



The  
**Budget Team**  
CITY OF FLAGSTAFF



# Budget Retreat

## April 25th & 26th, 2024



# 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 Overview
- Revenue Updates
- Investing in Employees
- Employee Advisory Committee
- New Budget Appropriations
- Capital Improvement Program
- External Funding Opportunities



# Agenda - Day 2

- Opening and Overview
- Key Community Priorities
- 5 Year Plan Outlook
- Council Parking Lot (Adds/Deletes) and Discussion

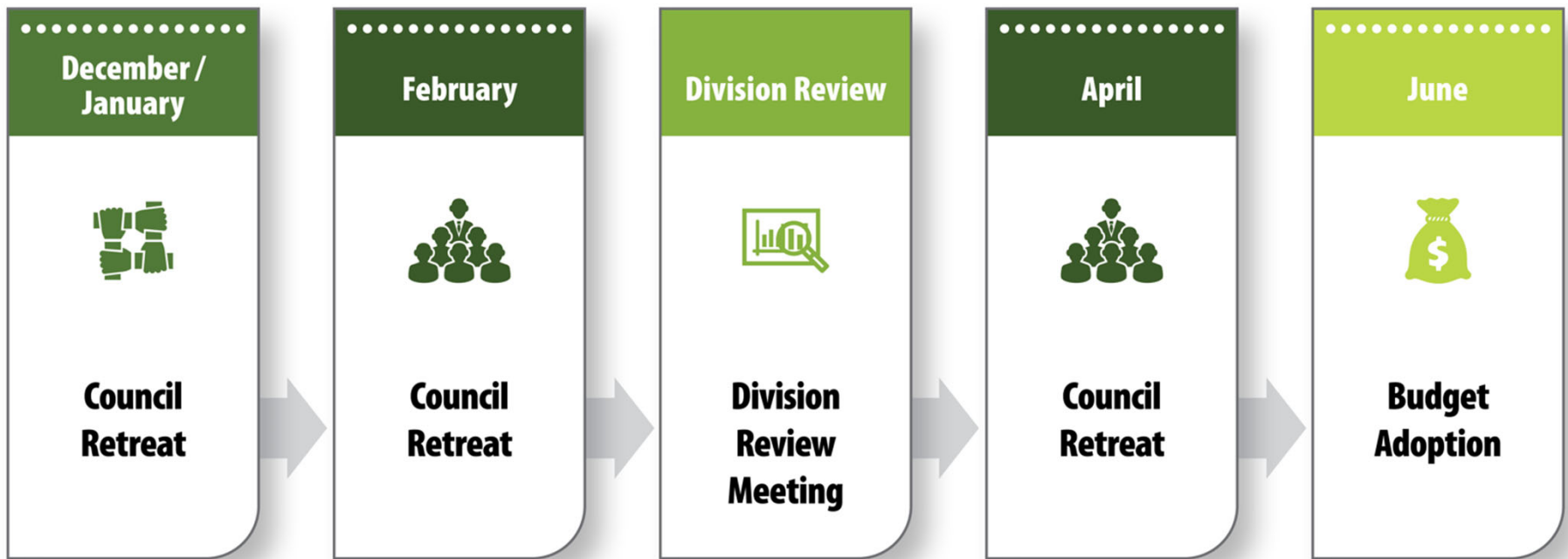


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# Budget Overview

# Budget Timeline





# Budget Approach

- ☺ Compensation and benefits
- ☺ Key Community Priorities and Objectives
- ☺ Basic services and operational needs
  - ☺ Transitioning more than 50% of prior year ongoing operational needs funded one-time to ongoing funded
- ☺ Infrastructure needs
- ☺ Carbon Neutrality Plan
- ☺ Housing 10-Year Plan

# 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:
  - » FUTA/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

# 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



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# Revenue Updates

# Revenue Update - General Fund



General Fund Sales Tax Revenues					
Category	FY 2023-24 Budget	FY 2023-24 February Est.	Estimate vs Budget	FY 2023-24 April Est.	Change from February
<b>Sales Taxes</b>					
Utilities	\$ 1,136,800	\$ 1,220,000	\$ 83,200	\$ 1,255,000	\$ 35,000
Telecommunications	127,400	170,000	42,600	180,000	10,000
Restaurant/Bars	3,724,000	3,960,000	236,000	3,980,000	20,000
Amusements	102,000	107,000	5,000	113,000	6,000
Commercial Rental	1,254,400	1,300,000	45,600	1,330,000	30,000
Personal Property Rental	872,200	870,000	(2,200)	870,000	-
Contracting	2,793,000	2,800,000	7,000	2,900,000	100,000
Retail	14,112,000	14,500,000	388,000	14,700,000	200,000
Marketplace Retail	1,136,800	1,190,000	53,200	1,190,000	-
Hotel/Motel/STR	2,048,200	2,160,000	111,800	2,150,000	(10,000)
Miscellaneous	100,900	107,500	6,600	102,000	(5,500)
Use Tax	1,979,600	1,100,000	(879,600)	1,100,000	-
<b>Sales Taxes Total</b>	<b>\$ 29,387,300</b>	<b>\$ 29,484,500</b>	<b>\$ 97,200</b>	<b>\$ 29,870,000</b>	<b>\$ 391,000</b>

# Revenue Update - General Fund

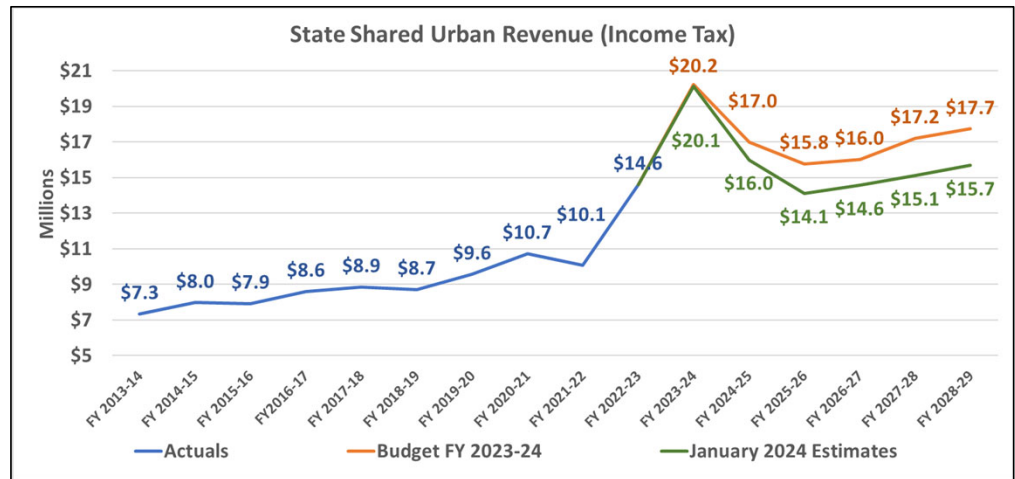


## General Fund State Shared Revenues

Category	FY 2023-24 Budget	FY 2023-24 February Est.	Estimate vs Budget	FY 2023-24 April Est.	Change from February	FY 2024-25 Budget	Change from Estimate
State Shared Sales Tax	\$ 10,780,000	\$ 11,300,000	\$ 520,000	\$ 11,400,000	\$ 100,000	\$ 11,628,000	\$ 228,000
State Shared Urban Revenue	20,227,300	20,115,000	(112,300)	20,115,000	-	15,996,000	(4,119,000)
Auto Lieu Tax	3,977,000	4,300,000	323,000	4,300,000	-	4,343,000	43,000
<b>Total</b>	<b>\$ 34,984,300</b>	<b>\$ 35,715,000</b>	<b>\$ 730,700</b>	<b>\$ 35,815,000</b>	<b>\$ 100,000</b>	<b>\$ 31,967,000</b>	<b>\$ (3,848,000)</b>

### State Budget

- Revenues not meeting budget
- Some expenditure higher than estimated
- Currently estimating to have a \$1.8B shortfall for FY 2024-2025 (vs \$2.2B in Jan.)



# Revenue Update - General Fund



- Last update provided at February retreat
- Activity for February and March continued growth
- Some categories saw decreases in last three months
  - Lodging, publishing, advertising
- Projected increase from February's projected
- Provided additional \$485,000 to do more with compensation

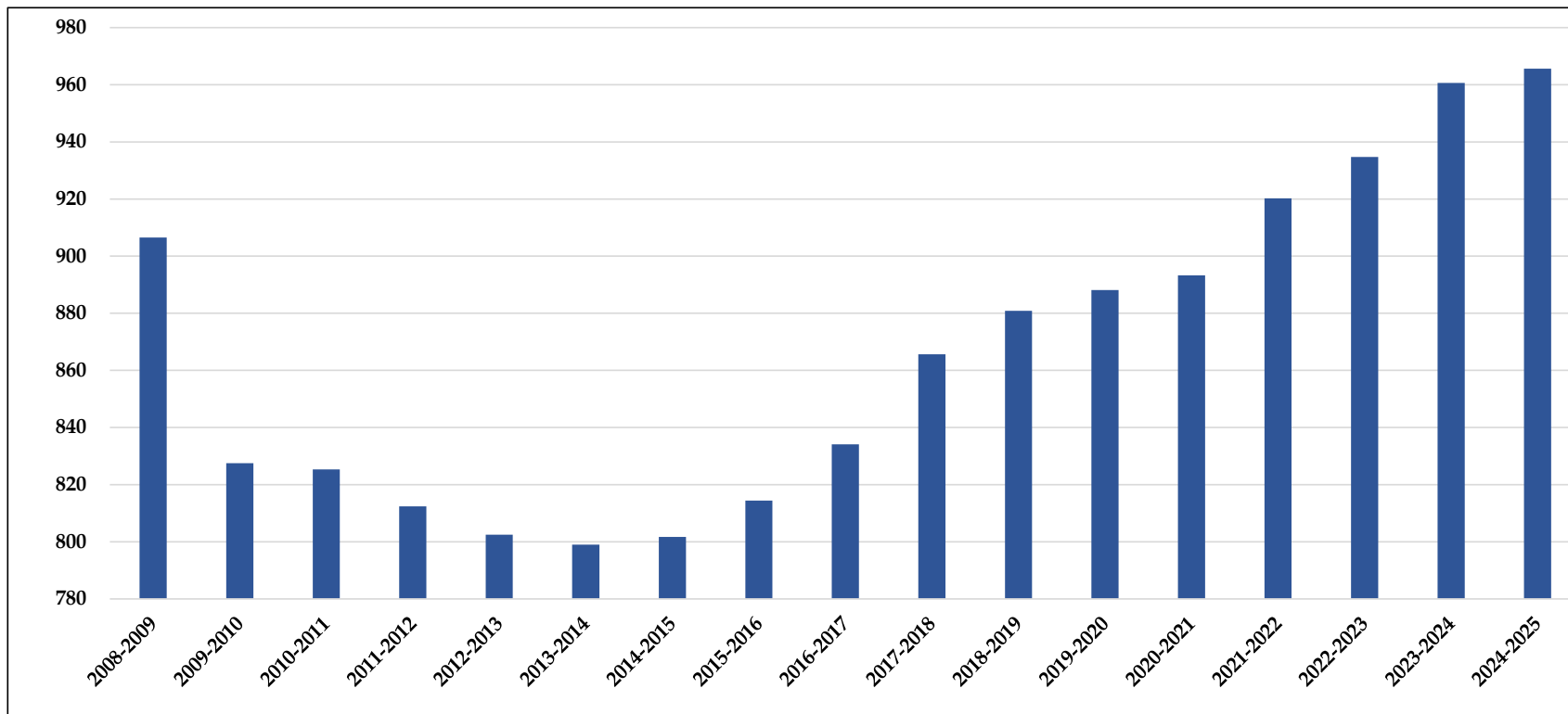


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# Investing in Employees

# Staffing History (Full-time Equivalents)



# Staffing Increases



- General Fund
  - Human Resources Generalist (1.0 FTE) – Human Resources
  - On-Call Magistrate (.20 FTE) – Municipal Court (1X)
  - Budget Director (1.0 FTE) – Management Services
  - Police Aide (1.0 FTE) – Facilities
  - Open Space Coordinator (.88 FTE) – PROSE (1X – Grant)

# Staffing Increases

- Tourism
  - Visitor Services Assistant – Temp (.40 FTE)
  - Visitor Services Specialist (1.0 FTE)
- Water Services
  - Water Services Operator (2.0 FTE)
- Sustainability
  - Sustainability Specialist (.48 FTE – 1X - Grant)
  - Sustainability Specialist (.38 FTE – 1X)
- Flagstaff Housing Authority
  - Housing Navigator (1.0 FTE)
    - 25% General Fund supported

# Reclassifications

- General Fund
  - 7 positions
- Library
  - 1 position
- Tourism
  - 1 position
- Solid Waste
  - 2 positions
- Sustainability
  - 2 position

# Retention Trends - Turnover Comparison

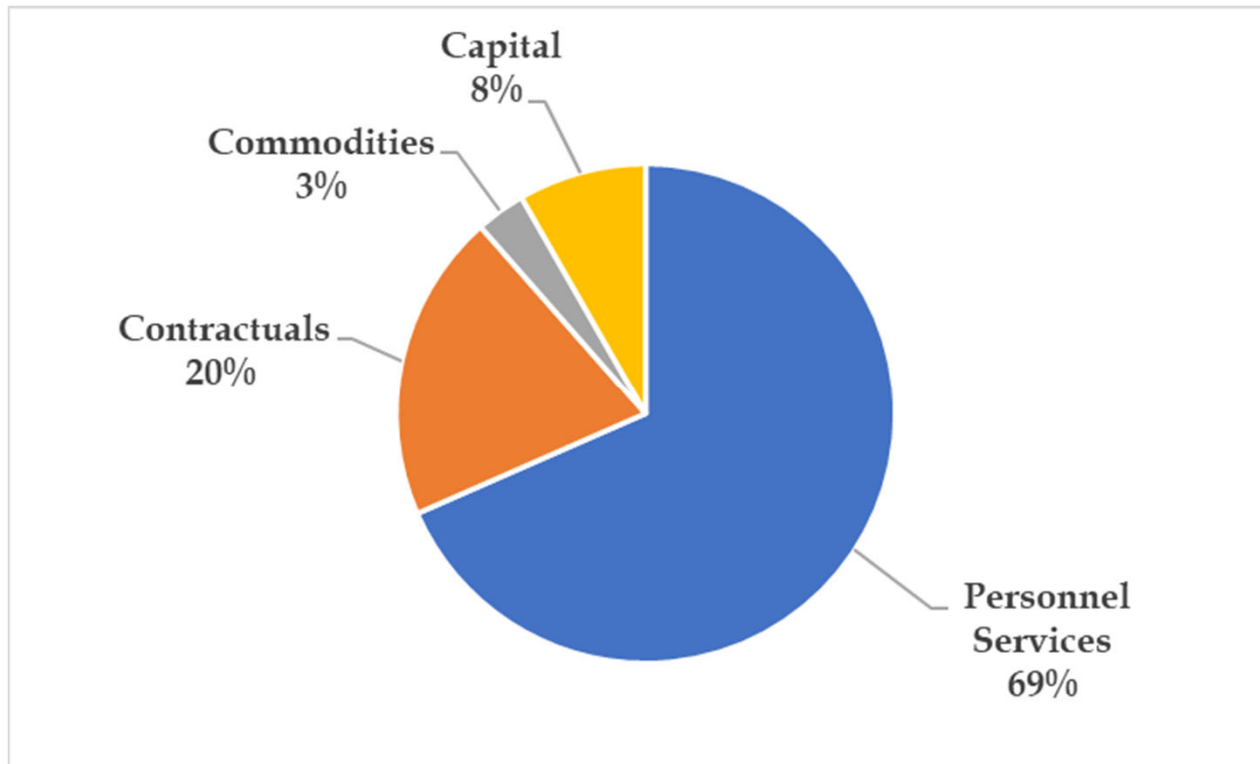


	Calendar Year 2021	Calendar Year 2022	Calendar Year 2023
Total Separations	227	207	240
Retirements	26	26	25
Voluntary/Involuntary	201	181	215
Temporary/Contract Separations	87	59	91
Total Turnover Percentage	24.10%	24.76%	TBD
Bureau of Labor Statistics: State/Local Rate	18.70%	18.8%	TBD
Vacancy Rate	17.07%	15.54%	11.5%

# FY 2024-2025 Proposed Budget by Category



## General Fund Expenditure Budget

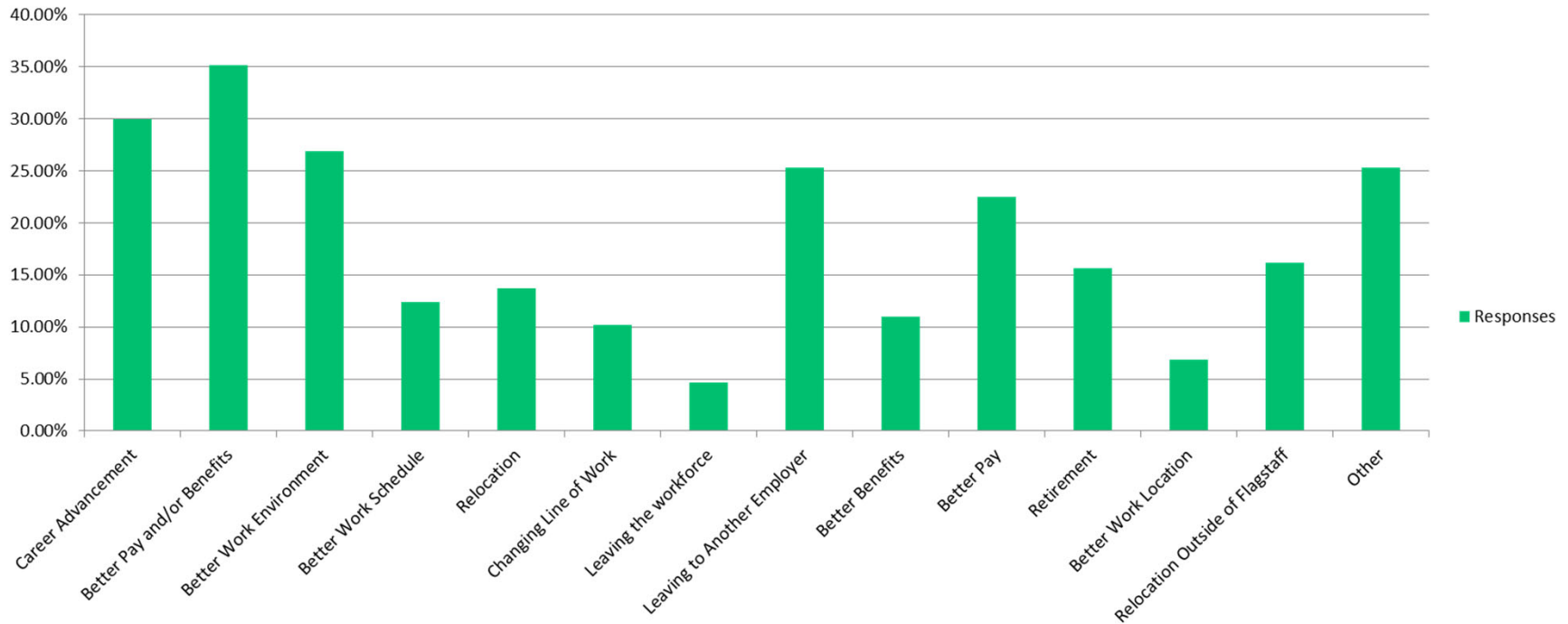


# Retention Trends – Exit Interview Summary

Better pay and/or benefits continues to be the primary reason employees leave the City of Flagstaff workforce – CY 2023



Primary Reason(s) for leaving the City of Flagstaff workforce

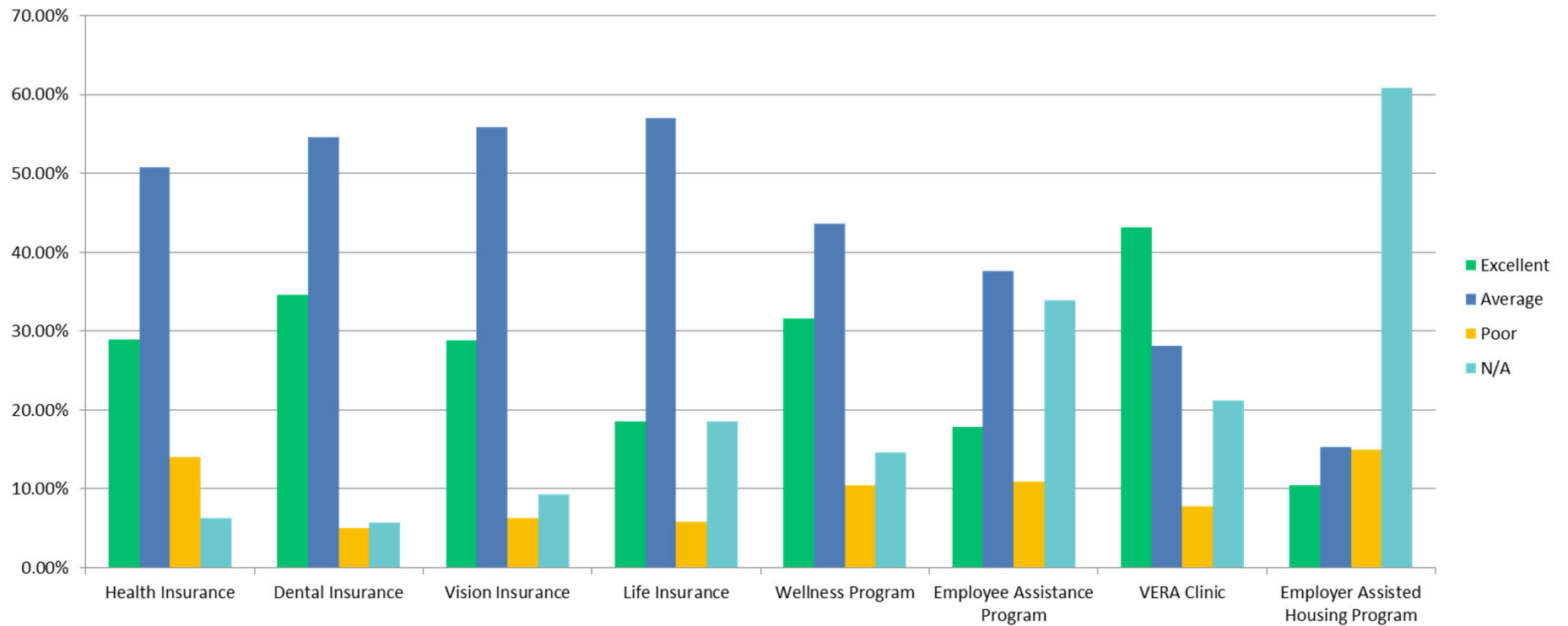


# Retention Trends – Exit Interview Summary

## Benefits Ratings – CY 2023



Please rate the following employee benefits

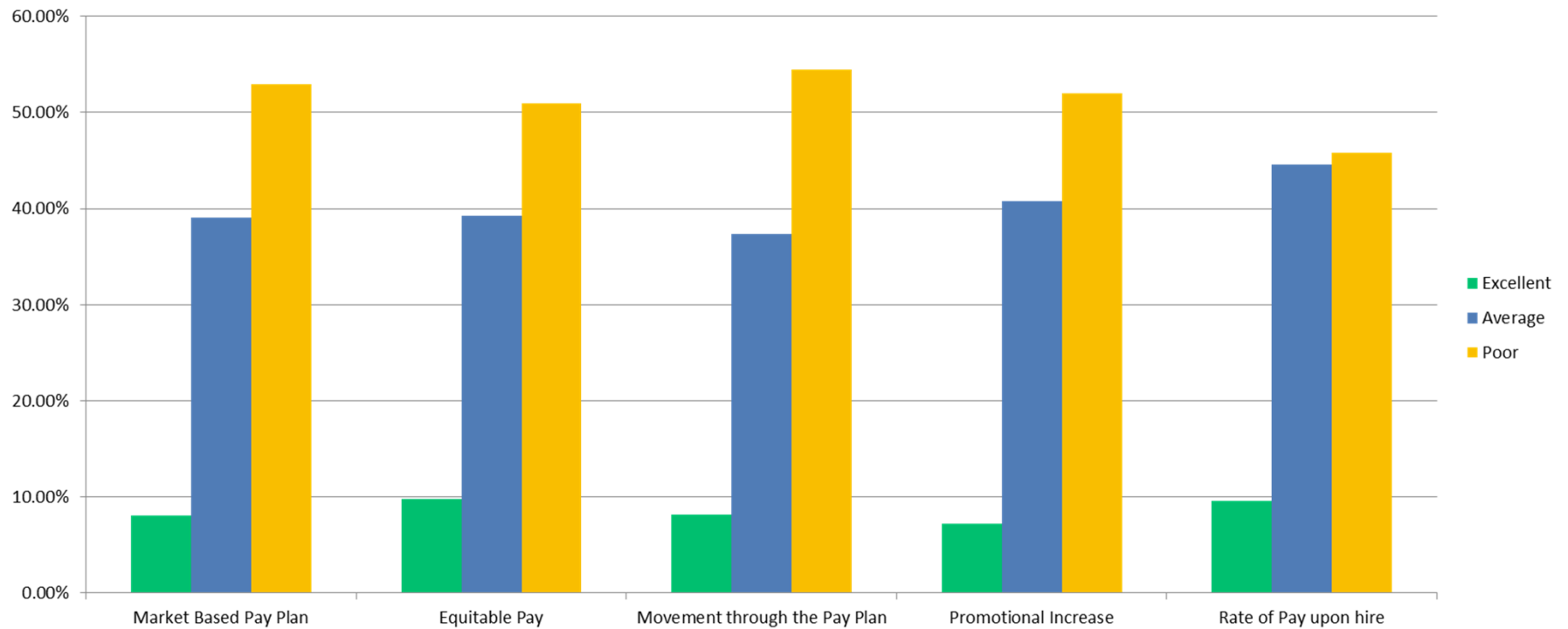


# Retention Trends - Exit Interview Summary

## Employee Compensation - CY 2023



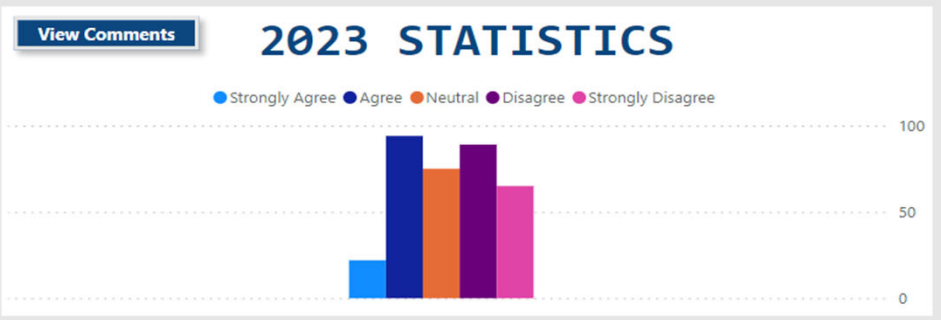
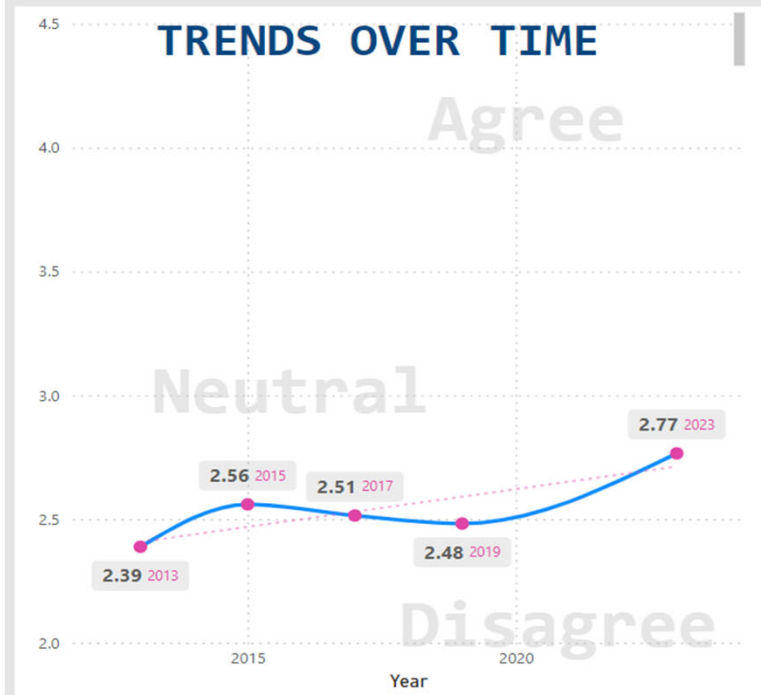
### Employee Compensation



# Retention Trends - I'm Compensated Fairly

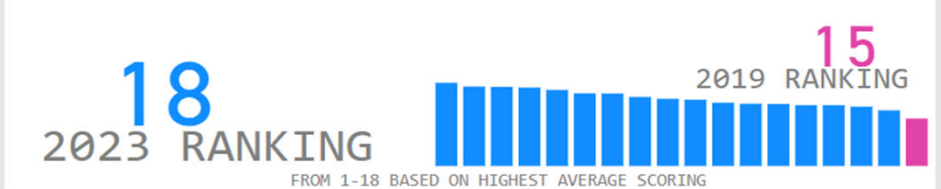


Compared to others in my line of work, I am paid fairly.



**34%** AGREE OR STRONGLY AGREE +10% CHANGE FROM 2019

DISAGREE OR STRONGLY DISAGREE **45%**





# Attraction Trends

## Recruitment – Positions Filled

- 2021: 290 - 103 internal (35%)/187 external
- 2022: 349 - 84 internal (23%)/265 external
- 2023: 359 - 72 internal (20%)/287 external

# Attraction Trends

## Declined Offers - continue to increase

- 2021 = 14
  - 2 - declined due to other offer
- 2022\* = 98
  - 38 - accepted another offer (a few of these accepted other City of Flagstaff positions)
  - 20 - declined due to salary
  - 12 - declined due to cost of living/lack of housing
  - 26 - declined for other reason
  - 2 - declined due to cost of benefits
- 2023 = 103
  - 38 - accepted another position
  - 30 - other reason (personal, health, staying at current job, schedule, day care)
  - 26 - declined due to salary
  - 8 - cost of living or lack of housing\*
  - 1 - cost of benefits

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

# Budget Approach

## Compensation and Benefits

- A focus on market competitive pay
- The consideration of potential leave benefit changes
- Ongoing funding for merit and pay for performance increases
- Maintaining cost share levels for benefit coverage contributions
- Continuing to address starting wage to higher than the local minimum wage requirements
- Identifying recruitment opportunities to ensure our competitiveness with other organizations



# Benefit Recommendations

- 1.5% increase to medical premiums
  - No changes to benefit plan options
  - Maintain City's cost share for all employees
    - 100% for base plan employee only coverage (if they participate in the wellness program)
- No increase to dental or vision premiums
- ***Cost: \$115,000***

# Compensation Recommendations



- Merits and Pay for Performance - **Ongoing**
- Pay Plan Adjustments
  - July 7, 2024, new starting wage = \$18.50
  - If Flagstaff minimum wage is greater than \$18.50, adjustments will be made 1/1/25
  - Positive adjustments to all positions in 05R, 10R, 15R, 20R and 25R and related Temp pay plan ranges as well as Firefighter range
  - **Total: \$308,000**

# Compensation Recommendations



- Market Adjustment
  - Based on feedback from EAC, divisions and Human Resources
  - Funded adjustments to continue moving positions closer to market
  - Commitment to review at least 25% of classifications
  - Will complete review of 42% of classifications by the end of FY 2024
  - Focus on specific classifications across all pay plans: \$1,730,000
- Ongoing Market Adjustment Review
  - \$250,000

# Total Employee Investment



**Total recommended compensation and benefits commitment:  
\$5.1 million**

(including employee related expenses)

- ✓ Ongoing merit and pay for performance
- ✓ Pay plan adjustments for starting wage - \$308,000
- ✓ Market adjustments - \$1,730,000
- ✓ Maintain ongoing market adjustment review - \$250,000
- ✓ Maintained cost share for all medical plans - \$115,000
- ✓ New holidays - \$214,000
- ✓ Add pays moving to hourly rate - \$14,000



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# Employee Advisory Committee

# EAC Update

- ✓ Market adjustments
- ✓ Keeping cost sharing on medical the same, no increase
- ✓ Add two new holidays Indigenous People's Day and Juneteenth
- Increase in parental leave



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# New Budget Appropriations

# Summary - Total Budget Requests



<b>Total General Fund Budget Requests</b>	<b>Ongoing</b>	<b>One-Time</b>
Personnel (excludes merits and employee benefits)	\$ 5,273,181	\$ 805,126
Other Budget Requests	7,569,602	15,382,733
<b>Total Requests</b>	<b>\$ 12,842,783</b>	<b>\$ 16,187,859</b>

<b>Total All Other Budget Requests</b>	<b>Ongoing</b>	<b>One-Time</b>
Personnel (excludes merits and employee benefits)	\$ 580,154	\$ 166,684
Other Budget Requests	8,719,639	7,993,887
<b>Total Requests</b>	<b>\$ 9,299,793</b>	<b>\$ 8,165,571</b>

<b>Total All Funds</b>	<b>\$ 22,142,576</b>	<b>\$ 24,353,430</b>
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# Employee Investments - General Fund



Summary of Employee Investments - General Fund	Ongoing
Merit and Pay for Performance	\$ 1,900,000
Starting Wage Pay Plan Adjustments	230,000
Ongoing Market Adjustments	250,000
Market Adjustments and Add Pay Changes	750,000
New Holidays	190,000
Medical Insurance	85,000
<b>Total Employee Investments</b>	<b>\$ 3,405,000</b>

# Infrastructure - General Fund



Summary of Infrastructure - General Fund	One-Time
Fleet	\$ 235,000
Facilities - Facility Improvements	5,100,000
Information Technology - Infrastructure	475,000
<b>Total Infrastructure</b>	<b>\$ 5,810,000</b>

# Priority Based Budget Quartiles



- Quartiles measure alignment with priorities, objectives, and basic program attributes
  - Just one tool for evaluating budget requests and allocations
  - Is NOT a direct proxy for "importance"
    - Many highly important programs are Q3 and Q4
- Q1 Programs: Top scoring 25% of programs
- Q4 Programs: Bottom scoring 25% of programs

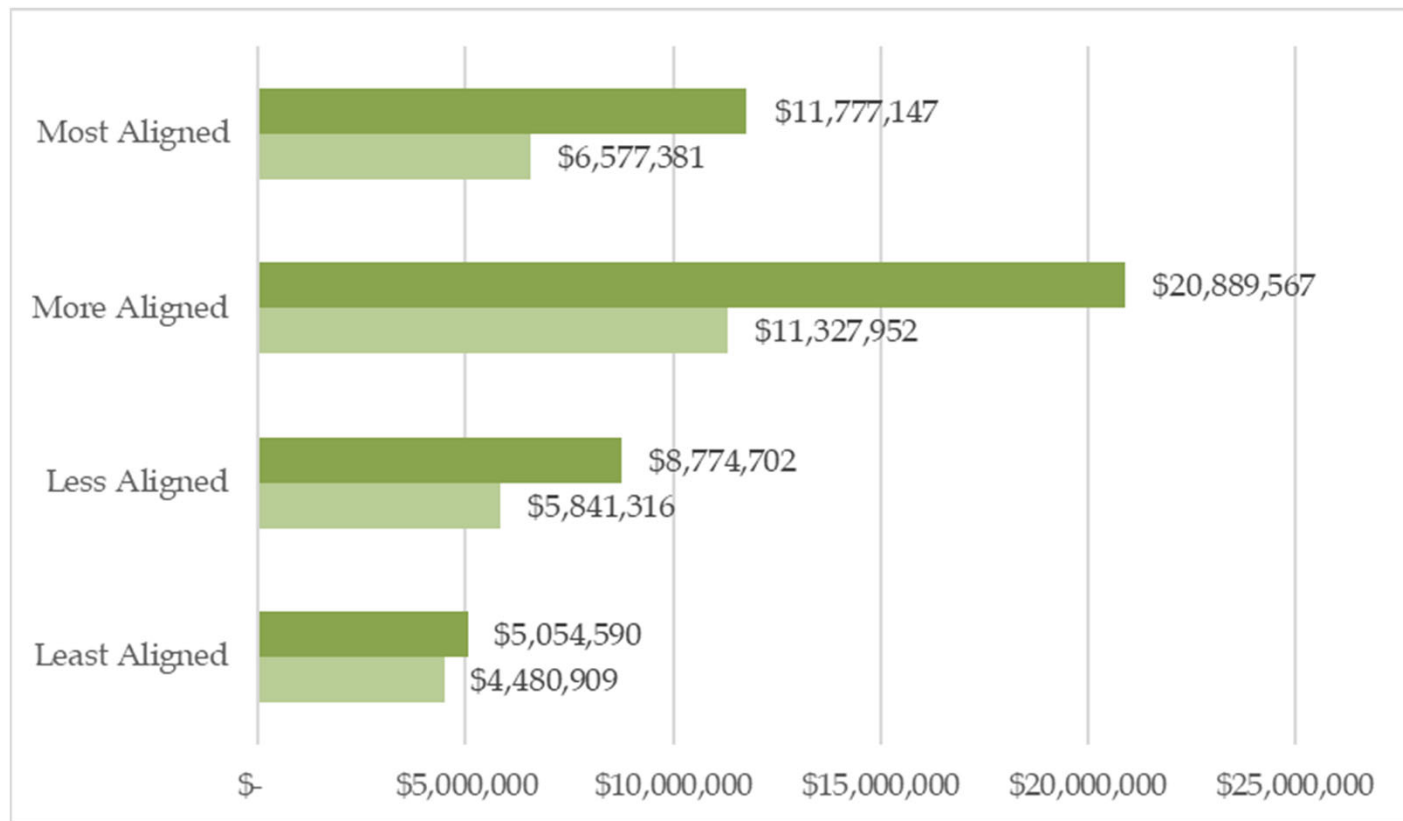
# Summary - General Fund



Summary - General Fund	Ongoing	One-Time
Available FY 2024-2025 - February Retreat	\$ 700,000	\$ 10,530,000
Other Projected Savings	3,007,000	1,331,000
Revenue Projection Updates	485,000	400,000
Funding Set Aside (Merits - Ongoing)	1,985,000	0
<b>Total Available FY 2024-2025</b>	<b>6,177,000</b>	<b>12,261,000</b>
Approved Budget Requests and Fixed Costs		
Investing in Employees	3,405,000	0
Infrastructure Investments	0	5,810,000
All Other Approved Budget Requests (Net)	2,757,000	4,795,000
Support for Other Funds	0	1,633,000
<b>Total Available</b>	<b>\$ 15,000</b>	<b>\$ 23,000</b>

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

# Total Budget Requests - All Funds

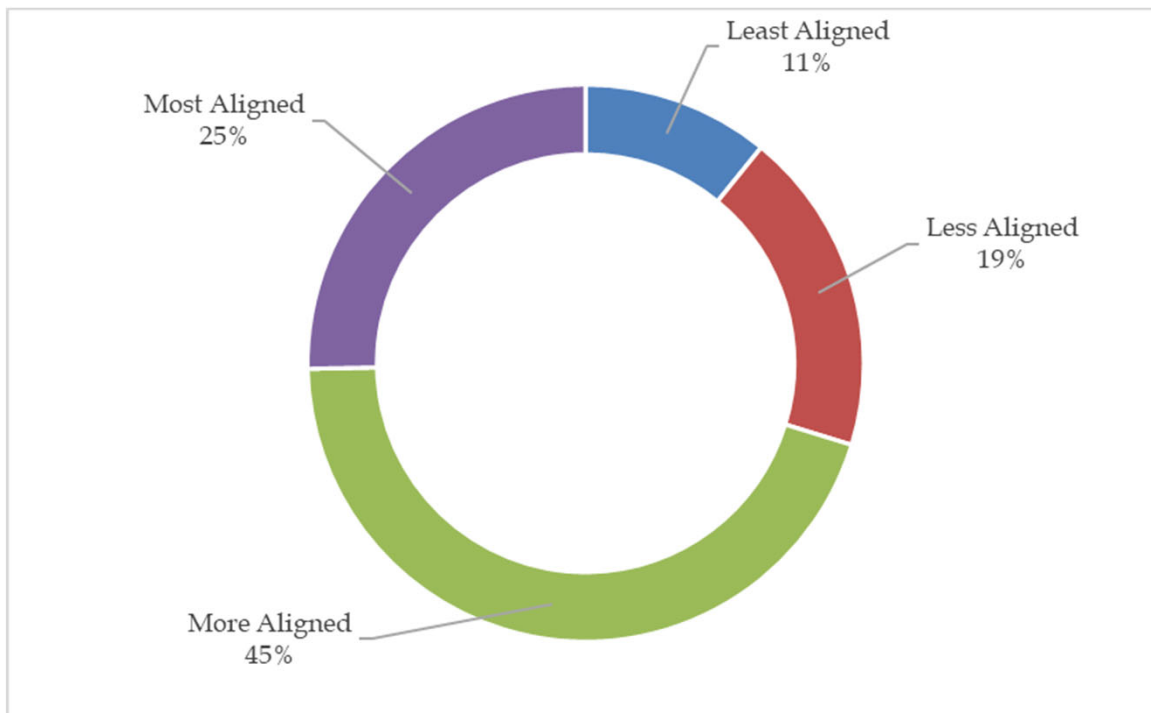


**Total Requested:**  
\$46,496,006

**Total Recommended:**  
\$28,227,558

\*Excludes grants, capital and reclassifications

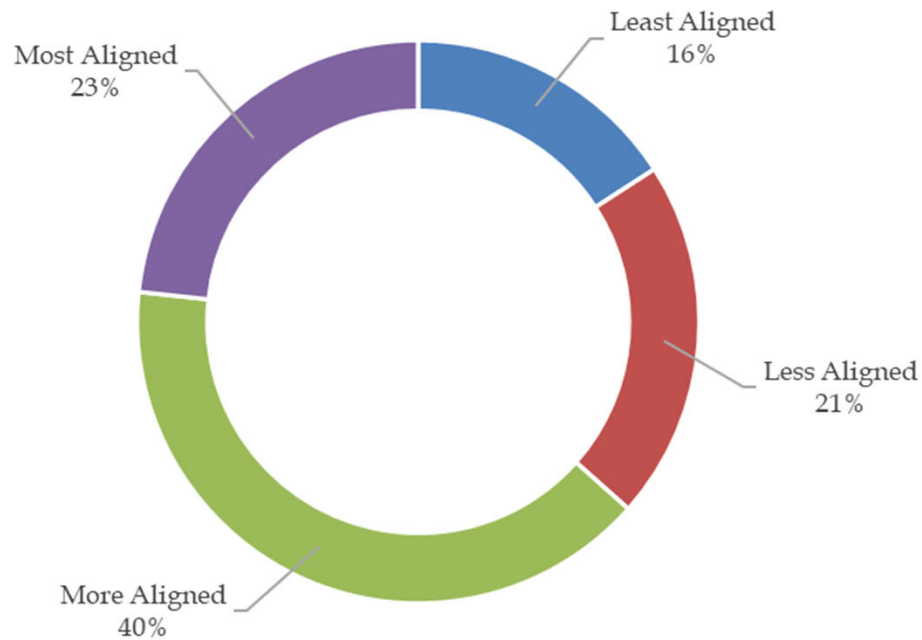
# Operating Requests by Quartile



Quartile	Total Requested
Most Aligned	\$ 11,777,147
More Aligned	20,889,567
Less Aligned	8,774,702
Least Aligned	5,054,590
<b>Total</b>	<b>\$ 46,496,006</b>

\*Excludes grants, capital and reclassifications

# Recommendations by Quartile



Quartile	Total Recommended
Most Aligned	\$ 6,577,381
More Aligned	11,327,952
Less Aligned	5,841,316
Least Aligned	4,480,909
<b>Total</b>	<b>\$ 28,227,558</b>

\*Excludes grants, capital and reclassifications

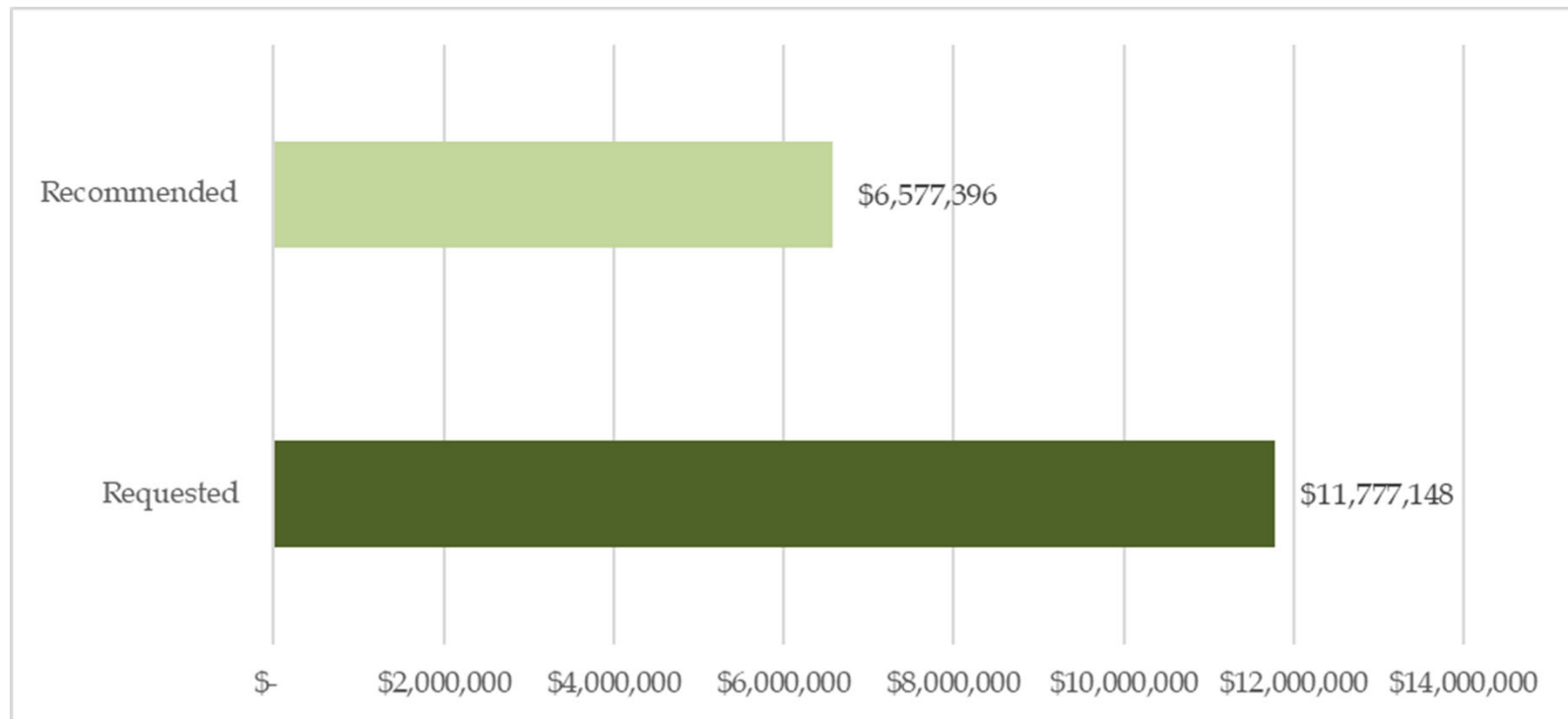
# Requests and Recommendations



Quartile	Total Requested	Total Recommended	Percent Approved
Most Aligned	\$ 11,777,147	\$ 6,577,381	56%
More Aligned	20,889,567	11,327,952	54%
Less Aligned	8,774,702	5,841,316	67%
Least Aligned	5,054,590	4,480,909	89%
<b>Total</b>	<b>\$ 46,496,006</b>	<b>\$ 28,227,558</b>	<b>61%</b>

\*Excludes capital

# Quartile 1 - Most Aligned



# Quartile 1 - Most Aligned



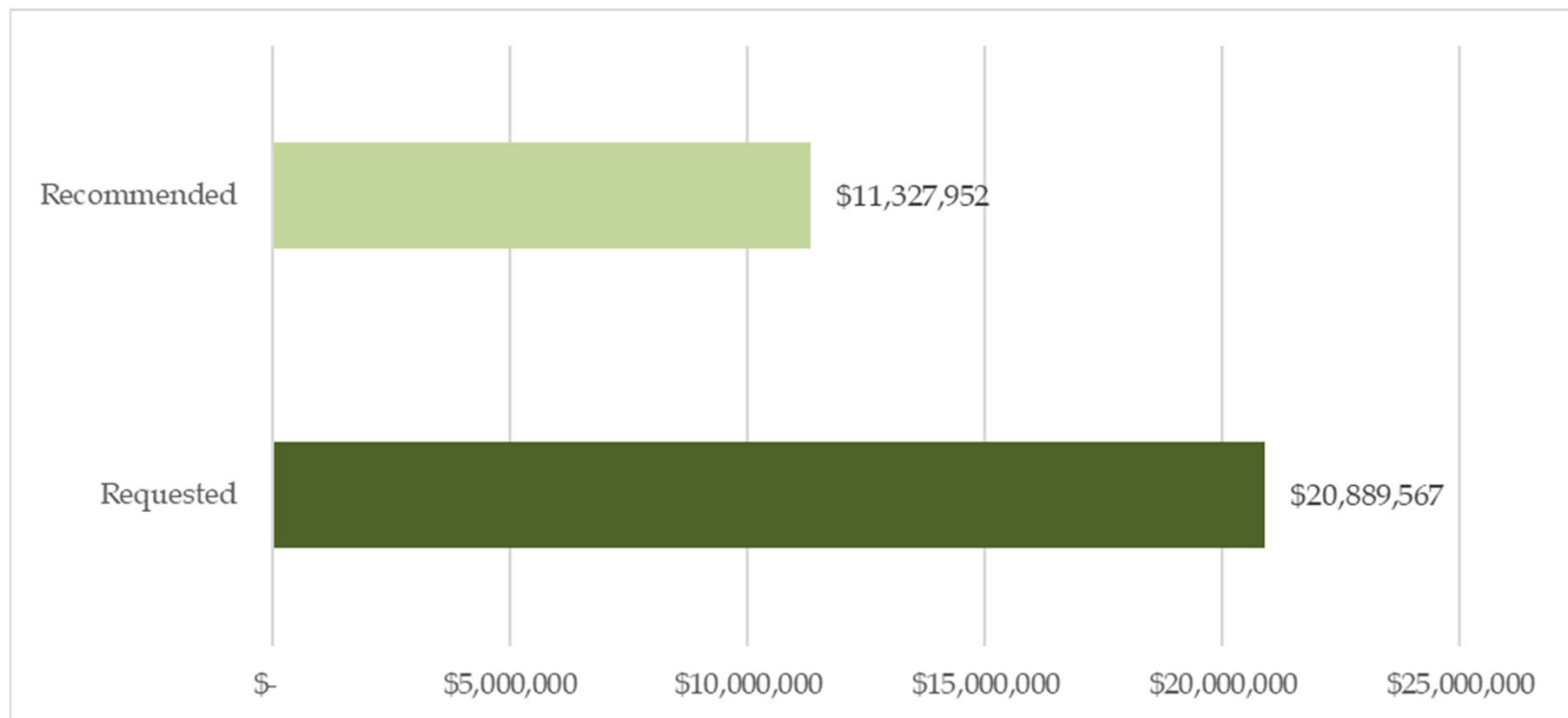
Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
911 Communications Regional Call Taking and Dispatch		\$ 206,213	\$ 488,631
Budget Development and Monitoring		189,816	24,200
Emergency Management		14,050	160,000
Enterprise Software Management		408,333	7,584
Fire Suppression		11,231	377,869
Infrastructure Management		120,061	565,560
Inspections		1,200	339,530

# Quartile 1 - Most Aligned













Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Stormwater Infrastructure Maintenance		\$ 1,120	\$ 175,000
Street Maintenance		0	231,976
Streets Administration		36,440	300,000
Surface Water Production, Operations, Maintenance		48,087	160,000
Water Services Computerized Remote Control		0	349,030
Wells Water Production, Operations, Maintenance		13,168	650,000
Wildcat Plant Operations and Maintenance		26,336	373,670

# Quartile 2 - More Aligned



# Quartile 2 - More Aligned



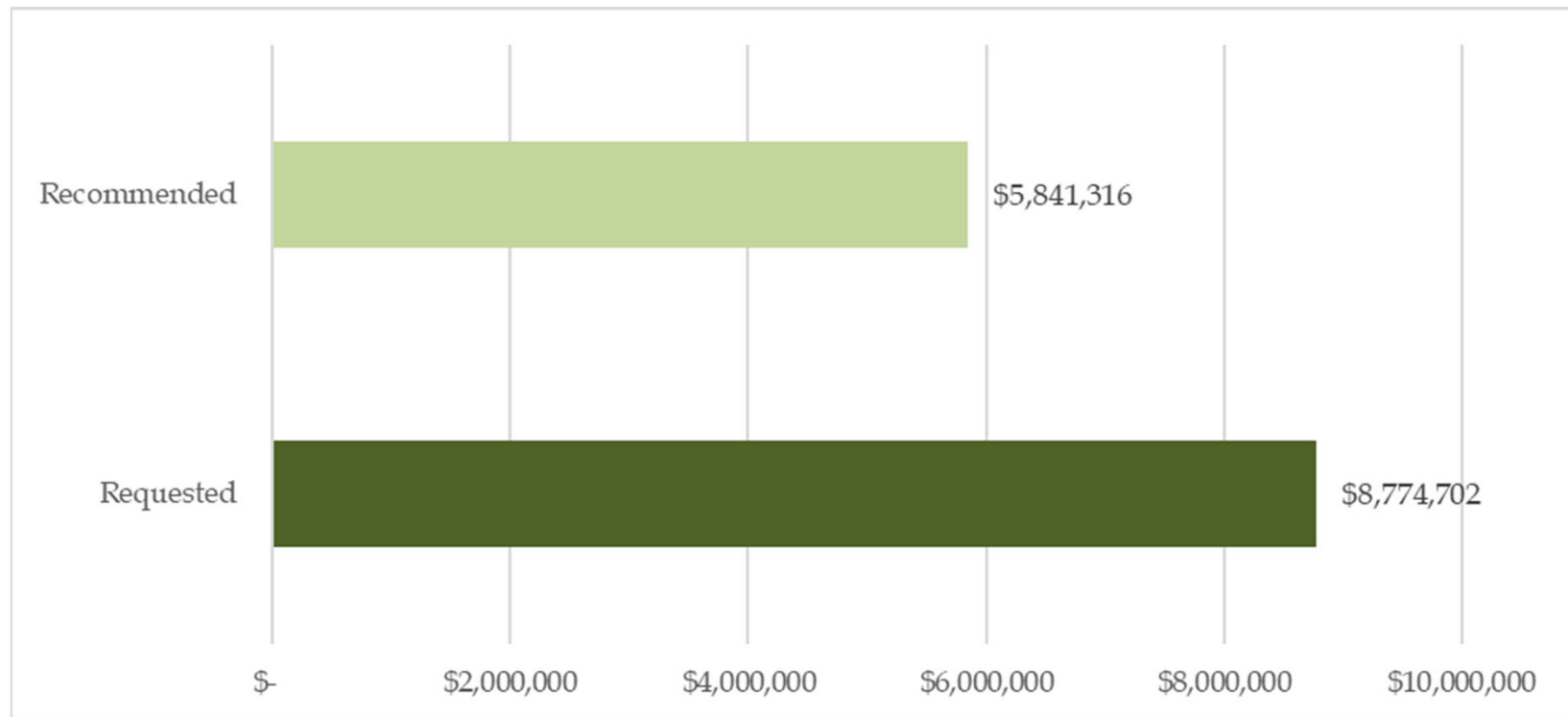
Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Affordable Housing Unit Creation	 	\$ 270	\$ 1,383,733
Alternative Response		0	243,390
City Facilities Capital Renewal	 	0	3,614,900
Community Climate Action, Resilience and Mobilization		14,641	303,187
Community Development Block Grant Management	 	270	177,696
Criminal Investigations		32,939	180,338
Cyber-Security Management		8,333	177,333

# Quartile 2 - More Aligned



Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Desktop Support	\$	\$ 8,333	\$ 211,584
Employee Development and Training	\$	83,863	91,865
Fleet Management	\$	4,116	175,250
Medical Response	\$	20,217	503,994
Payroll Processing and Reporting	\$	66,177	117,600
Police Emergency Response Team	\$	43,919	256,739
Police Training	\$	0	315,307
Wildfire Response	\$	5,493	208,635

# Quartile 3 - Less Aligned

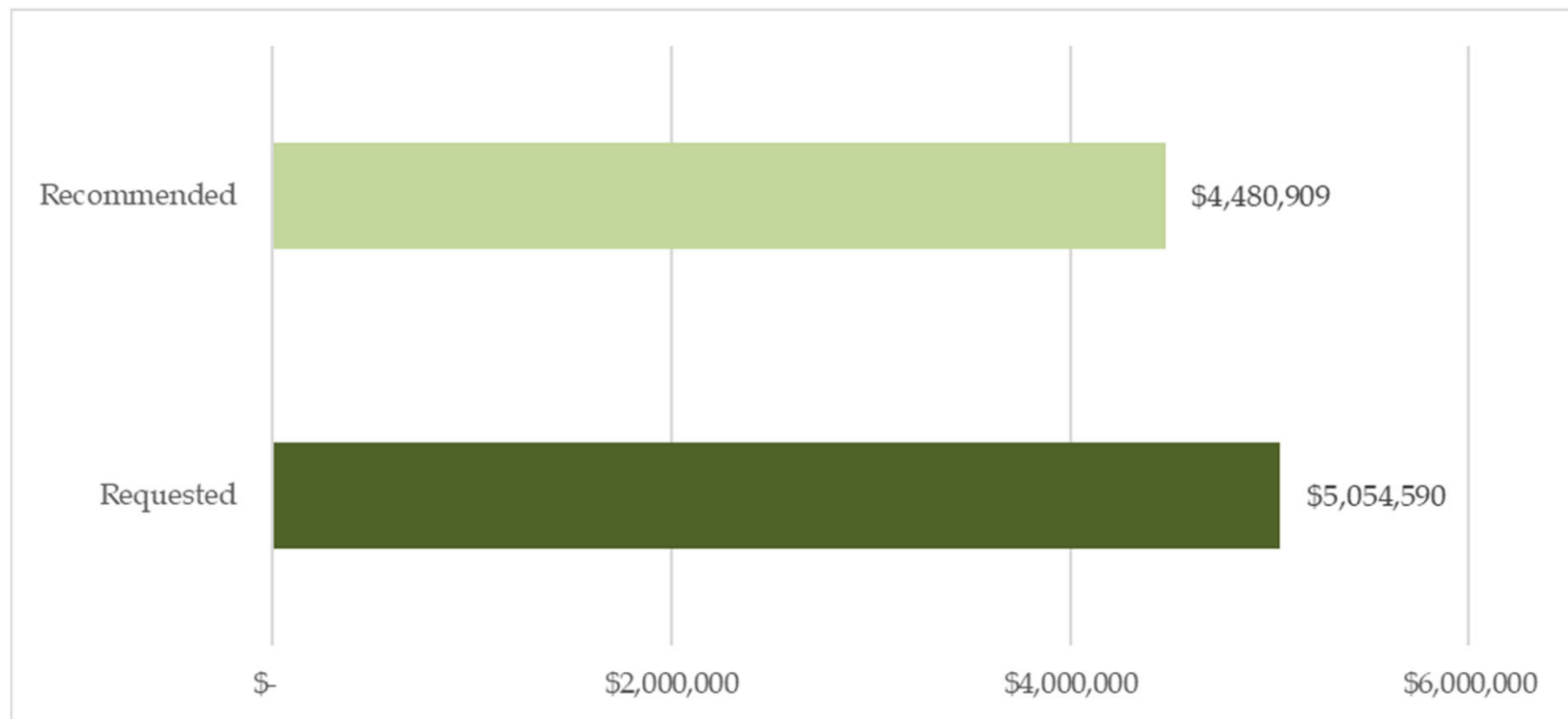


# Quartile 3 - Less Aligned

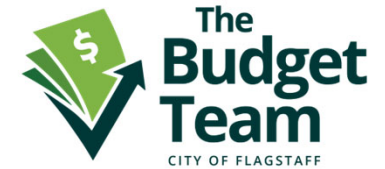









Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Bulky Trash Service		\$ 2,803	\$ 221,750
Capital Project Delivery (Arts and Science)		0	161,500
Convention & Visitors Bureau Community Programming		10,500	225,900
Direct Rental Assistance		700,000	0
Incident and Patient Care Report Management		5,041	147,234
Recycling Transfer Facility Operations		619,000	80,954

# Quartile 4 - Least Aligned



# Quartile 4 - Least Aligned



Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Community Events Operations and Management	 	\$ 0	\$ 206,385
Election Management		274	300,690
Fitness and Aquatic Center Operations and Mgmt		92,235	1,501,385
Gift Shop/Retail Sales		101,500	622,750
Intergovernmental Affairs		60,328	160,922
Service Partner Contracts		588,213	0

# Service Partner Contracts



General Fund Contracts			
Agencies	FY 2023-2024 Adopted	FY 2024-2025 Proposed	
United Way	\$ 308,450	\$ 323,950	
FACTS	286,019	300,419	
Humane Society	430,160	443,181	*
Victim Witness	43,404	45,604	
Coalition for Children and Youth	20,669	21,769	
NACASA	22,000	23,100	
Weed & Seed	5,803	6,103	
Boys & Girls Club	36,800	38,700	
Shelter Services	100,000	105,000	
Black Lived Experience	49,900	52,400	



# Service Partner Contracts

- High Country Humane (City/County IGA)
  - Funding to match County's agreement in price and CPI adjustments
  - 3.0% CPI adjustment for base compensation
  - 3.9% CPI adjustment for facility repair and replacement
  - \$13,022 increase for FY 2024-2025
- All others of 5% increase to existing Service Partner Contract
  - \$45,000 in FY 2024-2025 Budget proposal

# Funding Application for Service Partner Contract Requests

This presentation will cover:

- Past challenges and examples of previous Service Partner Contract requests
- The intent and purpose of the funding application for Service Partner Contract requests
- Funding application & guidelines overview
- Internal process overview
- Q&A



# Past challenges and examples of previous Service Partner Contract requests:

## Current Service Partner Contracts



General Fund Contracts	FY 2021-22 Adopted			FY 2022-23 Proposed		
	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	-	-	-
<b>Total</b>	<b>\$ 714,157</b>	<b>\$ 399,905</b>	<b>\$ 1,114,062</b>	<b>\$ 714,157</b>	<b>\$ 254,905</b>	<b>\$ 969,062</b>

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## 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

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Above: FY22 Adopted & FY23 Proposed

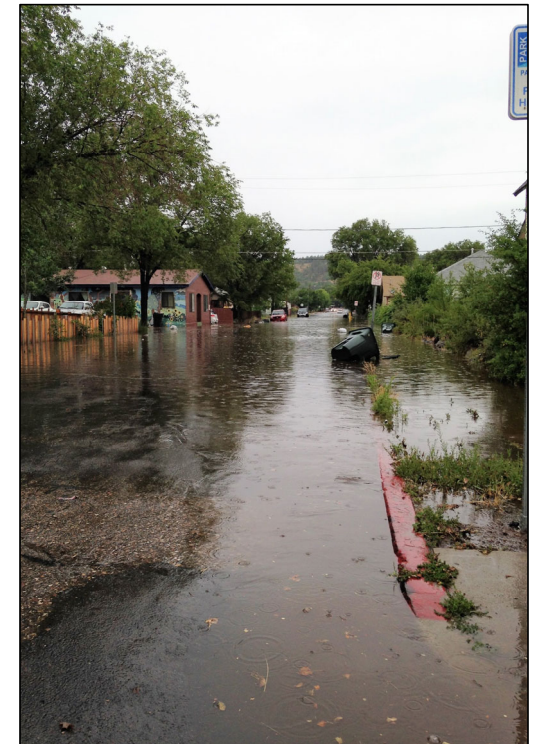
Above: The FY23 Unfunded Requests

# Funding Application for Service Partner Contract Requests

The intent and purpose of the application and process is:

- To create a clear and consistent process that aligns with the City's budget process
- To require more context with funding requests
- To create greater transparency in City funding processes
- To increase accountability from recipients

This is NOT an open call for funding requests



# Funding Application and Guidelines Overview



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## City of Flagstaff



## Funding Application for Service Partner Contract Requests

Application Information and Guidelines





# Funding Application – A glimpse at the application questions:

- Clearly and concisely describe the project or service and its goals.
- Describe how the project will benefit the community and how it aligns with the Vision, Mission, Organizational Values, and Budget Priorities of the City of Flagstaff.
- Has your organization previously received funding from the City of Flagstaff? If so, please indicate the date of award, the amount of funding received, and what project or service was funded.
- Has your organization received, or are they planning to apply for, additional funds that will further this request? Has your organization checked to see if funding is available through City support entities such as United Way or Creative Flagstaff?
- If applicable, list the individual(s), community groups, businesses, or not-for-profit organizations affiliated with the funding request and describe the responsibilities of each.
- Describe how/whether the project or service might be maintained beyond the life of this funding. Will the project have a lasting impact on the community?

# Internal Process Overview



# Climate Action: Investing in Our Future

Staff were asked to consider their funding requests through the lens of the Carbon Neutrality Plan (CNP) strategies.

## 1. Analysis

- How requests align or advance Carbon Neutrality Plan strategies
- New funding that advances the CNP

## 2. Benefits

- Accountability to climate commitments
- Tracking new funding investment
- Education and capacity building amongst staff



### The Flagstaff Carbon Neutrality Plan

An evolving framework for action  
Revised December 2022

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



# Climate Action New Funding

Total investment in climate action: **\$4,663,826**

\$ 2,856,739 in budget requests that **advance** the CNP

\$ 1,807,087 in budget requests that **align** with the CNP

## Highlights:

- Library - Main library window replacement **\$2,000,000**
- Facilities – Catastrophic fund **\$500,000**
- Economic Development – Green business boot camp **\$15,000**
- Communication & Public Engagement – Indigenous outreach and events **\$5,000**

# Housing 10 Year Plan Investments



**Create 1: Incentivize the creation of affordable units through various programs and mechanisms**

- Incentive policy for Affordable Housing - \$500,000
- Local Government Contribution Fund (LIHTC) - \$163,821



# Housing 10 Year Plan Investments



## Create 3: Create a dedicated funding source for affordable housing in Flagstaff

- Land acquisition/unit preservation - \$500,000
- Community Homebuyer Assistance (CHAP) - \$176,116
- **Bond Programs**
  - Homebuyer assistance - \$3,000,000
  - Rental Incentive Bond Program - \$5,000,000
  - Adaptive Reuse Program - \$3,000,000  
(Also Preserve 1: Encourage the adaptive reuse of buildings)

# Housing 10 Year Plan Investments



## **Create 5.9: Prioritize the development of City of Flagstaff owned land designated for affordable housing**

- Consultant for Rental Assistance Demonstration (RAD) Project - \$200,000

## **Connect 2.4 and 3.1:**

- Community education, branding, and marketing - \$31,200

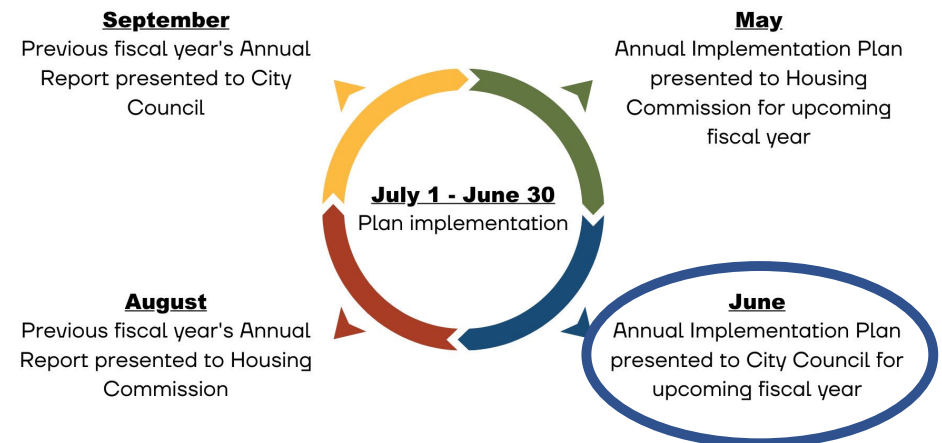
# Housing 10 Year Plan Investments



**Connect 1: Reduce homelessness in the Flagstaff community and seek creative solutions to foster housing permanency for all**

- Create Housing Navigator or advocate positions to assist both landlords and housing-challenged populations in securing and maintaining housing

## 10-Year Housing Plan Reporting & Implementation Schedule





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# Capital Improvement Program

# Summary



Program	FY 2023-24 Estimate	FY 2024-25 Budget	FY 2026-29 Projection
General Government	\$ 44,970,389	\$ 41,979,451	\$ 131,260,719
Streets/Transportation	72,585,044	75,706,696	241,911,153
BBB	4,924,297	5,727,750	12,900,000
Water Services	56,180,114	44,683,294	111,208,814
Solid Waste	7,801,419	3,525,000	10,050,000
Airport	14,512,197	16,030,722	23,935,000
<b>Total</b>	<b>\$ 200,973,460</b>	<b>\$ 187,652,913</b>	<b>\$ 531,265,686</b>

# Capital Retreat Follow-Up



- City is embarking upon several years of significant capital projects
- Obligated expenditures over this year and next is near \$400M
- Staff will do its part to ensure transparency
- Council support will be needed to ensure timely deliverables as budgeted
- Staff capacity will be strained, delivery and internal services
- These projects, upon completion, will be significant milestones for Flagstaff

# Indigenous Community Cultural Center



- FY 2023-2024 PROSE - \$100,000 for mitigation and remediation
  - Perimeter fence removed - **completed**
  - Waterline repairs
  - Facility systems assessments
  - Information technology infrastructure relocation
  - Working with Procurement on request for proposal for interested and investing organizations



# Indigenous Community Cultural Center



- FY 2024-2025 PROSE - \$200,000 for further mitigation and/or seed funds
  - Need results of the request for proposal and identified invested partner
  - Grant opportunities
  - Ideas to provide a space now
- PROSE has \$5M in BBB-Recreation funds accumulating in FY 2030-2031 for Thorpe Park to develop the concept plan and park amenities



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# External Funding Opportunities

# Overview



Fund	FY 2024-25 Federal	FY 2024-25 State/Local	FY 2024-25 Budget
General Fund	\$ 2,575,093	\$ 1,744,870	\$ 4,319,963
Housing & Community Services	571,694	780,000	1,351,694
COVID Relief	796,016	0	796,016
Library	0	50,000	50,000
Transportation	1,100,000	0	1,100,000
Bed, Board and Beverage	0	350,000	350,000
Water Resource Infrastructure Protection	2,654,200	423,000	3,077,200
Water Services	501,338	9,869,226	10,370,564
Sustainability	15,567,273	347,500	15,914,773
Airport	15,347,267	2,640,998	17,988,265
Flagstaff Housing Authority	11,184,337	0	11,184,337
Capital Projects	9,815,934	370,604	10,186,538
<b>Total</b>	<b>\$ 60,113,152</b>	<b>\$ 16,576,198</b>	<b>\$ 76,689,350</b>

# Forest Health/Wildfire Protection



- Gordon and Betty Moore Foundation - \$250,000
  - May 7th Council action to accept the grant agreement
  - Annually with up to a 10-year term
- Community Wildfire Defense Grant - \$225,000
  - Anticipating award April 2024
  - Update the Regional Community Wildfire Protection Plan
  - Increase focus on parcel (homeowner) protection strategies
- Division of Forestry and Fire Management Fuels Grant - \$195,000
  - June Council action to accept agreement
- Fire Adapted Communities Learning Network - \$39,000
  - June award
  - Expand Flagstaff Clean Air Program (HEPA filters distribution-outreach with Sustainability)

# Transportation



## Downtown Mile

Design - \$4M

- \$3.3M - City of Flagstaff
- \$500K - MetroPlan
- \$250K - BNSF Railway

Construction: ~\$56M

- \$32.9M - Federal Grant
- \$11.3M - BNSF Railway
- \$8.8M - City of Flagstaff
- \$3M - ADOT

## Schedule

- Design Completion: February 2025
- Construction: Summer 2025 - 2028



# Transportation



## Lockett Cedar Roundabout

### Project Scope

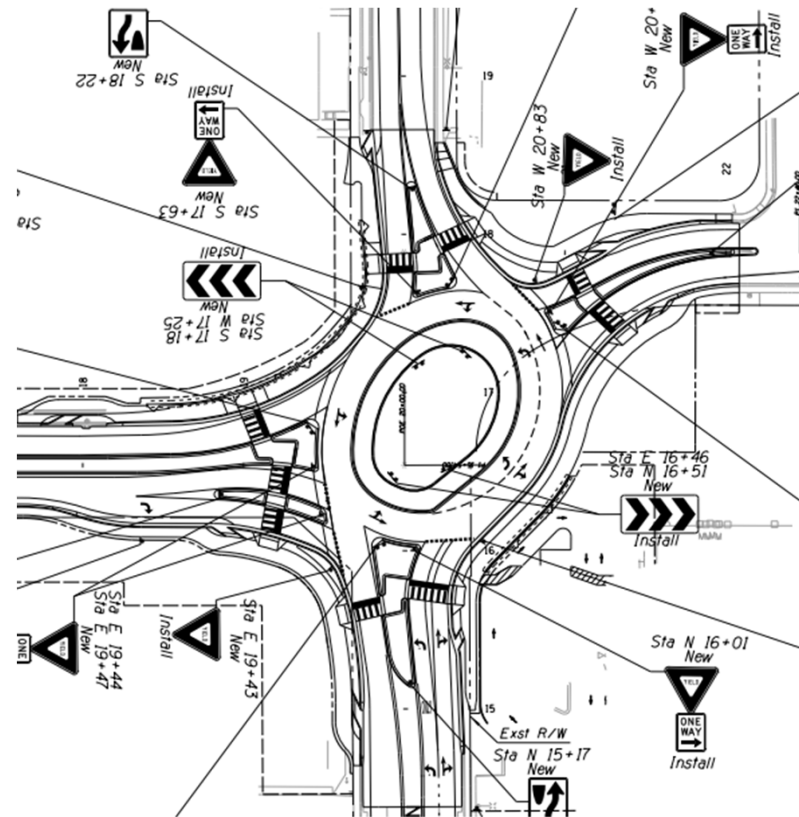
- Modern roundabout
- Pedestrian crossings
- Pedestrian beacons and “Z” crossing enhancements

### Design and Construction: ~\$6.7M

- \$4.7M - City of Flagstaff
- \$2M - HSIP Grant

### Schedule

- Design: FY 2024
- Franchise Utilities: Completed
- Construction: FY25



# Transportation

## Butler Avenue Complete Street

### Project Scope

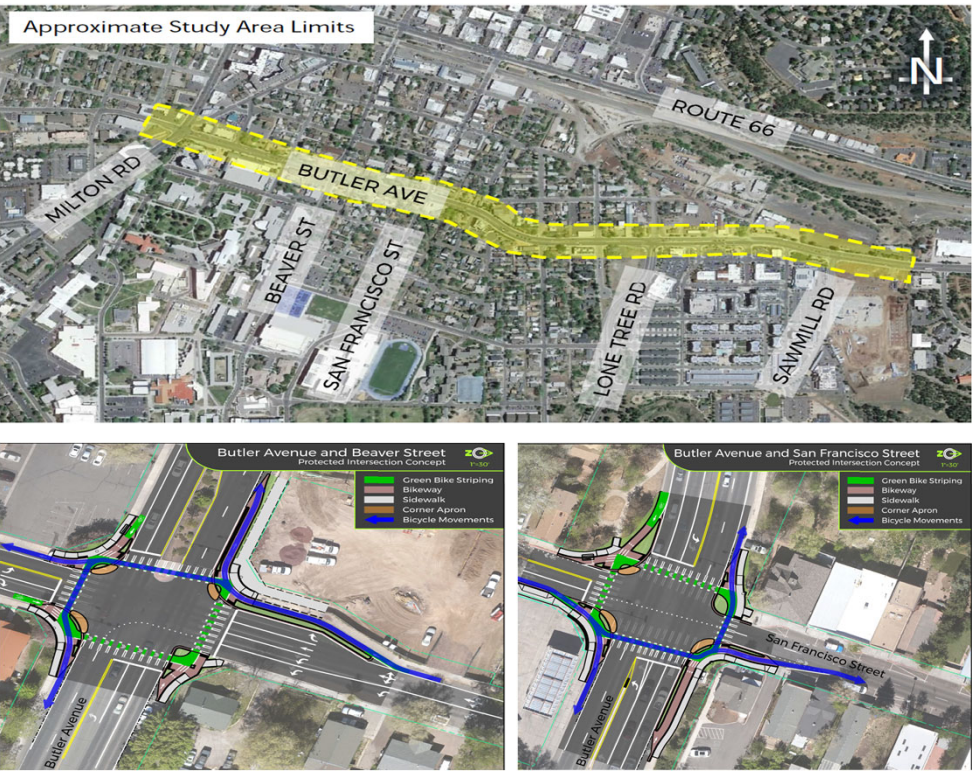
- Vertically separated bike and pedestrian facilities
- Protected intersections at three locations

### Design and Construction: ~\$12.6M

- \$9.6M - Grant
- \$3M - City of Flagstaff

### Schedule

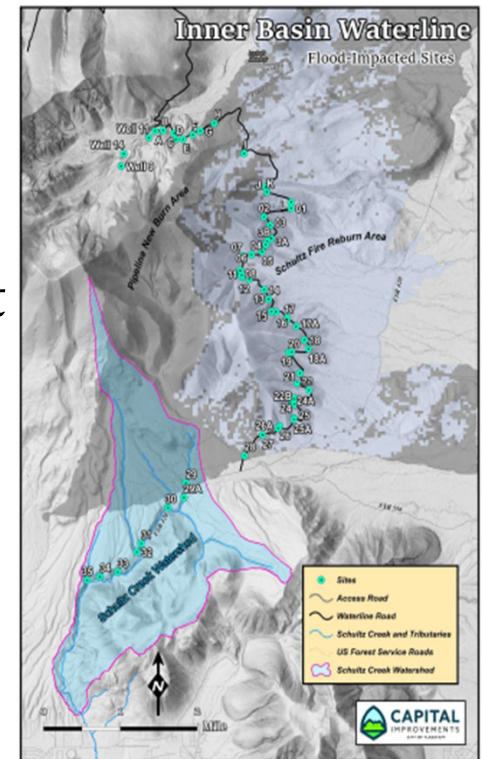
- Design: FY 2024 - FY 2025
- Construction: 2026 - 2027



# Drinking Water

## Inner Basin Road and Waterline Project

- Repair and armoring
- Design/build project
- Department of Forestry and Fire Management
  - \$16.1 million grant funded
  - Approximately \$5 million expended to date
  - FY 2025 budget remaining \$8 million



# Stormwater

- FEMA Hazard Mitigation Grant Program (HMGP)
  - 75% Federal/25% City match
  - Two to four years between grant submission and award
  - Projects:
    - Spruce Wash at Cedar Avenue culvert replacement
    - Lower Spruce Wash channel resiliency
    - Killip School secondary outlet
- Army Corps Environmental Infrastructure Cooperative
  - 75% Federal/25% City match
  - About two years between grant submission and award
  - Projects:
    - Killip School inlet
    - Santa Fe downtown lateral

# Airport



- Information is currently being worked on and will be available before the budget retreat.

# Sustainability - Secured Funding

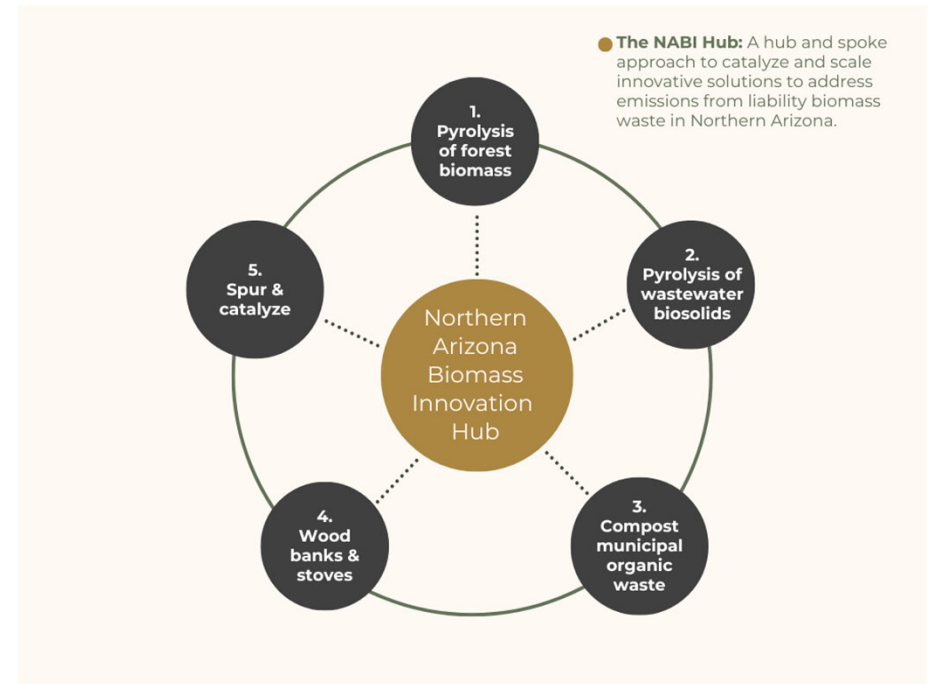


- **Environmental Protection Agency (EPA): \$1,000,000** - Flagstaff Regional Resilience Hub Project
  - Three pilot resilience hubs - enhanced community centers to provide emergency preparedness supplies, public health services, community workshops, and more
- **Congressionally Directed Spending Funds: \$750,000** - deep energy retrofits to Flagstaff's low-income residents
- **APS: \$2,500** - HEPA air filters
- **Inflation Reduction and Investment Jobs Act, Energy Efficiency Block Grants: \$134,000** - to electrify Parks tools/equipment and energy efficiency upgrades on City facilities
- **US Department of Agriculture, Urban Agriculture and Innovative Production Grant: \$185,000** - to conduct a comprehensive food systems assessment

# Sustainability - Proposed Funding



- **\$4M Army Corp of Engineers**
  - Design and partial construction of a cutting-edge biochar facility at the Wildcat Hill Wastewater Treatment Plant that can serve as a model for sustainable wastewater management
- **\$58M EPA Climate Pollution Reduction Grant**
  - The Northern Arizona Biomass Innovation (NABI) Hub, is a replicable hub and spoke model that will reduce carbon emissions as it solves the region's longstanding liability biomass (forest treatment fuels, biosolids, and composting) challenges



# Congressionally Directed Spending Requests - Submitted



- Flagstaff Amtrak Station Platform Improvements - \$3,850,000 (DOT)
  - Provides enhanced ADA accessibility, drainage mitigation and improved safety
  - Local match required
- Flagstaff Airport Terminal Expansion - \$1,200,000 (FAA)
  - Funds the terminal expansion and provides accessibility and drainage improvements
  - Local match required
- La Plaza Vieja Infrastructure Improvements - \$1,000,000 (DOT)
  - Provides traffic calming measures, safe pedestrian crossings and improved drainage
  - Local match required

# Congressionally Directed Spending Requests - Submitted



- Fanning Wash Flood Mitigations - \$3,000,000 (FEMA)
  - Addresses ongoing and documented flood risk from the Fanning Wash
  - Local match required
- Sustainable Biochar Facility - \$4,000,000 (Army Corps)
  - Design and partially construct a biochar facility at the Wildcat Hills Wastewater Treatment Plant
  - Local match required



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# Public Participation



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# Day 1 Wrap Up



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# Day 2

## Opening and Overview



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# Key Community Priorities

# CITY OF FLAGSTAFF








## Key Community Priorities



# CITY OF FLAGSTAFF

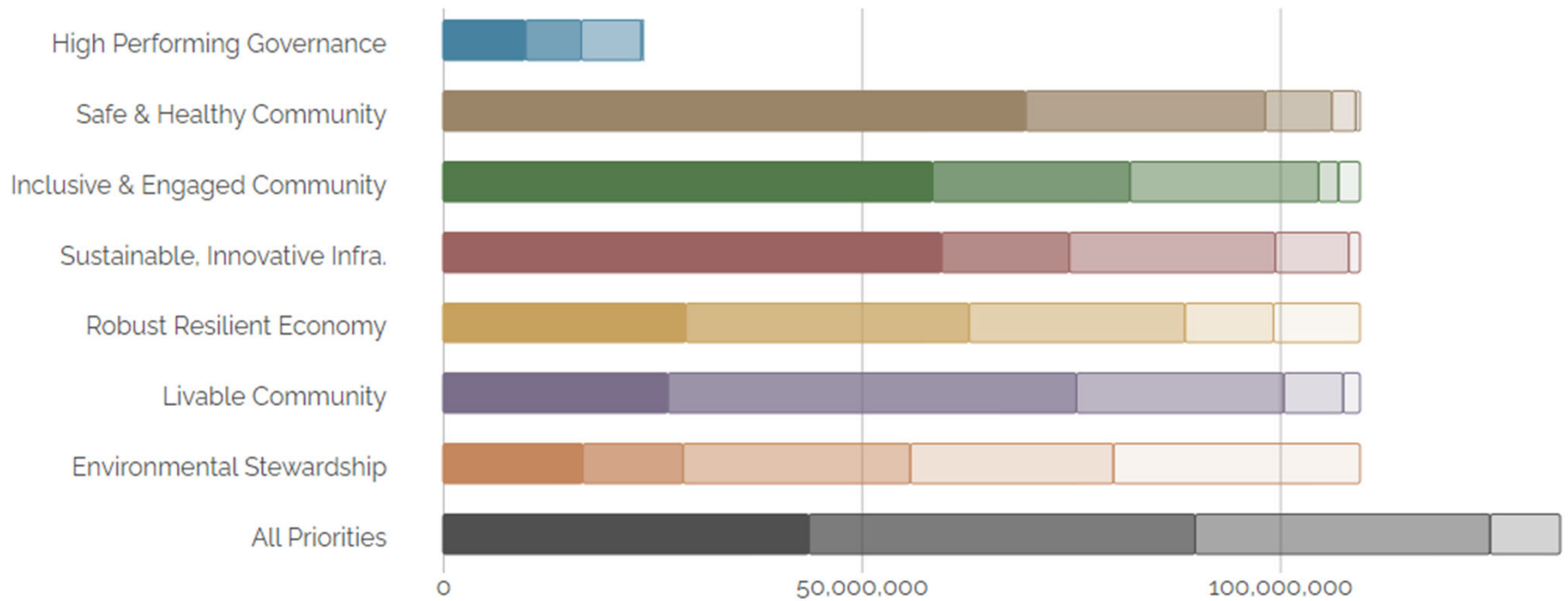
## Priority Based Budgeting Priorities and Objectives



GOVERNANCE PROGRAMS	COMMUNITY PROGRAMS					
 <b>High Performing Governance</b>	 <b>Safe and Healthy Community</b>	 <b>Inclusive and Engaged Community</b>	 <b>Sustainable and Innovative Infrastructure</b>	 <b>Robust and Resilient Economy</b>	 <b>Livable Community</b>	 <b>Environmental Stewardship</b>
Serve the public by providing high quality customer service	Enhance community engagement and strengthen relationships between the community and public safety services	Proactively foster community representation and civic engagement by enhancing opportunities for public involvement, in line with best practices	Deliver outstanding services to residents through a healthy, well-maintained infrastructure system	Support and strengthen a robust, diverse, and sustainable economy	Create a welcoming community through partnerships, resilient neighborhoods, and civic engagement	Promote, protect, and enhance a healthy, sustainable environment and its natural resources
Cultivate community communication engagement practices that are clear, consistent, and timely	Support social services, community partners, and housing opportunities	Advance social equity and social justice in Flagstaff by supporting social services	Utilize existing long-range plans that identify the community's future infrastructure needs and all associated costs	Maintain and enhance an equitable and effective business, retention, and expansion program throughout the community	Provide amenities and activities that support a healthy lifestyle	Engage community members through education and volunteer opportunities
Encourage public trust through transparency, accessibility, and use of the City's public participation policy	Provide and build upon the alternative response model, and other community partnerships to best serve the mental and behavioral health needs of the community	Facilitate and foster equity, diversity, and inclusivity, including support of trauma-informed policies and practices	Provide, manage, and maintain effective infrastructure for multimodal and active transportation	Enhance relationships between the development community, the City, and Flagstaff residents	Work with regional partners that provide equitable and inclusive educational and cultural opportunities for Flagstaff residents of all ages	Implement and enhance sustainable building practices, waste diversion programs, alternative energy programs, and multimodal transportation options
Maintain the organization's fiscal stability through strong financial policies and best practices	Provide public safety services with resources, staff, and training responsive to the community's needs	Enhance the City's involvement in community, education, and regional partnerships to strengthen the level of public trust	Facilitate, develop, and encourage carbon-neutral energy opportunities	Attract employers that provide high quality jobs and have a low impact on infrastructure and natural resources	Actively support attainable and affordable housing through the City's 10-Year Housing plan as well as other projects and opportunities	Encourage the private sector's investment in environmental stewardship
Implement and communicate innovative and efficient local government programs, new ideas, and best practices	Promote physical and mental well-being through providing recreational opportunities, parks, open space, and active transportation options	Ensure City facilities, services, and programs are accessible for all residents and representative of Flagstaff's diverse community	Support the community's social infrastructure needs; assist those partner organizations that provide services the City does not	Enhance the community's workforce housing and development programs; improve partnerships with the private and public sectors	Support diverse employment opportunities and high quality jobs	Implement, maintain, and further the Carbon Neutrality Plan (CNP) with awareness of social inequities
Be an inclusive employer of choice by providing employees with the necessary tools, training, support, and compensation	Ensure the built environment is safe through the use of consistent standards as well as best practices for building and land use	Promote environmental justice and the access to environmental benefits		Embrace and invest in responsible tourism opportunities to promote economic development	Achieve a well-maintained community through comprehensive and equitable code compliance and development	Strengthen Flagstaff's resilience to climate change impacts on built, natural, economic, health, and social systems

THE OBJECTIVES LISTED IN THIS DOCUMENT WERE APPROVED BY COUNCIL NOVEMBER 2023.

# Key Community Priorities - Base Budget Only





# High Performing Governance



- Providing high quality customer service
- Clear, consistent, and timely communication
- Transparency, accessibility and use through the City's public participation policy
- Fiscal stability through strong policies and practices
- Implement and innovate government programs, ideas, and best practices
- Be an inclusive employer of choice through tools, training, support, and compensation

# High Performing Governance



- Develop a new Budget Section to support the city-wide budget and Priority Based Budgeting process year round
- Develop a Management Services division strategic plan including strategic Grant focus, Finance and Purchasing
- Update Engineering Standards for Council review, discussion, and approval
- Advance the City Manager's employee and community volunteerism program



# High Performing Governance



- Provide additional staff training and educational opportunities
  - Develop grant training to support internal processes
  - Invest in Human Resources staff training and certifications
  - Increase funding for our Tuition Assistance Program
- Invest in recruitment tools to attract qualified candidates
  - Implement LinkedIn Recruiter fully to source more candidates
  - Increase efficiency in recruitment through the addition of Sparkhire for video interviewing, and eSoph for Police background interviews and the integration of NEOGOV and Accusource
  - Add NEOGOV Onboard to streamline and automate employee onboarding

# High Performing Governance



- Implement technology to increase efficiencies
  - Continued funding for upgrading conference rooms to hybrid Teams technology
  - Increase On-Base utilization for contract management reporting and formal solicitation tracking
  - Transition away from current live streaming to an inhouse YouTube platform
  - Create an automated workflow for grant application submittals
  - Convert to more efficient electronic cards for emergency medical dispatch in our Communications Center
  - Process development plans electronically

# High Performing Governance



- Implement technology to increase efficiencies
  - Enhance courtroom audio infrastructure to optimize the quality of remote court appearances
  - Create a centralized volunteer and event hub through a new software platform
  - Upgrade the Rio de Flag Water Reclamation Plant Citect server





# Safe and Healthy Community

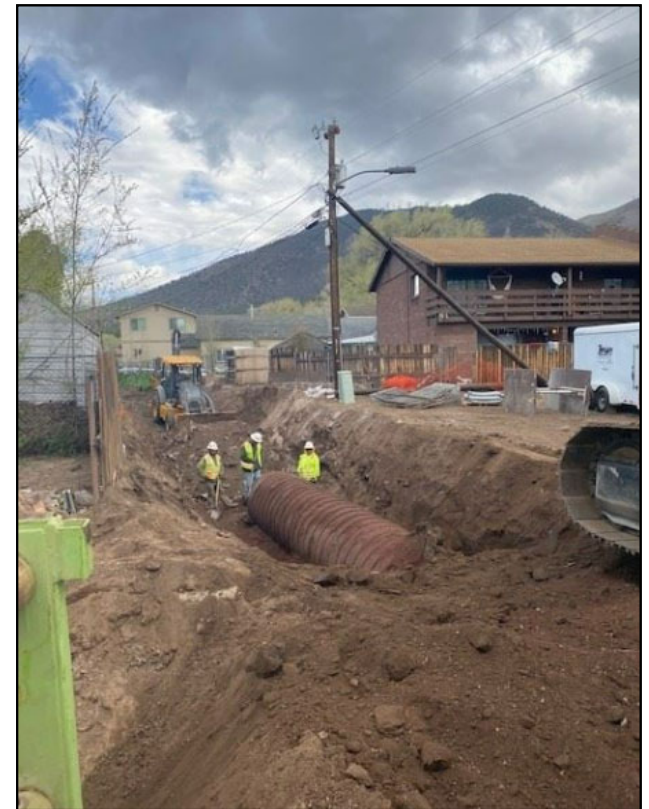


- Enhance community engagement and strengthen relationships with the community and public safety
- Support social services, community partners, and housing opportunities
- Provide the alternative response model and serve the mental and behavioral health needs of the community
- Provide public safety resources, staff, and training
- Promote physical and mental well-being through recreation, parks, open space, and transportation options
- Ensure built environment is safe

# Safe and Healthy Community



- Enhance security at the City libraries
- Support the Property Care Standards with property abatement
- Purchase Graffiti Busters abatement supplies
- Expedite construction of flood mitigation projects related to the Spruce Wash and Schultz Creek at Highway 180
- Construct a complete streets conversion project along the Butler Avenue corridor which will include raised pedestrian and bicycle pathways
- Improve communication with victims of crime through notification and community survey software



# Safe and Healthy Community



- Pilot a Downtown alleyway snow removal program
- Invest in emergency management planning and response
  - Update the Airport Emergency Plan and conduct a triennial full-scale exercise at the Airport
  - Develop a Continuity of Operations Plan and Continuity of Government Plan
  - Implement an internal Emergency Alert System
  - Provide local National Incident Management System (NIMS) trainings
  - Continue planning efforts for public safety at special events

# Safe and Healthy Community



- Provide resources and training to respond to community needs
  - Sustain funding to ensure minimum staffing of all Fire Department emergency response units
  - Conduct Fire paramedic training
  - Plan for Firefighter cancer prevention
  - Invest in Fire Department professional development
  - Provide Building Safety professional memberships
  - Purchase licenses and subscriptions for building codes
  - Implement a real time alert system for law enforcement
  - Install Police virtual training software

# Safe and Healthy Community



- Provide resources and training to respond to community needs
  - Support the Police Academy at Coconino Community College
  - Provide hotel vouchers for officers who have court appearances after long shifts
  - Water Services replacement of equipment for community response



# Safe and Healthy Community



- Invest in a Safe and Healthy Community
  - Provide Flood Prevention Assistance grants to purchase dry floodproofing materials
  - Distribute HEPA filters to at-risk community members to help mitigate risk during unhealthy air days
  - Build an accessible trail and install universal fitness equipment at Buffalo Park on the Nate Avery Trail
  - Lower crime, arrests and victimization by funding the CARE Unit and Flagstaff Shelter contract





# Inclusive and Engaged Community



- Foster community representation and civic engagement with opportunities for public involvement
- Advance social equity and social justice by supporting social services
- Facilitate and foster equity, diversity, and inclusivity
- Enhance the City's involvement in community, education, and regional partnerships to strengthen public trust
- Ensure City facilities, services, and programs are accessible for all residents
- Promote environmental justice and the access to environmental benefits

# Inclusive and Engaged Community



- Distribute Neighborhood Sustainability grants for several projects
- Develop the newest park through public engagement on the west side
- Engages volunteers for cultural site monitoring, protection, and invasive weed removal



# Inclusive and Engaged Community



- Encourage community collaboration with the My Actions Matter' campaign
- Engage the community with interactive social media campaigns like "Name that Plow" that brought in thousands of participants
- Transform the openness and inclusivity of the park with lower and more open FUTS style rail fencing at Bushmaster Skate Park



# Inclusive and Engaged Community



- Increase communication and civic engagement
  - Increase relationship-building with indigenous neighbors
  - Revitalize of the City's website
  - Solicitate and rollout of a new community engagement platform
  - Continue production of videos for social media and other audiences to expand reach and information sharing
  - Continue relationship building with delegations at the state and federal level
- Educate the community on the candidate election and BBB tax renewal in November 2024

# Inclusive and Engaged Community



- Create engagement opportunities for public involvement
  - Communicate about the Flagstaff Regional Plan with notices, postcards, advertisements and Spanish translation materials
  - Foster increased opportunities for public input related to capital projects by presenting projects to various committees, commissions and at public meetings
  - Host a “walking tour” and a community survey in the Cheshire Neighborhood for the Fremont Boulevard low streets project
- Partner to bring inclusive programming
  - 4th of July weekend event featuring architectural mapping and several other events throughout the year
  - Indigenous Community Cultural Center



## Sustainable & Innovative Infrastructure



- Deliver outstanding services to residents through a healthy, well-maintained infrastructure system
- Utilize existing long-range plans that identify future infrastructure needs and associated costs
- Provide, manage, and maintain effective infrastructure for multimodal transportation
- Facilitate, develop, and encourage carbon-neutral energy opportunities
- Support social infrastructure needs; assist organizations that provide services the City does not

## Sustainable and Innovative Infrastructure



- Work with NORESKO to replace over 170 water meters to provide testing of the accuracy of our meter billing system
- Purchase of a new security camera system for the East Warehouse
- Improve modality of important commuter infrastructure with repair and replacement of aged asphalt FUTS
- Invest in the protection of information technology infrastructure with an upgrade to the fire alarm system and replacement of the air conditioning unit in the Police Department computer server room
- Sustain and improve the Public Safety radio city-wide system

# Sustainable and Innovative Infrastructure



- Expand the Residential Food Scraps Drop-off to include an additional drop-off location and provide accessible residential composting service
- Provide free solar education and reduce solar installation costs with program through Northern Arizona Solar Co-Op
- Develop parking management program



# Sustainable and Innovative Infrastructure



- Improve multi-modal infrastructure by encouraging more sustainable modes of transportation
  - Partner with MetroPlan on Butler and Fourth Street improvements
  - Apply for Safe Streets For All planning grant for the Vision Zero and Transportation Master Plans
- Replace existing streetlight fixtures with Dark Sky compliant LED fixtures





# Robust and Resilient Economy



- Support and strengthen a robust, diverse, and sustainable economy
- Maintain and enhance business retention and expansion programming
- Enhance relationships between the development community, the City, and our residents
- Attract employers to provide high quality jobs and low impact on infrastructure and natural resources
- Enhance workforce housing and development programs
- Embrace and invest in responsible tourism opportunities to promote economic development

# Robust and Resilient Economy

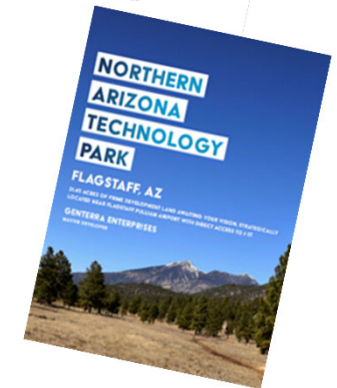


- Offer a Green Business Boot Camp for Flagstaff businesses, in collaboration with Local First Arizona
- Support home energy efficiency and electrification with the Home Weatherization and Energy Rebate Program
- Provide efficient and timely building review and inspection services
- Improve community, visitor, and business accessibility with transportation and multi-modal projects



# Robust and Resilient Economy

- Sustain Flagstaff Pulliam Airport through additional revenue opportunities
- Seek a second airline for Flagstaff Pulliam Airport
- Support and partner with Genterra to market the airport's 31.45-acre parcel
- Create additional campaigns preparing for the Route 66 Centennial as well as Lowell's Discovery Center Grand Opening



# Robust and Resilient Economy

- Educate on the benefits of the Bed, Board, and Beverage tax and projections to increase above the current \$12.1 million
- Provide expansion and attraction opportunities through Economic Development's business incentives
- Host multiple sport-related tournaments annually that draw hundreds per year to stay and play



CITY OF FLAGSTAFF  
BUSINESS ATTRACTION  
**JOB CREATION INCENTIVE**

**Incentive**  
The City may allocate up to \$15,000 to a new business that meets the below criteria. Awards are subject to available fund balance and review of the submitted packet.  
Businesses may apply for this incentive to receive reimbursements for the following qualifying expenses, but are not limited to:  
1. Employee Relocation Expenses  
2. Job Related Training  
3. Workforce Development  
4. Site Improvements that provide public benefit: Beautification improvements, energy efficiency items, public water and lighting code required landscaping, public water and wastewater, etc.  
The annual funding for this policy is \$75,000. The maximum awarded amount per business is \$15,000.  
• VISIT [CHOOSEFLAGSTAFF.COM](http://CHOOSEFLAGSTAFF.COM) TO LEARN MORE

**Criteria**  
All submittals will be reviewed by staff to determine if the business meets the minimum criteria to be eligible for City Incentives.  
1. Must be locating this business within City limits. New businesses may apply for this incentive if they located to Flagstaff within the last 30 days.  
2. Must be one of the key industries identified by the City.  
3. Must create a minimum of ten (10) new permanent full-time jobs, where the new position's salary exceeds the Coconino County median wage of \$20.04 per hour.



# Livable Community



- Create a welcoming community through partnerships, resilient neighborhoods, and civic engagement
- Provide amenities and activities that support a healthy lifestyle
- Work with regional partners that include equitable and inclusive educational and cultural opportunities for all ages
- Actively support attainable affordable housing through the City's 10-year Housing Plan
- Support diverse employment opportunities and high-quality jobs
- Achieve well-maintained community through comprehensive and equitable code compliance and development

# Livable Community



- Continue implementation of short-term rental licensing to increase compliance with city codes
- Partner with the Indigenous Commission to bring forward opportunities to develop the Indigenous Community Cultural Center
- Offer community garden plots at Bonito, Hal Jensen, and Southside community gardens
- Engage volunteers for the Snow Hero Pilot Program



# Livable Community

- Offer Arts & Science grants to non-profits and artists to help create a vibrant arts, science and culture in Flagstaff
- Offer numerous murals, art projects, traffic signal boxes, and other beautification and actions grants
- Complete the main library window project



# Livable Community



- Support attainable and affordable housing
  - Operate and maintain Flagstaff Housing Authority 345 affordable dwelling units and administer more than 522 affordable housing vouchers
  - Incentive Policy for Affordable Housing (IPAH)
  - Community Homebuying Assistance Program (CHAP)
  - Employee Assisted Housing Program (EAH)
  - Funds for land acquisition and dwelling unit preservation to create and preserve housing units
  - Consultant for the Rental Assistance Demonstration (RAD)
  - Local government contribution or gap financing for Low Income Housing Tax Credit (LIHTC) applications
  - Branding, marketing and community education

# Livable Community



- Achieve a well-maintained community
  - Interdivision staff (IDS) development review for compliance with variety of standards and codes
  - Building Safety and Code Compliance administration of adopted life safety and municipal codes
  - Zoning code amendments which advance 10 Year Housing Plan, Carbon Neutrality Plan and Code Amendment Project (CAP)
  - Boulder Pointe traffic calming measures anticipated construction in May
  - Completed Coconino Estates Phase I and Phase II improvements
  - Switzer Canyon FUTS Trail with anticipated construction to begin in June



# Environmental Stewardship



- Promote, protect, and enhance a healthy, sustainable environment and its natural resources
- Engage community members through education and volunteer opportunities
- Implement and enhance sustainable building practices, waste diversion and energy programs, and multimodal transportation models
- Encourage private sector investment in environmental stewardship
- Implement, maintain, and further the Carbon Neutrality Plan
- Strengthen Flagstaff's resilience to climate change impacts

# Environmental Stewardship



- Draft a Sustainable Procurement Policy and Sustainable Procurement Code to support environmental stewardship
- Develop and solicit an on-call contract to procure electric vehicles through multiple dealers
- Promote shift to electric micro-mobility with an e-bike & e-scooter community rebate program and purchase e-bikes for the City fleet
- Fund a Sustainability federal grant writer to bring in funding for CNP projects
- Increase use of organic herbicide and fertilizer

# Environmental Stewardship

- Build electric vehicle and equipment fleet including necessary charging stations
- Implement and encourage zero waste events
- Hold two Tourism Service Days where trash and recyclables will be properly disposed
- Deliver fire awareness and preparation messaging to visitors



# Environmental Stewardship



- Implement Phase I of the City-wide [Energy and Water Conservation Project](#) with NORESO, including:
  - Weatherization
  - Energy efficient interior and exterior lighting
  - Irrigation improvements
  - Evaluate water loss
  - Electric vehicle charging stations
  - Reduce electric utility rates
  - Reducing gas emissions with installation of heat pumps

# Environmental Stewardship



- Participate in the Mayor's Monarch Pledge
- Improve the health of watershed and reduce flood impacts through hosting Watershed Clean Ups
- Finalize design of the Rio de Flag Flood Control Project and acquire necessary property and drainage easements
- Coordinate clean-up efforts of trails, avenues, and stream sections










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# Revenue Toolbox and 5 Year Plan Outlook

# Resource Toolbox












- User Fees and Rates – Approved by Council 
- Property Taxes 
  - Primary – Approved by Council
  - Secondary – Voter approved
- Transaction Privilege Taxes/Sales Taxes – Approved by Voters
  - General Sales Tax 1% 
  - Transportation Taxes 
  - BBB Taxes 

 General Fund

 Special Revenue Funds

 Enterprise Funds

# Resource Toolbox

- Debt Options – Authorization by Council   
  - Revenue debt
  - Certificates of participation
  - Loans and Leases
  - Municipal improvement district
- Development Fees – Approved by Council 
- Capacity Fees – Approved by Council 
- Grants   
- State and Federal Appropriations   

 General Fund

 Special Revenue Funds

 Enterprise Funds

# 5-Year Plan Outlooks



- Information is currently being worked on and will be available before the budget retreat.



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# Council Parking Lot Adds/Deletes Discussion



# Review and Confirm Council Direction



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# Public Participation



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