$ 280,453</b>               | <b>\$ 221</b>             |
| <b>Expenditures by Program:</b>   |                                     |                                |  |                                 |                           |
| General Administration  | \$ 209,867                          | \$ 280,232                     | \$ 280,232                             | \$ 280,453                      | \$ 221                    |
| <b>Total</b>  | <b>\$ 209,867</b>                   | <b>\$ 280,232</b>              | <b>\$ 280,232</b>                      | <b>\$ 280,453</b>               | <b>\$ 221</b>             |
| <b>Source of Funding:</b>   |                                     |                                |  |                                 |                           |
| General Fund  |                                     |                                |  | \$ 205,070                      |                           |
| Library Fund  |                                     |                                |  | 12,095                          |                           |
| Highway User Revenue Fund   |                                     |                                |  | 9,015                           |                           |
| Transportation Fund   |                                     |                                |  | 1,741                           |                           |
| Parking District Fund   |                                     |                                |  | 1,500                           |                           |
| Water Services Fund   |                                     |                                |  | 26,370                          |                           |
| Stormwater Fund   |                                     |                                |  | 1,734                           |                           |
| Solid Waste Fund  |                                     |                                |  | 16,349                          |                           |
| SEMS Fund   |                                     |                                |  | 1,990                           |                           |
| Airport Fund  |                                     |                                |  | 4,589                           |                           |
|   |                                     |                                |  | <b>\$ 280,453</b>               |                           |
| <b>Commentary:</b>  |                                     |                                |  |                                 |                           |
| The Risk Management operating budget has remained flat year over year. There are no capital expenditures. The personnel services remained flat year over year. Merits, benefit and contracted personnel service increase are offset by a prior year one-time retirement payout. Contractuals increase of 3% is due to reallocation of base budget from commodities. Commodities decreases of 14% are due to the reallocation of base budget to contractuals. There is no major capital (>\$10,000 ) for this section. |                                     |                                |  |                                 |                           |

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## **Mission**

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

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

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

**Section 014 - Information Technology**

**New Personnel:**

| Title            | FTE | Total \$<br>2022-2023 | Potential<br>Offset | Net Cost<br>2022-2023 | Future<br>Cost |
|------------------|-----|-----------------------|---------------------|-----------------------|----------------|
| IT Administrator | 1   | \$ 114,168            | \$ -                | \$ 114,168            | \$ 114,168     |
| IT Analyst       | 1   | 107,404               | 31,440              | 75,964                | 75,964         |

**Capital:**

| Description    | Amount               |
|----------------|----------------------|
| Fiber Projects | \$ 14,000,000        |
|                | <u>\$ 14,000,000</u> |

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## **Mission**

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

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## **Program Description**

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## **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.

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## **Program Description**

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

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

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

**New Personnel:** None

**Capital:** None

## **Mission**

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

## **Program Description**

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## **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.

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## **Program Description**

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## Mission

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

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## Program Description

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## **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.

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## **Program Description**

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

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

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

**New Personnel:** None

**Capital:** None

## **Mission**

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## 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.

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## Program Description

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

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**Section 039 - Grants, Contracts and Emergency Management**

| <b>Expenditures by Category:</b> |                                     |                                |  |                                 |                           |
|----------------------------------|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
|                                  | Actual<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services               | \$ -                                | \$ -                           | \$ -                                   | \$ 597,160                      | \$ 597,160                |
| Contractuals                     | -                                   | -                              | -                                      | 18,662                          | 18,662                    |
| Commodities                      | -                                   | -                              | -                                      | 2,958                           | 2,958                     |
| <b>Total</b>                     | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                            | <b>\$ 618,780</b>               | <b>\$ 618,780</b>         |
| <b>Expenditures by Program:</b>  |                                     |                                |  |                                 |                           |
| Grants and Contracts Management  | \$ -                                | \$ -                           | \$ -                                   | \$ 512,366                      | \$ 512,366                |
| Emergency Management             | -                                   | -                              | -                                      | 106,414                         | 106,414                   |
| <b>Total</b>                     | <b>\$ -</b>                         | <b>\$ -</b>                    | <b>\$ -</b>                            | <b>\$ 618,780</b>               | <b>\$ 618,780</b>         |
| <b>Source of Funding:</b>        |                                     |                                |  |                                 |                           |
| General Fund                     |                                     |                                |  | \$ 618,780                      |                           |
|                                  |                                     |                                |  | <b>\$ 618,780</b>               |                           |

**Commentary:**  
 The Grants, Contracts and Emergency Management section is a new section in FY 2022-2023. There are no capital expenditures. The personnel services increased mainly due to merit and benefit increases as well as the addition of 1.0 FTE Emergency Management Administrator and 1.0 FTE Grants and Contracts Administrator. Contractuals and commodities remained flat year over year. There is no major capital (>\$10,000).

| <b>Authorized Personnel/Positions:</b>              |           |           |                      |                      |                       |
|---|-----------|-----------|----------------------|----------------------|-----------------------|
| Title   | 2019-2020 | 2020-2021 | Current<br>2021-2022 | Changes<br>2022-2023 | Proposed<br>2022-2023 |
| Emergency Management Administrator                  | 0         | 0         | 0                    | 1                    | 1                     |
| Grants and Contracts Administrator                  | 0         | 0         | 0                    | 1                    | 1                     |
| Grants and Contracts Specialist                     | 0         | 0         | 0                    | 3                    | 3                     |
| Grants, Contracts and Emergency Management Director | 0         | 0         | 0                    | 1                    | 1                     |
| <b>Total</b>  | <b>0</b>  | <b>0</b>  | <b>0</b>             | <b>6</b>             | <b>6</b>              |

| <b>New Personnel:</b>              |     |                 |                     |                 |                |
|------------------------------------|-----|-----------------|---------------------|-----------------|----------------|
| Title                              | FTE | Total \$<br>\$0 | Potential<br>Offset | Net Cost<br>\$0 | Future<br>Cost |
| Emergency Management Administrator | 1   | \$ 107,404      | \$ -                | \$ 107,404      | \$ 107,404     |
| Grants and Contracts Administrator | 1   | 107,404         | -                   | 107,404         | 107,404        |

**Capital:** None

**Mission**

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

**Vision**

Dedicated to life safety and fire protections services.

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| Capital:           |                     |
|--------------------|---------------------|
| Description        | Amount              |
| Quint (2)          | \$ 4,000,000        |
| Type 1 Fire Engine | 1,000,000           |
| Rescue Vehicle     | 74,000              |
| Other Equipment    | 25,000              |
|                    | <u>\$ 5,099,000</u> |

| Section 052 - Fire Grants  |                               |                          |                                  |                           |                        |
|--|-------------------------------|--------------------------|----------------------------------|---------------------------|------------------------|
| Expenditures by Category:  |                               |                          |                                  |                           |                        |
|  | Actual Expenditures 2020-2021 | Adopted Budget 2021-2022 | Estimated Expenditures 2021-2022 | Proposed Budget 2022-2023 | Budget-Budget Variance |
| Personnel Services   | \$ 826,164                    | \$ 483,201               | \$ 483,201                       | \$ 454,068                | \$ (29,133)            |
| Contractuals   | 331,858                       | 930,000                  | 930,000                          | 1,500,000                 | 570,000                |
| Commodities  | 473,509                       | 700,000                  | 700,000                          | 250,000                   | (450,000)              |
| Capital  | -                             | 1,400,000                | 1,400,000                        | 600,000                   | (800,000)              |
| <b>Total</b>   | <b>\$ 1,631,531</b>           | <b>\$ 3,513,201</b>      | <b>\$ 3,513,201</b>              | <b>\$ 2,804,068</b>       | <b>\$ (709,133)</b>    |
| Expenditures by Program:   |                               |                          |                                  |                           |                        |
| General Wildfire Response  | \$ (1,230,631)                | \$ -                     | \$ -                             | \$ -                      | \$ -                   |
| AZ Homeland Security   | 7,780                         | -                        | -                                | -                         | -                      |
| SAFER  | 259,780                       | 483,201                  | 483,201                          | 454,068                   | (29,133)               |
| NAU GFFP Thinning  | 3,043                         | -                        | -                                | -                         | -                      |
| Misc Fire Reimbursables  | 937,179                       | -                        | -                                | -                         | -                      |
| Fire-GOHS-2019 EM-007 Emerg Med Svcs Extric Equip  | -                             | -                        | -                                | 50,000                    | 50,000                 |
| Fire - Tribal Gaming   | -                             | 400,000                  | 400,000                          | 400,000                   | -                      |
| Fire - DFFM 2020 AZ-State Funded   | -                             | 400,000                  | 400,000                          | 400,000                   | -                      |
| Fire - AFG 2020 Quint - Fleet  | -                             | 1,400,000                | 1,400,000                        | 550,000                   | (850,000)              |
| Fire - AFG 2020 Equip Safety Vests   | -                             | 700,000                  | 700,000                          | 250,000                   | (450,000)              |
| Fire - AFG 2020 Prevention   | -                             | 30,000                   | 30,000                           | 200,000                   | 170,000                |
| Fire - WFHF 18-203 #1 Flag Fuels Reduction-Priv Prop   | 33,808                        | -                        | -                                | 500,000                   | 500,000                |
| Fire - WFHF 15-212#2 Flag Fuels Reduction Priv Prop  | -                             | 100,000                  | 100,000                          | -                         | (100,000)              |
| AZ Cares Public Safety   | 889,748                       | -                        | -                                | -                         | -                      |
| Fire - FEMA - AFG - Regional Training  | 197,599                       | -                        | -                                | -                         | -                      |
| Fire - FEMA - AFG Breathing Apparatus  | 516,000                       | -                        | -                                | -                         | -                      |
| Fire - FEMA - AFG COVID PPE  | 17,225                        | -                        | -                                | -                         | -                      |
| <b>Total</b>   | <b>\$ 1,631,531</b>           | <b>\$ 3,513,201</b>      | <b>\$ 3,513,201</b>              | <b>\$ 2,804,068</b>       | <b>\$ (709,133)</b>    |
| Source of Funding:   |                               |                          |                                  |                           |                        |
| General Fund   |                               |                          |                                  | \$ 2,804,068              |                        |
|  |                               |                          |                                  | <b>\$ 2,804,068</b>       |                        |
| Commentary:  |                               |                          |                                  |                           |                        |
| <p>The Fire Grants operating budget has increased by 4%. There are capital expenditures of \$600,000, resulting in an overall net decrease of 20%. The personnel services decrease of 6% is mainly due to merits and benefit increases, offset by a decrease in Public Safety Pension Retirement System (PSPRS) costs as a result of the unfunded liability being paid off. The contractuals increase of 61% is mainly due to one-time funding to support local and regional projects. Commodities decreased by 64% and is mainly due to prior year one-time expenditures for new safety equipment. There is major capital (&gt;\$10,000 ) which includes the purchase of one Quint (\$550,000) and safety equipment (\$50,000).</p> |                               |                          |                                  |                           |                        |
| Authorized Personnel/Positions:  |                               |                          |                                  |                           |                        |
| Title  | 2019-2020                     | 2020-2021                | Current 2021-2022                | Changes 2022-2023         | Proposed 2022-2023     |
| Fire Fighter   | 6                             | 0                        | 6                                | 0                         | 6                      |
| Total  | 6                             | 0                        | 6                                | 0                         | 6                      |
| New Personnel:   |                               |                          |                                  |                           |                        |
| None   |                               |                          |                                  |                           |                        |
| Capital:   |                               |                          |                                  |                           |                        |
| Description  | Amount                        |                          |                                  |                           |                        |
| Emergency Medical Extraction Equipment   | \$ 550,000                    |                          |                                  |                           |                        |
| Safety Equipment   | 50,000                        |                          |                                  |                           |                        |
|  | <b>\$ 600,000</b>             |                          |                                  |                           |                        |

**Section 053 - Fire Watershed Protection**

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| <b>Capital:</b>       |                   |
|-----------------------|-------------------|
| Description           | Amount            |
| Vehicle Replacement   | \$ 55,000         |
| Equipment Replacement | 45,000            |
|                       | <b>\$ 100,000</b> |

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## 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.

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## 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.

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## 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.

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

**Section 061 - Police Operations**

**Capital:**

| Description                        | Amount            |
|------------------------------------|-------------------|
| Vehicle Replacements (16)          | \$ 693,000        |
| AXON Training Platform             | 135,000           |
| Incident Command Vehicles Retrofit | 80,000            |
|                                    | <u>\$ 908,000</u> |

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| Section 062 - Police Grants  |                                     |                                |  |                                 |                           |
|--|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
| Expenditures by Category:  |                                     |                                |  |                                 |                           |
|  | Actual<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services   | \$ 1,475,868                        | \$ 611,596                     | \$ 611,596                             | \$ 555,997                      | \$ (55,599)               |
| Contractuals   | 629,426                             | 646,414                        | 646,414                                | 1,083,050                       | 436,636                   |
| Commodities  | 341,236                             | 960,599                        | 960,599                                | 590,000                         | (370,599)                 |
| Capital  | 2,992                               | 170,000                        | 170,000                                | -                               | (170,000)                 |
| <b>Total</b>   | <b>\$ 2,449,522</b>                 | <b>\$ 2,388,609</b>            | <b>\$ 2,388,609</b>                    | <b>\$ 2,229,047</b>             | <b>\$ (159,562)</b>       |
| Expenditures by Program:   |                                     |                                |  |                                 |                           |
| Metro Grant  | \$ 272,773                          | \$ 311,902                     | \$ 311,902                             | \$ 428,446                      | \$ 116,544                |
| COPS Hiring Grant  | 142,685                             | -                              | -                                      | -                               | -                         |
| RICO Funds for Police  | 78,793                              | 56,423                         | 56,423                                 | 243,090                         | 186,667                   |
| Law Enforcement Officer Reimbursement  | 10,243                              | -                              | -                                      | -                               | -                         |
| GOHS - DUI Enforcement   | 30,605                              | 273,823                        | 273,823                                | 90,000                          | (183,823)                 |
| RICO/METRO Overtime  | 45,860                              | -                              | -                                      | -                               | -                         |
| Bullet Proof Vest  | 11,623                              | 20,000                         | 20,000                                 | 20,000                          | -                         |
| Homeland Security "SLOT" Overtime  | 12,881                              | 75,000                         | 75,000                                 | -                               | (75,000)                  |
| Dispatch Services Agreement (NPS)  | -                                   | 10,000                         | 10,000                                 | 5,000                           | (5,000)                   |
| Statewide Gang Task Force(GITEM)   | -                                   | 229,554                        | 229,554                                | 157,461                         | (72,093)                  |
| 10-AZ Home Land Security   | -                                   | 100,000                        | 100,000                                | -                               | (100,000)                 |
| AZ Internet Crimes Child   | 8,572                               | -                              | -                                      | 20,000                          | 20,000                    |
| Edward Byrne Memorial (JAG)  | 25,761                              | 42,751                         | 42,751                                 | 30,000                          | (12,751)                  |
| FY 14 NA Gang Task Force OT  | 31,572                              | 127,000                        | 127,000                                | -                               | (127,000)                 |
| RICO-Metro Equipment   | 90,435                              | -                              | -                                      | -                               | -                         |
| RICO-PD Equipment  | -                                   | 122,210                        | 122,210                                | -                               | (122,210)                 |
| ATF SLOT Overtime  | 1,911                               | 41,542                         | 41,542                                 | -                               | (41,542)                  |
| NG 911   | 508,616                             | 502,000                        | 502,000                                | 550,000                         | 48,000                    |
| Text to 911  | 7,337                               | 25,414                         | 25,414                                 | -                               | (25,414)                  |
| COPS Dream Court   | 290                                 | 4,351                          | 4,351                                  | -                               | (4,351)                   |
| Police Grants  | -                                   | 200,805                        | 200,805                                | 550,000                         | 349,195                   |
| US Marshals Service Grant  | 12,828                              | 15,000                         | 15,000                                 | 15,000                          | -                         |
| ACJC COVID Emergency Grant   | 32,985                              | 40,500                         | 40,500                                 | -                               | (40,500)                  |
| Community Policing Microgrant - PD   | 22,669                              | 88,696                         | 88,696                                 | -                               | (88,696)                  |
| AGO - Officer Safety Equipment   | 31,000                              | 31,000                         | 31,000                                 | -                               | (31,000)                  |
| AZ Cares Public Safety   | 1,044,298                           | -                              | -                                      | -                               | -                         |
| Police - 100 Club Mobile Field Control   | 20,387                              | 638                            | 638                                    | -                               | (638)                     |
| GSTEP Enforcement-2021-PTS-021   | 5,398                               | -                              | -                                      | -                               | -                         |
| AZDOHS Tactical Robot 200103-02  | -                                   | 70,000                         | 70,000                                 | -                               | (70,000)                  |
| ADOA 911 GIS   | -                                   | -                              | -                                      | 120,050                         | 120,050                   |
| <b>Total</b>   | <b>\$ 2,449,522</b>                 | <b>\$ 2,388,609</b>            | <b>\$ 2,388,609</b>                    | <b>\$ 2,229,047</b>             | <b>\$ (159,562)</b>       |
| Source of Funding:   |                                     |                                |  |                                 |                           |
| General Fund   |                                     |                                |  | \$ 2,229,047                    |                           |
|  |                                     |                                |  | <b>\$ 2,229,047</b>             |                           |
| Commentary:  |                                     |                                |  |                                 |                           |
| Police grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise. |                                     |                                |  |                                 |                           |
| Authorized Personnel/Positions:  |                                     |                                |  |                                 |                           |
| Title  | 2019-2020                           | 2020-2021                      | Current<br>2021-2022                   | Changes<br>2022-2023            | Proposed<br>2022-2023     |
| Administrative Specialist  | 1                                   | 1                              | 1                                      | 0                               | 1                         |
| Police Officer   | 5                                   | 5                              | 3                                      | 0                               | 3                         |
| Police Sergeant  | 1                                   | 1                              | 1                                      | 0                               | 1                         |
| Total  | 7                                   | 7                              | 5                                      | 0                               | 5                         |
| <b>New Personnel:</b> None   |                                     |                                |  |                                 |                           |
| <b>Capital:</b> None   |                                     |                                |  |                                 |                           |

## Mission

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

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

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## Program Description

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

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## 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.

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## Program Description

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

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

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

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

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

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

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

**New Personnel:** None

**Capital:** None

## **Mission**

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

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

| <b>Section 107 - Community Housing Grants</b>   |                                  |                             |                                     |                              |                           |
|---|----------------------------------|-----------------------------|-------------------------------------|------------------------------|---------------------------|
| <b>Expenditures by Category:</b>  | Actual Expenditures<br>2020-2021 | Adopted Budget<br>2021-2022 | Estimated Expenditures<br>2021-2022 | Proposed Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Contractuals  | \$ -                             | \$ 900,000                  | \$ 900,000                          | \$ 780,000                   | \$ (120,000)              |
| <b>Total</b>  | <b>\$ -</b>                      | <b>\$ 900,000</b>           | <b>\$ 900,000</b>                   | <b>\$ 780,000</b>            | <b>\$ (120,000)</b>       |
| <b>Expenditures by Program:</b>   |                                  |                             |                                     |                              |                           |
| AZ Housing Trust Funds  | \$ -                             | \$ 450,000                  | \$ 450,000                          | \$ 330,000                   | \$ (120,000)              |
| Home Grant Rehab  | -                                | 450,000                     | 450,000                             | 450,000                      | -                         |
| <b>Total</b>  | <b>\$ -</b>                      | <b>\$ 900,000</b>           | <b>\$ 900,000</b>                   | <b>\$ 780,000</b>            | <b>\$ (120,000)</b>       |
| <b>Source of Funding:</b>   |                                  |                             |                                     |                              |                           |
| Housing and Community Services Fund   |                                  |                             |                                     | \$ 780,000                   |                           |
|   |                                  |                             |                                     | <b>\$ 780,000</b>            |                           |
| <b>Commentary:</b>  |                                  |                             |                                     |                              |                           |
| The Community Housing Grants operating budget has decreased by 13%. The contractuals decrease of 13% is mainly due to a decrease in Arizona Housing Trust Fund grants. There are no personnel, commodity or capital expenditures. |                                  |                             |                                     |                              |                           |

|  |      |
|--|------|
| <b>Authorized Personnel/Positions:</b> | None |
|--|------|

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| <b>Capital:</b>          |            |
|--------------------------|------------|
| Description              | Amount     |
| Housing Related Projects | \$ 990,000 |
|                          | \$ 990,000 |

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## **Mission**

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

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## **Program Description**

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

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

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

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

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## **Mission**

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

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

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

**New Personnel:** None

**Capital:** None

## **Mission**

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

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## **Program Description**

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

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

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**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.

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**Program Description**

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

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

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

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

**New Personnel:** None

**Capital:** None

## **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.

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## **Program Description**

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| Capital:                 |                  |
|--------------------------|------------------|
| Description              | Amount           |
| Dump Truck (2)           | \$ 550,000       |
| Front End Loader         | 300,000          |
| Level 3 Charging Station | 100,000          |
| Transport Trailer        | 140,000          |
| Electric Vehicle (2)     | 130,000          |
|                          | <u>1,220,000</u> |

## **Mission**

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

### **Solid Waste Section Core Values:**

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

## **Program Description**

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

**Section 165 - Solid Waste - Landfill**

**Capital:**

| Description                      | Amount              |
|----------------------------------|---------------------|
| Design/Construction of Cell D    | \$ 675,000          |
| Materials Recovery Facility      | 280,000             |
| Water Infrastructure             | 125,000             |
| Landfill Road Infrastructure     | 3,900,000           |
| Stormwater Infrastructure        | 5,000               |
| GPS Software and Design Software | 19,000              |
| Lidar Flyover                    | 10,000              |
| Rate Study                       | 80,000              |
| Fencing                          | 60,000              |
| Annual Set-Aside                 | 100,000             |
| Dust Control                     | 10,000              |
| Cover Tarp System                | 15,000              |
| Replacement Truck                | 30,000              |
| Soil Rock Screener               | 250,000             |
|                                  | <u>\$ 5,559,000</u> |

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| Capital:                 |                   |
|--------------------------|-------------------|
| Description              | Amount            |
| Vehicle Replacements (3) | \$ 145,000        |
| Fork Lift                | 20,000            |
| Bin Maintenance Trailer  | 20,000            |
| Side Loader              | 320,000           |
| Commercial Front Loader  | 320,000           |
| Level 3 Charging Station | 100,000           |
|                          | <b>\$ 925,000</b> |

## **Mission**

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

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## **Program Description**

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| Capital:            |            |
|---------------------|------------|
| Description         | Amount     |
| Front Entry Project | \$ 200,000 |
|                     | \$ 200,000 |

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

**Section 038 - Library Grants and County Wide Projects**

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

## **Mission**

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

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

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

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

|                 |      |
|-----------------|------|
| <b>Capital:</b> | 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.

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

|  |      |
|--|------|
| <b>Authorized Personnel/Positions:</b> | None |
|--|------|

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## **Mission**

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

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## **Vision**

Flagstaff is recognized as the destination for all seasons.

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## **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.

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | 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.

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## **Vision**

Flagstaff Visitor Center is recognized for providing exceptional visitor services.

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | 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.

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

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## Mission

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

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## 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   |                     |                      |                      |                      |                       |
|---|---------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>Expenditures by Category:</b>  |                     |                      |                      |                      |                       |
|   | Actual              | Adopted              | Estimated            | Proposed             | Budget-Budget         |
|   | Expenditures        | Budget               | Expenditures         | Budget               | Variance              |
|   | 2020-2021           | 2021-2022            | 2021-2022            | 2022-2023            |                       |
| Personnel Services  | \$ 1,521,832        | \$ 1,318,557         | \$ 1,318,557         | \$ 1,460,068         | \$ 141,511            |
| Contractuals  | 496,834             | 6,827,895            | 5,447,177            | 856,549              | (5,971,346)           |
| Commodities   | 427,758             | 2,170,136            | 2,170,136            | 801,832              | (1,368,304)           |
| Capital   | -                   | 90,000               | 90,000               | 2,129,063            | 2,039,063             |
| <b>Total</b>  | <b>\$ 2,446,424</b> | <b>\$ 10,406,588</b> | <b>\$ 9,025,870</b>  | <b>\$ 5,247,512</b>  | <b>\$ (5,159,076)</b> |
| <b>Expenditures by Program:</b>   |                     |                      |                      |                      |                       |
| General Administration  | \$ 1,299,757        | \$ 1,162,857         | \$ 1,162,857         | \$ 1,451,888         | \$ 289,031            |
| Safety and Security   | 195,293             | 160,431              | 160,431              | 307,004              | 146,573               |
| Snow Control  | 110,712             | 230,191              | 230,191              | 171,649              | (58,542)              |
| Maintenance Buildings & Grounds   | 543,338             | 6,809,038            | 5,428,320            | 579,265              | (6,229,773)           |
| Maintenance Runway & Taxiway  | 77,099              | 260,059              | 260,059              | 215,643              | (44,416)              |
| Airport TSA   | 220,225             | 340,000              | 340,000              | 340,000              | -                     |
| Airport Parking Lot   | -                   | -                    | -                    | 188,000              | 188,000               |
| Airport Coronavirus Response Grant Program  | -                   | 1,444,012            | 1,444,012            | -                    | (1,444,012)           |
| ARPA Operational Costs  | -                   | -                    | -                    | 1,994,063            | 1,994,063             |
| <b>Total</b>  | <b>\$ 2,446,424</b> | <b>\$ 10,406,588</b> | <b>\$ 9,025,870</b>  | <b>\$ 5,247,512</b>  | <b>\$ (5,159,076)</b> |
| <b>Source of Funding:</b>   |                     |                      |                      |                      |                       |
| Airport Fund  |                     |                      |                      | \$ 5,247,512         |                       |
|   |                     |                      |                      | \$ 5,247,512         |                       |
| <b>Commentary:</b>  |                     |                      |                      |                      |                       |
| The Airport operating budget has decreased by 70%. There are capital expenditures, resulting in an overall net decrease of 50%. The personnel services increase of 11% is mainly due to merit and benefit increases as well as a mid-year addition of an Airport Communications Manager in FY 2021-2022. Contractuals decrease of 87% is mainly due to one-time expenditures for maintenance in the prior year. Commodities decrease of 63% is mainly due to one-time expenditures for maintenance supplies and the ramp drainage project from the prior year. Major capital (>\$10,000) includes the replacement of a bobcat skid steer (\$25,000), two replacement vehicles (\$110,000) and various maintenance projects (\$1,994,063). |                     |                      |                      |                      |                       |
| <b>Authorized Personnel/Positions:</b>  |                     |                      |                      |                      |                       |
| Title   | 2019-2020           | 2020-2021            | Current<br>2021-2022 | Changes<br>2022-2023 | Proposed<br>2022-2023 |
| Administrative Specialist   | 1                   | 1                    | 1                    | 0                    | 1                     |
| Airport Communications Manager  | 0                   | 0                    | 1                    | 0                    | 1                     |
| Airport Director  | 1                   | 1                    | 1                    | 0                    | 1                     |
| Airport Program Manager   | 1                   | 1                    | 1                    | 0                    | 1                     |
| Airport Operations/ARFF Lead Worker   | 0                   | 3                    | 3                    | 0                    | 3                     |
| Airport Operations/ARFF Specialist  | 9                   | 6                    | 6                    | 0                    | 6                     |
| Airport Operations/ARFF Manager   | 1                   | 1                    | 1                    | 0                    | 1                     |
| Airport Parking Aide  | 1                   | 0                    | 0                    | 0                    | 0                     |
| Maintenance Worker (Temp)   | 0.5                 | 0.5                  | 0.5                  | 0                    | 0.5                   |
| Total   | 14.5                | 13.5                 | 14.5                 | 0                    | 14.5                  |
| <b>New Personnel:</b> None  |                     |                      |                      |                      |                       |
| <b>Capital:</b>   |                     |                      |                      |                      |                       |
| Description   | Amount              |                      |                      |                      |                       |
| Bobcat Skid Steer   | \$ 25,000           |                      |                      |                      |                       |
| Replacement Vehicles (2)  | 110,000             |                      |                      |                      |                       |
| Various Maintenance Projects  | 1,994,063           |                      |                      |                      |                       |
|   | <u>\$ 2,129,063</u> |                      |                      |                      |                       |

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## Mission

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

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

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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 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.

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## 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.

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## **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.

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## **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  |                                  |                             |                                     |                              |                           |
|---|----------------------------------|-----------------------------|-------------------------------------|------------------------------|---------------------------|
| <b>Expenditures by Category:</b>  |                                  |                             |                                     |                              |                           |
|   | Actual Expenditures<br>2020-2021 | Adopted Budget<br>2021-2022 | Estimated Expenditures<br>2021-2022 | Proposed Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services  | \$ 711,875                       | \$ 741,132                  | \$ 741,132                          | \$ 881,396                   | \$ 140,264                |
| Contractuals  | 2,340,113                        | 2,937,122                   | 2,937,122                           | 2,715,139                    | (221,983)                 |
| Commodities   | 311,351                          | 541,242                     | 541,242                             | 553,742                      | 12,500                    |
| Capital   | -                                | 1,031,972                   | 1,031,972                           | -                            | (1,031,972)               |
| <b>Total</b>  | <b>\$ 3,363,339</b>              | <b>\$ 5,251,468</b>         | <b>\$ 5,251,468</b>                 | <b>\$ 4,150,277</b>          | <b>\$ (1,101,191)</b>     |
| <b>Expenditures by Program:</b>   |                                  |                             |                                     |                              |                           |
| General Administration  | \$ 225,239                       | \$ 375,331                  | \$ 375,331                          | \$ 241,763                   | \$ (133,568)              |
| Lake Mary Water Treatment Operation   | 985,259                          | 1,435,088                   | 1,435,088                           | 1,314,562                    | (120,526)                 |
| Buildings and Grounds Maintenance   | 838                              | -                           | -                                   | -                            | -                         |
| Local Wells   | 989,749                          | 1,882,427                   | 1,882,427                           | 1,154,749                    | (727,678)                 |
| Lake Mary Wellfield   | 322,043                          | 422,878                     | 422,878                             | 319,578                      | (103,300)                 |
| Woody Mountain Wellfield  | 612,542                          | 764,276                     | 764,276                             | 827,273                      | 62,997                    |
| Reservoirs  | 82,822                           | 62,313                      | 62,313                              | 70,310                       | 7,997                     |
| Inner Basin Maintenance   | 57,563                           | 205,474                     | 205,474                             | 115,361                      | (90,113)                  |
| Red Gap Ranch Operation & Mgmt  | 15,694                           | 25,409                      | 25,409                              | 25,409                       | -                         |
| Booster Station Administration  | 13,767                           | 21,068                      | 21,068                              | 22,568                       | 1,500                     |
| Zone A - RFP  | 1,574                            | 1,250                       | 1,250                               | 1,250                        | -                         |
| Kinlani   | 2,404                            | 2,225                       | 2,225                               | 2,225                        | -                         |
| University Highlands #1   | 5,347                            | 5,045                       | 5,045                               | 5,045                        | -                         |
| Airport Booster   | 823                              | 1,645                       | 1,645                               | 1,645                        | -                         |
| Amberwood Booster   | 4,490                            | 6,336                       | 6,336                               | 6,336                        | -                         |
| Railroad Springs Booster  | 26,239                           | 25,184                      | 25,184                              | 25,184                       | -                         |
| Inner Basin Pipeline Maintenance  | 16,946                           | 15,519                      | 15,519                              | 17,019                       | 1,500                     |
| <b>Total</b>  | <b>\$ 3,363,339</b>              | <b>\$ 5,251,468</b>         | <b>\$ 5,251,468</b>                 | <b>\$ 4,150,277</b>          | <b>\$ (1,101,191)</b>     |
| <b>Source of Funding:</b>   |                                  |                             |                                     |                              |                           |
| Water Services Fund   |                                  |                             |                                     | \$ 4,150,277                 |                           |
|   |                                  |                             |                                     | \$ 4,150,277                 |                           |
| <b>Commentary:</b>  |                                  |                             |                                     |                              |                           |
| The Water Production operating budget has decreased by 2%. There are no capital expenditures. The personnel services increase of 19% is mainly due to merit and benefit increases and a one-time retirement payout. Contractuals decreases of 8% are mainly due to prior year one-time expenditures for the optimization study and Lake Mary Treatment Plant maintenance items. Commodities increase of 2% is mainly due to increased equipment maintenance. There is no major capital (>\$10,000). |                                  |                             |                                     |                              |                           |
| <b>Authorized Personnel/Positions:</b>  |                                  |                             |                                     |                              |                           |
| Title   | 2019-2020                        | 2020-2021                   | Current<br>2021-2022                | Changes<br>2022-2023         | Proposed<br>2022-2023     |
| Maintenance Worker (Temp)   | 0.23                             | 0.23                        | 0.23                                | 0                            | 0.23                      |
| MSW Operations  | 4                                | 4                           | 0                                   | 0                            | 0                         |
| MSW Maintenance   | 2                                | 2                           | 0                                   | 0                            | 0                         |
| Water Services Manager  | 1                                | 1                           | 1                                   | 0                            | 1                         |
| Water Services Operator   | 0                                | 0                           | 6                                   | 0                            | 6                         |
| Water Services Supervisor   | 2                                | 2                           | 2                                   | 0                            | 2                         |
| Water Services SCADA Administrator  | 0                                | 0                           | 0                                   | 0                            | 0                         |
| Total   | 9.23                             | 9.23                        | 9.23                                | 0                            | 9.23                      |
| <b>New Personnel:</b> None  |                                  |                             |                                     |                              |                           |
| <b>Capital:</b> 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.

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| Capital:       |                   |
|----------------|-------------------|
| Description    | Amount            |
| Vacuum Trailer | \$ 100,000        |
|                | <u>\$ 100,000</u> |

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## Mission

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## Program Description

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

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | 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.

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## **Program Description**

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

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

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## Mission

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

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## 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).

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | 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.

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## Program Description

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

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

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

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

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## **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.

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## **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**

| <b>Expenditures by Category:</b> |                                     |                                |  |                                 |                           |
|----------------------------------|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
|                                  | Actual<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services               | \$ 588,851                          | \$ 533,267                     | \$ 533,267                             | \$ 628,966                      | \$ 95,699                 |
| Contractuals                     | 866,415                             | 1,144,934                      | 1,144,934                              | 1,099,600                       | (45,334)                  |
| Commodities                      | 427,391                             | 622,742                        | 622,742                                | 537,742                         | (85,000)                  |
| Capital                          | 2,955                               | 728,116                        | 728,116                                | -                               | (728,116)                 |
| <b>Total</b>                     | <b>\$ 1,885,612</b>                 | <b>\$ 3,029,059</b>            | <b>\$ 3,029,059</b>                    | <b>\$ 2,266,308</b>             | <b>\$ (762,751)</b>       |

| <b>Expenditures by Program:</b> |                     |                     |                     |                     |                     |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| General Administration          | \$ 158,238          | \$ 813,028          | \$ 813,028          | \$ 160,577          | \$ (652,451)        |
| Plant Operations                | 1,098,628           | 1,205,746           | 1,205,746           | 1,223,492           | 17,746              |
| Plant Maintenance               | 309,215             | 582,451             | 582,451             | 585,224             | 2,773               |
| Septage Collection              | 20,505              | 36,150              | 36,150              | 16,150              | (20,000)            |
| WH Rio Maintenance              | 5,160               | 121,700             | 121,700             | 1,700               | (120,000)           |
| Solids Handling                 | 293,866             | 269,984             | 269,984             | 279,165             | 9,181               |
| <b>Total</b>                    | <b>\$ 1,885,612</b> | <b>\$ 3,029,059</b> | <b>\$ 3,029,059</b> | <b>\$ 2,266,308</b> | <b>\$ (762,751)</b> |

| <b>Source of Funding:</b> |  |  |  |                     |  |
|---------------------------|--|--|--|---------------------|--|
| Water Services Fund       |  |  |  | \$ 2,266,308        |  |
|                           |  |  |  | <b>\$ 2,266,308</b> |  |

**Commentary:**  
 The Wastewater Treatment - Wildcat operating budget has decreased 2%. There are no capital expenditures. The personnel services increase is mainly due to merit and benefit increases , a one-time retirement payout as well as the addition of 1.0 FTE Water Services Operator. Contractuals decrease of 4% is mainly due to prior year one-time expenditures for a switchgear assessment, building maintenance and odor control maintenance offset by fiber and conduit and heating, ventilation and air conditioning maintenance for the server room. Commodities decrease of 14% is mainly due to prior year one-time vehicle hydraulic repairs offset by increased repair costs. There is no major capital (>\$10,000).

| <b>Authorized Personnel/Positions:</b> |           |           |                      |                      |                       |
|--|-----------|-----------|----------------------|----------------------|-----------------------|
| Title                                  | 2019-2020 | 2020-2021 | Current<br>2021-2022 | Changes<br>2022-2023 | Proposed<br>2022-2023 |
| MSW - Maintenance                      | 2         | 0         | 0                    | 0                    | 0                     |
| MSW - Operations                       | 4         | 4         | 0                    | 0                    | 0                     |
| Water Services Manager                 | 1         | 1         | 1                    | 0                    | 1                     |
| Water Services Operator                | 0         | 0         | 4                    | 1                    | 5                     |
| Water Services Supervisor              | 3         | 2         | 2                    | 0                    | 2                     |
| <b>Total</b>                           | <b>10</b> | <b>7</b>  | <b>7</b>             | <b>1</b>             | <b>8</b>              |

| <b>New Personnel:</b>   |     |                       |                     |                       |                |
|-------------------------|-----|-----------------------|---------------------|-----------------------|----------------|
| Title                   | FTE | Total \$<br>2022-2023 | Potential<br>Offset | Net Cost<br>2022-2023 | Future<br>Cost |
| Water Services Operator | 1   | \$ 56,877             | \$ -                | \$ 56,877             | \$ 56,877      |

**Capital:** None

## **Mission**

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

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## **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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| <b>Section 312 - Wastewater Treatment - Rio Plant</b>  |                                     |                                |  |                                 |                           |
|--|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
| <b>Expenditures by Category:</b>   |                                     |                                |  |                                 |                           |
|  | Actual<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services   | \$ 489,031                          | \$ 532,267                     | \$ 532,267                             | \$ 564,133                      | \$ 31,866                 |
| Contractuals   | 450,188                             | 568,518                        | 568,518                                | 593,518                         | 25,000                    |
| Commodities  | 146,836                             | 77,042                         | 77,042                                 | 92,042                          | 15,000                    |
| Capital  | 5,499                               | 84,501                         | 84,501                                 | -                               | (84,501)                  |
| <b>Total</b>   | <b>\$ 1,091,554</b>                 | <b>\$ 1,262,328</b>            | <b>\$ 1,262,328</b>                    | <b>\$ 1,249,693</b>             | <b>\$ (12,635)</b>        |
| <b>Expenditures by Program:</b>  |                                     |                                |  |                                 |                           |
| General Administration   | \$ 197,311                          | \$ 282,537                     | \$ 282,537                             | \$ 206,346                      | \$ (76,191)               |
| Plant Operations   | 498,182                             | 457,093                        | 457,093                                | 477,665                         | 20,572                    |
| Plant Maintenance  | 396,061                             | 522,698                        | 522,698                                | 565,682                         | 42,984                    |
| <b>Total</b>   | <b>\$ 1,091,554</b>                 | <b>\$ 1,262,328</b>            | <b>\$ 1,262,328</b>                    | <b>\$ 1,249,693</b>             | <b>\$ (12,635)</b>        |
| <b>Source of Funding:</b>  |                                     |                                |  |                                 |                           |
| Water Services Fund  |                                     |                                |  | \$ 1,249,693                    |                           |
|  |                                     |                                |  | <b>\$ 1,249,693</b>             |                           |
| <b>Commentary:</b>   |                                     |                                |  |                                 |                           |
| The Wastewater Treatment - Rio Plant operating budget has increased 6%. There are no capital expenditures. The personnel services increase of 6% is mainly due to merit and benefit increases. Contractuals increase of 4% is mainly due to utility increases, fiber and conduit project, and heating, ventilation and air conditioning repairs. Commodities increase of 19% is due to an increase in operating supplies. There is no major capital (>\$10,000). |                                     |                                |  |                                 |                           |
| <b>Authorized Personnel/Positions:</b>   |                                     |                                |  |                                 |                           |
| Positions Authorized in Section 311 (Treatment - Wildcat)  |                                     |                                |  |                                 |                           |
| <b>Capital:</b>  |                                     |                                |  |                                 |                           |
| 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.

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| <b>Capital:</b> |                   |
|-----------------|-------------------|
| Description     | Amount            |
| Combo Truck     | \$ 200,000        |
|                 | <u>\$ 200,000</u> |

## **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.

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## **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<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services  | \$ 153,480                          | \$ 169,070                     | \$ 169,070                             | \$ 183,370                      | \$ 14,300                 |
| Contractuals  | 127,608                             | 264,850                        | 264,850                                | 89,850                          | (175,000)                 |
| Commodities   | 53,994                              | 166,672                        | 166,672                                | 166,672                         | -                         |
| Capital   | 43,589                              | 15,000                         | 15,000                                 | 135,000                         | 120,000                   |
| <b>Total</b>  | <b>\$ 378,671</b>                   | <b>\$ 615,592</b>              | <b>\$ 615,592</b>                      | <b>\$ 574,892</b>               | <b>\$ (40,700)</b>        |
| Expenditures by Program:  |                                     |                                |  |                                 |                           |
| Reclaimed Distribution  | \$ 14,439                           | \$ 8,650                       | \$ 8,650                               | \$ 49,013                       | \$ 40,363                 |
| Reclaimed Production-Wildcat  | 266,451                             | 460,531                        | 460,531                                | 392,031                         | (68,500)                  |
| Reclaimed Production-Rio  | 97,781                              | 146,411                        | 146,411                                | 133,848                         | (12,563)                  |
| <b>Total</b>  | <b>\$ 378,671</b>                   | <b>\$ 615,592</b>              | <b>\$ 615,592</b>                      | <b>\$ 574,892</b>               | <b>\$ (40,700)</b>        |
| Source of Funding:  |                                     |                                |  |                                 |                           |
| Water Services Fund   |                                     |                                |  | \$ 574,892                      |                           |
|   |                                     |                                |  | <b>\$ 574,892</b>               |                           |
| Commentary:   |                                     |                                |  |                                 |                           |
| <p>The Reclaimed Water operating budget has decreased 27%. There are capital expenditures, resulting in an overall decrease of 7%. The personnel services increase of 8% is mainly due to merit and benefit increases as well as a percentage of the Water Services Operator position. Contractuals decrease of 2% is mainly due to prior year one-time expenditures for reclaim system modeling services, SCADA tie ins, and infrastructure maintenance. Commodities remained flat year over year. Major capital (&gt;\$10,000) includes design engineering for relocating influent station (\$36,000) and an actuator (\$99,000).</p> |                                     |                                |  |                                 |                           |

| Authorized Personnel/Positions: |           |           |           |           |           |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|
| Title                           | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | 2022-2023 |
| MSW - Operations                | 1         | 1         | 0         | 0         | 0         |
| MSW - Maintenance               | 1         | 3         | 0         | 0         | 0         |
| Water Services Operator         | 0         | 0         | 4         | 0         | 4         |
| Water Services Supervisor       | 1         | 2         | 2         | 0         | 2         |
| Total                           | 3         | 6         | 6         | 0         | 6         |

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| Capital:                                    |                   |
|---|-------------------|
| Description                                 | Amount            |
| Engineering for Relocating Influent Station | \$ 36,000         |
| Actuator                                    | 99,000            |
|   | <b>\$ 135,000</b> |

## **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.

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

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

**New Personnel:** None

**Capital:** None

## **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.

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## **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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| <b>Section 401 - Council and Commissions</b>   |                                     |                                |  |                                 |                           |
|--|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
| <b>Expenditures by Category:</b>   |                                     |                                |  |                                 |                           |
|  | Actual<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services   | \$ 378,473                          | \$ 371,690                     | \$ 371,690                             | \$ 388,192                      | \$ 16,502                 |
| Contractuals   | 53,271                              | 64,165                         | 64,165                                 | 76,721                          | 12,556                    |
| Commodities  | 13,629                              | 5,145                          | 5,145                                  | 6,145                           | 1,000                     |
| <b>Total</b>   | <b>\$ 445,373</b>                   | <b>\$ 441,000</b>              | <b>\$ 441,000</b>                      | <b>\$ 471,058</b>               | <b>\$ 30,058</b>          |
| <b>Expenditures by Program:</b>  |                                     |                                |  |                                 |                           |
| General Administration   | \$ 445,373                          | \$ 441,000                     | \$ 441,000                             | \$ 471,058                      | \$ 30,058                 |
| <b>Total</b>   | <b>\$ 445,373</b>                   | <b>\$ 441,000</b>              | <b>\$ 441,000</b>                      | <b>\$ 471,058</b>               | <b>\$ 30,058</b>          |
| <b>Source of Funding:</b>  |                                     |                                |  |                                 |                           |
| General Fund   |                                     |                                |  | \$ 363,329                      |                           |
| Library Fund   |                                     |                                |  | 11,184                          |                           |
| Highway User Revenue Fund  |                                     |                                |  | 8,600                           |                           |
| Transportation Fund  |                                     |                                |  | 11,745                          |                           |
| Parking District Fund  |                                     |                                |  | 1,258                           |                           |
| Water Services Fund  |                                     |                                |  | 40,907                          |                           |
| Stormwater Fund  |                                     |                                |  | 3,833                           |                           |
| Solid Waste Fund   |                                     |                                |  | 21,134                          |                           |
| SEMS Fund  |                                     |                                |  | 1,524                           |                           |
| Airport Fund   |                                     |                                |  | 7,544                           |                           |
|  |                                     |                                |  | <b>\$ 471,058</b>               |                           |
| <b>Commentary:</b>   |                                     |                                |  |                                 |                           |
| The Council and Commissions operating budget has increased by 7%. There are no capital expenditures. The personnel services increase of 4% is mainly due to benefit increases. The contractuals increase of 20% is mainly due to a travel increase for the Mayor and City Council. Commodities increased by 19% mainly due to an increased food budget. There is no major capital (>\$10,000). |                                     |                                |  |                                 |                           |
| <b>Authorized Personnel/Positions:</b>   | None                                |                                |  |                                 |                           |
| <b>New Personnel:</b>  | None                                |                                |  |                                 |                           |
| <b>Capital:</b>  | 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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| <b>Section 402 - Non-Departmental</b>   |                                     |                                |  |                                 |                           |
|---|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
| <b>Expenditures by Category:</b>  |                                     |                                |  |                                 |                           |
|   | Actual<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services  | \$ 115,560,517                      | \$ (525,000)                   | \$ (525,000)                           | \$ (132,330)                    | \$ 392,670                |
| Contractuals  | 3,963,072                           | 11,544,161                     | 16,556,345                             | 2,036,179                       | (9,507,982)               |
| Commodities   | 104,366                             | 48,770                         | 48,770                                 | 68,570                          | 19,800                    |
| Capital   | 219,543                             | 41,845                         | 601,802                                | 2,525,000                       | 2,483,155                 |
| <b>Total</b>  | <b>\$ 119,847,498</b>               | <b>\$ 11,109,776</b>           | <b>\$ 16,681,917</b>                   | <b>\$ 4,497,419</b>             | <b>\$ (6,612,357)</b>     |
| <b>Expenditures by Program:</b>   |                                     |                                |  |                                 |                           |
| General Administration  | \$ 117,544,096                      | \$ 6,998,217                   | \$ 12,534,401                          | \$ 2,572,605                    | \$ (4,425,612)            |
| Service Partner Agencies  | 1,137,769                           | 1,200,262                      | 1,200,262                              | 969,062                         | (231,200)                 |
| Employee Benefits   | 38,940                              | 93,620                         | 93,620                                 | 18,320                          | (75,300)                  |
| Insurance   | 715,192                             | 2,315,192                      | 2,315,192                              | 715,192                         | (1,600,000)               |
| Consultants   | 129,582                             | 460,340                        | 460,340                                | 176,740                         | (283,600)                 |
| Redevelopment   | 5,428                               | -                              | -                                      | -                               | -                         |
| John Wesley Powell Study  | 276,491                             | 42,145                         | 78,102                                 | 45,500                          | 3,355                     |
| <b>Total</b>  | <b>\$ 119,847,498</b>               | <b>\$ 11,109,776</b>           | <b>\$ 16,681,917</b>                   | <b>\$ 4,497,419</b>             | <b>\$ (6,612,357)</b>     |
| <b>Source of Funding:</b>   |                                     |                                |  |                                 |                           |
| General Fund  |                                     |                                |  | \$ 4,048,901                    |                           |
| Library Fund  |                                     |                                |  | 50,694                          |                           |
| Highway User Revenue Fund   |                                     |                                |  | 48,743                          |                           |
| Transportation Fund   |                                     |                                |  | 19,098                          |                           |
| Parking District Fund   |                                     |                                |  | 7,067                           |                           |
| Water Services Fund   |                                     |                                |  | 169,688                         |                           |
| Stormwater Fund   |                                     |                                |  | 8,226                           |                           |
| Solid Waste Fund  |                                     |                                |  | 104,749                         |                           |
| SEMS Fund   |                                     |                                |  | 9,614                           |                           |
| Airport Fund  |                                     |                                |  | 30,639                          |                           |
|   |                                     |                                |  | <b>\$ 4,497,419</b>             |                           |
| <b>Commentary:</b>  |                                     |                                |  |                                 |                           |
| <p>The Non-Departmental operating budget has decreased 82%. There are capital expenditures, resulting in an overall decrease of 60%. Personnel Services decreased 75% due to continuation of the 60-day salary savings offset by regular pay plan compression and market adjustments. Contractual decrease of 82% are mainly due to prior year one-time expenditures for the public safety CARES funding. Commodities increase of 41% is mainly due to the JW Powell specific plan. Major capital (&gt;\$10,000 ) includes infrastructure reserve (\$2,500,000) and JW Powell specific plan (\$25,000).</p> |                                     |                                |  |                                 |                           |
| <b>Authorized Personnel/Positions:</b>  |                                     |                                |  |                                 |                           |
| None  |                                     |                                |  |                                 |                           |
| <b>New Personnel:</b>   |                                     |                                |  |                                 |                           |
| None  |                                     |                                |  |                                 |                           |
| <b>Capital:</b>   |                                     |                                |  |                                 |                           |
| Description   | Amount                              |                                |  |                                 |                           |
| Infrastructure Reserve  | \$ 2,500,000                        |                                |  |                                 |                           |
| JW Powell Specific Plan   | 25,000                              |                                |  |                                 |                           |
|   | <u>\$ 2,525,000</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.

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## **Program Description**

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

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

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## **Mission**

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

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## **Program Description**

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| Capital:            |                  |
|---------------------|------------------|
| Description         | Amount           |
| Vehicle Replacement | \$ 53,000        |
|                     | <b>\$ 53,000</b> |

## **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.

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## **Program Description**

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

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

## **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.

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## **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.

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

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

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

| Capital:                   |                     |
|----------------------------|---------------------|
| Description                | Amount              |
| Thorpe Park Restrooms      | \$ 230,000          |
| Open Space Weed Abatement  | 10,000              |
| FUTS Railing               | 15,000              |
| Replacement Vehicles       | 245,000             |
| Grant Playground Equipment | 150,000             |
| Grant - Sport Courts       | 1,000,000           |
|                            | <b>\$ 1,650,000</b> |

## **Mission**

Enhancing our community through people, parks, and programs.

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## **Program Description**

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

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

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

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

| Capital:                                    |                  |
|---|------------------|
| Description                                 | Amount           |
| Replacement Equipment                       | \$ 43,000        |
| Snow thrower for Jay Lively Activity Center | 5,000            |
| Recreation contingency                      | 7,000            |
|   | <b>\$ 55,000</b> |

## Mission

Protect and restore Flagstaff's natural, cultural, and scenic resources to enhance recreation and educational opportunities for residents and visitors.

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## 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.

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| Section 159 - Open Space   |                               |                          |                                  |                           |                        |
|--|-------------------------------|--------------------------|----------------------------------|---------------------------|------------------------|
| <b>Expenditures by Category:</b>   |                               |                          |                                  |                           |                        |
|  | Actual Expenditures 2020-2021 | Adopted Budget 2021-2022 | Estimated Expenditures 2021-2022 | Proposed Budget 2022-2023 | Budget-Budget Variance |
| Personnel Services   | \$ (6,845)                    | \$ 95,782                | \$ 95,782                        | \$ 344,780                | \$ 248,998             |
| Contractuals   | -                             | 113,477                  | 113,477                          | 246,670                   | 133,193                |
| Commodities  | -                             | 3,200                    | 3,200                            | 3,200                     | -                      |
| Capital  | -                             | 32,956                   | 32,956                           | -                         | (32,956)               |
| <b>Total</b>   | <b>\$ (6,845)</b>             | <b>\$ 245,415</b>        | <b>\$ 245,415</b>                | <b>\$ 594,650</b>         | <b>\$ 349,235</b>      |
| <b>Expenditures by Program:</b>  |                               |                          |                                  |                           |                        |
| Open Space Maintenance-SEMS  | \$ (6,845)                    | \$ 155,382               | \$ 155,382                       | \$ 554,650                | \$ 399,268             |
| AFG Observatory Mesa   | -                             | 32,956                   | 32,956                           | -                         | (32,956)               |
| Kahtoola   | -                             | 4,077                    | 4,077                            | -                         | (4,077)                |
| McMillan Mesa Tree Removal   | -                             | 3,000                    | 3,000                            | -                         | (3,000)                |
| Open Space Grants  | -                             | 50,000                   | 50,000                           | -                         | (50,000)               |
| Picture Canyon Malapai   | -                             | -                        | -                                | 40,000                    | 40,000                 |
| <b>Total</b>   | <b>\$ (6,845)</b>             | <b>\$ 245,415</b>        | <b>\$ 245,415</b>                | <b>\$ 594,650</b>         | <b>\$ 349,235</b>      |
| <b>Source of Funding:</b>  |                               |                          |                                  |                           |                        |
| General Fund   |                               |                          |                                  | \$ 594,650                |                        |
|  |                               |                          |                                  | <b>\$ 594,650</b>         |                        |
| <b>Commentary:</b>   |                               |                          |                                  |                           |                        |
| The Open Space operating budget has increased by 180%. There are no capital expenditures. The personnel services increase of 260% is mainly due to the addition of 1.0 FTE Open Space Coordinator, merits and benefit increases. The contractuals increase of 117% is mainly due to a potential grant and an increase to the ongoing base budget to manage and maintain open spaces. Commodities remained flat year over year. There is no major capital) (>\$10,000). |                               |                          |                                  |                           |                        |
| <b>Authorized Personnel/Positions:</b>   |                               |                          |                                  |                           |                        |
| Title  | 2019-2020                     | 2020-2021                | Current 2021-2022                | Changes 2022-2023         | Proposed 2022-2023     |
| Open Space Coordinator   | 0                             | 0                        | 0                                | 1                         | 1                      |
| Open Space Specialist  | 0                             | 1                        | 1                                | (1)                       | 0                      |
| Open Space Supervisor  | 0                             | 0                        | 0                                | 1                         | 1                      |
| Total  | 0                             | 1                        | 1                                | 1                         | 2                      |
| <b>New Personnel:</b>  |                               |                          |                                  |                           |                        |
| Title  | FTE                           | Total \$ 2022-2023       | Potential Offset                 | Net Cost 2022-2023        | Future Cost            |
| Open Space Coordinator   | 1                             | \$ 89,795                | \$ -                             | \$ 89,795                 | \$ 89,795              |
| <b>Capital:</b>  |                               |                          |                                  |                           |                        |
| None   |                               |                          |                                  |                           |                        |

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## Mission

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

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## Program Description

The Sustainability section's mission is to create a livable and low-impact community. This mission is reflected in the goals of the section's program areas. The section contributes to greater well-being among Flagstaff residents through the following efforts:

- Reducing the impacts of Flagstaff's waste and material consumption
- Preparing the Flagstaff community and City operations for long-term climate changes and ensuing impacts on the Flagstaff community
- Protecting Flagstaff's ecological health and preserving historic and cultural resources
- Engaging volunteers to keep Flagstaff's neighborhoods, trails, parks, and streets litter-free
- Facilitating energy efficiency measures across the Flagstaff community and City government operations
- Increasing access to local, healthy, and affordable food throughout the Flagstaff community

Section staff develops and implements policies, projects, and programming to enhance municipal and community-wide sustainability. The section builds on the principles of economic, environmental, organizational, and social sustainability. Programming supports the integration of these principles throughout City operations while providing critical resources to the Flagstaff community.

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| Section 170 - Sustainability   |                                     |                                |  |                                 |                           |
|--|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
| Expenditures by Category:  |                                     |                                |  |                                 |                           |
|  | Actual<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services   | \$ 573,449                          | \$ 505,973                     | \$ 505,973                             | \$ 728,091                      | \$ 222,118                |
| Contractuals   | 163,593                             | 841,430                        | 1,066,430                              | 4,175,110                       | 3,333,680                 |
| Commodities  | 61,400                              | 59,019                         | 59,019                                 | 256,297                         | 197,278                   |
| Capital  | 44                                  | 350,000                        | 350,000                                | -                               | (350,000)                 |
| <b>Total</b>   | <b>\$ 798,486</b>                   | <b>\$ 1,756,422</b>            | <b>\$ 1,981,422</b>                    | <b>\$ 5,159,498</b>             | <b>\$ 3,403,076</b>       |
| Expenditures by Program:   |                                     |                                |  |                                 |                           |
| Sustainability   | \$ 508,283                          | \$ 1,060,773                   | \$ 1,060,773                           | \$ 641,422                      | \$ (419,351)              |
| Energy Contracts   | 20,000                              | 370,000                        | 370,000                                | 20,000                          | (350,000)                 |
| Open Space Maintenance   | 115,711                             | -                              | -                                      | -                               | -                         |
| Community Stewards   | 12,755                              | 42,509                         | 42,509                                 | 47,109                          | 4,600                     |
| Materials Management   | 71,492                              | 124,268                        | 124,268                                | 105,546                         | (18,722)                  |
| Climate and Energy   | 41,014                              | 158,872                        | 158,872                                | 3,685,872                       | 3,527,000                 |
| Non-EMF Sustainability Programing  | -                                   | -                              | 225,000                                | 659,549                         | 659,549                   |
| AFG Observatory Mesa   | 44                                  | -                              | -                                      | -                               | -                         |
| Kahtoola   | 146                                 | -                              | -                                      | -                               | -                         |
| Invasive Plant Program   | (1)                                 | -                              | -                                      | -                               | -                         |
| McMillan Mesa Tree Removal   | 9,042                               | -                              | -                                      | -                               | -                         |
| Open Space National Trust Historic Preservation  | 10,000                              | -                              | -                                      | -                               | -                         |
| Leadership in Community Resilience   | 10,000                              | -                              | -                                      | -                               | -                         |
| <b>Total</b>   | <b>\$ 798,486</b>                   | <b>\$ 1,756,422</b>            | <b>\$ 1,981,422</b>                    | <b>\$ 5,159,498</b>             | <b>\$ 3,403,076</b>       |
| Source of Funding:   |                                     |                                |  |                                 |                           |
|  | SEMS Fund                           |                                |  | \$ 5,159,498                    |                           |
|  |                                     |                                |  | <b>\$ 5,159,498</b>             |                           |
| Commentary:  |                                     |                                |  |                                 |                           |
| The Sustainability operating budget has increased by 267%. There are no capital expenditures. The personnel services increase of 44% is mainly due to merits and benefit increases, as well as the addition of 1.0 FTE for a Resilience Analyst. The contractuals increase of 396% is mainly due to an increase in funding related to climate action. Commodities increased by 334% and is mainly due to one-time funding for two electric vehicle charging stations. There is no major capital (>\$10,000). |                                     |                                |  |                                 |                           |

| Authorized Personnel/Positions:              |             |             |                      |                      |                       |
|--|-------------|-------------|----------------------|----------------------|-----------------------|
| Title  | 2019-2020   | 2020-2021   | Current<br>2021-2022 | Changes<br>2022-2023 | Proposed<br>2022-2023 |
| Administrative Assistant                     | 0           | 1           | 0                    | 0                    | 0                     |
| Climate and Energy Analyst                   | 0           | 0           | 1                    | 0                    | 1                     |
| Climate and Energy Coordinator               | 1           | 1           | 0                    | 0                    | 0                     |
| Climate Engagement Coordinator               | 0.49        | 0.49        | 1                    | 0                    | 1                     |
| Climate Program Manager                      | 0           | 0           | 1                    | 0                    | 1                     |
| Open Space Specialist                        | 1           | 0           | 0                    | 0                    | 0                     |
| Resilience Analyst                           | 0           | 0           | 0                    | 1                    | 1                     |
| Sustainability Coordinator                   | 0           | 0           | 1                    | 0                    | 1                     |
| Sustainability Director                      | 1           | 1           | 1                    | 0                    | 1                     |
| Sustainability Specialist                    | 2           | 2           | 1                    | 0                    | 1                     |
| Waste Reduction and Food Systems Coordinator | 1           | 1           | 1                    | 0                    | 1                     |
| <b>Total</b>                                 | <b>6.49</b> | <b>6.49</b> | <b>7</b>             | <b>1</b>             | <b>8</b>              |

| New Personnel:     |     |                       |                     |                       |                |
|--------------------|-----|-----------------------|---------------------|-----------------------|----------------|
| Title              | FTE | Total \$<br>2022-2023 | Potential<br>Offset | Net Cost<br>2022-2023 | Future<br>Cost |
| Resilience Analyst | 1   | \$ 84,736             | \$ -                | \$ 84,736             | \$ 84,736      |

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

| <b>Section 171 - Environmental Management</b>  |                                     |                                |  |                                 |                           |
|--|-------------------------------------|--------------------------------|--|---------------------------------|---------------------------|
| <b>Expenditures by Category:</b>   |                                     |                                |  |                                 |                           |
|  | Actual<br>Expenditures<br>2020-2021 | Adopted<br>Budget<br>2021-2022 | Estimated<br>Expenditures<br>2021-2022 | Proposed<br>Budget<br>2022-2023 | Budget-Budget<br>Variance |
| Personnel Services   | \$ 72,489                           | \$ 79,998                      | \$ 79,998                              | \$ 99,712                       | \$ 19,714                 |
| Contractuals   | 2,420                               | 24,555                         | 24,555                                 | 24,555                          | -                         |
| Commodities  | 703                                 | 6,506                          | 6,506                                  | 6,506                           | -                         |
| <b>Total</b>   | <b>\$ 75,612</b>                    | <b>\$ 111,059</b>              | <b>\$ 111,059</b>                      | <b>\$ 130,773</b>               | <b>\$ 19,714</b>          |
| <b>Expenditures by Program:</b>  |                                     |                                |  |                                 |                           |
| Environmental Management   | \$ 75,612                           | \$ 111,059                     | \$ 111,059                             | \$ 130,773                      | \$ 19,714                 |
| <b>Total</b>   | <b>\$ 75,612</b>                    | <b>\$ 111,059</b>              | <b>\$ 111,059</b>                      | <b>\$ 130,773</b>               | <b>\$ 19,714</b>          |
| <b>Source of Funding:</b>  |                                     |                                |  |                                 |                           |
| SEMS Fund  |                                     |                                |  | \$ 130,773                      |                           |
|  |                                     |                                |  | <b>\$ 130,773</b>               |                           |
| <b>Commentary:</b>   |                                     |                                |  |                                 |                           |
| The Environmental Management operating budget has increased by 18%. There are no capital expenditures. The personnel services increase of 25% is mainly due to merits and benefit increases. Contractuals and commodities remained flat year over year. There is no major capital (>\$10,000). |                                     |                                |  |                                 |                           |

| <b>Authorized Personnel/Positions:</b> |           |           |                      |                      |                       |
|--|-----------|-----------|----------------------|----------------------|-----------------------|
| Title                                  | 2019-2020 | 2020-2021 | Current<br>2021-2022 | Changes<br>2022-2023 | Proposed<br>2022-2023 |
| Volunteer and Event Coordinator        | 1         | 1         | 1                    | 0                    | 1                     |
| <b>Total</b>                           | <b>1</b>  | <b>1</b>  | <b>1</b>             | <b>0</b>             | <b>1</b>              |

|                       |      |
|-----------------------|------|
| <b>New Personnel:</b> | None |
|-----------------------|------|

|                 |      |
|-----------------|------|
| <b>Capital:</b> | None |
|-----------------|------|

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2022-2023 - Fiscal Year 2026-2027**

|                        | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024   | 2024-2025  | 2025-2026  | 2026-2027  | Total<br>Plan |
|------------------------|---------------------|-----------------------|---------------------|-------------|------------|------------|------------|---------------|
| Beginning Balance      | \$ -                | -                     | -                   | -           | -          | -          | -          | -             |
| Resources              |                     |                       |                     |             |            |            |            |               |
| Debt                   | 47,872,431          | 10,326,639            | 41,260,500          | 43,638,779  | 31,250,000 | 36,061,000 | 15,750,000 | 178,286,918   |
| Grants                 | 18,715,931          | 8,419,344             | 54,079,746          | 19,430,480  | 11,310,500 | 2,390,650  | 8,117,532  | 103,748,252   |
| Pay-as-you-go          | 109,008,242         | 96,468,123            | 53,699,958          | 43,228,320  | 52,008,485 | 44,301,387 | 32,462,552 | 322,168,825   |
| Total Resources        | 175,596,604         | 115,214,106           | 149,040,204         | 106,297,579 | 94,568,985 | 82,753,037 | 56,330,084 | 604,203,995   |
| Expenditures           |                     |                       |                     |             |            |            |            |               |
| General Government     | 43,055,378          | 12,982,244            | 15,776,954          | 37,940,000  | 10,040,000 | 5,101,000  | 50,000     | 81,890,198    |
| Streets/Transportation | 66,401,968          | 61,805,546            | 42,472,781          | 28,450,685  | 48,447,685 | 52,777,037 | 31,455,684 | 265,409,418   |
| Arts and Science (BBB) | 715,375             | 589,375               | 169,000             | 125,000     | 130,000    | 80,000     | 279,000    | 1,372,375     |
| Recreation (BBB)       | -                   | -                     | 800,000             | -           | -          | -          | -          | 800,000       |
| Beautification (BBB)   | 5,492,004           | 4,079,004             | 1,405,000           | 1,472,000   | 1,696,300  | 1,450,000  | 1,800,000  | 11,902,304    |
| Drinking Water         | 20,899,257          | 9,382,927             | 12,645,503          | 9,596,000   | 9,780,000  | 7,830,000  | 9,230,000  | 58,464,430    |
| Wastewater             | 8,870,724           | 3,935,641             | 9,972,429           | 7,343,894   | 12,400,000 | 10,500,000 | 4,050,000  | 48,201,964    |
| Reclaimed Water        | 1,164,009           | 250,000               | 1,440,000           | 1,565,000   | 1,540,000  | 900,000    | 225,000    | 5,920,000     |
| Stormwater             | 8,381,706           | 9,920,893             | 26,615,000          | 2,025,000   | 3,875,000  | 2,525,000  | 2,775,000  | 47,735,893    |
| Solid Waste            | 6,253,262           | 6,097,080             | 4,825,000           | -           | 790,000    | 1,090,000  | 965,000    | 13,767,080    |
| Airport                | 14,362,921          | 6,171,396             | 32,918,537          | 17,780,000  | 5,870,000  | 500,000    | 5,500,400  | 68,740,333    |
| Total Expenditures     | 175,596,604         | 115,214,106           | 149,040,204         | 106,297,579 | 94,568,985 | 82,753,037 | 56,330,084 | 604,203,995   |
| Ending Balance         | \$ -                | -                     | -                   | -           | -          | -          | -          | -             |

City of Flagstaff  
 Capital Improvement Program Summary  
 Fiscal Year 2022-2023 - Fiscal Year 2026-2027

|                                 | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024  | 2024-2025  | 2025-2026 | 2026-2027 | Total<br>Plan |
|---------------------------------|---------------------|-----------------------|---------------------|------------|------------|-----------|-----------|---------------|
| <b>General Government</b>       |                     |                       |                     |            |            |           |           |               |
| General Fund                    |                     |                       |                     |            |            |           |           |               |
| Fiber                           | \$ 2,000,000        | 2,000,000             | 14,000,000          | -          | -          | -         | -         | 16,000,000    |
| West Complex Little League Imp  | 37,000              | 37,000                | -                   | -          | -          | -         | -         | 37,000        |
| Buffalo Accessibility Parking   | 202,000             | 202,000               | -                   | -          | -          | -         | -         | 202,000       |
| Thorpe Park Restrooms           | -                   | -                     | 230,000             | -          | -          | -         | -         | 230,000       |
| Pickleball Courts (Grant)       | -                   | -                     | 1,000,000           | -          | -          | -         | -         | 1,000,000     |
| Cemetery Columbarium            | 50,000              | 50,000                | -                   | -          | -          | -         | -         | 50,000        |
| West Side Park Project          | 1,500,000           | 1,500,000             | -                   | -          | -          | -         | -         | 1,500,000     |
| Observatory Mesa                | 32,956              | 32,956                | -                   | -          | -          | -         | -         | 32,956        |
| John Wesley Powell Study        | 42,145              | 78,102                | 45,500              | -          | -          | -         | -         | 123,602       |
| Library                         |                     |                       |                     |            |            |           |           |               |
| Front Entry ADA Compliance      | 100,000             | 100,000               | 200,000             | -          | -          | -         | -         | 300,000       |
| Window Replacement              | 1,000,000           | 1,000,000             | -                   | -          | -          | -         | -         | 1,000,000     |
| Front Door Replacement          | 25,000              | 25,000                | -                   | -          | -          | -         | -         | 25,000        |
| Parking District Fund           |                     |                       |                     |            |            |           |           |               |
| Property Acquisition            | 1,051,836           | 1,051,836             | 250,954             | -          | -          | -         | -         | 1,302,790     |
| Southside Curbs                 | 40,000              | -                     | 40,000              | 40,000     | -          | 40,000    | -         | 160,000       |
| Sustainability                  |                     |                       |                     |            |            |           |           |               |
| Red Gap Ranch Photovoltaic      | 350,000             | 350,000               | -                   | -          | -          | -         | -         | 350,000       |
| Capital Projects Bond Funded    |                     |                       |                     |            |            |           |           |               |
| Non GO Bond Projects            |                     |                       |                     |            |            |           |           |               |
| Courthouse Parking Structure    | 5,957,842           | 3,861,842             | -                   | -          | -          | -         | -         | 3,861,842     |
| Courthouse                      | 446,064             | 385,715               | -                   | -          | -          | -         | -         | 385,715       |
| USGS Buildings                  | 27,900,000          | -                     | 10,500              | 37,900,000 | 10,000,000 | 5,061,000 | 50,000    | 53,021,500    |
| GO Bond Projects                |                     |                       |                     |            |            |           |           |               |
| Sweeper Bay Expansion           | 232,223             | 216,253               | -                   | -          | -          | -         | -         | 216,253       |
| FUTS/Open Space Land            | 2,088,312           | 2,091,540             | -                   | -          | -          | -         | -         | 2,091,540     |
| <b>Total General Government</b> | \$ 43,055,378       | 12,982,244            | 15,776,954          | 37,940,000 | 10,040,000 | 5,101,000 | 50,000    | 81,890,198    |

City of Flagstaff  
 Capital Improvement Program Summary  
 Fiscal Year 2022-2023 - Fiscal Year 2026-2027

|                           | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024  | 2024-2025  | 2025-2026 | 2026-2027 | Total<br>Plan |
|---------------------------|---------------------|-----------------------|---------------------|------------|------------|-----------|-----------|---------------|
| <b>General Government</b> |                     |                       |                     |            |            |           |           |               |
| Debt                      | 29,872,431          | 1,972,431             | 10,500              | 37,900,000 | 10,000,000 | 5,061,000 | 50,000    |               |
| Pay as You Go             | 11,632,947          | 9,459,813             | 1,266,454           | 40,000     | 40,000     | 40,000    | -         |               |
| Grant                     | 1,550,000           | 1,550,000             | 14,500,000          | -          | -          | -         | -         |               |



**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2022-2023 - Fiscal Year 2026-2027**

|  | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024 | 2024-2025  | 2025-2026  | 2026-2027 | Total<br>Plan |
|--|---------------------|-----------------------|---------------------|-----------|------------|------------|-----------|---------------|
| <b>Streets / Transportation</b>                      |                     |                       |                     |           |            |            |           |               |
| Streets - HURF                                       |                     |                       |                     |           |            |            |           |               |
| Reserve for Improvements                             | \$ 50,000           | 620,000               | -                   | 50,000    | 50,000     | 50,000     | 50,000    | 820,000       |
| Minor Transportation Imp.                            | 50,000              | 50,000                | 100,000             | 50,000    | 50,000     | 50,000     | 50,000    | 350,000       |
| Sidewalk Replacement Program                         | 200,000             | 200,000               | 200,000             | 200,000   | 200,000    | 200,000    | 200,000   | 1,200,000     |
| Overlay - Annual Street Mince                        | 3,444,626           | 2,785,530             | 2,100,000           | 2,100,000 | 2,100,000  | 2,100,000  | 2,100,000 | 13,285,530    |
| Dirt Road Construction                               | -                   | -                     | -                   | -         | -          | 2,277,352  | -         | 2,277,352     |
| Sunnyside  | 1,690,000           | 1,690,000             | -                   | -         | -          | -          | -         | 1,690,000     |
| Transportation Tax Funded                            |                     |                       |                     |           |            |            |           |               |
| Safety Improvements                                  |                     |                       |                     |           |            |            |           |               |
| Beulah Extension                                     | -                   | -                     | 221,313             | -         | -          | -          | -         | 221,313       |
| Switzer/Turq. Roundabout                             | 76,941              | 76,941                | -                   | -         | -          | -          | -         | 76,941        |
| San Fran/Franklin Signal                             | 400,000             | 400,000               | -                   | -         | -          | -          | -         | 400,000       |
| La Plaza Vieja Traffic Imp.                          | 228,537             | 228,537               | -                   | -         | -          | -          | -         | 228,537       |
| Street Improvements                                  |                     |                       |                     |           |            |            |           |               |
| Beulah/University Realign                            | 7,355,616           | 7,355,616             | 9,164,937           | -         | -          | -          | -         | 16,520,553    |
| Solier Ave/Fanning                                   | 250,000             | 250,000               | -                   | -         | -          | -          | -         | 250,000       |
| Transportation Master Plan                           | 142,150             | 142,150               | -                   | -         | -          | -          | -         | 142,150       |
| Southside Curbs                                      | 265,008             | 265,008               | -                   | -         | -          | -          | -         | 265,008       |
| Major Road Reconstruction                            | 144,692             | 144,692               | -                   | -         | -          | -          | -         | 144,692       |
| Road Repair and Street Safety                        |                     |                       |                     |           |            |            |           |               |
| Pavement Overlay Program                             | 1,253,071           | 1,181,451             | 5,000,000           | 6,000,000 | 6,500,000  | 7,000,000  | 7,000,000 | 32,681,451    |
| Pullium Drive  | -                   | -                     | -                   | -         | 1,500,000  | -          | -         | 1,500,000     |
| Utility Replacements/Overlay                         | 31,793              | 31,793                | -                   | -         | -          | -          | -         | 31,793        |
| West Flagstaff Improvements                          | 3,259,480           | 3,259,480             | -                   | -         | -          | -          | -         | 3,259,480     |
| Coconino Estates                                     | 9,408,076           | 9,408,076             | 1,564,346           | -         | -          | -          | -         | 10,972,422    |
| Lone Tree Railroad Overpass                          |                     |                       |                     |           |            |            |           |               |
| Lone Tree Railroad Overpass                          | 8,686,681           | 8,686,681             | 3,500,000           | 8,000,000 | 25,000,000 | 25,000,000 | -         | 70,186,681    |
| Roadway, Pedestrian, Bicycle and Safety Improvements |                     |                       |                     |           |            |            |           |               |
| New Street Projects                                  |                     |                       |                     |           |            |            |           |               |
| JWP Extension - Ph. 1 and 2                          | -                   | -                     | 295,500             | -         | -          | -          | -         | 295,500       |
| JWP - Lake Mary/Airport                              | -                   | -                     | -                   | -         | 502,000    | 7,000,000  | 7,000,000 | 14,502,000    |
| Street Widening Projects                             |                     |                       |                     |           |            |            |           |               |
| Butler Avenue Widening                               | 5,294,076           | 5,294,076             | 1,364,000           | 5,056,000 | 4,500,000  | -          | -         | 16,214,076    |
| 4th Street Reconstruction                            | 2,827,042           | 1,422,439             | -                   | -         | -          | -          | -         | 1,422,439     |

**City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2022-2023 - Fiscal Year 2026-2027**

|                                 | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027  | Total<br>Plan |
|---------------------------------|---------------------|-----------------------|---------------------|-----------|-----------|-----------|------------|---------------|
| <b>Streets / Transportation</b> |                     |                       |                     |           |           |           |            |               |
| Street Widening Projects Cont.  |                     |                       |                     |           |           |           |            |               |
| Lone Tree-Butler/Pine Knoll     | \$ 250,000          | 250,000               | 1,650,000           | 1,000,000 | 2,000,000 | 5,000,000 | 2,000,000  | 11,900,000    |
| Lone Tree-Pine Knoll/IWP        | -                   | -                     | -                   | -         | -         | -         | 10,000,000 | 10,000,000    |
| Street Operations               |                     |                       |                     |           |           |           |            |               |
| Signal and Traffic Mgmt.        | 334,000             | 334,000               | 87,685              | 87,685    | 87,685    | 87,685    | 87,684     | 772,424       |
| Traffic Technology Grant        | 3,000,000           | 3,000,000             | -                   | -         | -         | -         | -          | 3,000,000     |
| Lockett/4th Roundabout          | 1,868,437           | 1,864,155             | 1,500,000           | -         | -         | -         | -          | 3,364,155     |
| Intersection Improvements       | 155,800             | 154,200               | 300,000             | 50,000    | 470,000   | 50,000    | 300,000    | 1,324,200     |
| Quiet Zone Modifications        | 608,880             | 608,880               | -                   | -         | -         | -         | -          | 608,880       |
| Dark Sky Lighting               | 2,600,000           | 2,600,000             | 1,300,000           | 1,300,000 | 1,300,000 | 1,000,000 | 500,000    | 8,000,000     |
| Neighborhood Plans              | 250,000             | 250,000               | -                   | -         | 250,000   | -         | -          | 500,000       |
| West Route 66 (ADOT)            | -                   | -                     | -                   | 1,350,000 | -         | 1,350,000 | -          | 2,700,000     |
| Corridor Studies                | -                   | -                     | 125,000             | -         | 125,000   | -         | -          | 250,000       |
| Country Club/Oakmont            | -                   | -                     | 115,000             | 500,000   | 500,000   | -         | -          | 1,115,000     |
| Bicycle and Pedestrian Projects |                     |                       |                     |           |           |           |            |               |
| General Planning                | 140,000             | 140,000               | 143,000             | 146,000   | 149,000   | 152,000   | 155,000    | 885,000       |
| FUTS Reserve                    | -                   | -                     | 50,000              | 50,000    | 50,000    | 50,000    | 50,000     | 250,000       |
| Flagstaff Urban Trail System    |                     |                       |                     |           |           |           |            |               |
| Foxglenn Trail                  | -                   | -                     | 160,000             | 1,000,000 | -         | -         | -          | 1,160,000     |
| Spot Improvements               | 400,000             | 400,000               | 400,000             | -         | -         | -         | -          | 800,000       |
| Single Track/Forest             | 50,000              | 50,000                | 64,000              | 105,000   | 109,000   | -         | -          | 328,000       |
| Mountain View Access            | 109,000             | 109,000               | 30,000              | -         | -         | -         | -          | 139,000       |
| Fort Valley Plaza Access        | 30,000              | 30,000                | -                   | -         | -         | 30,000    | -          | 60,000        |
| Brannen Access                  | -                   | -                     | -                   | -         | 80,000    | -         | -          | 80,000        |
| Sawmill Trail                   | -                   | -                     | -                   | -         | 105,000   | -         | -          | 105,000       |
| High Country Trail              | -                   | -                     | -                   | -         | -         | 205,000   | -          | 205,000       |
| Linda Vista Trail               | -                   | -                     | -                   | -         | -         | 250,000   | -          | 250,000       |
| Marshall Trail                  | -                   | -                     | -                   | -         | -         | -         | 520,000    | 520,000       |
| Route 66 Trail                  | -                   | -                     | -                   | -         | -         | 250,000   | -          | 250,000       |
| Sidewalks                       |                     |                       |                     |           |           |           |            |               |
| Fourth Street Sidewalks         | -                   | -                     | 228,000             | -         | -         | -         | -          | 228,000       |
| Yale Street Sidewalks           | -                   | -                     | -                   | 81,000    | -         | -         | -          | 81,000        |

**City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2022-2023 - Fiscal Year 2026-2027**

|                                 | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | Total<br>Plan |
|---------------------------------|---------------------|-----------------------|---------------------|-----------|-----------|-----------|-----------|---------------|
| <b>Streets / Transportation</b> |                     |                       |                     |           |           |           |           |               |
| Bikeways                        |                     |                       |                     |           |           |           |           |               |
| Bikeway Spot Improve            | \$ -                | -                     | 40,000              | -         | -         | -         | -         | 40,000        |
| Bike Routes                     | -                   | -                     | 80,000              | -         | -         | -         | -         | 80,000        |
| Stripe Shoulders                | -                   | -                     | -                   | 78,000    | -         | -         | -         | 78,000        |
| Kendrick Street                 | -                   | -                     | -                   | 118,000   | -         | -         | -         | 118,000       |
| Southside                       | -                   | -                     | -                   | -         | 61,000    | -         | -         | 61,000        |
| Florence Street                 | -                   | -                     | -                   | -         | 56,000    | -         | -         | 56,000        |
| Presidio                        | -                   | -                     | -                   | 48,000    | -         | -         | -         | 48,000        |
| McConnell Drive                 | -                   | -                     | -                   | -         | 34,000    | -         | -         | 34,000        |
| Country Club                    | -                   | -                     | -                   | 65,000    | -         | -         | -         | 65,000        |
| Highway 180                     | -                   | -                     | -                   | -         | -         | -         | 468,000   | 468,000       |
| Enhance Beacon Crossings        |                     |                       |                     |           |           |           |           |               |
| Butler Avenue at O'Leary        | -                   | -                     | 450,000             | -         | -         | -         | -         | 450,000       |
| Humphreys Street at Fine        | -                   | -                     | -                   | -         | -         | -         | 450,000   | 450,000       |
| Bonito Street at FUTS           | -                   | -                     | -                   | -         | -         | -         | 300,000   | 300,000       |
| Woodlands Village FUTS          | -                   | -                     | -                   | -         | -         | 450,000   | -         | 450,000       |
| Signage Program                 | 120,000             | 120,000               | -                   | -         | -         | -         | -         | 120,000       |
| Cedar Trail                     | 35,000              | 35,000                | -                   | -         | -         | -         | -         | 35,000        |
| Switzer Canyon Trail            | 1,500,000           | 1,500,000             | -                   | -         | -         | -         | -         | 1,500,000     |
| Florence/Walnut Trail           | 2,648,052           | 2,648,052             | -                   | -         | -         | -         | -         | 2,648,052     |
| Future Trails Grant             | 100,000             | 100,000               | -                   | -         | -         | -         | -         | 100,000       |
| Coconino Est. Sidewalks         | 500,000             | 183,602               | -                   | -         | -         | -         | -         | 183,602       |
| Sidewalk Infill Program         | 1,217,000           | 985,094               | -                   | -         | -         | -         | -         | 985,094       |
| Sinclair Canyon FUTS            | 80,000              | 80,000                | -                   | -         | -         | -         | -         | 80,000        |
| Protected Bike Lanes            | -                   | 797,413               | -                   | -         | -         | -         | -         | 797,413       |
| First/Last Mile Grant           |                     |                       |                     |           |           |           |           |               |
| Bike Lane Striping              | 250,000             | -                     | 386,000             | 56,000    | -         | -         | -         | 442,000       |
| Sidewalk Projects               | 700,000             | 170,094               | 2,440,000           | 547,000   | 552,000   | -         | -         | 3,709,094     |
| Protected Bike Lanes            | 1,000,000           | -                     | -                   | -         | -         | -         | -         | -             |
| Bikeway Signing                 | 80,000              | -                     | 220,000             | -         | -         | -         | -         | 220,000       |
| Beacon Crossings                | 1,350,000           | -                     | -                   | -         | 1,775,000 | -         | -         | 1,775,000     |
| Bikeway Enhancements            | -                   | -                     | 427,000             | 188,000   | 117,000   | -         | -         | 732,000       |
| Bicycle Parking                 | -                   | -                     | 42,000              | -         | -         | -         | -         | 42,000        |
| General Imp and Partnerships    |                     |                       |                     |           |           |           |           |               |

City of Flagstaff  
 Capital Improvement Program Summary  
 Fiscal Year 2022-2023 - Fiscal Year 2026-2027

|                                       | Budget<br>2021-2022  | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024         | 2024-2025         | 2025-2026         | 2026-2027         | Total<br>Plan      |
|---------------------------------------|----------------------|-----------------------|---------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| <b>Streets / Transportation</b>       |                      |                       |                     |                   |                   |                   |                   |                    |
| Reserve for Improvements              | \$ 193,010           | 157,746               | 100,000             | 100,000           | 100,000           | 100,000           | 100,000           | 657,746            |
| HSIP Program                          | 150,000              | 150,000               | -                   | -                 | -                 | -                 | -                 | 150,000            |
| General/Partnering Opp.               | 1,500,000            | 1,470,840             | 8,500,000           | -                 | -                 | -                 | -                 | 9,970,840          |
| Traffic Engineering                   | 125,000              | 125,000               | 125,000             | 125,000           | 125,000           | 125,000           | 125,000           | 750,000            |
| <b>Total Streets / Transportation</b> | <b>\$ 66,401,968</b> | <b>61,805,546</b>     | <b>42,472,781</b>   | <b>28,450,685</b> | <b>48,447,685</b> | <b>52,777,037</b> | <b>31,455,684</b> | <b>265,409,418</b> |
| Debt                                  | -                    | -                     | 13,750,000          | 1,950,000         | 15,650,000        | 29,100,000        | 14,200,000        |                    |
| Pay as you go                         | 60,260,344           | 58,231,847            | 25,910,781          | 25,867,885        | 30,842,485        | 23,677,037        | 17,255,684        |                    |
| Grant                                 | 6,141,624            | 3,573,699             | 2,812,000           | 632,800           | 1,955,200         | -                 | -                 |                    |

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2022-2023 - Fiscal Year 2026-2027**

|                                   | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | Total<br>Plan |
|-----------------------------------|---------------------|-----------------------|---------------------|-----------|-----------|-----------|-----------|---------------|
| <b>Water Services</b>             |                     |                       |                     |           |           |           |           |               |
| <b>Drinking Water</b>             |                     |                       |                     |           |           |           |           |               |
| Rio de Flag Flood Control Project | \$ 1,200,000        | -                     | 1,000,000           | 1,000,000 | 400,000   | 400,000   | 400,000   | 3,200,000     |
| Aging Water Infra. Replacements   | 100,000             | 100,000               | 200,000             | 200,000   | 1,500,000 | 2,500,000 | 2,500,000 | 7,000,000     |
| Water Vault/PRV Replacements      | 136,799             | 136,799               | 150,000             | 150,000   | 150,000   | 150,000   | 150,000   | 886,799       |
| Radio Read Meter Replacements     | 300,000             | 300,000               | 1,000,000           | 800,000   | 300,000   | 300,000   | 300,000   | 3,000,000     |
| Reserve for Improvements          | 300,000             | 150,000               | 300,000             | 300,000   | 300,000   | 300,000   | 300,000   | 1,650,000     |
| Water Rate Study                  | 187,000             | 187,000               | -                   | 75,000    | -         | -         | -         | 262,000       |
| Future Water Rights - Red Gap     | 110,819             | 110,819               | -                   | -         | -         | -         | -         | 110,819       |
| Rt. 66 Waterline Improvement      | 1,646,123           | 1,395,346             | -                   | -         | -         | -         | -         | 1,395,346     |
| New Well and Pumphouse            | 1,840,503           | 175,000               | 65,503              | 1,600,000 | 2,000,000 | 1,500,000 | 1,800,000 | 7,140,503     |
| Coconino Estates - Bundle #4      | 2,537,000           | 2,537,000             | 1,000,000           | -         | -         | -         | -         | 3,537,000     |
| Lake Mary Flocculations           | 376,838             | 376,838               | 3,250,000           | 3,250,000 | -         | -         | -         | 6,876,838     |
| Solieri Waterline 12" Upsizing    | 1,306,176           | 1,306,176             | -                   | -         | -         | -         | -         | 1,306,176     |
| Lake Mary Land Acquisition        | 3,000,000           | -                     | 3,000,000           | -         | -         | -         | -         | 3,000,000     |
| McAllister Well Design            | 150,000             | 150,000               | -                   | -         | -         | -         | -         | 150,000       |
| Switzer Canyon Line Ph. 4         | 1,666,000           | 500,000               | 1,500,000           | 1,166,000 | -         | -         | -         | 3,166,000     |
| Switzer Canyon Line Ph. 5         | -                   | -                     | -                   | -         | 1,800,000 | 1,000,000 | -         | 2,800,000     |
| Fort Tuthill Waterline Loop Ph. 2 | 2,000,000           | -                     | -                   | -         | 750,000   | -         | -         | 750,000       |
| Water Energy Efficiency Upgrades  | 200,000             | -                     | 100,000             | 100,000   | 100,000   | 100,000   | 100,000   | 500,000       |
| Summit Waterline Replacement      | 543,435             | 543,435               | -                   | -         | -         | -         | -         | 543,435       |
| Phoenix Ave Bridge Waterline      | 116,520             | 116,520               | -                   | -         | -         | -         | -         | 116,520       |
| Industrial Dr Waterline Replace   | 1,135,000           | 1,135,000             | -                   | -         | -         | -         | -         | 1,135,000     |
| 1st Ave TREN Waterline Replace    | -                   | -                     | 250,000             | -         | -         | -         | -         | 250,000       |
| Bonito Load Out Station           | 159,050             | -                     | -                   | -         | -         | -         | -         | -             |
| Fourth Street Reconstruction      | 142,994             | 142,994               | -                   | -         | -         | -         | -         | 142,994       |
| Fort Tuthill Well                 | 1,745,000           | 20,000                | 800,000             | 925,000   | -         | -         | -         | 1,745,000     |
| SCADA Well Upgrades               | -                   | -                     | 30,000              | 30,000    | 30,000    | 30,000    | 30,000    | 150,000       |
| Red Gap Ranch ROW Survey          | -                   | -                     | -                   | -         | 150,000   | -         | -         | 150,000       |
| Red Gap Ranch Water Study         | -                   | -                     | -                   | -         | 400,000   | -         | -         | 400,000       |
| Red Gap Ranch Environ Impact      | -                   | -                     | -                   | -         | -         | -         | -         | -             |
| Red Gap Ranch ROW Acquisition     | -                   | -                     | -                   | -         | -         | 500,000   | 500,000   | 1,000,000     |
| Red Gap Ranch Geotechnical        | -                   | -                     | -                   | -         | -         | -         | 500,000   | 500,000       |
| Railroad Springs #1 Repaint       | -                   | -                     | -                   | -         | 300,000   | -         | -         | 300,000       |
| JW Powell Waterline Oversize      | -                   | -                     | -                   | -         | -         | 1,150,000 | 1,150,000 | 2,300,000     |
| Cheshire Tank Expansion           | -                   | -                     | -                   | -         | -         | -         | 500,000   | 500,000       |
| Lake Mary Raw Pipeline Rehab      | -                   | -                     | -                   | -         | 2,000,000 | -         | -         | 2,000,000     |
|                                   | 20,899,257          | 9,382,927             | 12,645,503          | 9,596,000 | 9,780,000 | 7,830,000 | 9,230,000 | 58,464,430    |

**City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2022-2023 - Fiscal Year 2026-2027**

|                                 | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024 | 2024-2025  | 2025-2026  | 2026-2027 | Total<br>Plan |
|---------------------------------|---------------------|-----------------------|---------------------|-----------|------------|------------|-----------|---------------|
| <b>Water Services</b>           |                     |                       |                     |           |            |            |           |               |
| <b>Wastewater</b>               |                     |                       |                     |           |            |            |           |               |
| Energy Efficiency Program       | \$ 428,441          | 428,441               | 500,000             | -         | -          | -          | -         | 928,441       |
| SCADA Upgrades                  | -                   | -                     | 200,000             | -         | -          | -          | -         | 200,000       |
| Aging Sewer Infra. Replacements | 100,000             | 100,000               | 100,000             | 100,000   | 100,000    | 620,000    | 1,300,000 | 2,320,000     |
| Reserve for Improvements        | 300,000             | 300,000               | 300,000             | 300,000   | 300,000    | 300,000    | 300,000   | 1,800,000     |
| Rio de Flag Sewer Relocations   | 1,200,000           | -                     | 1,000,000           | 1,000,000 | 400,000    | 400,000    | 400,000   | 3,200,000     |
| Wildcat - New Digester #3 & #4  | 2,693,894           | 12,000                | 1,750,000           | 3,943,894 | 5,500,000  | 5,000,000  | -         | 16,205,894    |
| First Ave./Rt. 66 Sewer Replace | 340,000             | 24,200                | 500,000             | -         | -          | -          | -         | 524,200       |
| Wildcat Expansion Design        | 50,000              | 50,000                | 1,000,000           | -         | -          | -          | -         | 1,050,000     |
| Wildcat - Headworks MCC         | 872,429             | -                     | 872,429             | -         | -          | -          | -         | 872,429       |
| Rio Clarifier Rebuild           | 750,000             | 750,000               | 250,000             | -         | -          | -          | -         | 1,000,000     |
| Rio Flow Diversion              | 600,000             | 600,000               | 250,000             | 2,000,000 | 3,000,000  | -          | -         | 5,850,000     |
| Headworks Rehab                 | -                   | -                     | 1,500,000           | -         | -          | -          | -         | 1,500,000     |
| Rio Two Bar Screens             | -                   | -                     | 1,000,000           | -         | -          | -          | -         | 1,000,000     |
| Rio Inflow Grit Removal         | -                   | -                     | 750,000             | -         | -          | -          | -         | 750,000       |
|                                 | 8,870,724           | 3,935,641             | 9,972,429           | 7,343,894 | 12,400,000 | 10,500,000 | 4,050,000 | 48,201,964    |
| <b>Reclaimed Water</b>          |                     |                       |                     |           |            |            |           |               |
| 8" Bottleneck - Reclaimed Line  | 1,014,009           | 100,000               | 500,000             | 1,500,000 | 1,500,000  | 900,000    | -         | 4,500,000     |
| Rate Study - Reclaimed Portion  | -                   | -                     | 25,000              | -         | -          | -          | 25,000    | 50,000        |
| Reclaim Water Meters/Vaults     | 150,000             | 150,000               | 25,000              | 25,000    | -          | -          | -         | 200,000       |
| Rio Reclaimed Pump Valve        | -                   | -                     | 40,000              | 40,000    | -          | -          | -         | 120,000       |
| Buffalo Park Chlorine Building  | -                   | -                     | 100,000             | -         | -          | -          | -         | 100,000       |
| Rio IP PRV Station - Relocate   | -                   | -                     | 750,000             | -         | -          | -          | -         | 750,000       |
|                                 | 1,164,009           | 250,000               | 1,440,000           | 1,565,000 | 1,540,000  | 900,000    | 225,000   | 5,920,000     |
| <b>Stormwater</b>               |                     |                       |                     |           |            |            |           |               |
| Rio de Flag                     | 2,354,208           | 2,354,208             | -                   | -         | -          | -          | -         | 2,354,208     |
| Downtown Mile                   | -                   | -                     | 2,000,000           | -         | -          | -          | -         | 2,000,000     |
| Side Drain Lateral Downtown     | -                   | -                     | -                   | -         | -          | 500,000    | 700,000   | 1,200,000     |
| Stormwater Capital Reserve      | 200,000             | -                     | 50,000              | 200,000   | -          | -          | -         | 450,000       |
| Spot Improvements               | 336,775             | 336,775               | 165,000             | 75,000    | 75,000     | -          | -         | 801,775       |
| Wildwood Drainage Project       | 413,443             | 413,443               | -                   | -         | -          | -          | -         | 413,443       |
| Reserve for Future Improvements | -                   | -                     | 21,000,000          | -         | -          | -          | -         | 21,000,000    |
| Phoenix Ave Bridge Construct    | 1,481,429           | 1,000,000             | -                   | -         | -          | -          | -         | 1,000,000     |
| Stevens Blvd. Wash at Soliere   | 542,928             | -                     | -                   | -         | 500,000    | -          | 500,000   | 1,000,000     |
| Columbia Circle                 | -                   | -                     | -                   | -         | -          | -          | 750,000   | 750,000       |

City of Flagstaff  
 Capital Improvement Program Summary  
 Fiscal Year 2022-2023 - Fiscal Year 2026-2027

|                                | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024  | 2024-2025  | 2025-2026  | 2026-2027  | Total<br>Plan |
|--------------------------------|---------------------|-----------------------|---------------------|------------|------------|------------|------------|---------------|
| <b>Water Services</b>          |                     |                       |                     |            |            |            |            |               |
| <b>Stormwater Continued</b>    |                     |                       |                     |            |            |            |            |               |
| Spruce Avenue Wash Dortha      | \$ 639,526          | 2,800,000             | -                   | -          | -          | -          | -          | 2,800,000     |
| Spruce Wash Resil.-4th/Butler  | 16,467              | 16,467                | -                   | 750,000    | -          | -          | -          | 1,516,467     |
| Killip Retention Basin         | 600,000             | 3,000,000             | 1,500,000           | -          | -          | -          | -          | 4,500,000     |
| Rio de Flag Restoration        | 1,796,930           | -                     | -                   | -          | -          | -          | -          | -             |
| Fanning Drive Wash at Rt. 66   | -                   | -                     | -                   | -          | 600,000    | 700,000    | 700,000    | 2,000,000     |
| Fanning Wash at Steves Blvd    | -                   | -                     | -                   | -          | -          | -          | 50,000     | 50,000        |
| Soliere Avenue/Fanning Wash    | -                   | -                     | 1,000,000           | -          | -          | -          | -          | 1,000,000     |
| Paradise Road Drainage Imp.    | -                   | -                     | -                   | 750,000    | 750,000    | -          | -          | 1,500,000     |
| Switzer Canyon Flood Detention | -                   | -                     | -                   | 1,500,000  | -          | -          | -          | 1,500,000     |
| Linda Vista Culvert Upsizing   | -                   | -                     | 1,300,000           | -          | -          | -          | -          | 1,300,000     |
| Cedar Avenue Culvert Upsizing  | -                   | -                     | 600,000             | -          | -          | -          | -          | 600,000       |
|                                | 8,381,706           | 9,920,893             | 26,615,000          | 2,025,000  | 3,875,000  | 2,525,000  | 2,775,000  | 47,735,893    |
| <b>Total Water Services</b>    | \$ 39,315,696       | 23,489,461            | 50,672,932          | 20,529,894 | 27,595,000 | 21,755,000 | 16,280,000 | 160,322,287   |

|               |            |            |            |            |            |            |            |  |
|---------------|------------|------------|------------|------------|------------|------------|------------|--|
| Debt          | 18,000,000 | 8,354,208  | 27,500,000 | 3,788,779  | 5,600,000  | 1,900,000  | 1,500,000  |  |
| Pay as you go | 21,315,696 | 15,135,253 | 17,422,932 | 14,466,115 | 17,645,000 | 17,942,000 | 11,917,000 |  |
| Grant         | -          | -          | 5,750,000  | 2,275,000  | 4,350,000  | 1,913,000  | 2,863,000  |  |

City of Flagstaff  
 Capital Improvement Program Summary  
 Fiscal Year 2022-2023 – Fiscal Year 2026-2027

|                                  | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | Total<br>Plan |
|----------------------------------|---------------------|-----------------------|---------------------|-----------|-----------|-----------|-----------|---------------|
| <b>BBB Funds</b>                 |                     |                       |                     |           |           |           |           |               |
| <b>Arts and Science</b>          |                     |                       |                     |           |           |           |           |               |
| Airport Murals                   | \$ 2,000            | -                     | -                   | -         | -         | -         | -         | -             |
| Flagstaff Art Festival Support   | -                   | 10,000                | 50,000              | -         | -         | -         | -         | 50,000        |
| ArtWins temporary sculpture      | 10,000              | 10,000                | -                   | -         | -         | -         | -         | 10,000        |
| Courthouse Art Piece             | 13,500              | 13,500                | -                   | -         | -         | -         | -         | 13,500        |
| Moon Landing Sculpture/Art       | 24,000              | -                     | -                   | -         | -         | 24,000    | -         | 24,000        |
| Santa Fe Pluto Sculpture         | 100,000             | -                     | -                   | -         | -         | 100,000   | -         | 100,000       |
| Mural Initiative/ Alley Art Imp. | 98,000              | 98,000                | 10,000              | -         | -         | -         | -         | 108,000       |
| NAIPTA Bus Wraps                 | 25,000              | 25,000                | -                   | -         | -         | -         | -         | 25,000        |
| Library Art Piece                | 65,000              | 65,000                | -                   | -         | -         | -         | -         | 65,000        |
| Neighborhood Plans Art Projects  | 50,000              | 50,000                | -                   | -         | -         | -         | -         | 50,000        |
| Eastside Neighborhoods           | 35,000              | 35,000                | -                   | -         | -         | -         | -         | 35,000        |
| Indigenous Representation        | 100,000             | 100,000               | 25,000              | 50,000    | -         | -         | -         | 200,000       |
| Traffic Boxes                    | 3,875               | 3,875                 | -                   | -         | -         | -         | -         | 3,875         |
| Indoor Art                       | 10,000              | 10,000                | -                   | -         | -         | -         | -         | 10,000        |
| Mural/Rock Wall - Railroad       | -                   | -                     | -                   | -         | -         | 75,000    | -         | 75,000        |
| Artwork at Transportation Ctr.   | -                   | -                     | 35,000              | -         | -         | -         | -         | 35,000        |
| Rio de Flag Artwork              | -                   | -                     | -                   | 15,000    | 80,000    | 80,000    | 80,000    | 255,000       |
| Contingency for Future Projects  | 179,000             | 179,000               | 49,000              | 85,000    | -         | -         | -         | 313,000       |
|                                  | 715,375             | 589,375               | 169,000             | 125,000   | 130,000   | 80,000    | 279,000   | 1,372,375     |
| <b>Recreation BBB</b>            |                     |                       |                     |           |           |           |           |               |
| Sports Courts                    | -                   | -                     | 700,000             | -         | -         | -         | -         | 700,000       |
| Thorpe Park Annex                | -                   | -                     | 100,000             | -         | -         | -         | -         | 100,000       |
|                                  | -                   | -                     | 800,000             | -         | -         | -         | -         | 800,000       |
| <b>Beautification</b>            |                     |                       |                     |           |           |           |           |               |
| City Hall Lawn                   | 350,000             | 350,000               | -                   | -         | -         | -         | -         | 350,000       |
| North Edge - Milton/Route 66     | -                   | -                     | -                   | -         | 311,300   | -         | -         | 311,300       |
| Train Station Platform           | 356,819             | 356,819               | -                   | -         | -         | -         | -         | 356,819       |
| Urban Forest                     | 100,000             | 100,000               | -                   | -         | -         | -         | -         | 100,000       |
| Downtown Green                   | 100,000             | -                     | -                   | -         | -         | -         | -         | 100,000       |
| Downtown Tree Wells              | 200,000             | 200,000               | -                   | 200,000   | -         | -         | -         | 200,000       |
| Buffalo Park Parking             | 345,000             | 345,000               | -                   | -         | -         | -         | -         | 345,000       |

City of Flagstaff  
Capital Improvement Program Summary  
Fiscal Year 2022-2023 - Fiscal Year 2026-2027

|                                   | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | Total<br>Plan |
|-----------------------------------|---------------------|-----------------------|---------------------|-----------|-----------|-----------|-----------|---------------|
| <b>BBB Funds</b>                  |                     |                       |                     |           |           |           |           |               |
| <b>Beautification - Continued</b> |                     |                       |                     |           |           |           |           |               |
| Rt. 66-S. Edge: Fanning to Rt. 66 | 233,000             | 233,000               | -                   | -         | -         | -         | -         | 233,000       |
| La Plaza Vieja Park               | -                   | -                     | 375,000             | -         | -         | 200,000   | -         | 200,000       |
| Library Entry (Art Base)          | 312,000             | 312,000               | -                   | -         | -         | -         | -         | 687,000       |
| Downtown Paver Redo               | 320,000             | 320,000               | -                   | -         | -         | -         | -         | 320,000       |
| Southside Green Space             | 100,000             | 100,000               | -                   | -         | -         | -         | -         | 100,000       |
| Phoenix-San Fran to Mikes Pike    | 175,000             | 175,000               | -                   | -         | -         | -         | -         | 175,000       |
| Phoenix Parking Plaza             | 245,000             | 245,000               | 225,000             | -         | -         | -         | -         | 470,000       |
| Milton and Butler Drainage        | 250,000             | -                     | -                   | -         | 250,000   | -         | -         | 250,000       |
| McAllister Rt. 66 Interp Plaza    | 12,450              | 12,450                | -                   | -         | -         | -         | -         | 12,450        |
| Route 66 Interpretive Trail       | 268,855             | 268,855               | -                   | -         | -         | -         | -         | 268,855       |
| Holiday Decorations               | 18,880              | 18,880                | -                   | -         | -         | -         | -         | 18,880        |
| Flowers and Flagpoles             | 50,000              | 50,000                | -                   | -         | -         | -         | -         | 50,000        |
| Aspen Bike/Ped Enhancements       | 74,000              | 74,000                | 25,000              | 25,000    | -         | -         | -         | 124,000       |
| Switzer Canyon Roundabout         | 122,000             | -                     | -                   | 122,000   | -         | -         | -         | 122,000       |
| Lunar Landing Plaza               | 375,000             | -                     | -                   | -         | -         | -         | 375,000   | 375,000       |
| ADOT Sites                        | 175,000             | 175,000               | 100,000             | 25,000    | -         | -         | -         | 300,000       |
| ADOT Beautification               | 90,000              | 90,000                | -                   | -         | -         | -         | -         | 90,000        |
| Eastside Neighborhood Beaut.      | 250,000             | -                     | -                   | -         | -         | -         | 250,000   | 250,000       |
| School Walkways                   | 88,000              | 88,000                | -                   | -         | -         | -         | -         | 88,000        |
| Pluto Piece                       | -                   | -                     | -                   | -         | -         | -         | 125,000   | 125,000       |
| Mural Initiative                  | 90,000              | 90,000                | -                   | -         | -         | -         | -         | 90,000        |
| Playground Beautification         | -                   | -                     | -                   | 100,000   | -         | -         | -         | 100,000       |
| Beautification-Rt. 66/Ponderosa   | -                   | -                     | 30,000              | -         | -         | -         | -         | 30,000        |
| Beautification-Rt. 66/Verde       | 60,000              | -                     | -                   | 60,000    | -         | -         | -         | 60,000        |
| Indigenous Representation Base    | 275,000             | 275,000               | -                   | -         | -         | -         | -         | 275,000       |
| Rio de Flag                       | -                   | -                     | -                   | 500,000   | 500,000   | -         | 500,000   | 2,000,000     |
| Airport Parking Lot               | 100,000             | 100,000               | -                   | -         | -         | -         | -         | 100,000       |
| 4th Street/Lockett Roundabout     | -                   | -                     | 30,000              | -         | -         | -         | -         | 30,000        |
| Saturn Gates                      | -                   | -                     | 150,000             | -         | -         | -         | -         | 150,000       |
| Expanded Use of Right-of-Way      | 40,000              | 40,000                | 25,000              | -         | -         | -         | 50,000    | 50,000        |
| Phone Booth Library               | 20,000              | 20,000                | -                   | -         | -         | -         | -         | 20,000        |
| Vacant Space Activation           | 20,000              | -                     | -                   | -         | -         | -         | -         | 20,000        |
| Traffic Signal Boxes              | 10,000              | -                     | -                   | -         | -         | -         | -         | 10,000        |
| Frances Short Pond Master Plan    | 176,000             | -                     | -                   | -         | -         | -         | -         | 176,000       |
| <b>Beautification - Continued</b> |                     |                       |                     |           |           |           |           |               |
| Our Town Grant                    | 50,000              | -                     | -                   | -         | -         | -         | -         | 50,000        |
| Lone Tree Overpass                | -                   | -                     | 50,000              | -         | -         | -         | -         | 50,000        |
| Fourth Street Bridge (Phase 2)    | -                   | -                     | -                   | 300,000   | -         | -         | -         | 300,000       |
| Pedestrian and Bike Safety        | -                   | -                     | -                   | 25,000    | -         | -         | -         | 25,000        |
| Future Projects                   | 40,000              | 40,000                | 395,000             | 500,000   | 500,000   | 500,000   | 500,000   | 2,435,000     |
| <b>Total BBB Funds</b>            | 5,492,004           | 4,079,004             | 1,405,000           | 1,472,000 | 1,696,300 | 1,450,000 | 1,800,000 | 11,902,304    |
|                                   | 6,207,379           | 4,668,379             | 2,374,000           | 1,597,000 | 1,826,300 | 1,530,000 | 2,079,000 | 14,074,679    |

City of Flagstaff  
 Capital Improvement Program Summary  
 Fiscal Year 2022-2023 - Fiscal Year 2026-2027

|                  | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | Total<br>Plan |
|------------------|---------------------|-----------------------|---------------------|-----------|-----------|-----------|-----------|---------------|
| <b>BBB Funds</b> |                     |                       |                     |           |           |           |           |               |
| Debt             | -                   | -                     | -                   | -         | -         | -         | -         | -             |
| Pay as you go    | 6,157,379           | 4,668,379             | 2,374,000           | 1,597,000 | 1,826,300 | 1,530,000 | 2,079,000 |               |
| Grant            | 50,000              | -                     | -                   | -         | -         | -         | -         | -             |

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City of Flagstaff  
 Capital Improvement Program Summary  
 Fiscal Year 2022-2023 - Fiscal Year 2026-2027

|                                 | Budget<br>2021-2022 | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024      | 2024-2025        | 2025-2026      | 2026-2027      | Total<br>Plan     |
|---------------------------------|---------------------|-----------------------|---------------------|----------------|------------------|----------------|----------------|-------------------|
| <b>Solid Waste</b>              |                     |                       |                     |                |                  |                |                |                   |
| Design/Permits - Cell D Prep    | \$ 100,000          | 95,000                | 50,000              | -              | -                | -              | -              | 145,000           |
| Excavation of Cell D            | 2,525,000           | 2,525,000             | 375,000             | -              | -                | -              | -              | 2,900,000         |
| Construction of Landfill Cells  | -                   | -                     | 250,000             | -              | 250,000          | 250,000        | 750,000        | 1,500,000         |
| Methane Gas Collection Wells    | -                   | -                     | -                   | -              | 325,000          | 625,000        | -              | 950,000           |
| Materials Recovery Fac. Const.  | -                   | -                     | 200,000             | -              | -                | -              | -              | 200,000           |
| Water Pumping Infrastructure    | -                   | -                     | 50,000              | -              | -                | -              | -              | 50,000            |
| South Borrow Pit Design         | 32,110              | 32,110                | -                   | -              | -                | -              | -              | 32,110            |
| Scale House Remodel             | 11,152              | 11,152                | -                   | -              | -                | -              | -              | 11,152            |
| NEPA Review                     | 300,000             | 300,000               | -                   | -              | -                | -              | -              | 300,000           |
| Landfill Entrance/Parking Lot   | 35,000              | 35,000                | -                   | -              | -                | -              | -              | 35,000            |
| Landfill Cap                    | -                   | -                     | -                   | -              | 215,000          | 215,000        | 215,000        | 645,000           |
| Landfill Rd Infrastructure Proj |                     |                       |                     |                |                  |                |                |                   |
| Water                           | 1,800,000           | 1,800,000             | -                   | -              | -                | -              | -              | 1,800,000         |
| On-Site Well                    | 150,000             | 130,377               | -                   | -              | -                | -              | -              | 130,377           |
| Power                           | -                   | -                     | 600,000             | -              | -                | -              | -              | 600,000           |
| Roadway                         | 1,300,000           | 1,168,441             | 300,000             | -              | -                | -              | -              | 1,468,441         |
| Stormwater                      | -                   | -                     | 3,000,000           | -              | -                | -              | -              | 3,000,000         |
| <b>Total Solid Waste</b>        | <b>\$ 6,253,262</b> | <b>6,097,080</b>      | <b>4,825,000</b>    | <b>790,000</b> | <b>1,090,000</b> | <b>965,000</b> | <b>965,000</b> | <b>13,767,080</b> |

|               |           |           |           |         |           |         |         |            |
|---------------|-----------|-----------|-----------|---------|-----------|---------|---------|------------|
| Debt          | -         | -         | -         | -       | -         | -       | -       | -          |
| Pay as you go | 6,253,262 | 6,097,080 | 4,825,000 | 790,000 | 1,090,000 | 965,000 | 965,000 | 13,767,080 |
| Grants        |           |           |           |         |           |         |         |            |

City of Flagstaff  
 Capital Improvement Program Summary  
 Fiscal Year 2022-2023 - Fiscal Year 2026-2027

|                                   | Budget<br>2021-2022  | Estimate<br>2021-2022 | Budget<br>2022-2023 | 2023-2024         | 2024-2025        | 2025-2026      | 2026-2027        | Total<br>Plan     |
|-----------------------------------|----------------------|-----------------------|---------------------|-------------------|------------------|----------------|------------------|-------------------|
| <b>Airport</b>                    |                      |                       |                     |                   |                  |                |                  |                   |
| Airport Drainage Imp - Design     | 400,000              | 399,761               | -                   | -                 | -                | -              | -                | 399,761           |
| Multi-Use Equip Building - Design | 881,699              | 806,254               | -                   | -                 | -                | -              | -                | 806,254           |
| Parking Improvements              | 2,781,222            | 2,665,381             | -                   | -                 | -                | -              | -                | 2,665,381         |
| Multi-Use Building - Construct    | 8,000,000            | -                     | 24,780,722          | -                 | -                | -              | -                | 24,780,722        |
| Land Acquisition                  | 750,000              | 750,000               | 2,000,000           | -                 | -                | -              | -                | 2,750,000         |
| 800,000                           | 800,000              | -                     | -                   | -                 | -                | -              | -                | 800,000           |
| Taxiway - Apron W - Design        | -                    | -                     | -                   | 11,500,000        | -                | -              | -                | 11,500,000        |
| Taxiway W-Rehab and Relocate      | -                    | -                     | -                   | 2,000,000         | -                | -              | -                | 2,000,000         |
| Land Safety Area 60 Acres         | -                    | -                     | -                   | -                 | 1,000,000        | -              | -                | 1,000,000         |
| Taxiway A Rehabilitate            | -                    | -                     | -                   | -                 | 4,500,000        | -              | -                | 4,500,000         |
| Perimeter Service Road Rehab      | -                    | -                     | -                   | 1,400,000         | -                | -              | -                | 1,400,000         |
| Rehab Runway 3-21                 | -                    | -                     | -                   | -                 | -                | 500,000        | -                | 500,000           |
| Taxiway - Rehabilitate            | -                    | -                     | -                   | -                 | -                | -              | -                | -                 |
| Terminal Construct/Expand         | -                    | -                     | -                   | 2,100,000         | -                | -              | 4,400,400        | 6,500,400         |
| FAA Entitlement-Unidentified Proj | -                    | -                     | -                   | -                 | -                | -              | 1,100,000        | 1,100,000         |
| ADOT Future - Runway Rehab        | -                    | -                     | 1,263,350           | 400,000           | -                | -              | -                | 1,663,350         |
| ADOT Environmental Assess.        | 750,000              | 750,000               | -                   | -                 | -                | -              | -                | 750,000           |
| FAA AIP Infrastructure            | -                    | -                     | 1,493,448           | -                 | -                | -              | -                | 1,493,448         |
| FAA AIP Infrastructure Law 2022   | -                    | -                     | 1,481,017           | -                 | -                | -              | -                | 1,481,017         |
| FAA AIP Infrastructure Law 2023   | -                    | -                     | 1,400,000           | -                 | -                | -              | -                | 1,400,000         |
| Parking Lot Improvements          | -                    | -                     | 500,000             | 380,000           | 370,000          | -              | -                | 1,250,000         |
| <b>Total Airport</b>              | <b>\$ 14,362,921</b> | <b>6,171,396</b>      | <b>32,918,537</b>   | <b>17,780,000</b> | <b>5,870,000</b> | <b>500,000</b> | <b>5,500,400</b> | <b>68,740,333</b> |

|               |            |           |            |            |           |         |           |   |
|---------------|------------|-----------|------------|------------|-----------|---------|-----------|---|
| Debt          | -          | -         | -          | -          | -         | -       | -         | - |
| Pay as you go | 3,388,614  | 2,875,751 | 1,900,791  | 1,257,320  | 864,700   | 22,350  | 245,868   |   |
| Grant         | 10,974,307 | 3,295,645 | 31,017,746 | 16,522,680 | 5,005,300 | 477,650 | 5,254,532 |   |

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2022-2023**

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

**General Government**

**Information Technology**

|               |    |            |
|---------------|----|------------|
| Fiber Project | \$ | 14,000,000 |
|               |    | 14,000,000 |

**Fire Department**

|   |  |            |
|---|--|------------|
| Sta. 1 - Fire Garage Facilities for Active Vehicle Storage            |  | 360,000    |
| Sta. 2 - Fire Garage Facilities for Active Vehicle Storage            |  | 360,000    |
| Training Ctr - Fire Garage Facilities for Active Vehicle Storage      |  | 360,000    |
| Sta. 2 - Concrete re-design and replacement (back driveway)           |  | 250,000    |
| Sta. 2 - Shot Crete for rock wall erosion protection                  |  | 750,000    |
| Sta. 4 - Facility replacement (not land)                              |  | 2,750,000  |
| Sta. 7 - Planning and Engineering/Station Costs (JW Powell Blvd area) |  | 3,500,000  |
| Training Center Facility Improvements (structure)                     |  | 1,500,000  |
| Training Center Ground Improvements                                   |  | 800,000    |
| Signal Pre-emption  |  | 965,000    |
|   |  | 11,595,000 |

**Police Department**

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

**Flagstaff Housing Authority**

|                          |  |            |
|--------------------------|--|------------|
| Redevelop Public Housing |  | 18,000,000 |
|                          |  | 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  |
|  |  | 10,850,000 |

|                                 |  |                   |
|---------------------------------|--|-------------------|
| <b>Total General Government</b> |  | <b>62,695,000</b> |
|---------------------------------|--|-------------------|

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2022-2023**

**Parks, Recreation, Open Space and Events (PROSE)**

**Parks**

|   |              |
|---|--------------|
| Buffalo Park Improvements   | \$ 1,350,000 |
| Buffalo Park Parking Lot Improvements                                     | 300,000      |
| Cemetery Entrance at Lone Tree  | 850,000      |
| Cemetery Roadway Repair and Replacement                                   | 350,000      |
| Cemetery Veterans Section Expansion and Cremains Plots                    | 200,000      |
| Cheshire Park Improvements - Expansion                                    | 3,500,000    |
| Christensen Park Development  | 7,000,000    |
| Clay Basin Park Development   | 13,750,000   |
| Continental Regional Park Development (includes a girls softball complex) | 50,000,000   |
| Field Lighting Upgrade to LED   | 750,000      |
| FUTS Asphalt Repair and Replace Program (9 miles)                         | 6,500,000    |
| Lake Mary Regional Park Development                                       | 30,000,000   |
| Parks Playground Replacement - Old Inventory                              | 1,200,000    |
| Pickleball Courts Development   | 700,000      |
| Splash Pad Development  | 500,000      |
| Tennis Courts Development   | 300,000      |
| Thorpe Park Annex Planning, Design and Development                        | 1,600,000    |
| Wheeler Park Electrical Repairs   | 120,000      |
|   | 118,970,000  |

**Recreation**

|                                       |            |
|---------------------------------------|------------|
| Aquaplex Expansion - 25 Meter Pool    | 8,000,000  |
| Aquaplex Kids Club Outdoor Play Area  | 60,000     |
| Aquaplex Facility Capital Maintenance | 875,000    |
| Competitive Lap Pool - 50 Meter       | 20,000,000 |
| Facility Capital Repair               | 1,000,000  |
| Jay Lively Cooling Tower Replacement  | 500,000    |
| Jay Lively Chiller Replacement        | 500,000    |
| Joe C Montoya Expansion               | 500,000    |
| Snow Play Area                        | 6,000,000  |
| Jay Lively Second Sheet of Ice        | TBD        |
| Special Events Facility/Venue         | TBD        |
|                                       | 37,435,000 |

**Open Space**

|   |            |
|---|------------|
| Picture Canyon Improvements   | 1,300,000  |
| McMillan Mesa Improvements  | 200,000    |
| Observatory Mesa Improvements   | 200,000    |
| Schultz Creek Improvements  | 25,000     |
| Observatory Mesa Trail Plan Implementation  | 2,500,000  |
| Property Acquisition to preserve additional sensitive areas and add connectivity: |            |
| Walnut Canyon Regional Preserve (Sections 22, 28, 30)                             | 22,000,000 |
| Priority Connector 1A (Walnut Canyon to Ft. Tuthill)                              | 11,500,000 |

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2022-2023**

**Open Space (continued)**

|  |    |            |
|--|----|------------|
| Priority Connector 1C (Observatory Mesa to McMillan Mesa)          | \$ | 5,100,000  |
| Priority Connector 1D (Picture Canyon to Walnut Canyon)            |    | 6,100,000  |
| Priority Connector 1E (Observatory Mesa to Fort Tuthill)           |    | 9,500,000  |
| Priority Connector 1F (Inner-city McMillian Mesa to Walnut Canyon) |    | 8,400,000  |
|  |    | 66,825,000 |

**Total PROSE** **223,230,000**

**Economic Vitality**

**Parking**

|                                   |            |
|-----------------------------------|------------|
| Downtown Parking Facility Parking | 25,000,000 |
|                                   | 25,000,000 |

**Airport Capital**

|   |            |
|---|------------|
| Multi-level Airport Paid Parking Garage | 25,000,000 |
| Hangar                                  | TBD        |
|   | 25,000,000 |

**Library**

|   |            |
|---|------------|
| Library Windows                           | TBD        |
| Library Broiler                           | TBD        |
| New Eastside Library Building             | 30,000,000 |
| Downtown Library Front Doors              | 75,000     |
| Downtown Library Front Entrance Project   | 733,000    |
| Grand Canyon Community Library Renovation | 250,000    |
|   | 31,058,000 |

**Total Economic Vitality** **81,058,000**

**Water Services**

**Drinking Water**

|  |             |
|--|-------------|
| North Reservoir Treatment Plant                                    | 1,200,000   |
| Main Tank Rehabilitation   | 1,200,000   |
| Christmas Tree Tank Rehabilitation                                 | 500,000     |
| Paradise Tank Rehabilitation                                       | 500,000     |
| Red Gap Ranch Pipeline 100% Design                                 | 12,000,000  |
| Red Gap Ranch Pipeline Construction                                | 260,000,000 |
| Lake Mary Raw Water Pipeline                                       | 16,000,000  |
| Woody Mountain Powerline Burial                                    | 1,500,000   |
| Bonito Load Out Station  | 750,000     |
| TRAX Spruce Wash First Ave WL Replacement                          | 300,000     |
| Bathymetry study - lake sedimentation volume                       | 90,000      |
| Kinlani Tank Rehabilitation  | 100,000     |
| Inner Basin Diesel Engine Replacements (IB#9, IB#11, IB#14)        | 150,000     |
| Flow Meter Replacements  | 500,000     |
| Inner Basin Pipeline Assessment/Design                             | 500,000     |
| Inner Basin Pipeline Rehabilitation                                | 2,500,000   |
| Lake Mary Water Treatment Plant Chlorine Dioxide Generator Replace | 200,000     |
| Tuthill Booster Station Rehabilitation                             | 300,000     |
|  | 298,290,000 |

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2022-2023**

**Wastewater**

|  |    |             |
|--|----|-------------|
| Rio de Flag WRP Projects                                       |    |             |
| Rio WRP-Anoxic Mixer   | \$ | 550,000     |
| Rio Generators and Transfer Switch                             |    | 2,100,000   |
| Rio Small Turbo Blowers  |    | 1,440,000   |
| Rio Influent Grit Removal                                      |    | 750,000     |
| Wildcat Hill WRP Projects                                      |    |             |
| Improve Baffling and Weirs at Secondary Clarifiers             |    | 480,000     |
| Add Post Anoxic Zone   |    | 2,152,000   |
| Add Initial Anaerobic Zone                                     |    | 2,400,000   |
| Replace All Three Anoxic Mixers on IFAS                        |    | 500,000     |
| Wastewater Treatment Plant Expansion - Design and Construction |    | 220,000,000 |
| Co-Gen Replacement   |    | 4,500,000   |
| Wildcat Hill (WCH) Primary Effluent Pump Station               |    | 5,000,000   |
| WCH Headworks Motor Control Center (MCC) and Rehab             |    | 2,372,439   |
| Rio MCC  |    | 3,600,000   |
| WCH Septage/Grease Station                                     |    | 5,400,000   |
|  |    | 251,244,439 |

**Wastewater Collection/Reclaim Distribution**

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

**Reclaim**

|  |  |            |
|--|--|------------|
| Reclaim Recharge and Recovery Project                        |  | 500,000    |
| Reclaim Water System Expansion - Westside                    |  | 4,500,000  |
| Reclaimed Water Line Loop - Foxglenn Park to Continental/WCH |  | 12,800,000 |
| Buffalo Park Chlorine Building Upgrade                       |  | 2,100,000  |
| Rio IP PRV Station Relocate                                  |  | 750,000    |
| 8" Bottleneck- additional funds                              |  | 1,500,000  |
| WCH Reclaim Pump Station Upgrade                             |  | 4,500,000  |
| Rio Reclaim Booster Pump Station - Upgrades                  |  | 600,000    |
| Master Radio Tower- Rio de Flag                              |  | 200,000    |
| Cemex & County Yard Flow Monitoring Stations                 |  | 450,000    |
| Bushmaster Booster Sta, Pump and Automatic Valve             |  | 500,000    |
| Rio Reclaim Distribution System upgrades                     |  | 350,000    |
| Reclaim Meter & Vault Upgrades (Program)                     |  | 500,000    |
|  |  | 29,250,000 |

**Stormwater**

|   |  |            |
|---|--|------------|
| West Street Wash Storm Sewer                          |  | 5,600,000  |
| Switzer Canyon Wash Upper Reach                       |  | 5,400,000  |
| Switzer Canyon Wash Lower Reach (Huntington Dr. Area) |  | 1,600,000  |
| Fanning Wash Channel Capacity Improvements            |  | 2,600,000  |
| Linda Vista Culvert Upsizing                          |  | 1,300,000  |
| South Mount Elden Flood Mitigation                    |  | 3,000,000  |
| Cedar Avenue Culvert Upsizing                         |  | 1,200,000  |
| Spruce Wash Channel Improvements                      |  | 22,000,000 |
| Arroyo Seco - Ponderosa Park Drainage                 |  | 1,500,000  |
| Spruce Wash Tunnel Between Killip and Rte. 66         |  | 6,000,000  |
| Dortha to Arroyo Seco Tunnel                          |  | 1,500,000  |
| Hospital Hill Storm Drains                            |  | 1,125,000  |
| Mobile Haven Drainage Ditch Improvement               |  | 1,050,000  |
| Shadow Mountain - Monte Vista Drainage Improvement    |  | 450,000    |

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2022-2023**

**Stormwater (continued)**

|   |    |            |
|---|----|------------|
| Darleen Drive Drainage Improvement              | \$ | 225,000    |
| Smokerise Neighborhood Drainage Improvements    |    | 750,000    |
| University Heights Drainage Improvements        |    | 2,250,000  |
| Leroux Avenue at Rio de Flag Low Water Crossing |    | 525,000    |
|   |    | 58,075,000 |

**Total Water Services                    642,459,439**

**Engineering and Capital Improvements**

**Transportation**

|   |  |             |
|---|--|-------------|
| J. Wesley Powell Blvd - Pine Canyon to 4th St (Property Owner Contrib.) |  | 27,433,100  |
| Yale/Plaza Way/Metz Walk Backage Rd.                                    |  | 3,000,000   |
| Sunnyside Neighborhood Improvements                                     |  | 4,900,000   |
| Riordan Ranch St. Backage Rd.   |  | 2,000,000   |
| Lone Tree - Pine Knoll to JWP (Corridor Study I-40 Traffic Interchange) |  | 78,000,000  |
| Steves Blvd. / Lakin Realignment  |  | 1,550,000   |
| Milton Rd. Corridor Improvements (ADOT Partnership)                     |  | 44,603,600  |
| Woody Mtn Loop - Rt. 66 to I-40   |  | 22,190,000  |
| I-40/Woody Mtn Rd Traffic Interchange                                   |  | 57,154,000  |
| East Butler Ave Extension to Section 20                                 |  | 15,000,000  |
| Empire Ave Extension to East Rt. 66                                     |  | 10,700,000  |
| Ponderosa Parkway Extension (Rt. 66 to the north)                       |  | 9,753,000   |
| Linda Vista Extension (Fanning to Kaspar)                               |  | 9,872,000   |
| Sidewalks (58 miles with \$6.2 million funded)                          |  | 15,439,830  |
| FUTS Trails (76.7 miles with \$6.9 million funded)                      |  | 22,732,000  |
| Enhanced Crossings (59 missing with \$6.2 million funded)               |  | 12,690,000  |
| Bridges and Tunnels (49 missing with \$8.2 million funded)              |  | 57,120,000  |
|   |  | 394,137,530 |

**Total Engineering and Capital Improvements                    394,137,530**

**Total Unfunded Projects    \$            1,403,579,969**

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

| Section                                      | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|--|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>City Manager</b>                          |           |           |           |           |                         |                      |
| Administrative Specialist                    | 0         | 0         | 0         | 1         | (1)                     | 0                    |
| City Clerk                                   | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| City Manager                                 | 1         | 1         | 1         | 1         | 0                       | 1                    |
| City Records Coordinator                     | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| Communications Manager                       | 1         | 0         | 0         | 0         | 0                       | 0                    |
| Community Engagement Specialist              | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Coordinator for Indigenous Initiatives       | 0         | 1         | 1         | 1         | 0                       | 1                    |
| Deputy City Clerk                            | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| Deputy City Manager                          | 2         | 2         | 2         | 1         | 0                       | 1                    |
| Executive Assistant I                        | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Executive Assistant III                      | 0         | 1         | 1         | 1         | 0                       | 1                    |
| Intern                                       | 0.25      | 0         | 0         | 0         | 0                       | 0                    |
| Labor Standards Manager                      | 1         | 0         | 0         | 0         | 0                       | 0                    |
| Management Analyst                           | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Public Affairs Director                      | 0         | 1         | 1         | 1         | 0                       | 1                    |
| Senior Deputy City Manager                   | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Total  | 11.25     | 12        | 12        | 14        | (4)                     | 10                   |
| <b>Human Resources</b>                       |           |           |           |           |                         |                      |
| Administrative Specialist                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Human Resources Analyst                      | 3         | 3         | 3         | 3         | 1                       | 4                    |
| Human Resources and Risk Management Director | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Human Resources Generalist                   | 1         | 2         | 2         | 2         | 0                       | 2                    |
| Human Resources Manager                      | 1         | 2         | 2         | 2         | 0                       | 2                    |
| Human Resources Recruiter                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Human Resources Recruitment Specialist       | 1         | 0         | 0         | 0         | 0                       | 0                    |
| Human Resources Supervisor                   | 1         | 0         | 0         | 0         | 0                       | 0                    |
| Total  | 10        | 10        | 10        | 10        | 1                       | 11                   |
| <b>Risk Management</b>                       |           |           |           |           |                         |                      |
| 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                    |
| <b>Information Technology</b>                |           |           |           |           |                         |                      |
| IT Administrator                             | 3         | 4         | 5         | 6         | 1                       | 7                    |
| IT Analyst                                   | 6         | 4         | 3         | 4         | 1                       | 5                    |
| IT Deputy Director                           | 0         | 0         | 0         | 1         | 0                       | 1                    |
| IT Director                                  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| IT Information Security Officer              | 0         | 1         | 1         | 1         | (1)                     | 0                    |
| IT Manager                                   | 4         | 4         | 4         | 3         | 0                       | 3                    |
| IT Specialist                                | 1         | 2         | 2         | 2         | 0                       | 2                    |
| IT Technician                                | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total  | 16        | 17        | 17        | 19        | 1                       | 20                   |
| <b>City Attorney</b>                         |           |           |           |           |                         |                      |
| Administrative Specialist                    | 3         | 3         | 4         | 4         | 0                       | 4                    |
| Administrative Specialist Lead Worker        | 1         | 1         | 1         | 0         | 0                       | 0                    |
| Assistant City Attorney I                    | 3         | 3         | 4         | 0         | 0                       | 0                    |
| Assistant City Attorney III                  | 0         | 0         | 0         | 4         | 0                       | 4                    |
| City Attorney                                | 1         | 1         | 1         | 1         | 0                       | 1                    |
| City Prosecutor                              | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Deputy City Attorney                         | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Executive Assistant                          | 0         | 0         | 1         | 0         | 0                       | 0                    |

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

| Section                               | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|---------------------------------------|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>City Attorney (Continued)</b>      |           |           |           |           |                         |                      |
| Executive Assistant I                 | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Executive Assistant II                | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Legal Assistant                       | 1         | 1         | 0         | 0         | 0                       | 0                    |
| Senior Assistant City Attorney I      | 4         | 4         | 4         | 0         | 0                       | 0                    |
| Senior Assistant City Attorney III    | 0         | 0         | 0         | 4         | 0                       | 4                    |
| Water Attorney                        | 0         | 1         | 1         | 1         | 0                       | 1                    |
| Total                                 | 15        | 16        | 18        | 18        | 0                       | 18                   |
| <b>Municipal Court</b>                |           |           |           |           |                         |                      |
| Administrative Assistant              | 3         | 3         | 3         | 0         | 0                       | 0                    |
| Collection Specialist                 | 3         | 3         | 3         | 3         | 0                       | 3                    |
| Court Administrator                   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Court Assistant                       | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Court Finance Specialist              | 0.8       | 0.8       | 0.8       | 0.8       | 0                       | 0.8                  |
| Court Information Systems Coordinator | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Court Interpreter                     | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Court Judicial Specialist             | 8.25      | 8.25      | 8.25      | 0         | 0                       | 0                    |
| Court Judicial Specialist I           | 0         | 0         | 0         | 1.75      | 0                       | 1.75                 |
| Court Judicial Specialist II          | 0         | 0         | 0         | 6.5       | 0                       | 6.5                  |
| Court Training Specialist             | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Deputy Court Administrator            | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Jury Services Specialist              | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Magistrate                            | 2         | 2         | 2         | 2         | 0                       | 2                    |
| On-Call Magistrate                    | 0.5       | 0.5       | 0.5       | 0.5       | 0                       | 0.5                  |
| Presiding Magistrate                  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Probation Service Officer             | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Warrant Officer                       | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Total                                 | 29.55     | 29.55     | 29.55     | 29.55     | 0                       | 29.55                |
| <b>City Clerk</b>                     |           |           |           |           |                         |                      |
| Administrative Specialist             | 0         | 0         | 0         | 0         | 1                       | 1                    |
| City Clerk                            | 0         | 0         | 0         | 0         | 1                       | 1                    |
| City Records Coordinator              | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Deputy City Clerk                     | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Total                                 | 0         | 0         | 0         | 0         | 4                       | 4                    |
| <b>Management Services</b>            |           |           |           |           |                         |                      |
| Financial Systems Analyst             | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Management Services Director          | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total                                 | 2         | 2         | 2         | 2         | 0                       | 2                    |
| <b>Purchasing</b>                     |           |           |           |           |                         |                      |
| Administrative Specialist             | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Buyer                                 | 1         | 1         | 1         | 2         | 0                       | 2                    |
| Contract Specialist                   | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| Finance Clerk                         | 1         | 1         | 0         | 0         | 0                       | 0                    |
| Grants and Contracts Assistant        | 0         | 0         | 1         | 1         | (1)                     | 0                    |
| Grants and Contracts Manager          | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| Grants Specialist                     | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| Purchasing Director                   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Purchasing Manager                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Procurement Specialist                | 2         | 2         | 2         | 0         | 0                       | 0                    |
| Procurement Specialist Senior         | 0         | 0         | 0         | 2         | 0                       | 2                    |
| Total                                 | 10        | 10        | 10        | 11        | (4)                     | 7                    |

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

| Section   | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|---|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>Revenue</b>                                      |           |           |           |           |                         |                      |
| Administrative Specialist                           | 6         | 6         | 5         | 0         | 0                       | 0                    |
| Billing and Collections Manager                     | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Billing Specialist                                  | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Collections Specialist                              | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Customer Services Manager                           | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Customer Service Representative I                   | 0         | 0         | 0         | 2         | 0                       | 2                    |
| Customer Service Representative Senior              | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Customer Services Supervisor                        | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Finance Specialist                                  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Licensing Specialist                                | 0         | 0         | 1         | 1         | 0                       | 1                    |
| Meter Technician I                                  | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Meter Technician II                                 | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Meter Technician Supervisor                         | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Revenue Analyst/Auditor                             | 0         | 0         | 1         | 1         | 0                       | 1                    |
| Revenue Director                                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total   | 19        | 19        | 20        | 20        | 0                       | 20                   |
| <b>Finance</b>                                      |           |           |           |           |                         |                      |
| Accountant  | 4         | 4         | 4         | 2         | 0                       | 2                    |
| Accountant Senior                                   | 0         | 0         | 0         | 2         | 0                       | 2                    |
| Accounts Specialist                                 | 1         | 1         | 1         | 0         | 0                       | 0                    |
| Assistant Finance Director                          | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Assistant Finance Manager                           | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Finance Clerk                                       | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Finance Director                                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Finance Specialist                                  | 1         | 1         | 1         | 2         | 0                       | 2                    |
| Finance Specialist (Temp)                           | 0.5       | 0.5       | 0.5       | 0.5       | 0                       | 0.5                  |
| Payroll Coordinator                                 | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Payroll Manager                                     | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Payroll Specialist                                  | 1         | 1.75      | 1         | 1         | 0                       | 1                    |
| Total   | 14.5      | 15.25     | 14.5      | 14.5      | 0                       | 14.5                 |
| <b>Grants, Contracts and Emergency Management</b>   |           |           |           |           |                         |                      |
| Emergency Management Administrator                  | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Grants and Contracts Administrator                  | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Grants and Contracts Specialist                     | 0         | 0         | 0         | 0         | 3                       | 3                    |
| Grants, Contracts and Emergency Management Director | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Total   | 0         | 0         | 0         | 0         | 6                       | 6                    |
| <b>Fire Operations</b>                              |           |           |           |           |                         |                      |
| Administrative Specialist                           | 2         | 2         | 2         | 1         | 0                       | 1                    |
| Assistant Fire Marshal                              | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Deputy Fire Chief                                   | 3         | 3         | 3         | 3         | 0                       | 3                    |
| Fire Battalion Chief                                | 3         | 3         | 3         | 3         | 0                       | 3                    |
| Fire Captain  | 21        | 21        | 21        | 24        | 0                       | 24                   |
| Fire Chief  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Fire Engineer                                       | 21        | 21        | 21        | 21        | 0                       | 21                   |
| Fire Fighter  | 30        | 30        | 36        | 36        | 0                       | 36                   |
| Fire Inspector                                      | 2         | 2         | 2         | 1         | 0                       | 1                    |
| FWPP Operations Specialist                          | 1         | 0         | 0         | 0         | 0                       | 0                    |
| Management Analyst                                  | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Regional Fire Training Coordinator                  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Wildland Fire Firewise Specialist                   | 1         | 1         | 0         | 0         | 0                       | 0                    |

**City of Flagstaff**  
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|---|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>Fire Operations (Continued)</b>                    |           |           |           |           |                         |                      |
| Wildland Fire Manager                                 | 1         | 1         | 0         | 0         | 0                       | 0                    |
| Wildland Fire Supervisor                              | 1         | 1         | 0         | 0         | 0                       | 0                    |
| Wildland Forest Health Supervisor                     | 0         | 1         | 0         | 0         | 0                       | 0                    |
| Total   | 88        | 88        | 90        | 93        | 0                       | 93                   |
| <b>Fire Grants</b>                                    |           |           |           |           |                         |                      |
| Fire Fighter  | 6         | 6         | 0         | 6         | 0                       | 6                    |
| Total   | 6         | 6         | 0         | 6         | 0                       | 6                    |
| <b>Water Resource &amp; Infrastructure Protection</b> |           |           |           |           |                         |                      |
| Fire Battalion Chief                                  | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Fire Captain  | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Fire Engineer   | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Wildland Firewise Specialist                          | 0         | 0         | 1         | 1         | 0                       | 1                    |
| Wildland Fire Crew Member                             | 0         | 0         | 0         | 4         | (1)                     | 3                    |
| Wildland Fire Crew Member Senior                      | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Wildland Fire Manager                                 | 0         | 0         | 1         | 0         | 0                       | 0                    |
| Wildland Fire Supervisor                              | 0         | 0         | 1         | 0         | 0                       | 0                    |
| Wildland Forest Health Supervisor                     | 0         | 0         | 1         | 1         | 0                       | 1                    |
| Total   | 0         | 0         | 4         | 10        | (1)                     | 9                    |
| <b>Police Operations</b>                              |           |           |           |           |                         |                      |
| Administrative Specialist                             | 13        | 13        | 13        | 3         | 0                       | 3                    |
| Animal Control Officer                                | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Deputy Police Chief                                   | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Evidence Technician                                   | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Police Aides  | 3         | 3         | 3         | 3         | 0                       | 3                    |
| Police Chief  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Police Communications Manager                         | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Police Corporal/Detective                             | 19        | 19        | 19        | 0         | 0                       | 0                    |
| Police Crime Analyst                                  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Police Emergency Communication Specialist             | 24        | 24        | 24        | 24        | 0                       | 24                   |
| Police Emergency Communication Supervisor             | 6         | 6         | 6         | 6         | 0                       | 6                    |
| Police Lieutenant                                     | 4         | 4         | 4         | 4         | 0                       | 4                    |
| Police Officer  | 72        | 72        | 73        | 94        | 0                       | 94                   |
| Police Records Lead                                   | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Police Records Supervisor                             | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Police Records Technician                             | 0         | 0         | 0         | 9         | 0                       | 9                    |
| Police Sergeant                                       | 14        | 14        | 14        | 14        | 0                       | 14                   |
| Police Special Services Supervisor                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Police Support Services Manager                       | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Property Control Coordinator                          | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Police Training Coordinator                           | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total   | 169       | 169       | 170       | 172       | 0                       | 172                  |
| <b>Police Grants</b>                                  |           |           |           |           |                         |                      |
| Administrative Specialist                             | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Police Officer  | 5         | 5         | 5         | 3         | 0                       | 3                    |
| Police Sergeant                                       | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total   | 7         | 7         | 7         | 5         | 0                       | 5                    |
| <b>Community Development Administration</b>           |           |           |           |           |                         |                      |
| Administrative Specialist                             | 0         | 1         | 1         | 1         | 0                       | 1                    |
| Administrative Specialist Lead Worker                 | 1         | 0         | 0         | 0         | 0                       | 0                    |

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

| Section   | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|---|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>Community Development Administration (Continued)</b> |           |           |           |           |                         |                      |
| Community Development Director                          | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Real Estate Manager                                     | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Real Estate Specialist                                  | 0         | 1         | 1         | 1         | 0                       | 1                    |
| Total   | 3         | 4         | 4         | 4         | 0                       | 4                    |
| <b>Planning and Development</b>                         |           |           |           |           |                         |                      |
| Administrative Specialist                               | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Associate Planner                                       | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Building Inspection Manager                             | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| Building Inspector                                      | 7         | 7         | 7         | 7         | (7)                     | 0                    |
| Building Official                                       | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| Building Permit Technician                              | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| Building Plans Examiner                                 | 3         | 3         | 3         | 3         | (3)                     | 0                    |
| Code Compliance Manager                                 | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| Code Compliance Officer I                               | 1         | 1         | 1         | 1         | (1)                     | 0                    |
| Code Compliance Officer II                              | 1         | 2         | 2         | 2         | (2)                     | 0                    |
| Comprehensive/Neighborhood Planning Mgr                 | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Current Planning Manager                                | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Development Services Manager                            | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Development Services Specialist                         | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Neighborhood Planner                                    | 0         | 1         | 1         | 1         | 0                       | 1                    |
| Planner   | 0         | 0         | 0         | 2         | 0                       | 2                    |
| Planner Senior  | 0         | 0         | 0         | 2         | 0                       | 2                    |
| Planning Development Manager                            | 4         | 4         | 4         | 0         | 0                       | 0                    |
| Planning Director                                       | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Zoning Code Manager                                     | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total   | 29        | 31        | 31        | 31        | (17)                    | 14                   |
| <b>Housing</b>  |           |           |           |           |                         |                      |
| Affordable Housing Development Coordinator              | 0         | 1         | 0         | 0         | 0                       | 0                    |
| Assistant Housing Director                              | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Housing Analyst   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Housing and Grants Administrator                        | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Housing Director  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Housing Manager   | 1         | 1         | 1         | 0         | 0                       | 0                    |
| Housing Project Manager                                 | 1         | 0.42      | 1         | 1         | 0                       | 1                    |
| Housing Rehabilitation Specialist                       | 1         | 1         | 1         | 0         | 0                       | 0                    |
| Housing Specialist                                      | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total   | 7         | 7.42      | 7         | 6         | 0                       | 6                    |
| <b>Flagstaff Housing Authority</b>                      |           |           |           |           |                         |                      |
| Administrative Assistant                                | 0.48      | 0         | 0         | 0         | 0                       | 0                    |
| Administrative Specialist                               | 1         | 2         | 2         | 2         | 0                       | 2                    |
| Assistant Housing Director                              | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Housing Manager   | 3         | 3         | 3         | 3         | 0                       | 3                    |
| Housing Navigator                                       | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Finance Manager   | 1         | 1         | 1         | 0         | 0                       | 0                    |
| Finance Specialist                                      | 0.8       | 0.8       | 1         | 1         | 0                       | 1                    |
| Housing Occupancy Specialist                            | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Housing Services Specialist                             | 5         | 5         | 5         | 3         | 0                       | 3                    |
| Housing Services Specialist Lead                        | 0         | 0         | 0         | 2         | 0                       | 2                    |
| Maintenance Coordinator                                 | 1         | 1         | 1         | 0         | 0                       | 0                    |
| Maintenance Inspector                                   | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Maintenance Lead Worker                                 | 2         | 2         | 2         | 3         | 0                       | 3                    |

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

| Section   | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|---|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>Flagstaff Housing Authority (Continued)</b>      |           |           |           |           |                         |                      |
| Maintenance Worker                                  | 7         | 7         | 7         | 0         | 0                       | 0                    |
| Maintenance Worker I                                | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Maintenance Worker II                               | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Total   | 21.28     | 21.8      | 22        | 24        | 0                       | 24                   |
| <b>Flagstaff Metropolitan Planning Organization</b> |           |           |           |           |                         |                      |
| Administrative Specialist                           | 0.5       | 0         | 0         | 0         | 0                       | 0                    |
| Finance Specialist                                  | 0         | 1         | 0         | 0         | 0                       | 0                    |
| FMPO Director                                       | 1         | 1         | 0         | 0         | 0                       | 0                    |
| Intern  | 0.38      | 0.38      | 0         | 0         | 0                       | 0                    |
| Metropolitan Planning Organization Manager          | 1         | 1         | 0         | 0         | 0                       | 0                    |
| Project Manager                                     | 1         | 1         | 0         | 0         | 0                       | 0                    |
| Total   | 3.88      | 4.38      | 0         | 0         | 0                       | 0                    |
| <b>Building Safety and Code Compliance</b>          |           |           |           |           |                         |                      |
| Building Inspection Manager                         | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Building Inspector                                  | 0         | 0         | 0         | 0         | 7                       | 7                    |
| Building Official                                   | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Building Permit Technician                          | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Building Plans Examiner                             | 0         | 0         | 0         | 0         | 3                       | 3                    |
| Code Compliance Manager                             | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Code Compliance Officer I                           | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Code Compliance Officer II                          | 0         | 0         | 0         | 0         | 2                       | 2                    |
| Total   | 0         | 0         | 0         | 0         | 17                      | 17                   |
| <b>Public Works Administration</b>                  |           |           |           |           |                         |                      |
| Business Systems Analyst                            | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Project Manager                                     | 1         | 1         | 1         | 0         | 1                       | 1                    |
| Project Manager Senior                              | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Public Works Director                               | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Public Works Section Director                       | 0         | 1         | 1         | 1         | 0                       | 1                    |
| Total   | 2         | 3         | 3         | 3         | 2                       | 5                    |
| <b>Facilities Maintenance</b>                       |           |           |           |           |                         |                      |
| Environmental Specialist                            | 0         | 1         | 1         | 1         | 0                       | 1                    |
| Facility Maintenance Manager                        | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Facilities Maintenance Superintendent               | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Maintenance Technician I                            | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Maintenance Technician II                           | 0         | 0         | 0         | 4         | 0                       | 4                    |
| Maintenance Technician III                          | 0         | 0         | 0         | 2         | 0                       | 2                    |
| Maintenance Technician (Temp)                       | 0         | 0         | 0         | 0.5       | 0                       | 0.5                  |
| Maintenance Worker                                  | 9.5       | 9.5       | 8.5       | 0         | 0                       | 0                    |
| Maintenance Worker Lead Worker                      | 0         | 0         | 1         | 0         | 0                       | 0                    |
| Total   | 11.5      | 12.5      | 12.5      | 12.5      | 0                       | 12.5                 |
| <b>Fleet Management</b>                             |           |           |           |           |                         |                      |
| Buyer   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Fleet Services Specialist                           | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Mechanic I  | 2         | 2         | 3         | 3         | 0                       | 3                    |
| Mechanic II   | 4         | 4         | 4         | 4         | 0                       | 4                    |
| Mechanic Assistant/Lube Technician                  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Mechanic Lead Worker                                | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Parts Specialist                                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Public Works Manager                                | 1         | 1         | 1         | 1         | 0                       | 1                    |

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**Authorized Personnel/Position Summary**

| Section                                   | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|---|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>Fleet Management (Continued)</b>       |           |           |           |           |                         |                      |
| Public Works Supervisor                   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Welder Technician                         | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total                                     | 14        | 14        | 15        | 15        | 0                       | 15                   |
| <b>Street Maintenance and Repairs</b>     |           |           |           |           |                         |                      |
| Administrative Specialist                 | 2         | 1         | 1         | 1         | 0                       | 1                    |
| Equipment Operators                       | 15        | 15        | 15        | 0         | 0                       | 0                    |
| Intern                                    | 0.5       | 0         | 0         | 0         | 0                       | 0                    |
| Maintenance Worker                        | 6         | 6         | 8         | 0         | 0                       | 0                    |
| Public Works Manager                      | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Public Works Section Director             | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Public Works Supervisor                   | 3         | 3         | 4         | 4         | 0                       | 4                    |
| Street Operations Technician I            | 0         | 0         | 0         | 8         | 0                       | 8                    |
| Street Operations Technician II           | 0         | 0         | 0         | 8         | 0                       | 8                    |
| Street Operations Technician III          | 0         | 0         | 0         | 9         | 0                       | 9                    |
| Street Operations Technician (Temp)       | 3.52      | 3.52      | 1.27      | 1.27      | 0                       | 1.27                 |
| Traffic Signal Technician I               | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Traffic Signal Technician II              | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total                                     | 33.02     | 31.52     | 32.27     | 35.27     | 0                       | 35.27                |
| <b>Solid Waste - Landfill</b>             |           |           |           |           |                         |                      |
| Administrative Assistant                  | 0         | 0.5       | 0.5       | 0.5       | (0.5)                   | 0                    |
| Administrative Specialist                 | 2         | 2         | 2         | 2         | 1                       | 3                    |
| Equipment Operator                        | 4         | 4         | 4         | 0         | 0                       | 0                    |
| Equipment Operator III                    | 0         | 0         | 0         | 4         | 0                       | 4                    |
| Landfill Environmental Aide               | 0.5       | 0         | 0         | 0         | 0                       | 0                    |
| Landfill Environmental Assistant          | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Landfill Environmental Program Specialist | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Project Manager                           | 2         | 2         | 2         | 1         | 0                       | 1                    |
| Project Manager Senior                    | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Public Works Manager                      | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Public Works Section Director             | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Public Works Supervisor                   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Solid Waste Lead Worker                   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total                                     | 15.5      | 15.5      | 15.5      | 15.5      | 0.5                     | 16                   |
| <b>Solid Waste - Collections</b>          |           |           |           |           |                         |                      |
| Administrative Specialist                 | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Customer Relations Supervisor             | 1         | 1         | 1         | 0         | 0                       | 0                    |
| Equipment Operator                        | 23        | 23        | 23        | 0         | 0                       | 0                    |
| Equipment Operator I                      | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Equipment Operator II                     | 0         | 0         | 0         | 9         | 0                       | 9                    |
| Equipment Operator III                    | 0         | 0         | 0         | 11        | 0                       | 11                   |
| Program Assistant                         | 0.5       | 0.5       | 0.5       | 1         | 0                       | 1                    |
| Public Works Manager                      | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Public Works Supervisor                   | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Solid Waste Lead Worker                   | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Total                                     | 31.5      | 31.5      | 31.5      | 31        | 0                       | 31                   |
| <b>Library - City</b>                     |           |           |           |           |                         |                      |
| Administrative Specialist                 | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Collections Specialist                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Deputy Library Director                   | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Executive Assistant II                    | 1         | 1         | 1         | 1         | 0                       | 1                    |

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

| Section  | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|--|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>Library - City (Continued)</b>              |           |           |           |           |                         |                      |
| IT Analyst                                     | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Librarian                                      | 2         | 3         | 3         | 3         | 0                       | 3                    |
| Library Assistant                              | 0         | 0         | 0         | 0         | 8.5                     | 8.5                  |
| Library Assistant (Temp)                       | 0         | 0         | 0         | 0         | 4.8                     | 4.8                  |
| Library Clerk                                  | 7         | 7         | 7         | 7         | (7)                     | 0                    |
| Library Clerk (Temp)                           | 3.07      | 3.07      | 3.07      | 3.55      | (3.55)                  | 0                    |
| Library Director                               | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Library Page                                   | 1.5       | 1.5       | 1.5       | 1.5       | (1.5)                   | 0                    |
| Library Page (Temp)                            | 1.25      | 1.25      | 1.25      | 1.25      | (1.25)                  | 0                    |
| Library Specialist                             | 13.55     | 12.55     | 12.55     | 12.55     | 0                       | 12.55                |
| Library Specialist (Temp)                      | 3.18      | 3.18      | 3.18      | 3.18      | 0                       | 3.18                 |
| Library Supervisor                             | 5         | 5         | 5         | 5         | 0                       | 5                    |
| Network Administrator                          | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total  | 45.55     | 45.55     | 45.55     | 46.03     | 0                       | 46.03                |
| <b>Library - County</b>                        |           |           |           |           |                         |                      |
| Application Support Specialist II              | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Librarian                                      | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Library Assistant                              | 0         | 0         | 0         | 0         | 0.63                    | 0.63                 |
| Library Assistant (Temp)                       | 0         | 0         | 0         | 0         | 0.88                    | 0.88                 |
| Library Clerk                                  | 0.63      | 0.63      | 0.63      | 0.63      | (0.63)                  | 0                    |
| Library Clerk (Temp)                           | 0.88      | 0.88      | 0.88      | 0.88      | (0.88)                  | 0                    |
| Library IT Manager                             | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Library Specialist                             | 2.25      | 2.25      | 2.25      | 2.25      | 0                       | 2.25                 |
| Library Specialist (Temp)                      | 0.09      | 0.09      | 0.09      | 0.09      | 0                       | 0.09                 |
| Library Supervisor                             | 2.88      | 2.88      | 2.88      | 2.88      | 0                       | 2.88                 |
| Total  | 9.73      | 9.73      | 9.73      | 9.73      | 0                       | 9.73                 |
| <b>Community Investment</b>                    |           |           |           |           |                         |                      |
| Administrative Specialist                      | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Art Collections & Beautification Administrator | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Beautification, Arts and Science Manager       | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Beautification, Arts and Science Project Admin | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Community Investment Director                  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Economic Vitality Director                     | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total  | 5         | 5         | 5         | 5         | 1                       | 6                    |
| <b>Economic Development</b>                    |           |           |           |           |                         |                      |
| 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                    |
| <b>Tourism</b>                                 |           |           |           |           |                         |                      |
| Administrative Specialist                      | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Creative Services Manager                      | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Creative Services Specialist                   | 3         | 3         | 3         | 3         | 0                       | 3                    |
| CVB Communication Specialist                   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| CVB Director                                   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| International Travel and Trade Manager         | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Marketing and Media Relations Manager          | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Marketing Specialist                           | 0         | 1         | 1         | 1         | 0                       | 1                    |
| Sales Specialist                               | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total  | 10        | 11        | 11        | 11        | 0                       | 11                   |

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| Section                                    | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|--|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>Visitor Services</b>                    |           |           |           |           |                         |                      |
| Administrative Assistant (Temp)            | 1.65      | 1.65      | 1.65      | 1.65      | 0                       | 1.65                 |
| Administrative Specialist                  | 2.5       | 2.5       | 3.5       | 0         | 0                       | 0                    |
| Visitor Center Manager                     | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Visitor Services Specialist                | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Visitor Services Specialist (Temp)         | 0         | 0         | 0         | 0.5       | 0                       | 0.5                  |
| Total                                      | 5.15      | 5.15      | 6.15      | 6.15      | 0                       | 6.15                 |
| <b>Airport Operations</b>                  |           |           |           |           |                         |                      |
| Administrative Specialist                  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Airport Communications Manager             | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Airport Director                           | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Airport Program Manager                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Airport Operations/ARFF Lead Worker        | 0         | 0         | 3         | 3         | 0                       | 3                    |
| Airport Operations/ARFF Specialist         | 9         | 9         | 6         | 6         | 0                       | 6                    |
| Airport Operations/ARFF Manager            | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Airport Parking Aide                       | 1         | 1         | 0         | 0         | 0                       | 0                    |
| Maintenance Worker (Temp)                  | 0.5       | 0.5       | 0.5       | 0.5       | 0                       | 0.5                  |
| Total                                      | 14.5      | 14.5      | 13.5      | 14.5      | 0                       | 14.5                 |
| <b>Parking District</b>                    |           |           |           |           |                         |                      |
| Parking Manager                            | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Parking Aide                               | 5         | 5         | 4         | 5         | 0                       | 5                    |
| Parking Aide Lead                          | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total                                      | 7         | 7         | 6         | 7         | 0                       | 7                    |
| <b>Water Services Administration</b>       |           |           |           |           |                         |                      |
| Administrative Specialist                  | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Communications Aide                        | 0.23      | 0.71      | 0.96      | 1         | 0                       | 1                    |
| Water Services Director                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Water Services Management Analyst          | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Water Services Operations Section Director | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total                                      | 5.23      | 5.71      | 5.96      | 6         | 0                       | 6                    |
| <b>Water Production</b>                    |           |           |           |           |                         |                      |
| Maintenance Worker (Temp)                  | 0.23      | 0.23      | 0.23      | 0.23      | 0                       | 0.23                 |
| MSW Operations                             | 4         | 4         | 4         | 0         | 0                       | 0                    |
| MSW Maintenance                            | 2         | 2         | 2         | 0         | 0                       | 0                    |
| Water Services Manager                     | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Water Services Operator                    | 0         | 0         | 0         | 6         | 0                       | 6                    |
| Water Services Supervisor                  | 3         | 2         | 2         | 2         | 0                       | 2                    |
| Water Services SCADA Administrator         | 1         | 0         | 0         | 0         | 0                       | 0                    |
| Total                                      | 11.23     | 9.23      | 9.23      | 9.23      | 0                       | 9.23                 |
| <b>Water Distribution</b>                  |           |           |           |           |                         |                      |
| MSW - Water Services Tech                  | 14        | 14        | 14        | 0         | 0                       | 0                    |
| Water Services Operator                    | 0         | 0         | 0         | 14        | 0                       | 14                   |
| Water Services Supervisor                  | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Water/Sewer Utility Locator                | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total                                      | 16        | 16        | 16        | 16        | 0                       | 16                   |
| <b>Water Resource Management</b>           |           |           |           |           |                         |                      |
| Water Conservation Enforcement Aide (Temp) | 1         | 1         | 1.49      | 1.49      | 0                       | 1.49                 |
| Water Conservation Specialist              | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Water Resources Technician (Temp)          | 0         | 0.48      | 0.48      | 0.48      | 0                       | 0.48                 |

**City of Flagstaff**  
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| Section                                      | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|--|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>Water Resource Management (Continued)</b> |           |           |           |           |                         |                      |
| Water Services Manager                       | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Water Services Program Manager               | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total  | 4         | 4.48      | 4.97      | 4.97      | 0                       | 4.97                 |
| <b>Water Services Engineering</b>            |           |           |           |           |                         |                      |
| Water Services GIS Specialist                | 1         | 1         | 0         | 0         | 0                       | 0                    |
| IT Administrator                             | 1         | 0         | 0         | 0         | 0                       | 0                    |
| Project Manager                              | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Water Services Engineering Manager           | 1         | 1         | 0         | 0         | 0                       | 0                    |
| Water Services Engineering Director          | 0         | 0         | 1         | 1         | 0                       | 1                    |
| Water Services Plan Reviewer                 | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total  | 5         | 4         | 3         | 3         | 0                       | 3                    |
| <b>Regulatory Compliance</b>                 |           |           |           |           |                         |                      |
| Industrial Pretreat Inspector                | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Industrial Pretreat Supervisor               | 1         | 1         | 1         | 1         | 0                       | 1                    |
| MSW - Laboratory                             | 3         | 3         | 3         | 0         | 0                       | 0                    |
| Water Services Manager                       | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Water Services Operator                      | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Water Services Supervisor                    | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Total  | 9         | 9         | 9         | 9         | 0                       | 9                    |
| <b>SCADA Information Systems</b>             |           |           |           |           |                         |                      |
| Operation Technology Systems Specialist      | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Water Services IS Administrator              | 0         | 2         | 1         | 1         | 0                       | 1                    |
| Water Services Analyst                       | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Water Services GIS Specialist                | 0         | 0         | 1         | 1         | 0                       | 1                    |
| Water Services Manager                       | 0         | 0         | 1         | 1         | 0                       | 1                    |
| Water Services Supervisor                    | 0         | 2         | 3         | 0         | 0                       | 0                    |
| Total  | 0         | 4         | 6         | 6         | 1                       | 7                    |
| <b>Wastewater Treatment</b>                  |           |           |           |           |                         |                      |
| MSW - Maintenance                            | 2         | 2         | 0         | 0         | 0                       | 0                    |
| MSW - Operations                             | 5         | 4         | 4         | 0         | 0                       | 0                    |
| Water Services Manager                       | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Water Services Operator                      | 0         | 0         | 0         | 4         | 1                       | 5                    |
| Water Services Supervisor                    | 3         | 3         | 2         | 2         | 0                       | 2                    |
| Total  | 11        | 10        | 7         | 7         | 1                       | 8                    |
| <b>Wastewater Collection</b>                 |           |           |           |           |                         |                      |
| MSW- Water Services Technician               | 8         | 8         | 8         | 0         | 0                       | 0                    |
| Water Services Operator                      | 0         | 0         | 0         | 10        | 0                       | 10                   |
| Water Services Supervisor                    | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Total  | 9         | 9         | 9         | 11        | 0                       | 11                   |
| <b>Reclaimed Water</b>                       |           |           |           |           |                         |                      |
| MSW - Operations                             | 1         | 1         | 1         | 0         | 0                       | 0                    |
| MSW - Maintenance                            | 1         | 1         | 3         | 0         | 0                       | 0                    |
| Water Services Operator                      | 0         | 0         | 0         | 4         | 0                       | 4                    |
| Water Services Supervisor                    | 1         | 1         | 2         | 2         | 0                       | 2                    |
| Total  | 3         | 3         | 6         | 6         | 0                       | 6                    |
| <b>Stormwater</b>                            |           |           |           |           |                         |                      |
| Intern                                       | 0.5       | 0         | 0         | 0         | 0                       | 0                    |

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| Section   | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|---|-----------|-----------|-----------|-----------|-------------------------|----------------------|
| <b>Stormwater (Continued)</b>                   |           |           |           |           |                         |                      |
| MSW- Water Services Technician                  | 0         | 0         | 2         | 0         | 0                       | 0                    |
| Project Manager                                 | 3         | 3         | 3         | 1         | 0                       | 1                    |
| Project Manager Senior                          | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Water Services Manager                          | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Watershed Specialist                            | 1         | 1         | 1         | 0         | 0                       | 0                    |
| Total   | 5.5       | 5         | 7         | 5         | 0                       | 5                    |
| <b>Engineering</b>                              |           |           |           |           |                         |                      |
| Administrative Specialist                       | 1         | 1         | 1         | 1         | 0                       | 1                    |
| City Engineer                                   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Construction Inspector                          | 4         | 5         | 5         | 5         | 0                       | 5                    |
| Construction Manager                            | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Development Engineer                            | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Engineering Specialist                          | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Intern  | 0.5       | 0         | 0         | 0         | 0                       | 0                    |
| Project Manager                                 | 8         | 8         | 9         | 2         | 0                       | 2                    |
| Project Manager Senior                          | 0         | 0         | 0         | 2         | 0                       | 2                    |
| Senior Construction Inspector                   | 1         | 0         | 0         | 0         | 0                       | 0                    |
| Traffic Engineer                                | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Transportation Engineer Associate               | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Transportation Engineer Senior                  | 0         | 0         | 0         | 2         | 0                       | 2                    |
| Transportation Planner                          | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Transportation Planner Senior                   | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Transportation Technician (Temp)                | 0         | 0         | 0         | 0.48      | 0                       | 0.48                 |
| Total   | 19.5      | 19        | 20        | 20.48     | 0                       | 20.48                |
| <b>Capital Improvements</b>                     |           |           |           |           |                         |                      |
| Capital Improvements Engineer                   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Project Manager                                 | 8         | 8         | 8         | 3         | 0                       | 3                    |
| Project Manager Senior                          | 0         | 0         | 0         | 3         | 0                       | 3                    |
| Project Manager Senior Lead                     | 0         | 0         | 0         | 2         | 0                       | 2                    |
| Total   | 9         | 9         | 9         | 9         | 0                       | 9                    |
| <b>Parks</b>                                    |           |           |           |           |                         |                      |
| Parks Maintenance Worker                        | 22        | 22        | 22        | 12        | 0                       | 12                   |
| Parks Maintenance Worker (Temp)                 | 7.67      | 7.67      | 7.67      | 7.67      | 0                       | 7.67                 |
| Parks Technician                                | 0         | 0         | 0         | 10        | 0                       | 10                   |
| Parks Manager                                   | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Parks Supervisor                                | 4         | 4         | 4         | 4         | 0                       | 4                    |
| Total   | 34.67     | 34.67     | 34.67     | 34.67     | 0                       | 34.67                |
| <b>Recreation</b>                               |           |           |           |           |                         |                      |
| Administrative Specialist                       | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Head Lifeguard                                  | 2         | 2         | 2         | 2         | 0                       | 2                    |
| Intern  | 0.25      | 0         | 0         | 0         | 0                       | 0                    |
| Parks and Recreation Director                   | 0         | 0         | 0         | 0         | 1                       | 1                    |
| Parks, Recreation, Open Space & Events Director | 0         | 0         | 0         | 1         | 0                       | 1                    |
| Public Works Section Director                   | 1         | 1         | 1         | 0         | 0                       | 0                    |
| Recreation Coordinator                          | 9         | 9         | 9         | 0         | 0                       | 0                    |
| Recreation Coordinator I                        | 0         | 0         | 0         | 5         | 0                       | 5                    |
| Recreation Coordinator II                       | 0         | 0         | 0         | 4         | 0                       | 4                    |
| Recreation Manager                              | 1         | 1         | 1         | 1         | 0                       | 1                    |
| Recreation Program Assistant                    | 0.5       | 0.5       | 0.5       | 0.5       | 0                       | 0.5                  |
| Recreation Supervisor                           | 5         | 5         | 5         | 5         | 0                       | 5                    |

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

| Section                                      | 2018-2019     | 2019-2020     | 2020-2021     | 2021-2022     | Add/Delete<br>2022-2023 | Adopted<br>2022-2023 |
|--|---------------|---------------|---------------|---------------|-------------------------|----------------------|
| <b>Recreation (Continued)</b>                |               |               |               |               |                         |                      |
| Recreation Temporaries                       | 39.08         | 38.68         | 38.68         | 38.68         | (0.63)                  | 38.05                |
| Total  | 59.83         | 59.18         | 59.18         | 59.18         | 0.37                    | 59.55                |
| <b>Open Space</b>                            |               |               |               |               |                         |                      |
| Open Space Coordinator                       | 0             | 0             | 0             | 0             | 1                       | 1                    |
| Open Space Specialist                        | 0             | 0             | 1             | 1             | (1)                     | 0                    |
| Open Space Supervisor                        | 0             | 0             | 0             | 0             | 1                       | 1                    |
| Total  | 0             | 0             | 1             | 1             | 1                       | 2                    |
| <b>Sustainability</b>                        |               |               |               |               |                         |                      |
| Administrative Assistant                     | 0             | 0             | 1             | 0             | 0                       | 0                    |
| Climate and Energy Analyst                   | 0             | 0             | 0             | 1             | 0                       | 1                    |
| Climate and Energy Coordinator               | 0             | 1             | 1             | 0             | 0                       | 0                    |
| Climate Engagement Coordinator               | 0             | 0.49          | 0.49          | 1             | 0                       | 1                    |
| Climate Program Manager                      | 0             | 0             | 0             | 1             | 0                       | 1                    |
| Environmental Program Manager                | 1             | 0             | 0             | 0             | 0                       | 0                    |
| Environmental Technician                     | 1             | 0             | 0             | 0             | 0                       | 0                    |
| Open Space Specialist                        | 1             | 1             | 0             | 0             | 0                       | 0                    |
| Public Works Section Director                | 1             | 0             | 0             | 0             | 0                       | 0                    |
| Resilience Analyst                           | 0             | 0             | 0             | 0             | 1                       | 1                    |
| Sustainability Coordinator                   | 0             | 0             | 0             | 1             | 0                       | 1                    |
| Sustainability Director                      | 0             | 1             | 1             | 1             | 0                       | 1                    |
| Sustainability Manager                       | 1             | 0             | 0             | 0             | 0                       | 0                    |
| Sustainability Specialist                    | 2             | 2             | 2             | 1             | 0                       | 1                    |
| Volunteer and Event Coordinator              | 1             | 1             | 1             | 1             | 0                       | 1                    |
| Waste Reduction and Food Systems Coordinator | 0             | 1             | 1             | 1             | 0                       | 1                    |
| Zero Waste Coordinator                       | 1             | 0             | 0             | 0             | 0                       | 0                    |
| Total  | 9             | 7.49          | 7.49          | 8             | 1                       | 9                    |
| <b>Grand Total</b>                           | <b>880.87</b> | <b>888.11</b> | <b>893.25</b> | <b>920.26</b> | <b>10.9</b>             | <b>931.13</b>        |

**From:** [wendy.white@swcej.org](mailto:wendy.white@swcej.org)  
**To:** [Shannon Anderson](#)  
**Subject:** CATs Mobile Outreach Bus  
**Date:** Thursday, December 9, 2021 8:35:36 PM

---

You don't often get email from [wendy.white@swcej.org](mailto:wendy.white@swcej.org). [Learn why this is important](#)

Shannon,

This is a follow up to our conversation about the Community Assistance Teams of Flagstaff mobile outreach/day drop in bus and our request for collaboration with the City to operate it.

The bus is a 40' Blue Bird school bus which will be equipped with one bathroom that includes one handwashing sink, one toilet and one shower. The plumbing will be set up as an RV and self contained. We will have a generator and solar panels as well as a connection for outside electrical source (ie: an RV extension cord) The gas mileage is about 9 miles per gallon so we would like to keep drive distance to a minimum. We anticipate parking the bus at different locations around the city on different days based on a schedule to be developed.

### **Water and Waste**

**Fresh Water:** The bus will be equipped with a 200 gallon fresh water tank. We expect to be able to provide up to 20 showers per day and will need a source to fill the tank daily.

**Grey Water:** The bus will be equipped with 140 gallon grey water tank. We would like to be able to dispose of grey water (from the shower and the bathroom sink) directly into the storm drains. In San Francisco, and other cities, other non-profit street shower buses are allowed to do this. If not, we will need to dispose of the grey water through an RV or other waste dump station.

**Black Waste:** The bus will be equipped with a 42 gallon black waste tank. We are not sure whether it will need to be dumped daily or every couple of days. In either event we will need an RV type waste dump to dispose of it that has hose water near by to flush and clean.

### **Parking**

There are two different parking needs. One will be overnight parking when the bus is not in use. The old public works yard would be convenient and has plenty of space. In order to prevent the plumbing from freezing in the winter months we would like to be able to connect to an external electrical power source to run a small heater overnight so will need parking that is close to a wall outlet and permission to use it. While we are installing the plumbing system to reduce the chance of freezing and will be draining the tanks at the end of the day, being able to keep the bus heated at above freezing temperatures will be important to our success. If there is some other parking location in town that can accommodate the bus overnight we are not set on the public works yard-that just seemed like a logical place.

**Day time-** The plan is to park at different locations on different days around the city. The Murdoch Center has asked us to park there on one or two days a week. Although their parking lot is big enough to park the bus it may be easier to park on the street (Brannen) in front of the center rather than getting into their tight parking lot. The street in front is paid parking and we ask for a waiver of the fees to park there. We are searching for other locations to park that a 40' bus can access and where it will not impede traffic or be considered a hazard or nuisance. We may need to request permission to park at other locations and will advise you if we want to park along a public street.

### **Operational Funding**

We estimate that our minimum operational costs will be about \$75,000, almost all of that would be payroll to

hire one full time manager/supervisor and to pay a stipend to a person or persons to drive the bus to and from its off duty location to its operational location. We are working with the NAU Social Work department to establish a volunteer internship program and will use community volunteers to staff the bus. The bus will be CATs mobile office as well so there will be no rental costs. Non payroll costs include DMV registration, automobile and commercial, cleaning supplies, hygiene supplies, laundry fuel, propane, dump fees, virtual phone number, website, repairs and maintenance, and miscellaneous supplies. Non payroll related costs are estimated to be \$15,000 and payroll would make up the rest.

We intend to start serving the public in January which means that we will need approximately \$37,500 to operate through the end of the City's 2022 fiscal year. We would like to ask that the City contribute up to \$37,000 in this fiscal year from discretionary funds and additional funding for the next fiscal year. We will also seeking be funding from Coconino County and elsewhere, including public donations.

**Non-profit status-** We are incorporated as an Arizona not for profit corporation. We applied for 501(c)(3) recognition in September 2021. It takes the IRS 180 days to process non-profit applications so we will not hear back until mid-March. In the meantime we do have a fiscal sponsor that is a recognized 501(c)(3) if that is necessary for our requests.

**Our Board of Directors-**At the moment, our board of directors consists of myself, Darrell Marks and Professor Amber Abila, LCSW(NAU Department of Social Work). We do have Bylaws and are actively seeking other Board members. As you are likely aware, I am an attorney and was the founder of Flagstaff Shelter Services as well as the first Coconino Criminal Justice Coordinating Council coordinator. Darrell is an Indigenous activist who is intimately connected to the Indigenous communities in Flagstaff and on the Navajo reservation and works full time as the Indigenous student advisor at Flagstaff High School. Professor Abila previously worked at the Guidance Center and for Terros and will be our volunteer coordinator and trainer. She is an Assistant Clinical Professor at NAU and the faculty advisor for the NAU Social Work Club. We recognize the challenges of our undertaking but are committed to providing a holistic, non-judgmental service to unsheltered and in crisis Flagstaff residents and visitors by meeting them where they are-on the streets of Flagstaff.

Please let me know what the next steps are to obtain the collaboration of the City.

Sincerely,

Wendy White,  
Community Assistance Teams of Flagstaff  
928-699-1786 (personal cell phone)  
[www.cats-of-flagstaff.org](http://www.cats-of-flagstaff.org)



## HIGH COUNTRY HUMANE

Operated by Paw Placement of No. Arizona  
A non-profit, 501(c)(3) organization  
Tax ID # 45-2912962  
11665 N. Highway 89 • Flagstaff, AZ 86004  
928-526-0742  
[www.HighCountryHumane.org](http://www.HighCountryHumane.org)

January 21, 2022

Liz Olson  
Executive Director

### Board of Directors

Kenneth R. Lamm, Chairman of the Board  
Mindy Riesenber, Co-Chair  
Liz Bohlke, Treasurer  
Mandy Metzger, Secretary  
Diane Jarvis, President Emerita/Director  
Dr. Toni Barnes, Director  
Brenda Carter, Director  
Becky Daggett, Director  
Joanne Keene, Director  
Kimberly Ott, Director  
Sam Wheeler, Director

### Advisory Committee

Bonnie Baker  
Cheryl Blume  
Dr. Cheryl Dyer  
Rich Gottschammer  
Shannon Gottschammer  
Winnie Hanseth  
Moran Henn  
Mark Lamberson  
Mike Loven  
Cindy May  
Dr. Loretta Mayer  
Molly Munger  
Steve Peru  
Pamela Tharp

Mr. Greg Clifton  
City Manager  
City of Flagstaff  
219 East Cherry Ave.  
Flagstaff, AZ 86001

Dear Mr. Clifton,

Happy and Prosperous New Year! It has been a pleasure to partner with you. Thank you for your trust in us and support in 2021. We are looking forward to a new year filled with new opportunities and continued success at High Country Humane.

I would like to provide you with a summary of our year in review. We, as a team, are proud to share this information with you in celebration of disease treatment, the many lives saved, and dedication to the mission of serving the pets and community members of the City of Flagstaff and Coconino County at High Country Humane.

### Shelter Statistics: 2021 (contracted services)

#### **Intakes: 3533**

These animals came through the shelter as a stray, owner surrender, hospital hold, arrest hold, bite quarantine or other. This is a 21% increase over the previous year by 609 animals.

#### **Adoptions: 2,310**

This was an 11% increase over last year with adoption fees ranging from \$0 - \$250 per animal. Included in each adoption fee is a basic intake exam, core vaccines, de-wormer, spay/neuter, microchip & free registration, medical care if needed and housing at HCH.

#### **Live Release Rate: 97.8%**

Live Release or placement is defined as the number of all pets who are adopted, rescued, transferred to another shelter or returned to their owners after being lost. The national average is 35%.

#### **Length of Stay: Dogs 15 Days, Cats 26 Days**

Length of stay (LOS) is increasingly recognized as a critical factor in shelter management, with implications for animal health, well-being, sheltering costs, and ultimately a shelter's capacity to save lives. Multiple studies have identified LOS as the most significant risk factor for illness in shelter dogs and cats.

**Capacity for Care: 145 Animals Onsite, 2,500 Animals Per Year**

Many times this year we were over capacity at HCH, taking in more than 1,000 animals over our limit before the end of 2021. Animals were being housed in bathrooms and other areas that were not designed for such housing. Our capacity for care is an ongoing discussion and how we can help reduce the number of homeless and unwanted animals in Coconino County as it seems this number continues to rise each year.

**Disease Treatment/Care: 1,410 Animals, 5,400 Treatments**

This number continues to rise each year along with the intake number. 1,410 animals were treated for 5,400 different diseases, some which are very contagious such as Parvo, Mange, Ringworm, and Upper Respiratory Disease.

**Foster: 597 Families & 1,454 Animals**

Pet fostering provides temporary care to shelter animals when the shelter is full, animals are too young/unhealthy to go up for adoption. Fostering also helps to reduce the number of animals onsite, which allows us to care for the animals onsite in a healthier and less stressful environment.

**Transfer: 465 Animals**

We have proactively transferred 465 animals out to other shelters, in and out of state. We continue to grow these partnerships that allow us to manage the occupancy at the shelter.

**Public Service: 2021 (funded by donations, grants, and private partnerships)**

**Vaccine Clinic: 1,090 Animals**

We host a vaccine clinic at the shelter twice per month, offering over 60 pets, at each clinic, low cost vaccines and microchips.

**Food Bank: 3,136 Animals & 475 Families**

We provide cat and dog food at a monthly food bank and throughout the month as needed for low income members of our community.

**Low Cost Vet Appointments: 1,054 Clients**

In 2021 we saw over 1,000 pets and their families when they could not afford vet care at local veterinary offices. Low cost care is provided to families to help them keep and care for their pets, versus having to surrender them to the shelter.

**Public Spay/Neuter: 690 Surgeries**

We were unable to keep the Public Low Cost Spay & Neuter clinic open and have had to close it during various times due to the high occupancy onsite. We are seeing over 90 shelter spay & neuter surgeries a week with one veterinarian on staff, Dr. Carly Bennett. With that in mind, we were still able to perform 690 public spay & neuter surgeries to low income families in Coconino County.

We remain committed in our fundraising efforts. In 2021 we were able to raise over \$610,000 through grants and donations.

Going into 2022 we are committed to find ways to mitigate the trend of an increasing number of animals coming into the shelter. Below is an outline of our plan in 2022 to address these challenges.

- ◆ Hiring a second Veterinarian and supporting staff to allow us to keep the public clinic opened year round. This will get more animals spayed/ neutered to decrease the population.
- ◆ Continue to increase our transfer partners in and out of state. We have been accepted into the ASPCA transfer program which will start this spring and we will be able to transfer out animals on a more consistently to shelters out-of-state without utilizing shelter resources.
- ◆ Continue to seek ways, working with the County, to determine how we might renovate the building to increase the capacity as well as provide an area for disease control which would include an isolation ward.

Going into our 4th year we have learned a lot and have gathered solid data to make informed decisions. We are so grateful to the community and all our partners that support us in so many ways. If you would like to come by for a tour I would love to take you! I am available at your convenience to set that up. My email and personal cell phone are listed below.

Thank you again for your support and encouragement in 2021, we are looking forward to a wonderful 2022 together.

Sincerely,



Liz Olson  
Executive Director  
High Country Humane  
928-526-0742  
lolson@highcountryhumane.org





## HIGH COUNTRY HUMANE

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January 29, 2022

Liz Olson  
Executive Director

Mr. Greg Clifton  
City Manager  
City of Flagstaff  
211 W Aspen Ave.  
Flagstaff, AZ 86001

### Board of Directors

Kenneth R. Lamm,  
Board Chair  
Mindy Riesenber, Vice-Chair  
Liz Bohlke, Treasurer  
Mandy Metzger, Secretary  
Diane Jarvis,  
President Emerita/Director  
Ali Applin, Director  
Brenda Carter, Director  
Becky Daggett, Director  
Joanne Keene, Director  
Brian Landauer, Director  
Kimberly Ott, Director  
Kelly Teeselink, Director  
Sam Wheeler, Director

Mr. Steve Peru  
County Manager  
Coconino County  
110 E Cherry Ave.  
Flagstaff, AZ 86001

Dear Mr. Clifton and Mr. Peru,

This letter is a follow-up to our previous discussions regarding High Country Humane's (HCH) additional funding request and contract extension. We are asking a total yearly increase of \$590,000 beginning fiscal year 2023.

The Board of Directors of High Country Humane could not be prouder of what we have accomplished together in the past three years. We are especially appreciative to Coconino County and the City of Flagstaff for their unwavering support during these initial three years.

### Advisory Committee

Dr. Toni Barnes  
Cheryl Blume  
Dr. Cheryl Dyer  
Winnie Hanseth  
Mark Lamberson  
Mike Loven  
Cindy May  
Dr. Loretta Mayer  
Molly Munger  
Pamela Tharp

The response from our County and City communities to volunteer at the shelter doing laundry, walking dogs, feeding kittens, landscaping and fostering (over 597 fosters in 2021) has been beyond all of our expectations. The 2021 data includes 3,553 intakes (strays and owner surrenders) as per the contract. In addition to support services of 1,090 vaccines, 1,054 low cost HCH veterinarian appointments, 690 public spay/neuter procedures, 317 trap neuter return (TNR), we distributed dog/cat food to 475 families for a total of 7,179 community contacts. This is truly an unprecedented number of interactions during this COVID crisis.

Given this, several times in the past few years we have had to reach out to you, our partners, for assistance. We had no idea that diseases, that

impact the health and safety of our communities were so prominent and would require greater resources than those provided for in the contract. The community, thankfully, has responded with significant financial contributions that have helped to fund the shortfall.

There is a critical need to address over-population and disease control in our communities by expanding our low-cost vet clinic and hiring an additional veterinarian and support staff. This will allow us to have continual low-cost vaccine and spay/neuter services available.

In addition, we are working on a draft ten (10) year strategic plan which envisions renovating the facility and adding a disease-control isolation intake wing. We anticipate the renovation and acquisition will require a capital campaign and would be phased in over time. We look forward to future conversations about the facility and program expansion. In the meantime, we will continue to raise funding with a goal of \$1 million per year.

We hope the County and City see the value and commitment of HCH and the positive impacts we have had on animals and citizens of our communities. We look forward to meeting with you to discuss HCH's additional funding request and proposed contract extension.

Sincerely,



Ken Lamm  
Board Chair  
High Country Humane  
928-779-7296  
[lammfcb@gmail.com](mailto:lammfcb@gmail.com)

cc:  
Kim Musselman  
Eve Wolters  
Patrick Brown  
Mandy Metzger  
Sam Wheeler  
Liz Bohlke

## Rick Tadder

---

**Subject:** RE: Flagstaff Trails Initiative funding

**From:** Debbie McMahon

**Sent:** Wednesday, April 13, 2022 1:06 PM

**To:** Mayor and Council <[council@flagstaffaz.gov](mailto:council@flagstaffaz.gov)>

**Subject:** Flagstaff Trails Initiative funding

April 13, 2022

Council Members,

I would like to reach out to you as the President of the Board of the [Flagstaff Trails Initiative](#) (FTI) to request the city to continue it's partnership with our non-profit organization.

The Flagstaff Trails Initiative, with other partners and organizations, created, through public process, the [Flagstaff Regional Trails Strategy](#) which was endorsed by Flagstaff City council in 2019. In late 2021, the council donated \$7,500 of funds for FY 2021 to FTI to assist the non-profit in developing and implementing the FRTS. FTI has come a long way since our presentation, here are some examples:

- Creation of a 7 member Board of Directors
- Achieved 501c3 tax status
- Organizing and coordinating a quarterly Regional Trails Coordination meeting, with partners both governmental and non-governmental involved in trails in the Flagstaff area. May 18, 2022 will be the first the first such meeting since 2020.
- Updated FTI website
  - Now includes a resource page for visitors to town
  - Links to volunteer opportunities with Flagstaff Biking Organization (FBO), US Forest Service (USFS) and the City of Flagstaff
  - Have a Facebook page with links to FBO, USFS
- Received a \$9,000 SEE grant from Arizona State Parks to...
  - Print trail etiquette signage for trailheads in the area
  - Establish a Trail Academy curriculum and volunteer events to help with backlogged trail maintenance needs
  - Will be hosting two Trail Academy events for students 13-17 year of age, one in May and one in June, 2022.
- Partnership with Discover Flagstaff to develop a cohesive image and marketing campaign for trails and trail tourism in Flagstaff.

FTI is reaching out to the City Council to ask for your continued support of taking Flagstaff's trail system from good to extraordinary. We hope the City can maintain its current level of support with a \$5,000 - \$10,000 donation to the organization.

Thank you for your time and service. If you have any questions, please reach out to me via phone or e-mail.

Regards

*Debbie McMahon*

Flagstaff Trails Initiative

928-707-0610

[Flagdebbie1952@gmail.com](mailto:Flagdebbie1952@gmail.com)



To the City of Flagstaff Councilmembers,

We are grateful for the support of providing the seed money for Elevate PreK, an initiative created from through the collaborative action of LAUNCH Flagstaff as a shared strategy for improving quality and access to high quality early learning experiences for children.

As we near the completion of year one of the pilot program, we are beginning to set out on meeting our third goal of identifying a sustainable funding pathway to ensure all four-year-olds have access to high quality early learning, so that the community as a whole can benefit from this program. After consulting with other Arizona cities who have similar initiatives, as well as other models across the nation, we will be hiring a consultant to form a coalition with a local committee of stakeholders who can provide input on goals and outcomes desired, influence program-design, and complete a cost-model analysis to determine a funding goal.

We are asking the city to be a contributor to this work, knowing that having a comprehensive plan will benefit the city in making decisions about supporting children and families. We are requesting the city to invest \$25,000 towards this two-year project in conjunction with funds from the Wharton Foundation and Coconino County. Our leveraged resources will allow us to have a greater impact on building a program that provides the social and economic supports needed to benefit Flagstaff's future.

I look forward to hearing back from the city about our continued partnership.

With thanks,

A handwritten signature in black ink, appearing to read "Rebecca Cirzan".

Rebecca Cirzan

Elevate PreK Coordinator, Candelen





1400 W Mars Hill Rd, Flagstaff, AZ 86001-4499 | USA  
lowell.edu | 928.774.3358

April 18, 2022

Mr. Greg Clifton, Manager  
City of Flagstaff  
211 W. Aspen  
Flagstaff, AZ 86001

Dear Greg,

We broke ground for the Kemper and Ethel Marley Foundation Astronomy Discovery Center on June 26, 2021. We have raised \$33.5 million for this 40,000 square foot facility. Due to pandemic supply issues, our construction costs have increased far beyond the original \$38 million budget. We expect the budget to escalate closer to \$50 - \$52 million.

Key features that will make this a world-class astronomy destination include:

- The Universe Theater, an immersive experience that combines elements of IMAX and planetaria with innovative LED screen technology;
- The Dark Sky Planetarium, open to northern Arizona's famously dark night skies;
- Interactive astronomy exhibits in two galleries: the Curiosity Zone for children ages 1 - 8 and an astronomy gallery for ages 9 - 99.

Senator Wendy Rogers and Representative Walt Blackman both approached us last year with offers to help get State ARPA funds to complete the project. To make a long story short, SB1029, which is a request for \$19.6M from ARPA funds to completely wrap up the project, is now in the State "budget box." Gov. Ducey will ultimately have to approve and sign the request, since authority to distribute ARPA funds rests with him.

The governor's staff, some senators, and Debbie Johnson at AOT have *all* advised us it will be a great help in budget negotiations if we can show local support for the project. To that end, we are asking the City of Flagstaff for \$50,000 toward the Astronomy Discovery Center.

Our vision is for Lowell Observatory to be the premier public astronomy destination in the world. Thank you for helping us achieve this goal.

Sincerely,

Jeffrey Hall  
Executive Director

# Division Impacts to Key Community Priorities:

## CITY MANAGER:

### High Performing Governance

- Hired and onboarded the City Clerk Administrative Specialist to improve workflow and operations
- Successfully completed the third year of Priority Based Budgeting, utilizing the new PBB Budgeter tool to incorporate new budget requests into the PBB process
- In collaboration with the Clerk's office, Carbon Neutrality Plan information is now incorporated into the Staff Summary template, improving transparency and data tracking
- Brought forward a major Regional Plan Amendment to align the Flagstaff Regional Plan with the Carbon Neutrality Plan
- Flagstaff was recognized as an A-List City by the CDP, an international non-profit, for its commitment to and work on climate action



### Safe & Healthy Community

- Created numerous communications products for residents impacted by Museum post-fire flooding, including a dedicated website, e-newsletters, and mailers
- Co-hosted with Stormwater three pre-monsoon and post-monsoon debris clean-up events in Flagstaff watersheds
- Organized Make a Difference Day in collaboration with Stormwater, Open Space, and Coconino County to help those impacted in the Museum Fire flooding area by removing debris on properties
- Partnered with the Flagstaff Police Department and Hazardous Products Center to host two Drop-off Days. The event diverted 19,000 pounds of e-waste, medical waste, paper shredding, and hazardous items from the landfill

### Inclusive & Engaged Community

- Hired and onboarded a Community Engagement Specialist who is dedicated to increasing the City's presence on social media, improve our website and produce high-quality videos
- Expanded the City's social media presence to Instagram and NextDoor to reach a broader audience
- Created communication outputs including videos, print and online ads to increase awareness of the Citizen Bond Committee

- Continued to refine and improve the City’s platform to host hybrid Council meetings, allowing for both in person and online public participation
- Developed Climate Advisory Groups (Youth, Business, and Equity) to bring local voices into climate action and decision-making
- Distributed \$50,000 in Neighborhood Sustainability Grants to eleven community projects focusing on either climate action, food systems, waste reduction, building energy, public health, or transportation
- Hosted Climate Ambassadors trainings workshops to provide the knowledge, tools, and resources to discuss climate change and inspire action in the community
- Trained 15 community members to be Flagstaff Sustainability Leaders during an 8-week intensive course; participants learned about climate engagement, electrification, land use planning, and other sustainability topics

### **Sustainable, Innovative Infrastructure**

- Worked with the City’s lobbyist to secure millions of dollars in federal funding for sustainable infrastructure, including flood mitigation, bike and pedestrian projects and much-needed equipment
- The Residential Food Scraps Drop-off pilot diverted 15,000 pounds of food waste from the landfill. In total, 388 households participated in the program
- Secured a \$100,000 grant from MetroPlan for training and tool development to support Flagstaff’s transportation transformation, incorporating greenhouse gasses and new strategies into transportation planning and engineering (trainings are scheduled for May 3<sup>rd</sup> and 4<sup>th</sup>)
- Completed a formal Request for Proposals and selected Noresco as the Energy Services Company to conduct energy conservation audits of all municipal facilities; initial site audits have concluded, recommended energy conservation measures will be presented for consideration, and if approved financing will be secured to implement measures

### **Livable Community**

- Created communications products to highlight the work of the Neighborhood Liaison, including a high-quality video and an online training module for students living off campus
- Facilitated the Indigenous Commission in creating a Land Acknowledgement that is now read at the beginning of all City Council meetings
- Rented 92% of the community garden plots at Bonito, Isabel, and Southside community gardens. Engaged 133 gardeners and hosted 18 volunteer events
- Coordinated clean-up efforts of 111 miles of trails and avenues, with more than 1,200 volunteers donating 1,500 hours of their time and collecting over 900 bags of trash and recycling
- Led six Home Energy Efficiency Workshops for community members. Attendees were provided with supplies to make their homes more energy and water-efficient

- Hosted two Fix-it Clinics where volunteers fixed items such as lamps, toaster ovens, clothing, and bikes for free, saving 789 pounds of waste from the landfill

### **Environmental Stewardship**

- Completed a second year as a signatory of the Mayor's Monarch Pledge; the actions taken to help save the monarch butterfly this year have been centered around the implementation of a sustainably built greenhouse to assist with the propagation and growth of several species of pollinator-friendly plants including milkweed, hundreds of plants were implemented this past spring throughout City parks with the help of Parks staff

### **Resilient and Robust Economy**

- Distributed all Energy Rebate Funds for FY 2021-2022; added rebates for electric heat pumps and wood stoves to this year's eligible upgrades and began providing an Income Qualified Rebate Supplement for lower-income households
- Hosted Flagstaff's first Ride and Drive Electric Car Guest Drive event with APS; participants could drive an electric vehicle without the pressure to purchase and the event resulted in 198 test drives
- Partnered with Economic Vitality and Moonshot to host the Moonshot Innovate Waste and Carbon Neutrality Challenge

## **HUMAN RESOURCES:**

### **High Performing Governance**

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

- Track check-ins between employee and leader throughout the year
- Learning and Development
  - NeoGov LEARN platform
    - Support career enrichment and development
    - Compliance training
- Tuition Assistance
- Compensation
  - Competitive compensation structure and philosophy
  - Market benchmarks pay ranges
  - Key organizational priority
  - Technology
  - Enhance services, access to information and efficiency
  - NeoGov Suite

## **INFORMATION TECHNOLOGY:**

### **High Performing Governance**

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

## **CITY ATTORNEY'S OFFICE:**

### **High Performing Governance**

- Draft, negotiate, and/or review all City contracts, deeds, easements, leases, etc., for approval
- Assist with public records requests and records production
- Provide legal advice to City staff, City Council, and boards and commissions
- Assist divisions in drafting new ordinances and administrative policies, as well as revising and amending existing ordinances and policies

- Negotiate, mediate, and litigate in-house when able, and as required, any claims and litigation by or against the City of Flagstaff (may be in conjunction with outside counsel)
- Represent City in Section 1983 claims/litigation in-house when able (may be in conjunction with outside counsel)

### **Safe & Healthy Community**

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

## **MUNICIPAL COURT:**

### **High Performing Governance**

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

## **MANAGEMENT SERVICES:**

### **High Performing Governance and Environmental Stewardship**

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

### **High Performing Governance**

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

## **FIRE:**

### **Safe & Healthy Community**

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

### **High Performing Governance**

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

### **Inclusive & Engaged Community**

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

### **Environmental Stewardship**

- Approved new fee-based process to sustain the wildfire management section ongoing, funding for hazard tree removal, reorganized wildfire management to a more efficient (smaller) year-round configuration

## **POLICE:**

### **High Performing Governance**

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

### **Sustainable, Innovative Infrastructure**

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

### **Inclusive & Engaged Community**

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

## **COMMUNITY DEVELOPMENT:**

### **High Performing Governance**

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

### **Safe & Healthy Community**

- Building Safety and Code Compliance

### **Inclusive & Engaged Community**

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

### **Robust Resilient Economy**

- Land Availability and Suitability Assessment

### **Livable Community**

- Real Estate services
- Regional Plan update scenario planning
- Housing Emergency
- 10-year Housing Plan implementation
- Consultant review of codes, process, and fees

- Community Homebuyer Assistance Program (CHAP)
- Employer Assisted Housing (EAH)
- Affordable Housing Developer Incentives
- Flagstaff Housing Authority
  - Maintenance
  - Housing Assistance Payments and Vouchers

### **Environmental Stewardship**

- Dark Sky Specialist
- Implementation of Zoning and Building Codes

## **PUBLIC WORKS:**

### **Environmental Stewardship**

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

### **Sustainable, Innovative Infrastructure**

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

### **Safe & Healthy Community**

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

## **ECONOMIC VITALITY:**

### **Robust and Resilient Economy**

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

### **Sustainable, Innovative Infrastructure**

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

## **WATER SERVICES:**

### **High Performing Governance**

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

### **Safe and Healthy Community**

- Watershed investment and stormwater maintenance are added protections to community

### **Inclusive and Engaged Community**

- Strong water conservation ethic; communications program efforts

### **Sustainable, Innovative Infrastructure**

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

### **Environmental Stewardship**

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

## **ENGINEERING AND CAPITAL IMPROVEMENTS:**

### **High Performing Governance**

- Ensure well trained, team oriented staff
- Adhere to budget/program

- Consistent objective communication
- Records retention

### **Inclusive and Engaged Community**

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

### **Safe and Healthy Community**

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

### **Robust Resilient Economy**

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

### **Sustainable, Innovative Infrastructure**

- Operate 56 traffic signals and pedestrian actuated crossings
- Worked to identify and submit an Intelligent Traffic Systems grant
- Capital Projects Delivery
  - 419 & 420 Transportation projects
  - Replacement of aging infrastructure (water/sewer)
  - 6 projects in FY21-22

- 9 projects in FY22-23
- Continue facilitation of the capital planning process and five-year capital program to assure the most effective allocation of the City’s capital resources

**Environmental Stewardship**

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

**Livable Community**

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

**PARKS, RECREATION, & OPEN SPACE:**

**High Performing Governance**

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

**Safe and Healthy Community**

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

**Inclusive and Engaged Community**

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

#### **Sustainable, Innovative Infrastructure**

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

#### **Robust Resilient Economy**

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

#### **Livable Community**

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

#### **Environmental Stewardship**

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