

## CITY COUNCIL BUDGET RETREAT

CITY COUNCIL BUDGET RETREAT - DAY 2  
FRIDAY  
APRIL 26, 2024

CORE SERVICES FACILITY  
3200 WEST ROUTE 66  
8:30 A.M.

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

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

Verbal public comments not related to items appearing on the posted agenda may be provided during the "Open Call to the Public" at the beginning and end of the meeting and may only be provided in person.

Verbal public comments related to items appearing on the posted agenda may be given in person or online and will be taken at the time the item is discussed.

To provide online verbal comment on an item that appears on the posted agenda, use the link below.

### [ONLINE VERBAL PUBLIC COMMENT](#)

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 in 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 discussion and consultation with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).*

#### 2. Roll Call

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

MAYOR DAGGETT  
VICE MAYOR ASLAN  
COUNCILMEMBER HARRIS  
COUNCILMEMBER HOUSE

COUNCILMEMBER MATTHEWS  
COUNCILMEMBER MCCARTHY  
COUNCILMEMBER SWEET

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

##### **MISSION STATEMENT**

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

##### **LAND ACKNOWLEDGEMENT**

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

4. Adjournment

5. City Council FY 2024-2025 Budget Retreat

Present City Manager's Recommended Budget for the Fiscal Year 2024-2025 and receive Council direction.

6. Public Comment Related to the FY2024-2025 Budget

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 \_\_\_\_\_, 2024.

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

THE CITY OF FLAGSTAFF ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (928) 213-2076 or email at [stacy.saltzburg@flagstaffaz.gov](mailto:stacy.saltzburg@flagstaffaz.gov) to request an accommodation to participate in this public meeting.

NOTICE TO PARENTS AND LEGAL GUARDIANS: Parents and legal guardians have the right to consent before the City of Flagstaff makes a video or voice recording of a minor child, pursuant to A.R.S. § 1-602(A)(9). The Flagstaff City Council meetings are live-streamed and recorded and may be viewed on the City of Flagstaff's website. If you permit your child to attend/participate in a televised Council meeting, a recording will be made. You may exercise your right not to consent by not allowing your child to attend/participate in the meeting.

**To:** The Honorable Mayor and Council  
**From:** Stacy Saltzburg, City Clerk  
**Date:** 04/18/2024  
**Meeting Date:** 04/26/2024

**DESIRED OUTCOME:**  
Present City Manager's Recommended Budget for the Fiscal Year 2024-2025 and receive Council direction.

The budget for the City of Flagstaff is the policy document that reflects the goals and objectives of the City Council. This retreat is set for staff to present the City Manager's Recommended Budget. The main goal of the retreat is for the City Council to review and provide final direction on the FY 2024-25 City Budget.

Attached to the staff summary are several documents to help the discussion including the FY 2025 City Manager Recommended Budget, the Detailed Agenda, and Presentation.

**Attachments:** [Detailed Agenda](#)  
[Budget Retreat Presentation](#)  
[FY25 City Manager Recommended Budget](#)  
[Color of Money](#)  
[Resource Toolkit](#)

# City Council Budget Retreat

## April 25 – 26, 2024

### Detailed Agenda

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#### Day 1: April 25, 2024

Time	Duration (min)	Topic	Staff
8:30am	15	Welcome and Overview <ul style="list-style-type: none"> <li>Retreat Protocol</li> <li>Agenda</li> </ul>	Greg Clifton Jeff Kennedy
8:45am	10	Budget Overview	Heidi Derryberry
8:55am	20	Revenue Updates	Rick Tadder
9:15am	60	Investing in Employees <ul style="list-style-type: none"> <li>Staffing</li> <li>Trends</li> <li>Compensation and Benefits</li> </ul>	Jen Caputo Jessica Vigorito
<b>10:15am</b>	<b>15</b>	<b>Break</b>	
10:30am	15	Employee Advisory Committee (EAC)	Jessica Vigorito Seth Gregar
10:45am	75	New Budget Appropriations <ul style="list-style-type: none"> <li>Summary - Total Budget Requests</li> <li>General Fund</li> <li>Summary – Budget Requests by Quartile</li> <li>Highlights of Recommended Budget Requests <ul style="list-style-type: none"> <li>➤ Quartile 1 – Most Aligned</li> <li>➤ Quartile 2 – More Aligned</li> </ul> </li> </ul>	Brandi Suda Chris Rhode Shannon Anderson Joanne Keene
<b>12:00pm</b>	<b>30</b>	<b>Lunch</b>	
12:30pm	75	New Budget Appropriations - Continued <ul style="list-style-type: none"> <li>Highlights of Recommended Budget Requests <ul style="list-style-type: none"> <li>➤ Quartile 3 – Less Aligned</li> <li>➤ Quartile 4 – Least Aligned</li> </ul> </li> <li>Service Partner Contracts</li> <li>Service Partner Application Process</li> <li>Carbon Neutrality Plan</li> <li>Housing 10 Year Plan</li> </ul>	Heidi Hansen Scott Overton Rick Tadder Tia Hatton Nicole Antonopoulos Sarah Darr
<b>1:45pm</b>	<b>15</b>	<b>FIKA</b>	
2:00pm	30	Capital Improvement Program (CIP) <ul style="list-style-type: none"> <li>Summary</li> <li>Capital Improvement Program Retreat Follow-up <ul style="list-style-type: none"> <li>➤ Indigenous Cultural Center</li> </ul> </li> </ul>	Joanne Keene Amy Hagin Rose Toehe
2:30pm	60	External Funding Opportunities <ul style="list-style-type: none"> <li>Overview</li> <li>Fire</li> <li>Transportation</li> <li>Drinking Water</li> <li>Stormwater</li> <li>Airport</li> <li>Sustainability</li> </ul>	Stacey Brechler-Knaggs Mark Gaillard Paul Mood Ed Schenk Brian Gall Nicole Antonopoulos
3:30pm	15	Public Comment on FY 2024-2025 Recommended Budget	

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



# City Council Budget Retreat

## April 25 – 26, 2024

### Detailed Agenda

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#### Day 2: April 26, 2024

Time	Duration (min)	Topic	Staff
8:30am	15	Opening and Overview	Greg Clifton Jeff Kennedy
8:45am	75	Key Community Priorities: <ul style="list-style-type: none"> <li>• Overview</li> <li>• High Performing Governance</li> <li>• Safe &amp; Healthy Community</li> <li>• Inclusive &amp; Engaged Community</li> <li>• Sustainable, Innovative Infrastructure</li> </ul>	Chris Rhode Shannon Jones Dan Musselman Rebecca Sayers Paul Mood
<b>10:00am</b>	<b>15</b>	<b>Break</b>	
10:15am	60	Key Community Priorities – Continued <ul style="list-style-type: none"> <li>• Robust Resilient Economy</li> <li>• Livable Community</li> <li>• Environmental Stewardship</li> </ul>	Heidi Hansen Dan Folke Nicole A
11:15am	45	5 Year Plan Outlook <ul style="list-style-type: none"> <li>• Resource Toolbox</li> <li>• General Fund</li> <li>• Special Revenue Funds</li> <li>• Enterprise Funds</li> </ul>	Rick Tadder
<b>12:00pm</b>	<b>30</b>	<b>Lunch</b>	
12:30pm	60	Council Parking Lot (Adds/Deletes) and Discussion	Greg Clifton
1:30pm	30	Review and Confirm Council Direction	Greg Clifton
2:00pm	15	Public Comment on FY 2024-2025 Recommended Budget	

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



# 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

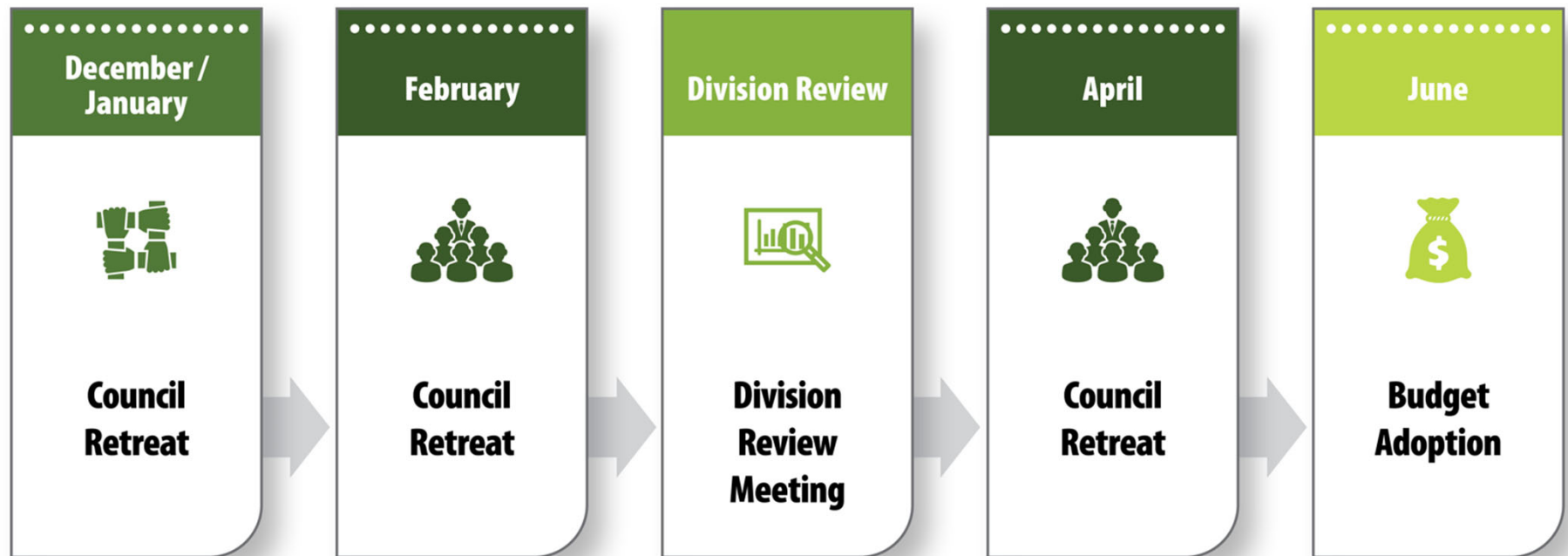
# Agenda – Day 2

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



# 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:
  - 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

# Color of Money

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



# Revenue Updates

# Revenue Update – 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

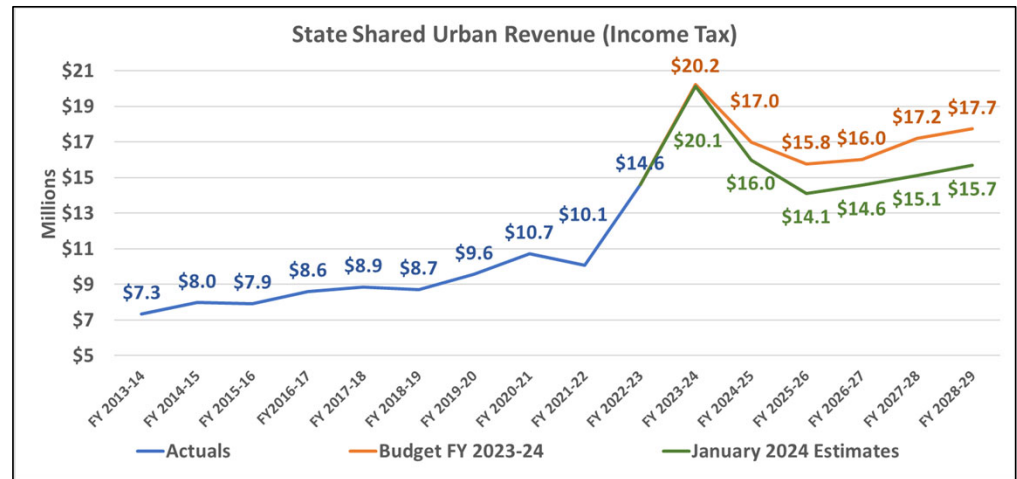


## General Fund State Shared Revenues

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



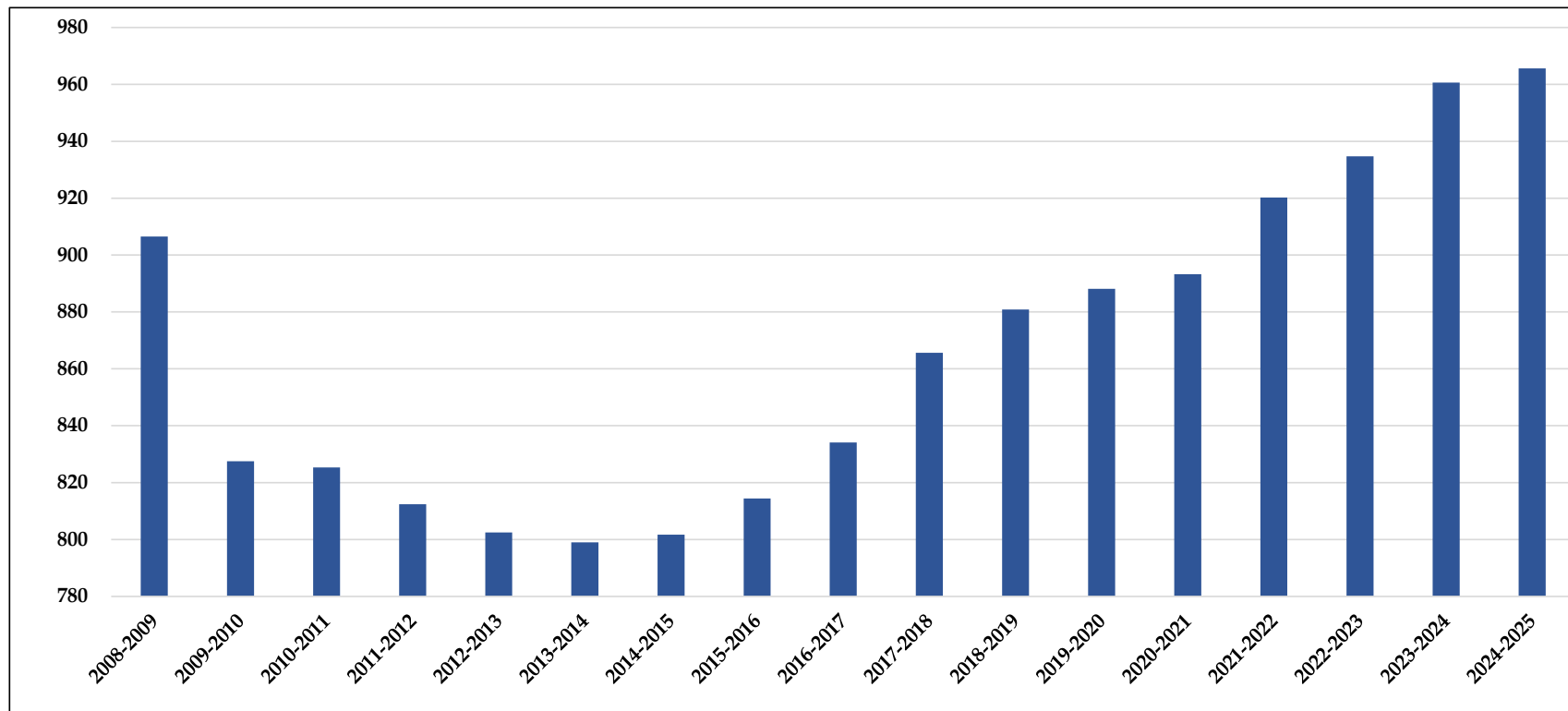
- Last update provided at February retreat
- Activity for February and March continued growth
- Some categories saw decreases in last three months
  - Lodging, publishing, advertising
- Projected increase from February's projected
- Provided additional \$485,000 to do more with compensation



# 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

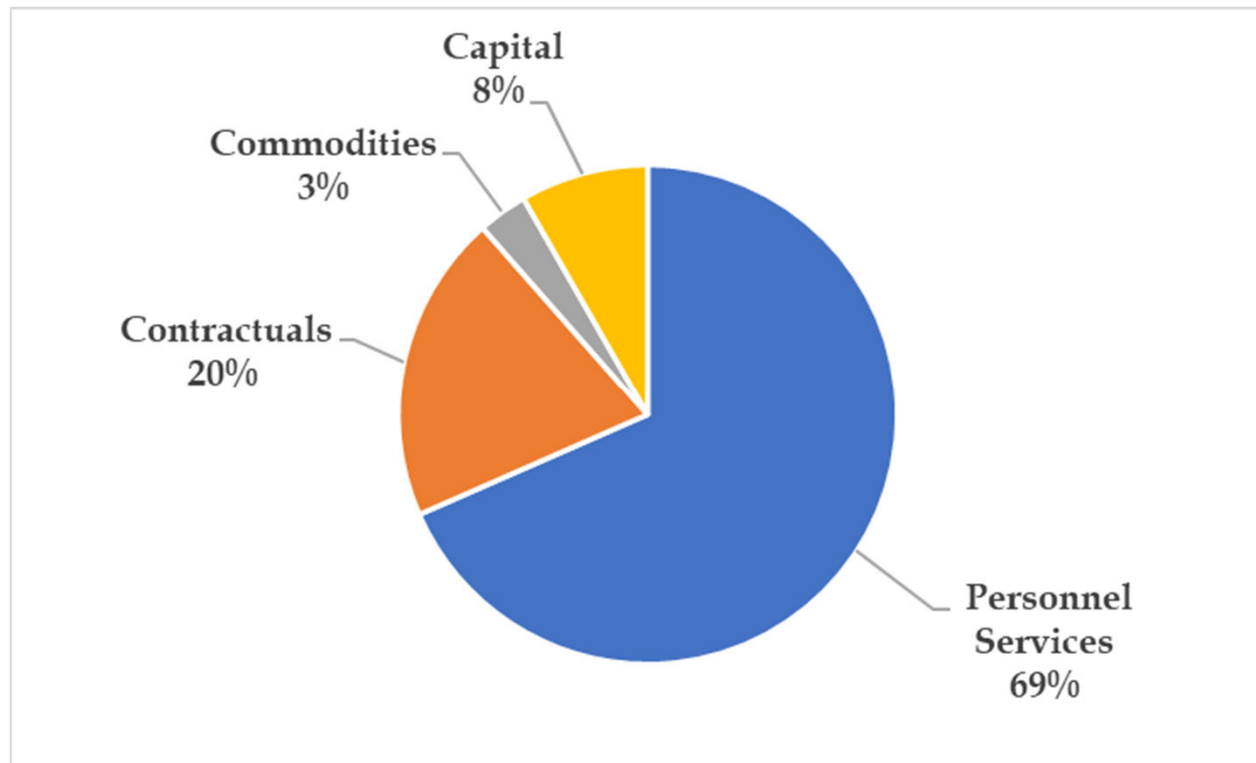


	Calendar Year 2021	Calendar Year 2022	Calendar Year 2023
Total Separations	227	207	240
Retirements	26	26	25
Voluntary/Involuntary	201	181	215
Temporary/Contract Separations	87	59	91
Total Turnover Percentage	24.10%	24.76%	TBD
Bureau of Labor Statistics: State/Local Rate	18.70%	18.8%	TBD
Vacancy Rate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

# FY 2024-2025 Proposed Budget by Category



## General Fund Expenditure Budget

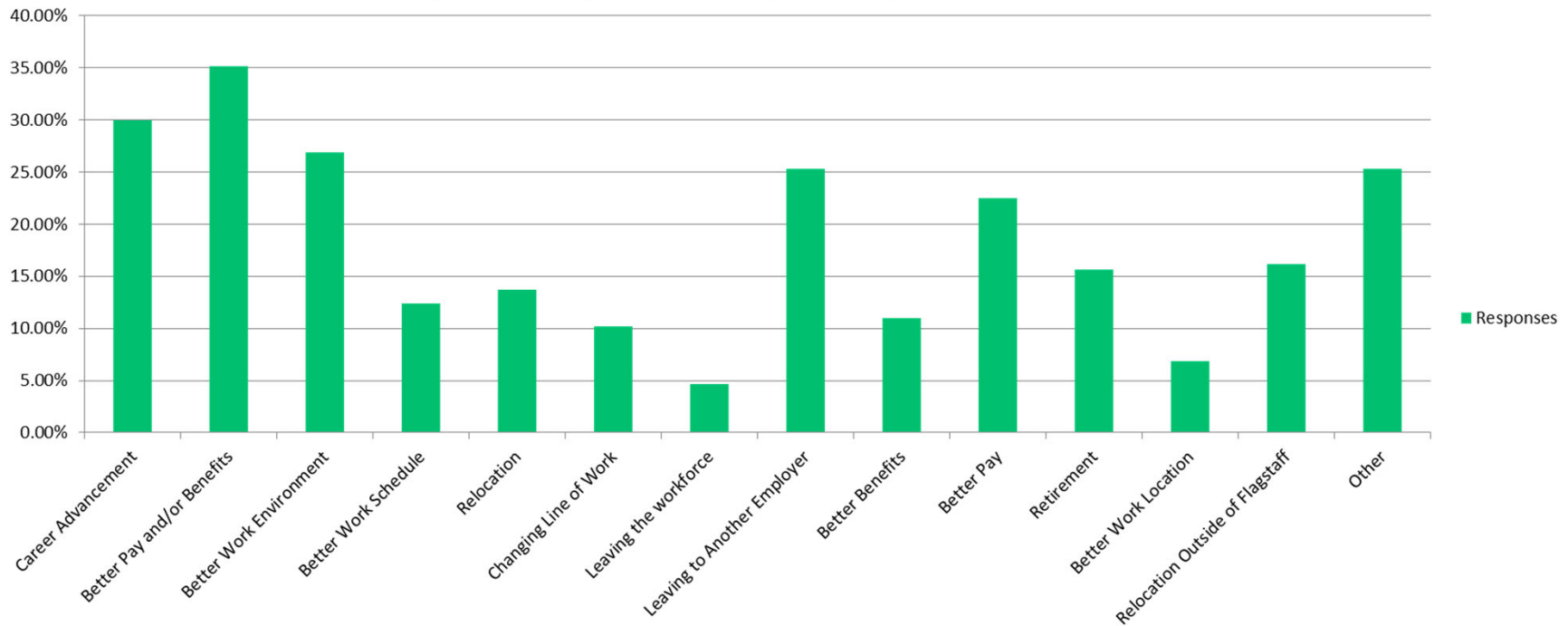


# Retention Trends – Exit Interview Summary

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

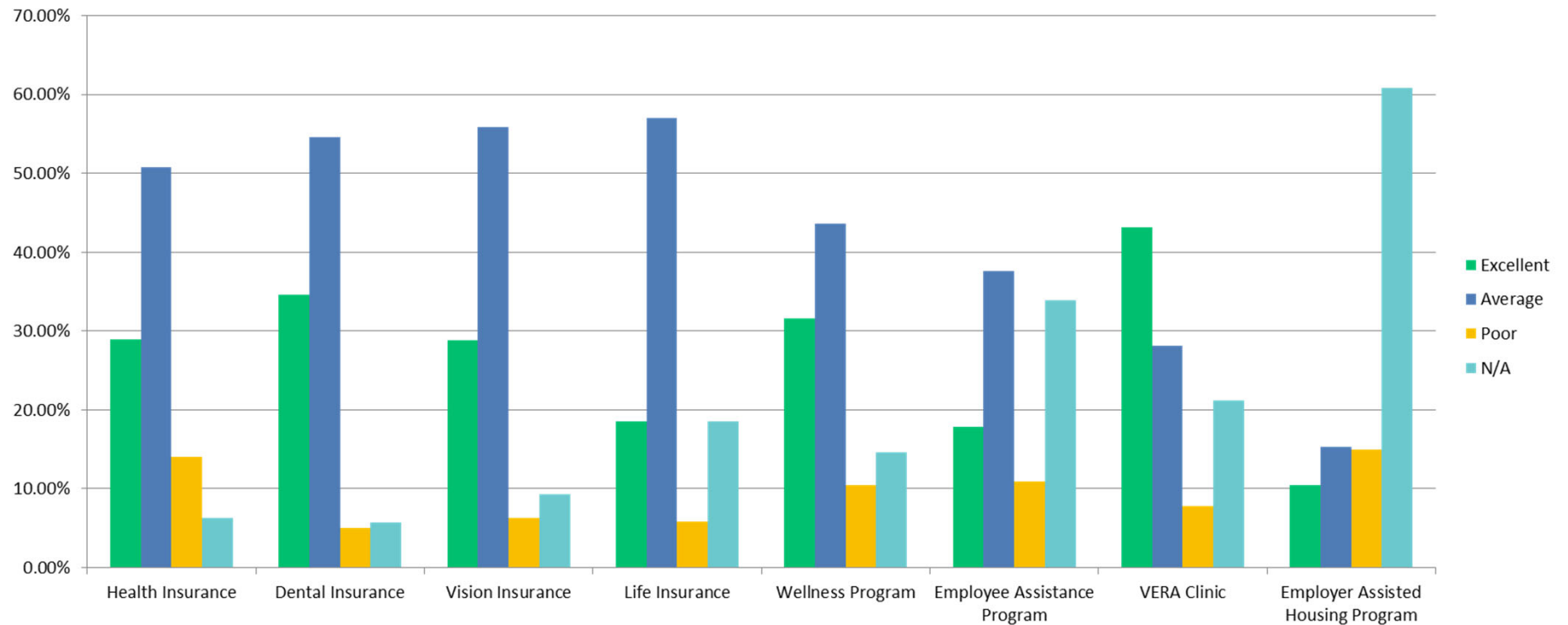


# Retention Trends – Exit Interview Summary

## Benefits Ratings – CY 2023



Please rate the following employee benefits



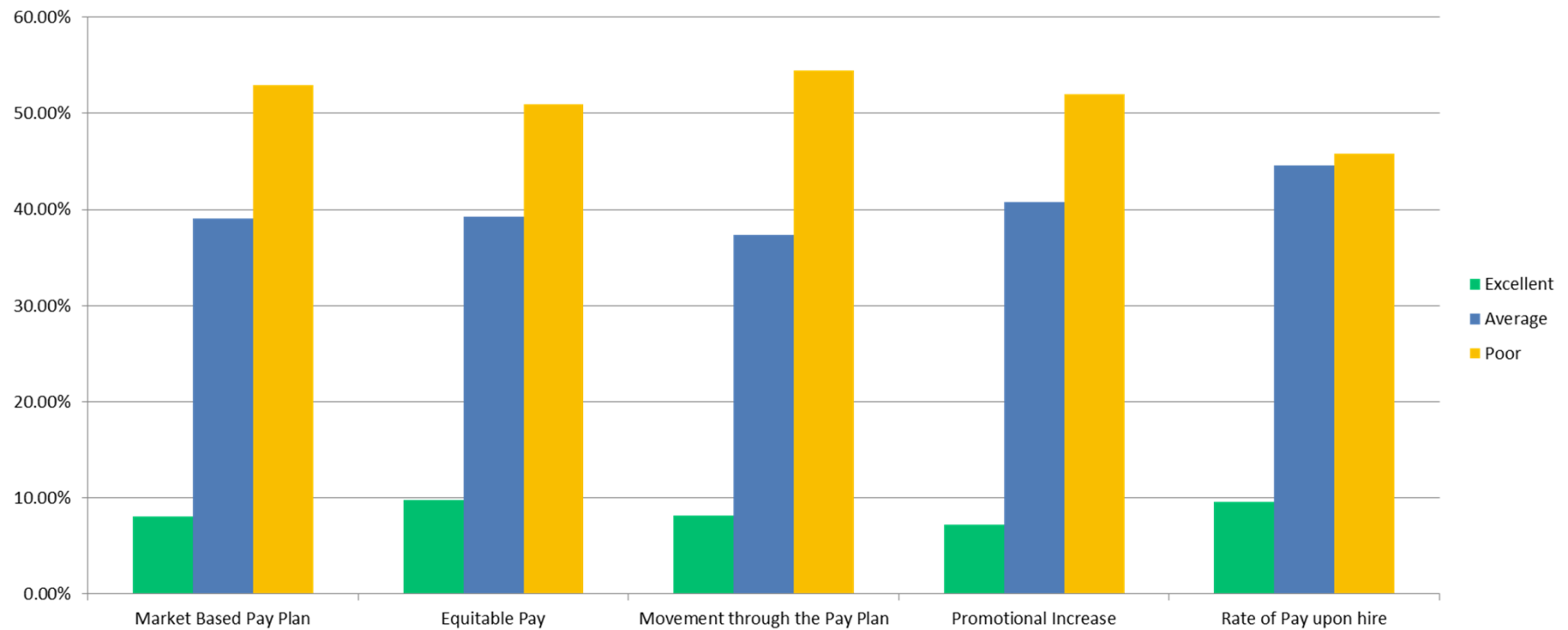


# Retention Trends – Exit Interview Summary

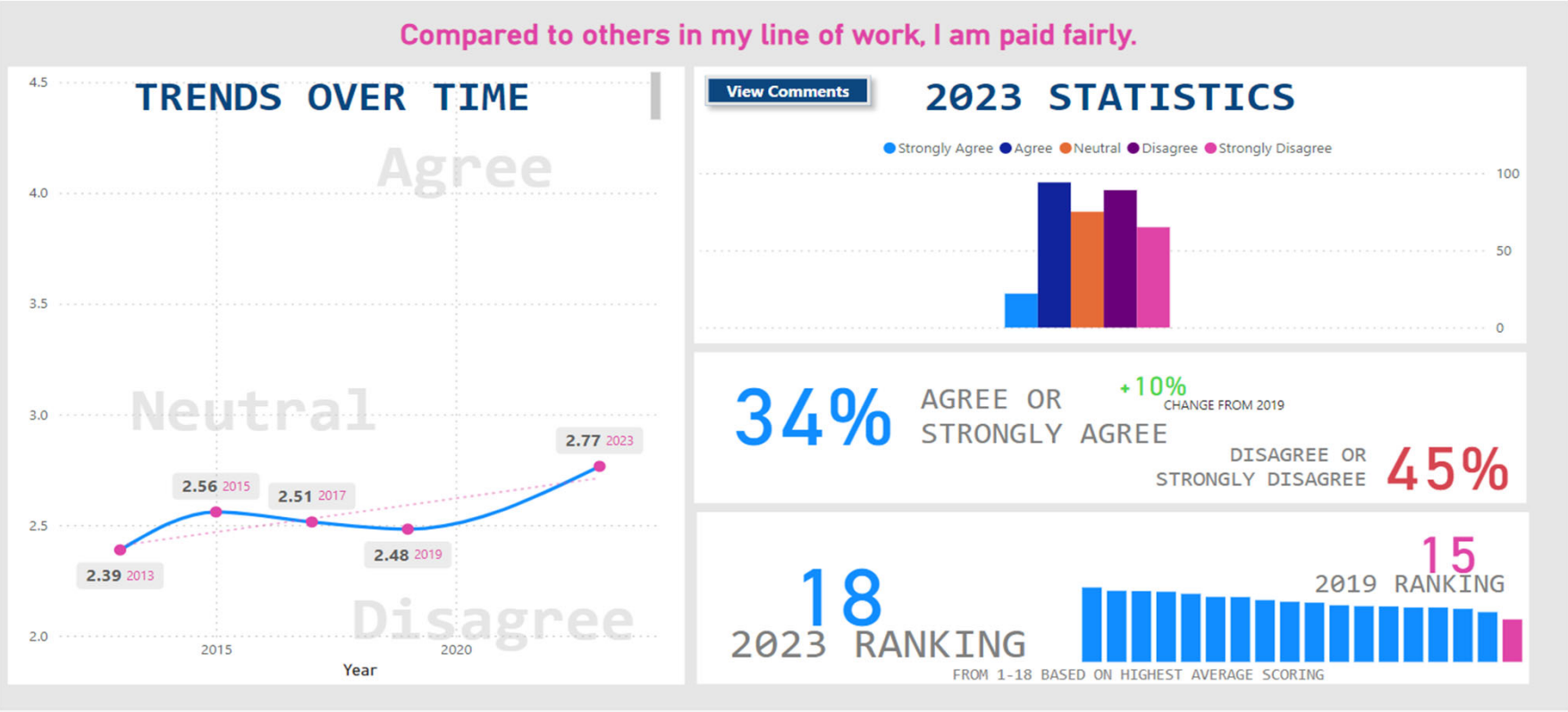
Employee Compensation – CY 2023



## Employee Compensation



# Retention Trends – I’m Compensated Fairly



# 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



# 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



# New Budget Appropriations

# Summary – Total Budget Requests



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

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

Total All Funds	\$ 22,142,576	\$ 24,353,430
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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



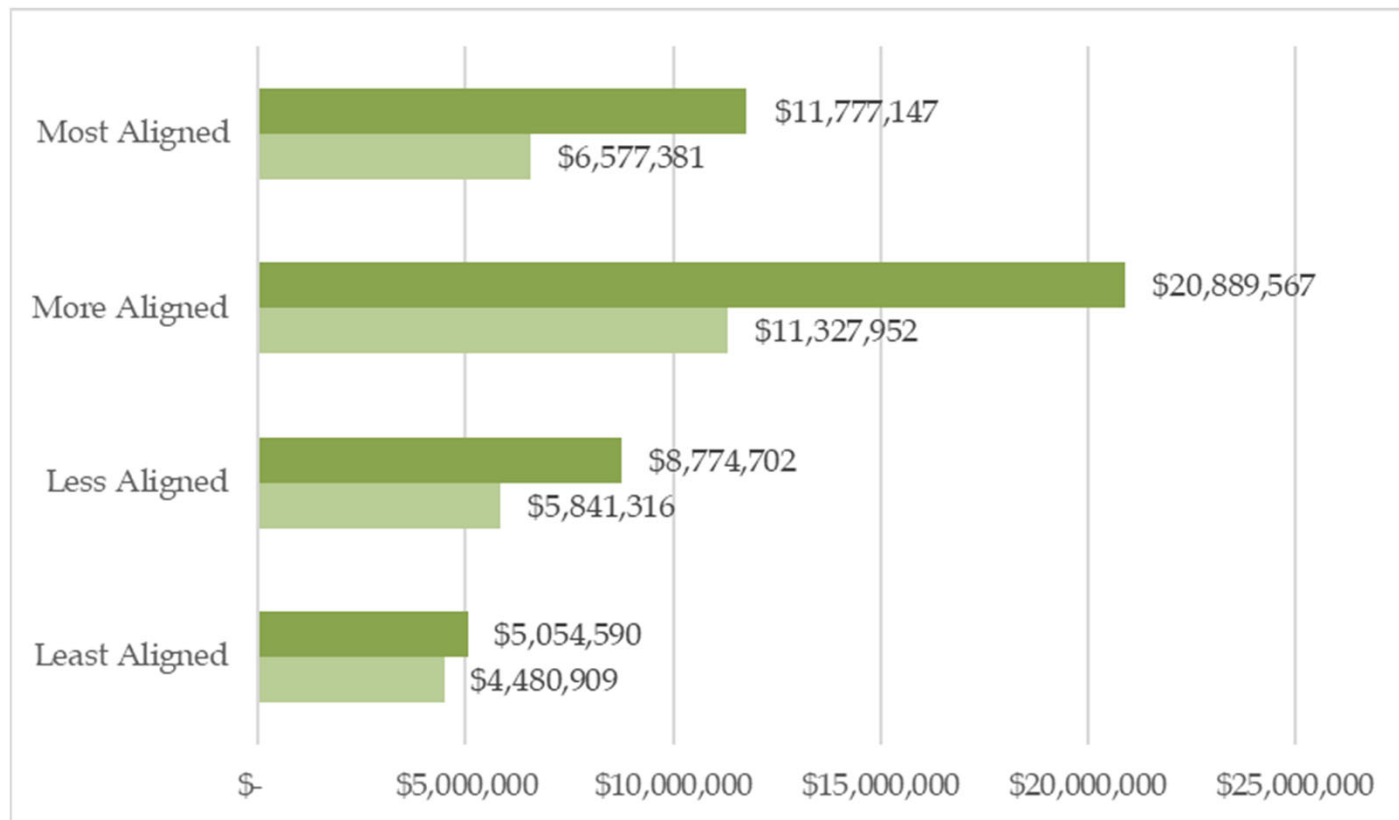
# Summary – General Fund



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
Total Available FY 2024-2025	6,177,000	12,261,000
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

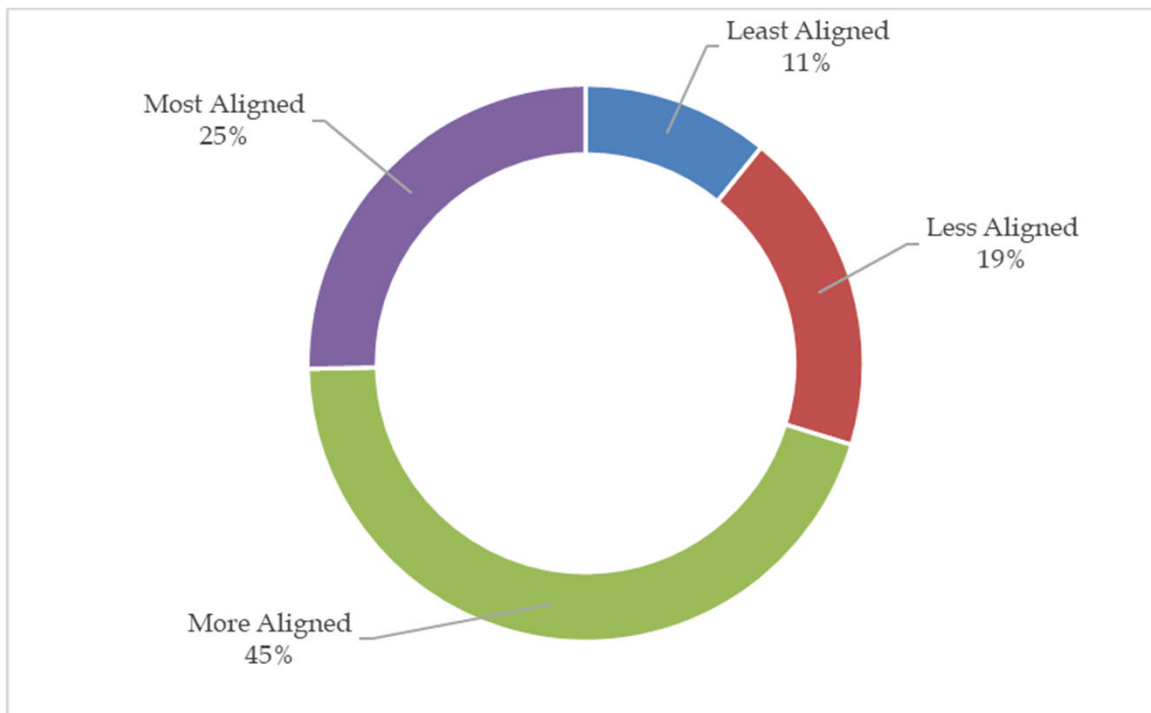


Total Requested:  
\$46,496,006

Total Recommended:  
\$28,227,558

\*Excludes grants, capital and reclassifications

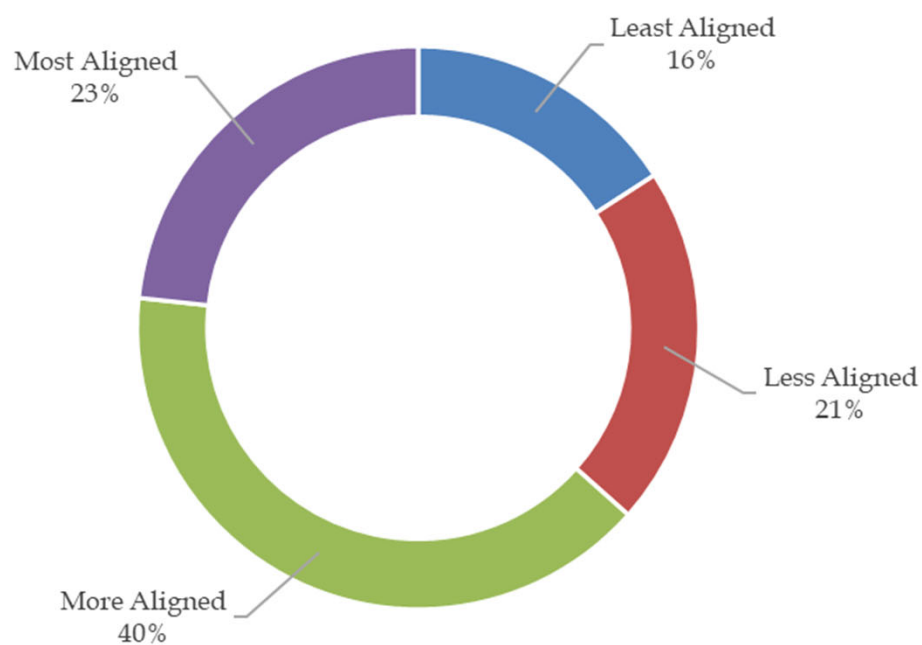
# Operating Requests by Quartile



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

\*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
Total	\$ 28,227,558

\*Excludes grants, capital and reclassifications

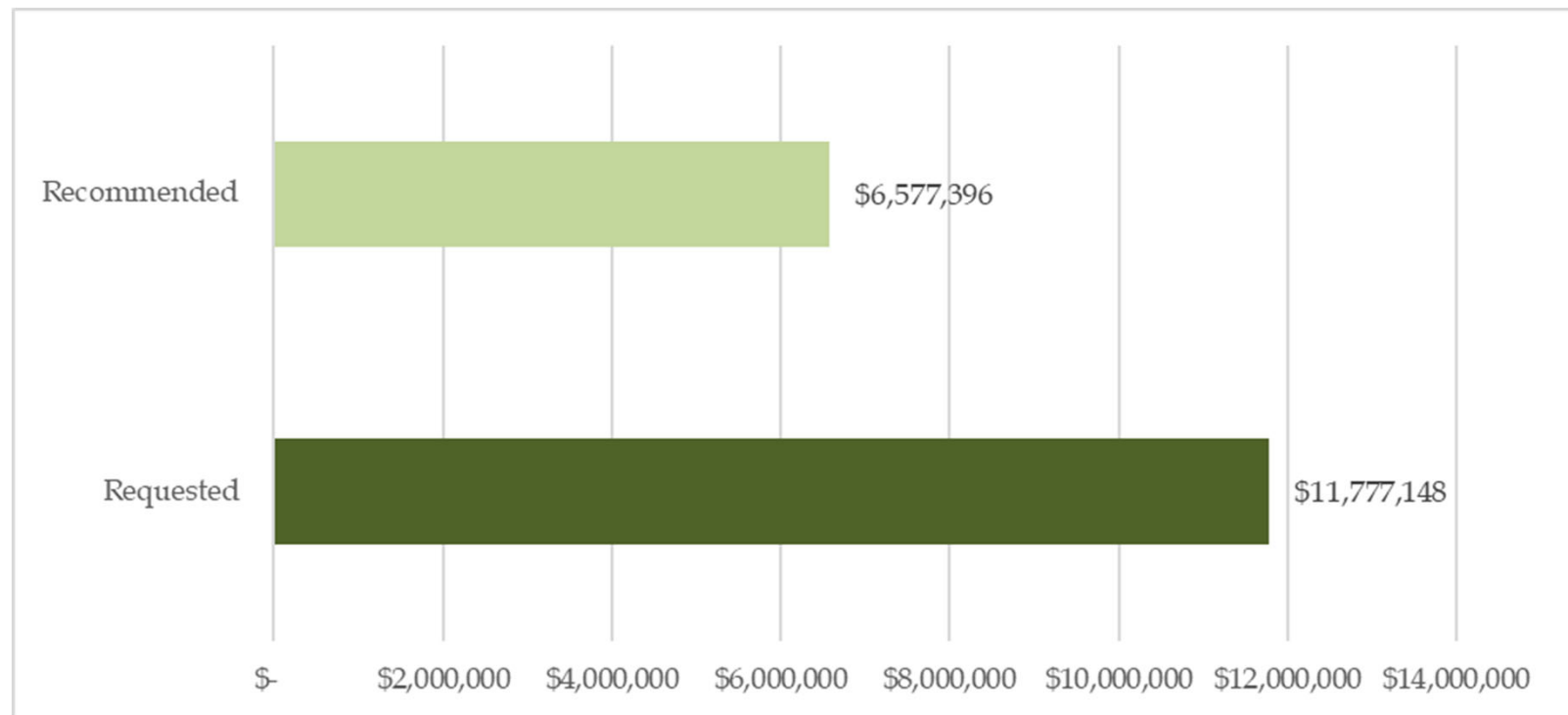
# Requests and Recommendations



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

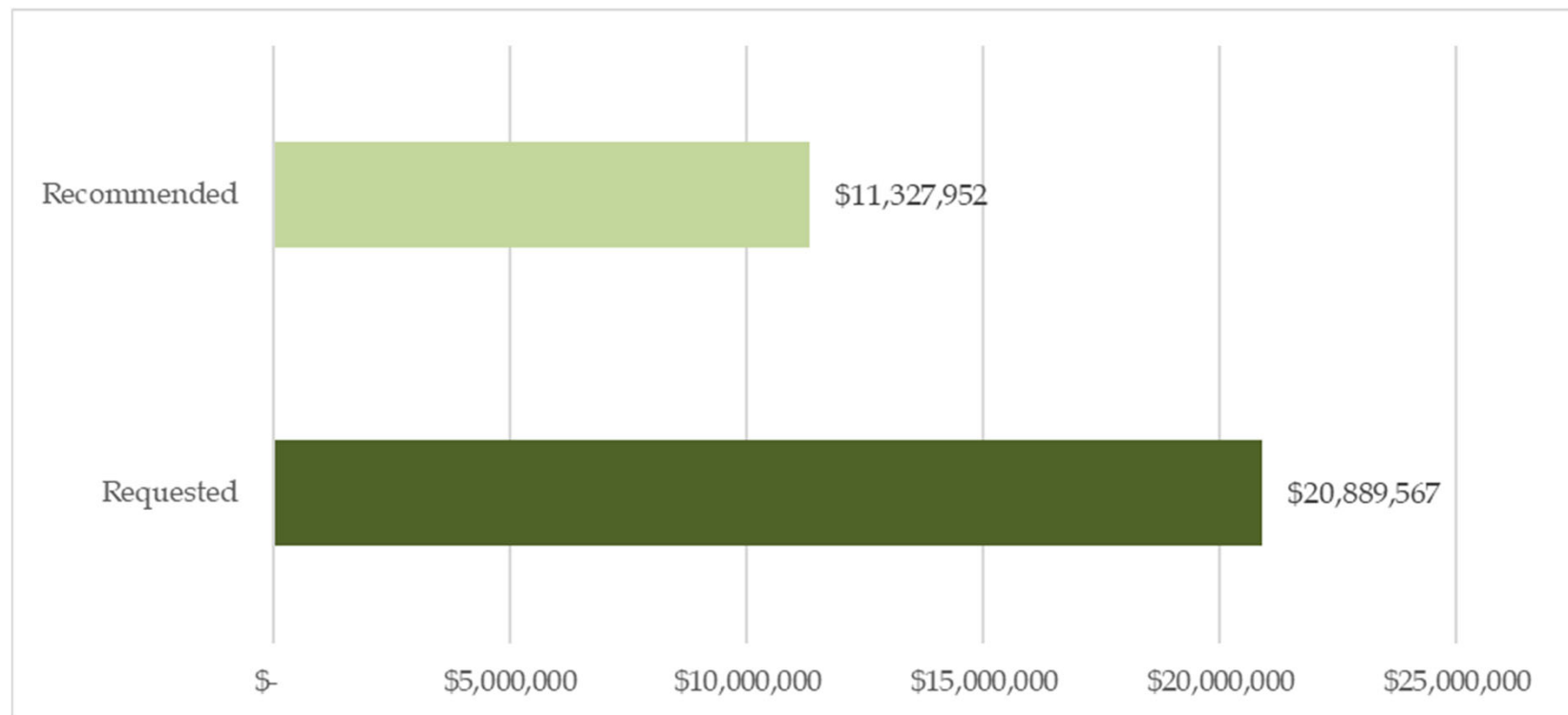
# Quartile 1 – Most Aligned



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



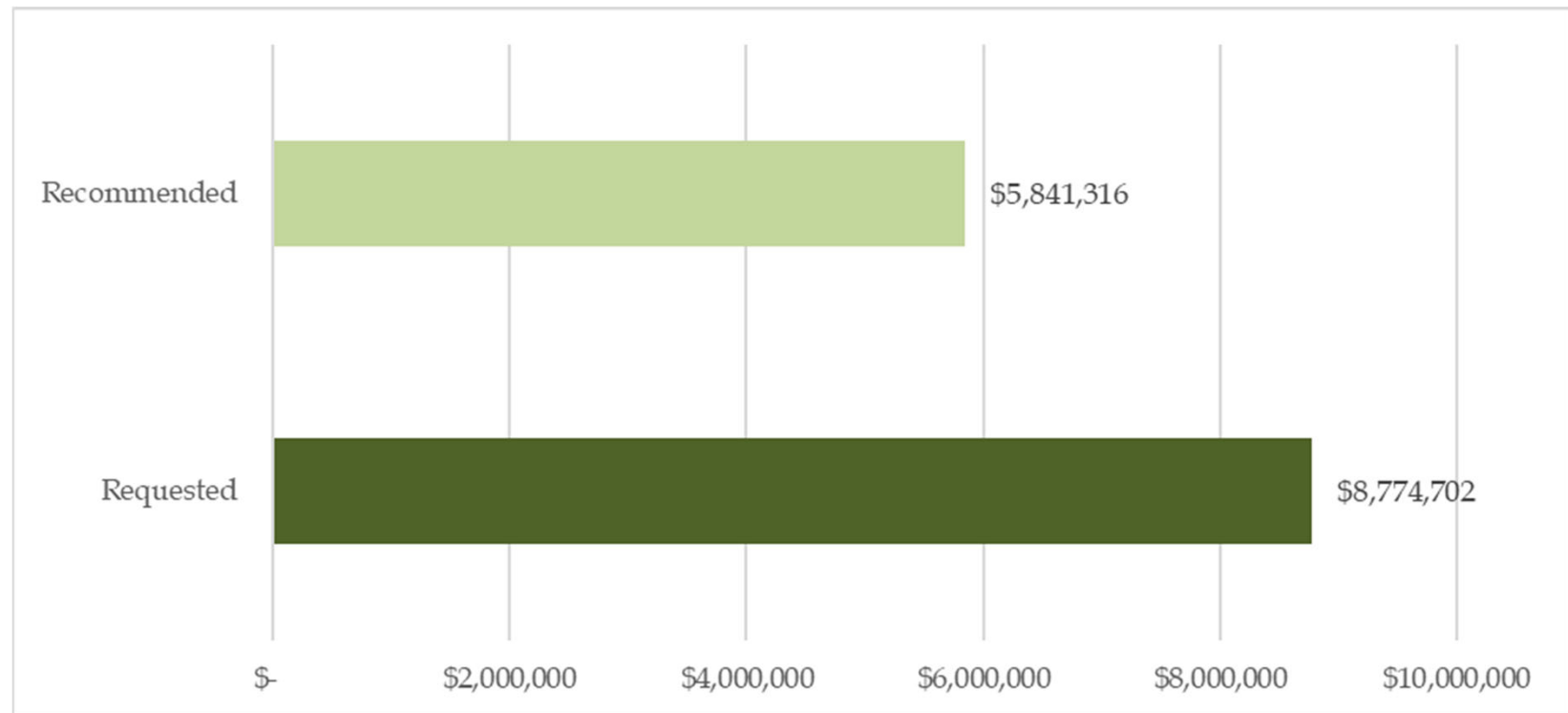
Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Affordable Housing Unit Creation	 	\$ 270	\$ 1,383,733
Alternative Response		0	243,390
City Facilities Capital Renewal	 	0	3,614,900
Community Climate Action, Resilience and Mobilization		14,641	303,187
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

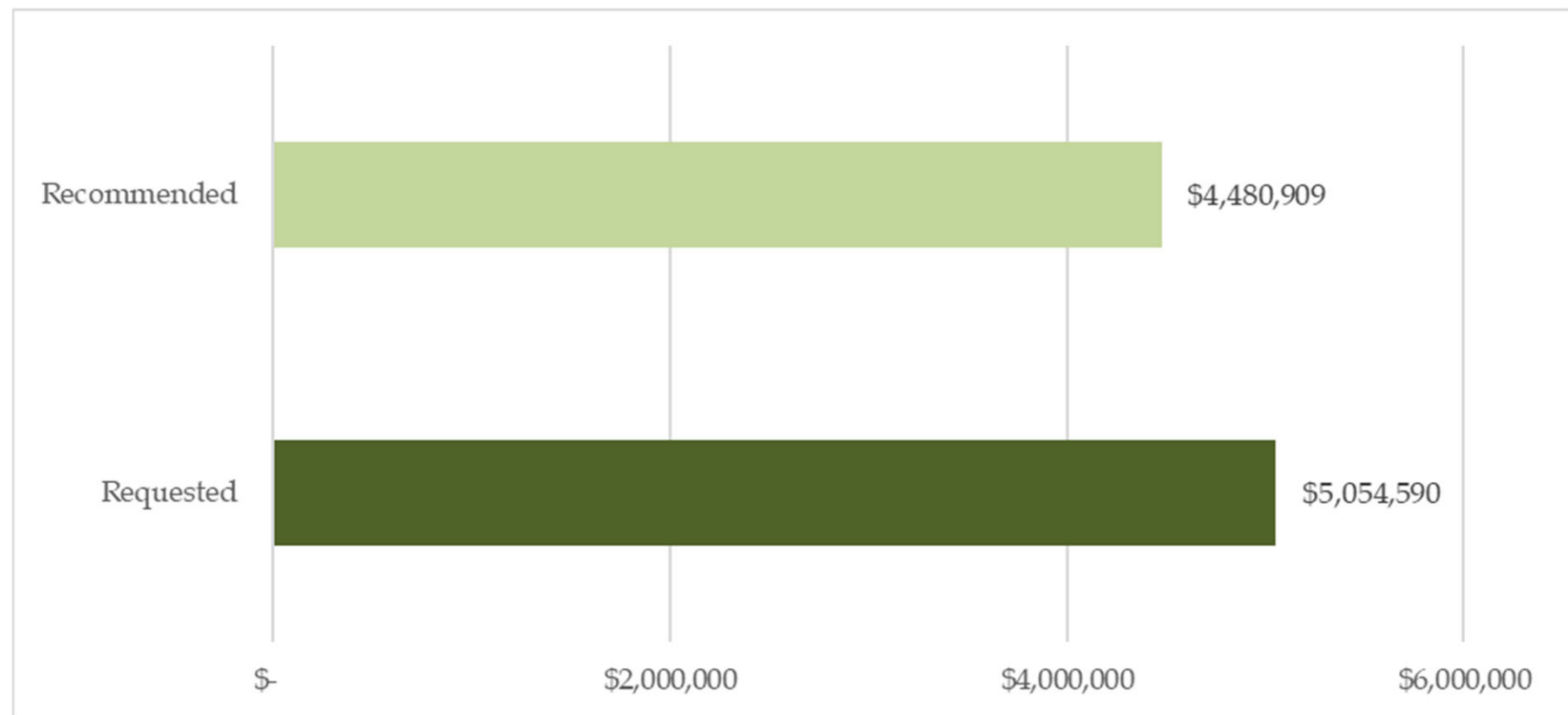


## Quartile 3 – Less Aligned










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

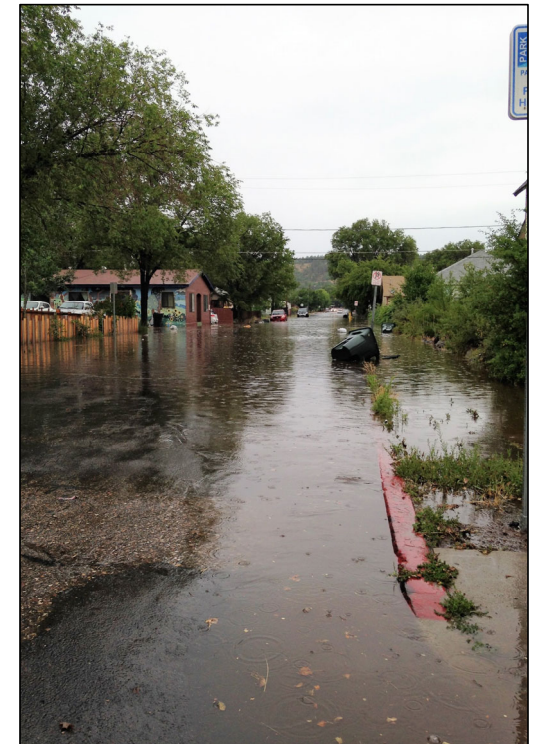
Above: The FY23 Unfunded Requests

# 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

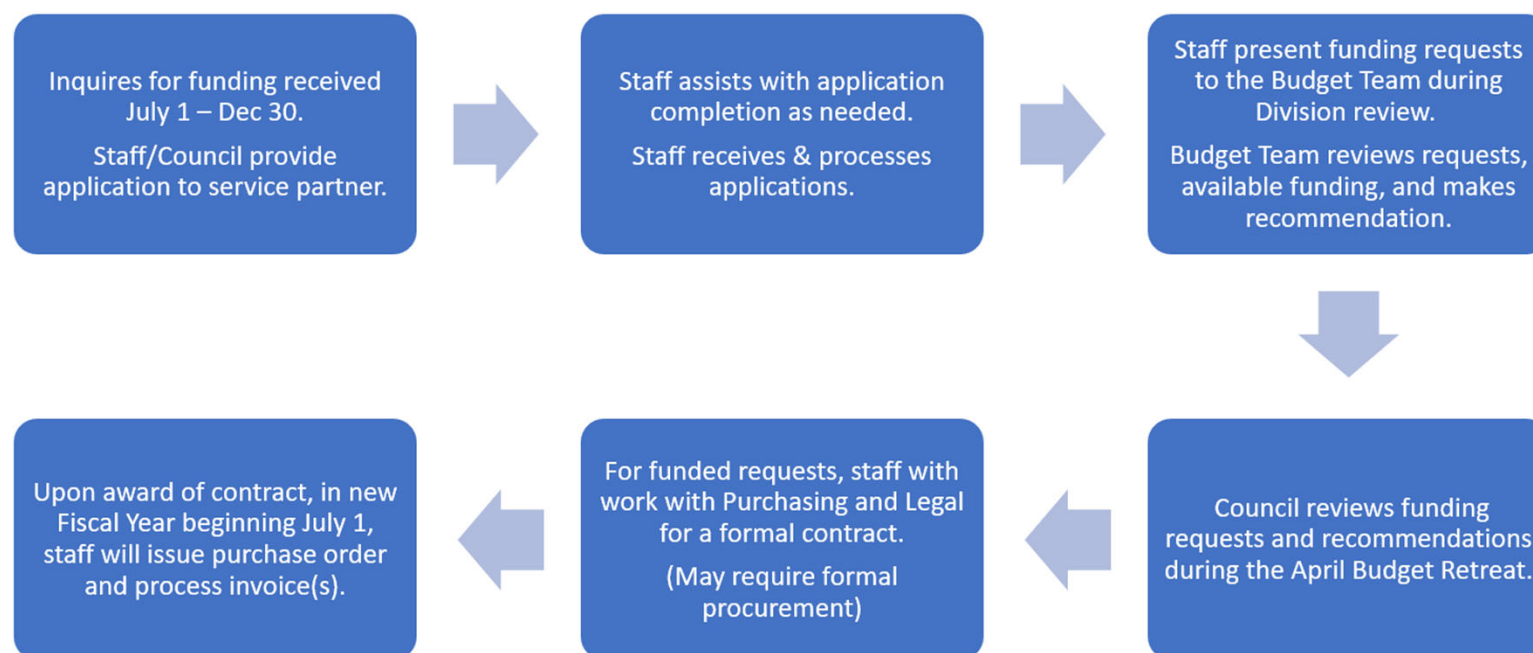




# Funding Application – A glimpse at the application questions:

- 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

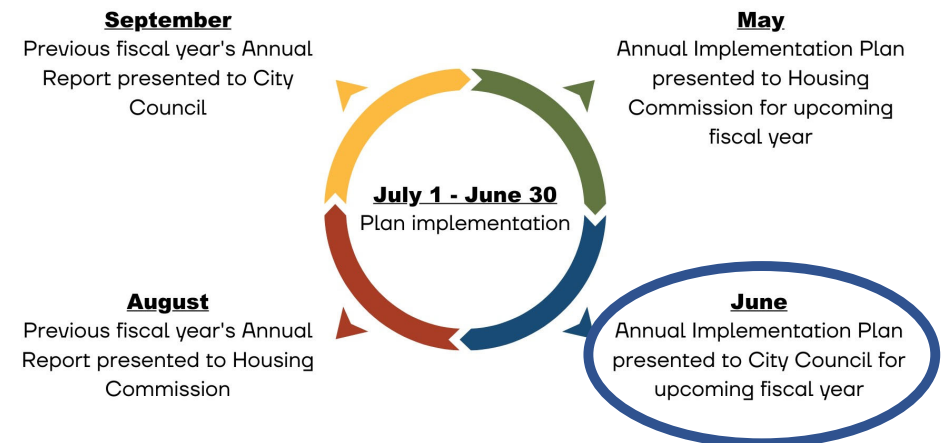
# Housing 10 Year Plan Investments



**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





# 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
Total	\$ 200,973,460	\$ 187,652,913	\$ 531,265,686

# 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



# 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
Total	\$ 60,113,152	\$ 16,576,198	\$ 76,689,350

# 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

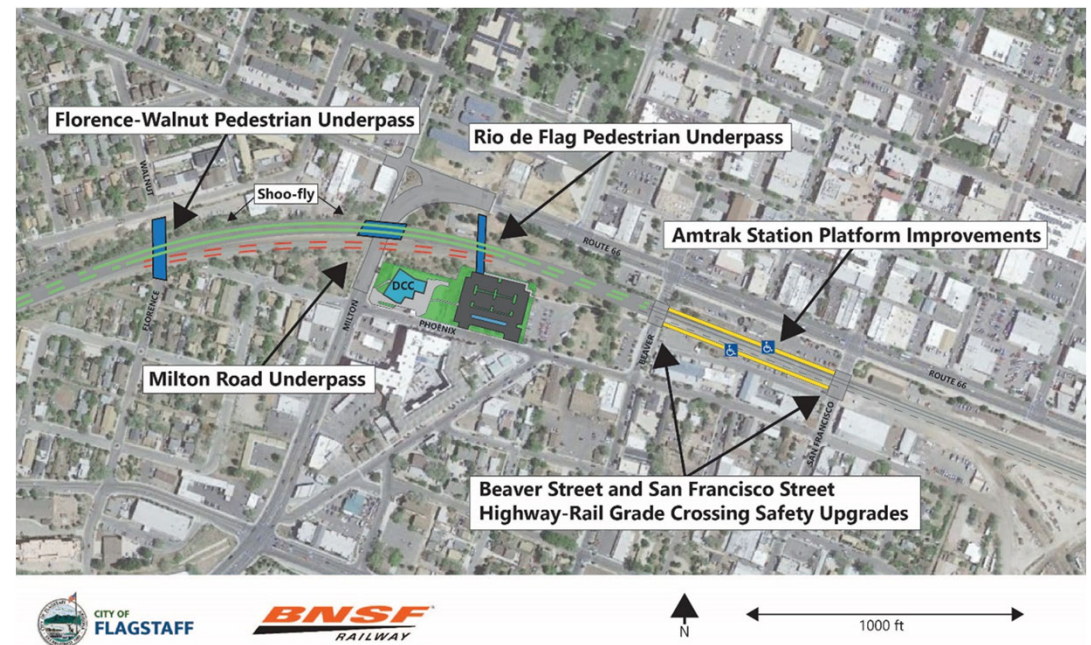
- \$3.3M - City of Flagstaff
- \$500K - MetroPlan
- \$250K - BNSF Railway

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

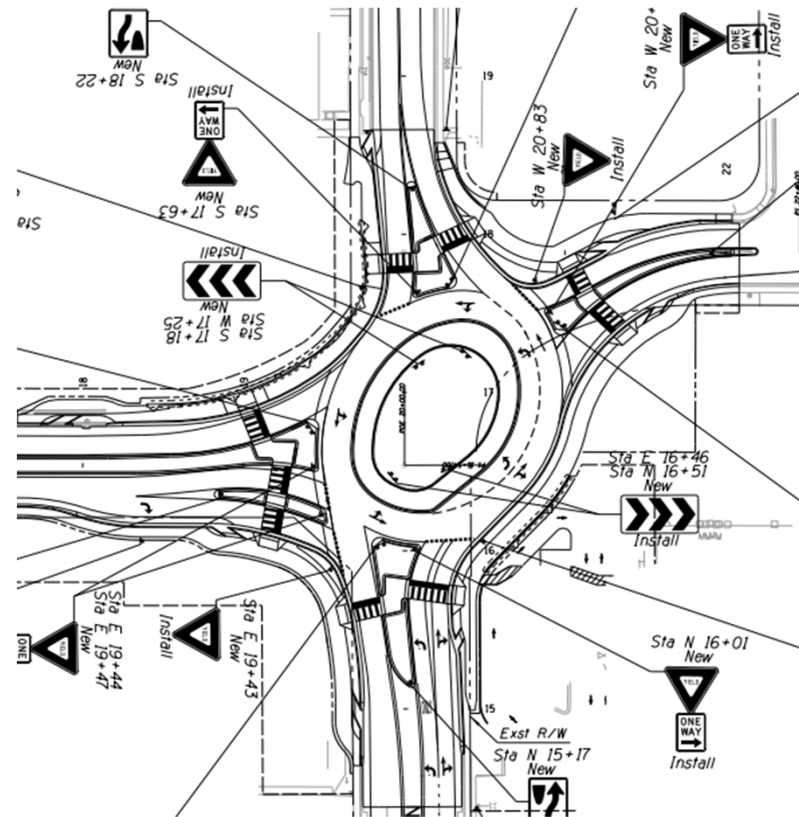
- Modern roundabout
- Pedestrian crossings
- Pedestrian beacons and “Z” crossing enhancements

### 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

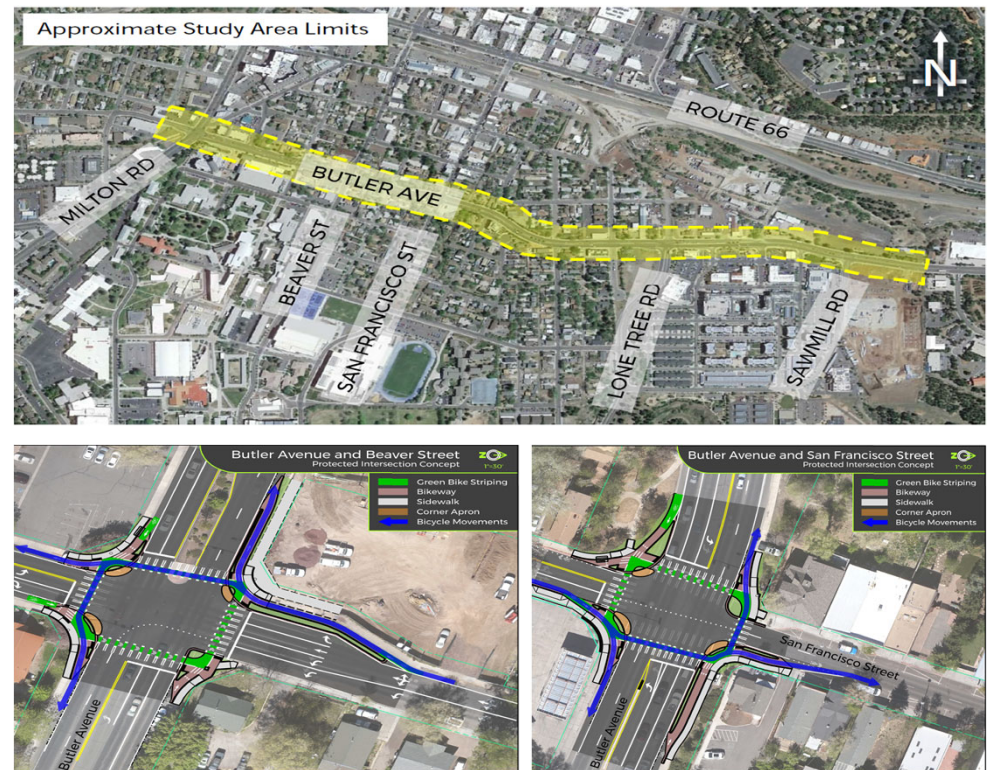
- Vertically separated bike and pedestrian facilities
- Protected intersections at three locations

Design and Construction: ~\$12.6M

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

### Schedule

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

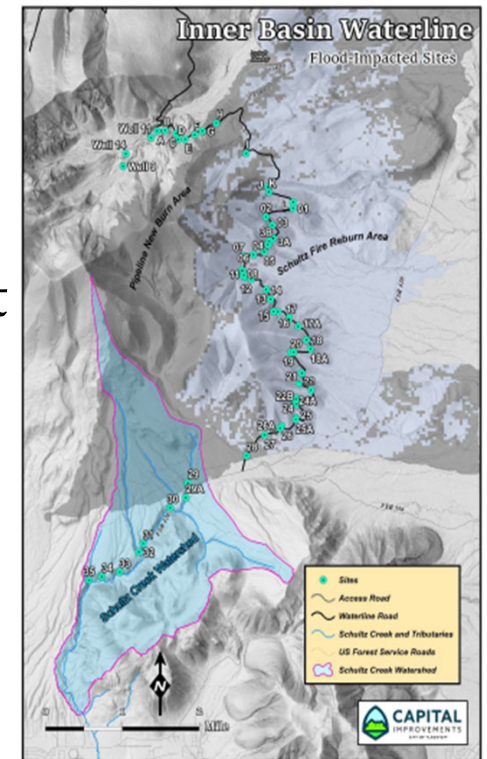




# Drinking Water

## 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

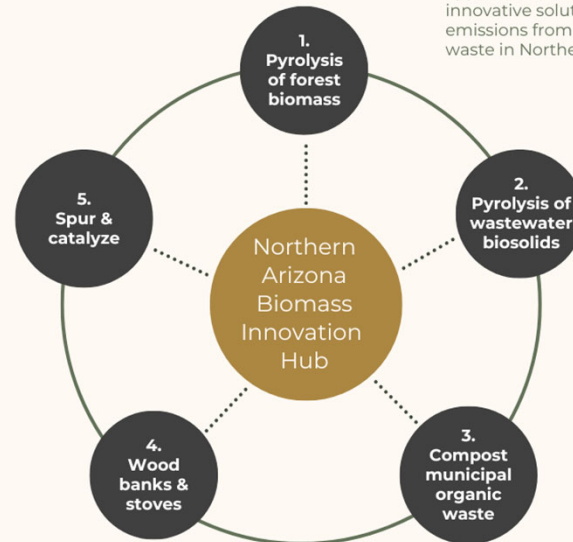


- **Environmental Protection Agency (EPA): \$1,000,000** - Flagstaff Regional Resilience Hub Project
  - Three pilot resilience hubs – enhanced community centers to provide emergency preparedness supplies, public health services, community workshops, and more
- **Congressionally Directed Spending Funds: \$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



● **The NABI Hub:** A hub and spoke approach to catalyze and scale innovative solutions to address emissions from liability biomass waste in Northern Arizona.

# 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



# Public Participation





# Day 1 Wrap Up



# Day 2

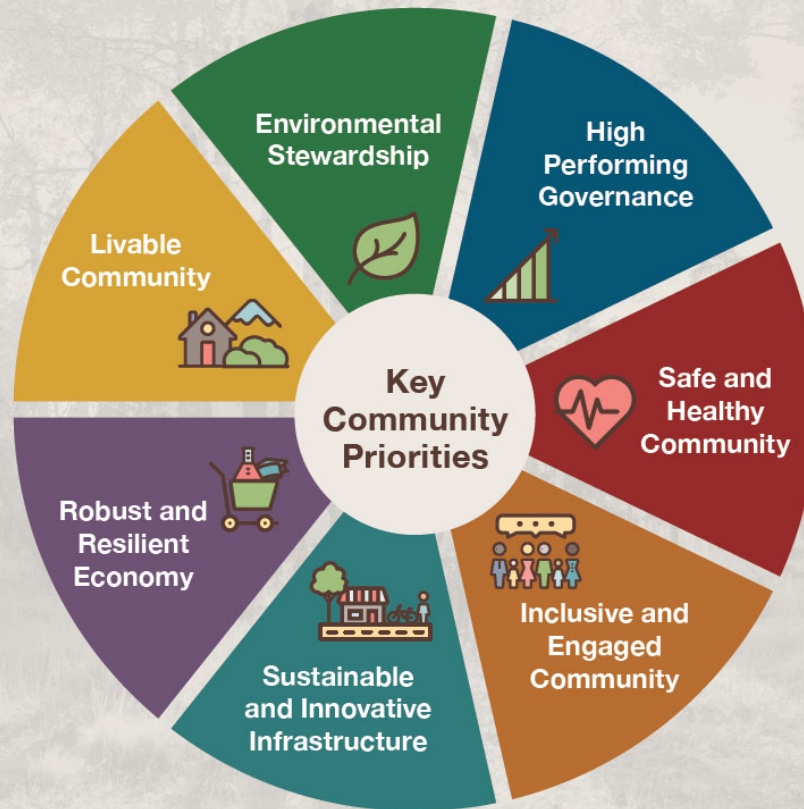
## Opening and Overview



# Key Community Priorities

# CITY OF FLAGSTAFF

## Key Community Priorities



# CITY OF FLAGSTAFF

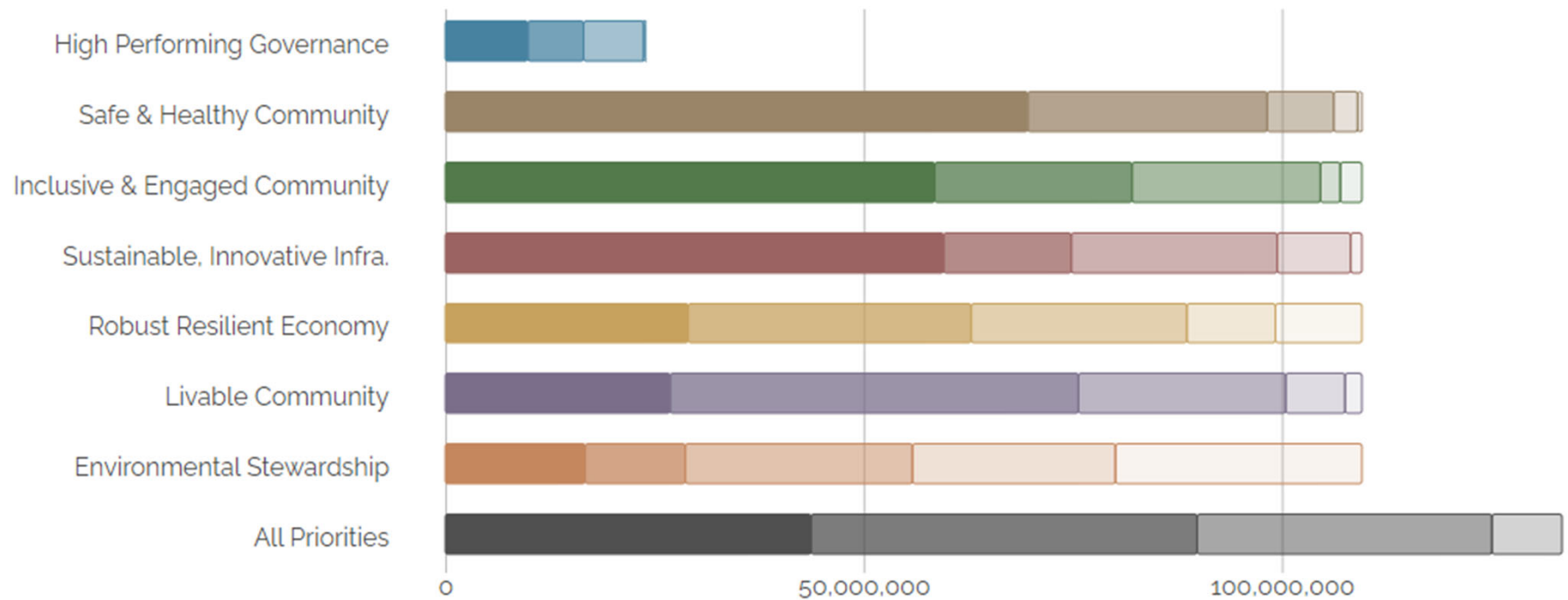
## Priority Based Budgeting Priorities and Objectives



GOVERNANCE PROGRAMS	COMMUNITY PROGRAMS					
 High Performing Governance	 Safe and Healthy Community	 Inclusive and Engaged Community	 Sustainable and Innovative Infrastructure	 Robust and Resilient Economy	 Livable Community	 Environmental Stewardship
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

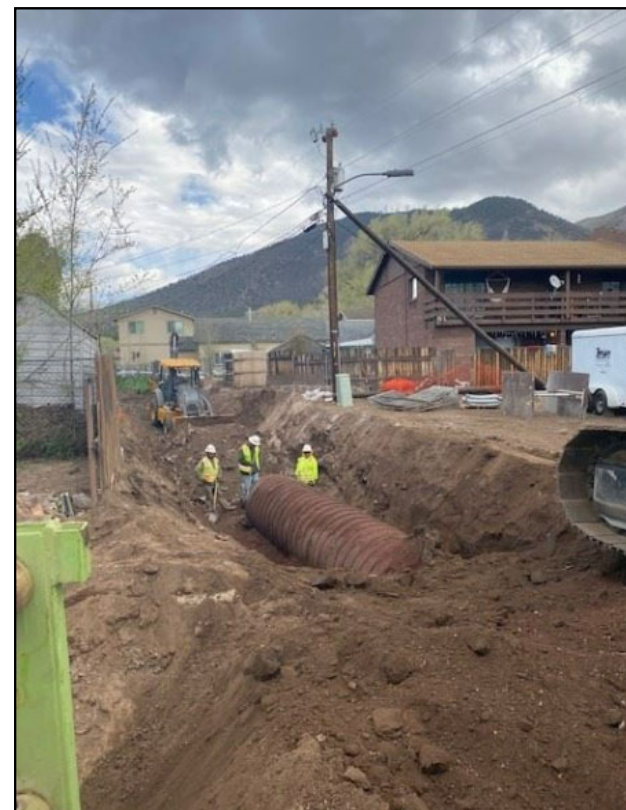


- Enhance community engagement and strengthen relationships with the community and public safety
- Support social services, community partners, and housing opportunities
- Provide the alternative response model and serve the mental and behavioral health needs of the community
- Provide public safety 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 NORESO 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

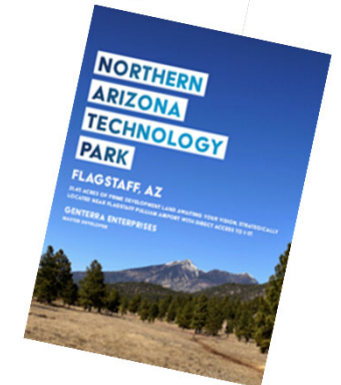


- Offer a Green Business Boot Camp for Flagstaff businesses, in collaboration with Local First Arizona
- Support home energy efficiency and electrification with the Home Weatherization and Energy Rebate Program
- Provide efficient and timely building review and inspection services
- Improve community,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

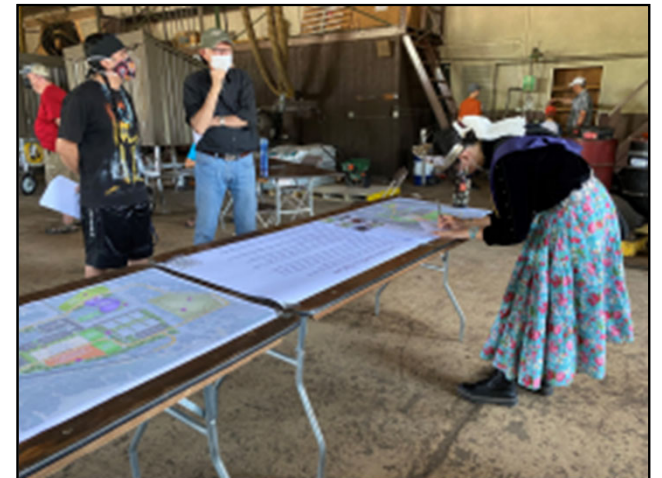


- Create a welcoming community through partnerships, resilient neighborhoods, and civic engagement
- Provide amenities and activities that support a healthy lifestyle
- Work with regional partners that include equitable and inclusive educational and cultural opportunities for all ages
- Actively support 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














# 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.



# **Council Parking Lot Adds/Deletes Discussion**



# Review and Confirm Council Direction



# Public Participation



# The Budget Team

CITY OF FLAGSTAFF



# Annual Budget and Financial Plan

Fiscal Year 2024-2025

City of Flagstaff, Arizona



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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, 2023**

*Christopher P. Morill*

**Executive Director**

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## User's Guide

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

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

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

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

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

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

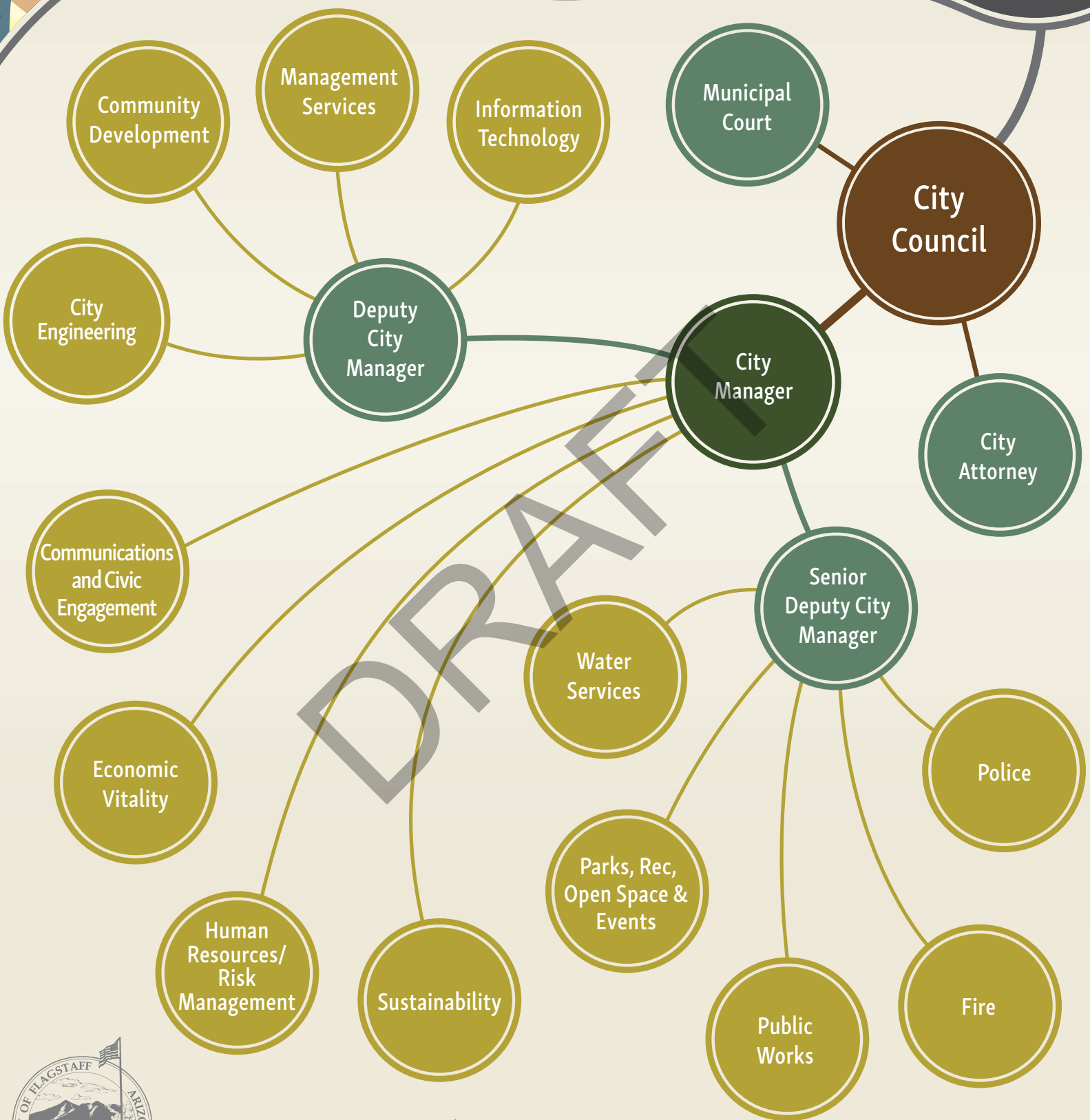
**Division Detail** - Each operating division summary provides a description, goals and objectives, major accomplishments of the current fiscal year, performance indicators, expenditure history, budget, commentary on significant changes, and sources of funding.

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

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

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

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

---

## Key Community Priorities and Objectives

Approved by the Flagstaff City Council November 7, 2023

### High Performing Governance

- Serve the public by providing high quality customer service
- Cultivate community communication engagement practices that are clear, consistent, and timely
- Encourage public trust through transparency, accessibility, and use of the City's public participation policy
- Maintain the organization's fiscal stability through strong financial policies and best practices
- Implement and communicate innovative and efficient local government programs, new ideas, and best practices
- Be and inclusive employer of choice by providing employees with the necessary tools, training, support, and compensation

### Safe and Healthy Community

- Enhance community engagement and strengthen relationships between the community and public safety services
- Support social services, community partners, and housing opportunities
- Provide and build upon the alternative response model, and other community partnerships to best serve the mental and behavioral health needs of the community
- Provide public safety services with resources, staff, and training responsive to the community's needs
- Promote physical health and mental well-being through providing recreational opportunities, parks, open space, and active transportation options
- Ensure the built environment is safe through the use of consistent standards as well as best practices for building and land use

### Inclusive and Engaged Community

- Proactively foster community representation and civic engagement by enhancing opportunities for public involvement, in line with best practices
- Advance social equality and social justice in Flagstaff by supporting social services
- Facilitate and foster equity, diversity, and inclusivity, including support of trauma-informed policies and practices
- Enhance the City's involvement in community, 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 access to environmental benefits

#### **Sustainable and Innovative Infrastructure**

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

#### **Robust and Resilient Economy**

- Support and strengthen a robust, diverse, and sustainable economy
- Maintain and enhance an equitable and effective business, retention, and expansion program throughout the community
- Enhance relationships between the development community, the City, and Flagstaff residents
- Attract employers that provide high quality jobs and have a low impact on infrastructure and natural resources
- Enhance the community's workforce housing and development programs; improve partnerships with the private and public sectors
- Embrace and invest in responsible 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
- Work with regional partners that provide equitable and inclusive educational and cultural opportunities for Flagstaff residents of all ages
- Actively support attainable and affordable housing through the City's 10-Year Housing plan as well as other projects and opportunities
- Support diverse employment opportunities and high-quality jobs
- Achieve a well-maintained community through comprehensive and equitable code compliance and development

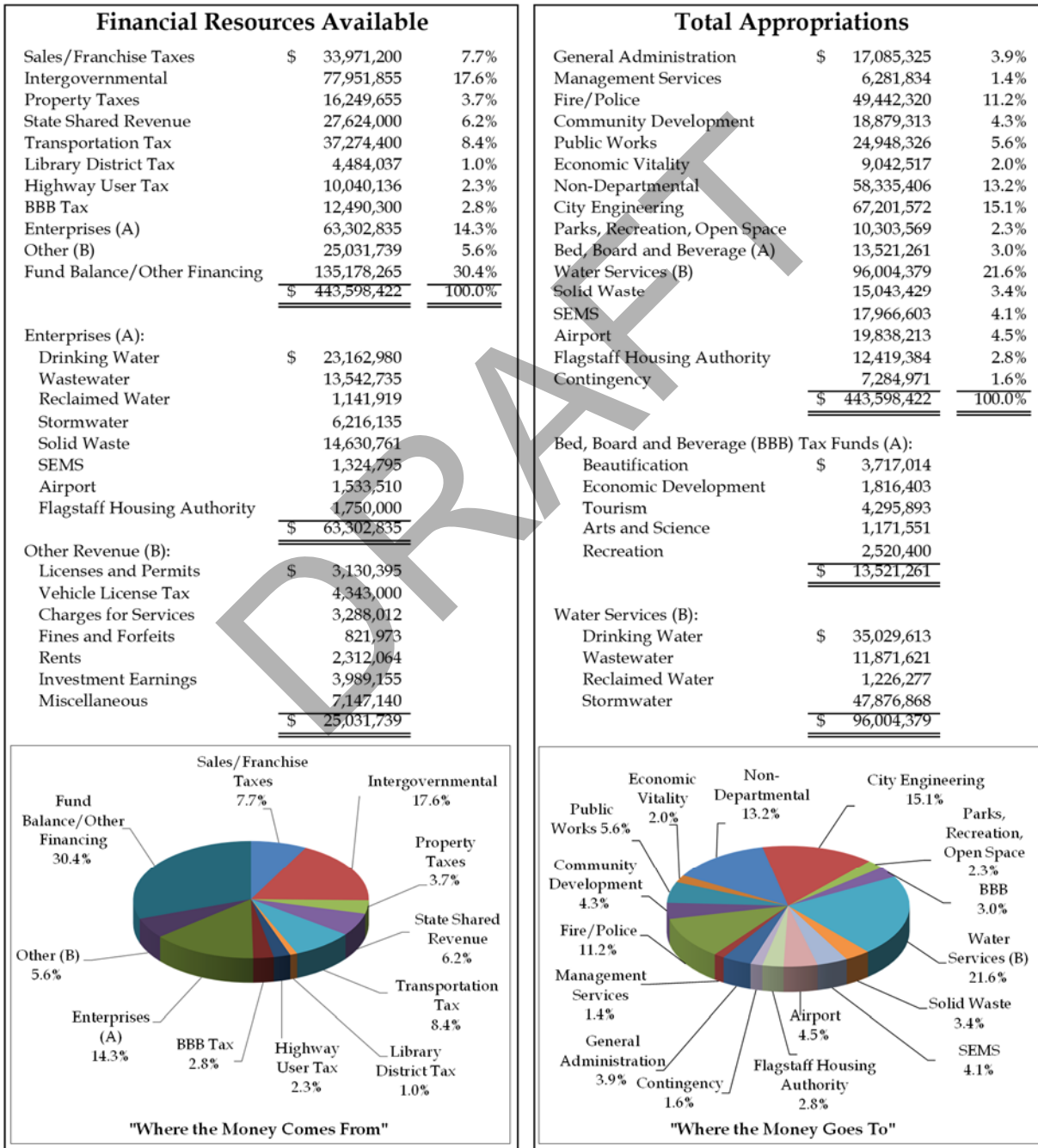
#### **Environmental Stewardship**

- 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 programs, alternative energy programs, and multimodal transportation options
- Encourage the private sector's investment in environmental stewardship
- Implement, maintain and further the Carbon Neutrality Plan (CNP) 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 2024-2025 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.

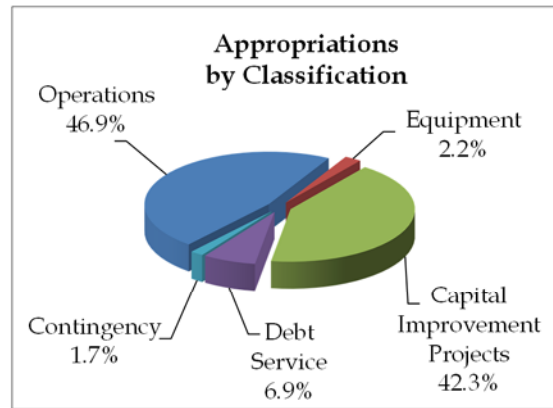
This section briefly describes the documents *Format and Process*; *Assumptions and Strategies* which formed the working parameters of the budget development; *Fund Summaries*; highlights of *Appropriations, Revenues* and *Capital Improvements Plan (CIP)*; and *Debt Structure*, which are the operating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



The following graphs depict total appropriations for the FY 2024-2025 budget by major classifications and types.

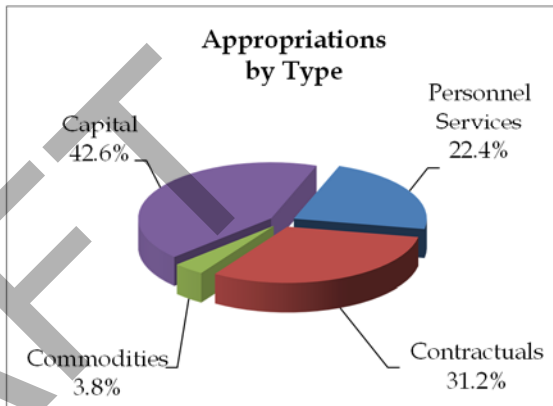
#### Appropriations by Classification

Operations	\$ 208,126,124
Equipment	9,790,244
Capital Improvement Projects	187,652,913
Debt Service	30,744,170
Contingency	7,284,971
<b>\$ 443,598,422</b>	



#### Appropriations by Type

Personnel Services	\$ 99,426,889
Contractuals	138,400,000
Commodities	16,733,990
Capital	189,037,543
<b>\$ 443,598,422</b>	

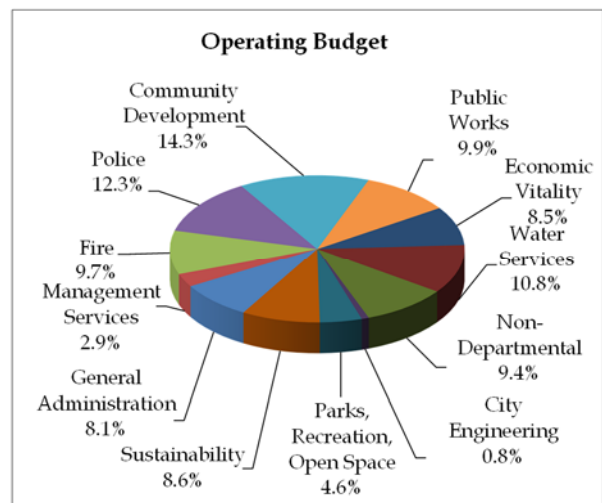


## Operating Expenditures by Division

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

#### Operating Budget \*

General Administration	\$ 17,010,325
Management Services	6,126,834
Fire	20,172,312
Police	25,642,008
Community Development	29,688,697
Public Works	20,646,392
Economic Vitality	17,688,845
Water Services	22,477,312
Non-Departmental	19,532,051
City Engineering	1,614,776
Parks, Recreation, Open Space	9,608,969
Sustainability	17,917,603
<b>\$ 208,126,124</b>	
<b>* Exclusive of Debt Service</b>	<b>\$ 30,744,170</b>



**General Administration** activities comprise 8.1% of the budget (\$17.0 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 Communication and Civic Engagement.

**Management Services** comprises 2.9% of the operating budget (\$6.1 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 9.7% of the operating budget (\$20.2 million). The division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well-being through timely emergency response.

**Police Department** activities comprise 12.3% of the operating budget (\$25.6 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 14.3% of the operating budget (\$29.7 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 9.9% of the operating budget (\$20.6 million) excluding the debt service requirements for solid waste of approximately (\$220,000). The services provided include solid waste operations, maintenance of all public facilities and public infrastructure including streets and fleet services.

**Economic Vitality** activities comprise 8.5% of the operating budget (\$17.7 million) excluding debt service requirements for Airport of approximately (\$116,000), 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 10.8% of the operating budget (\$22.5 million), excluding \$6.5 million in debt service requirements. There is one administrative section responsible for management of Drinking Water, Wastewater, Reclaimed Water and Stormwater activities. Drinking water, wastewater and reclaimed operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal.

**Non-Departmental** operations comprise 9.4% of the budget (\$19.5 million) exclusive of \$23.5 million in debt service requirements. The Council and Commission, Transit, and Non-departmental budgets account for expenditures that benefit City operations.

**City Engineering** comprises 0.8% of the operating budget (\$1.6 million). The services in this division include Engineering and Capital Improvements.

**Parks, Recreation, Open Space and Events** comprises 4.6% of the operating budget (\$9.6 million). The services in this division include Parks, Recreation, and Open Space management.

**Sustainability** comprises 8.6% of the operating budget (\$17.9 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

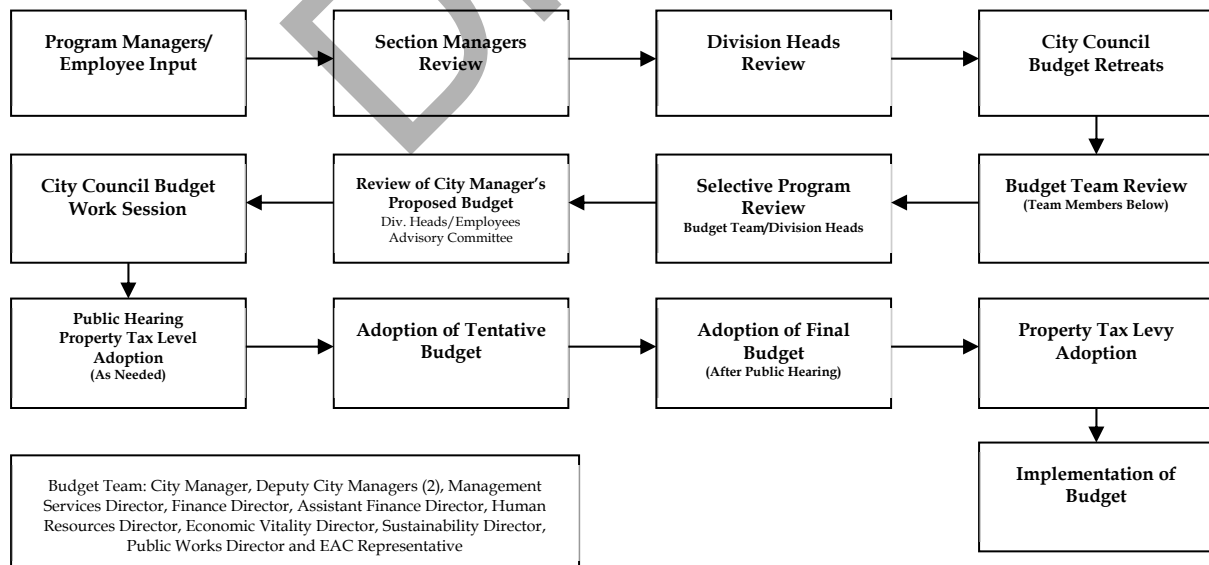
Fund Type	Fund	Division	Section
<b>Governmental</b>	(All Modified Accrual Accounting)		
General	General *	City Manager	City Manager
		Human Resources	Human Resources
		Risk Management	Risk Management
		Information Technology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court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

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

\* Major Funds based on the FY 2022-2023 ACFR

## Process

### Budget Process Flowchart:





## Presentation:

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

### Budget Calendar

October 13	Budget Team Retreat
December 7	Budget Module Available
January 12	Final Budget System Input
February 1-2	Council Budget Retreat
February 20 to March 8	Review with Division Directors and the Budget Team
March 28	Capital Improvement Retreat
April 25 - 26	Council Study Sessions Proposed Budget Available to Public
June 4	Tentative Budget Hearing (Public) and Tentative Budget Adoption
June 18	Final Budget Hearing and Final Budget Adoption
June 18	Property Tax Levy (1st Reading)
July 2	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 18, 2024. 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 (\$443,598,422). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation (\$242,474,388) 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.

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## Fund Summaries

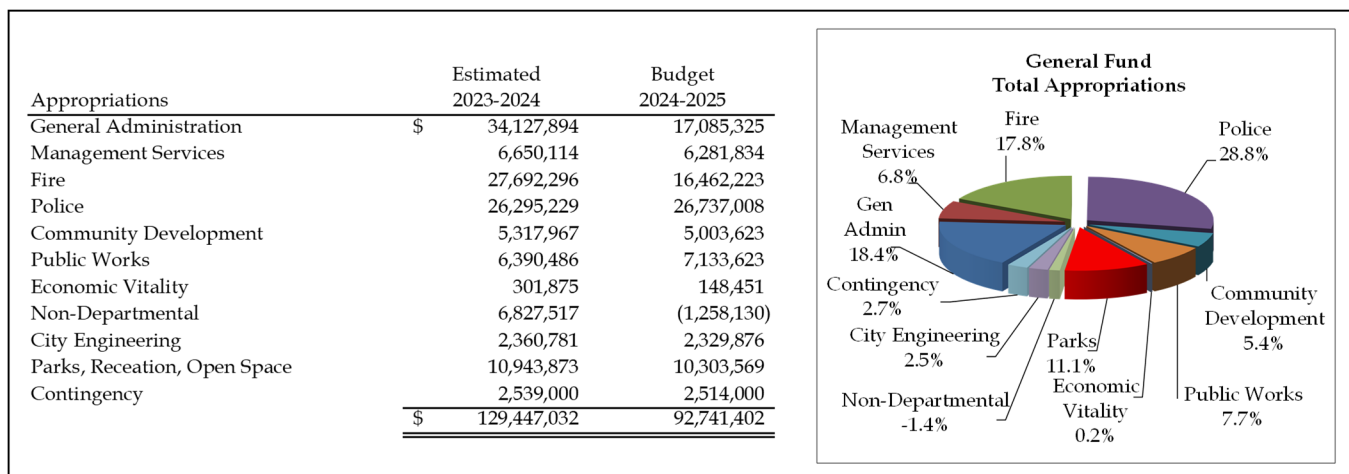
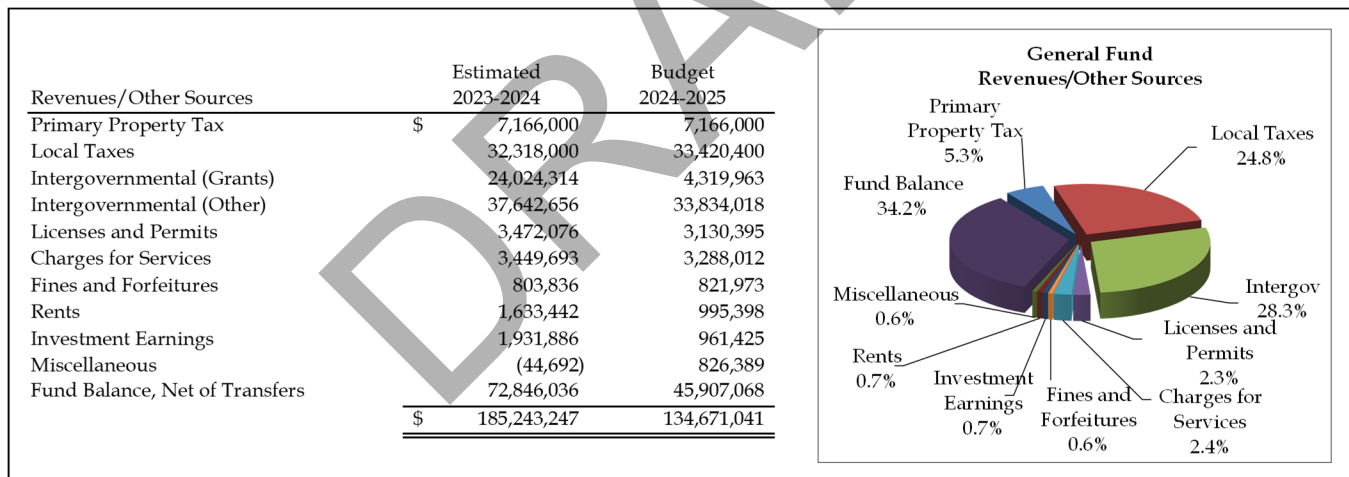
### General Fund

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 2024-2025 are \$134.7 million including the estimated beginning fund balance of \$55.8 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 27.3%. Overall revenues continue to grow at a moderate pace. Fund balance has decreased compared to FY 2023-2024 due to the completion of several projects and one-time expenditures anticipated in FY 2024-2025.

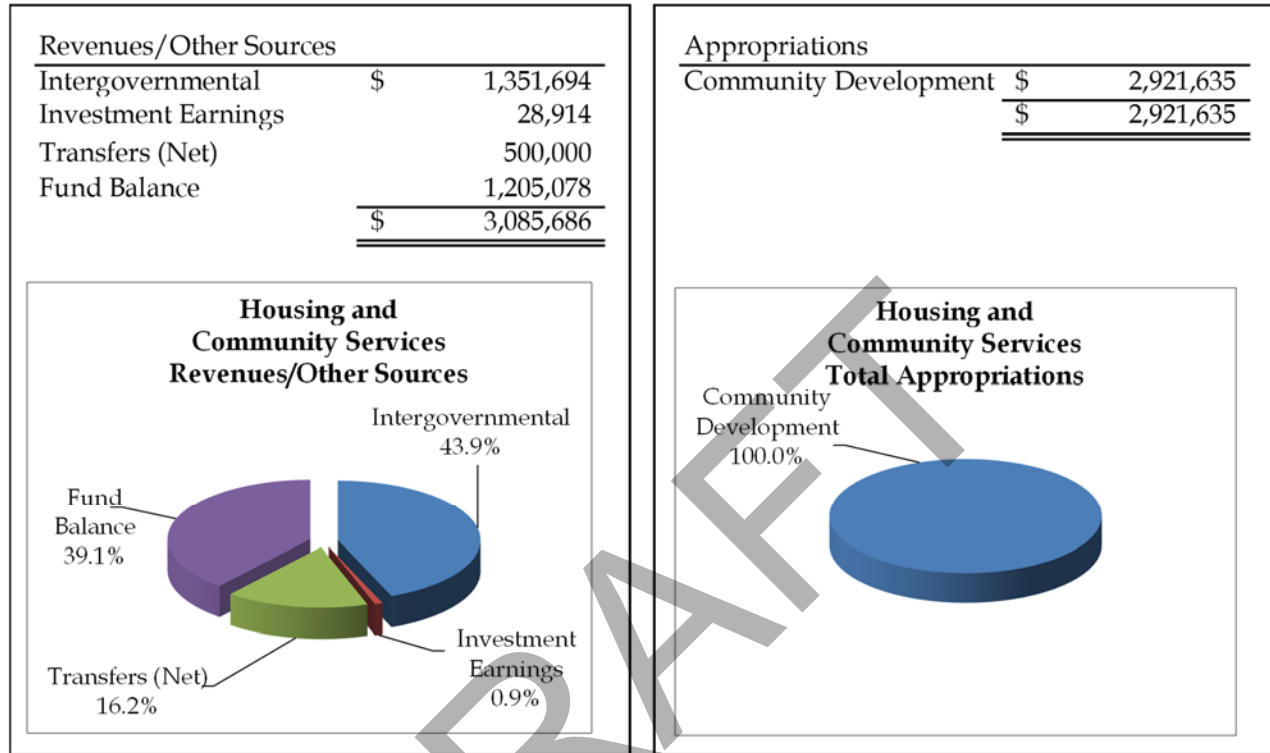
General Fund total appropriations compared to year-end estimates have decreased by 28.4%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Unrestricted fund balance is estimated at a minimum of 20.0% of operating revenues over the next five years. Restricted fund balance is estimated at \$11.4 million at the end of FY 2023-2024. The financial position of the General Fund remains balanced.



## Special Revenue Funds

### Housing and Community Services Fund

This fund finances activities in conjunction with the Community Development Block Grant (CDBG) program and affordable housing activities. There is \$2.9 million appropriated to this activity for FY 2023-2024. Expenditures in this fund include \$780,000 in State Housing grants and \$572,000 in CDBG grants.



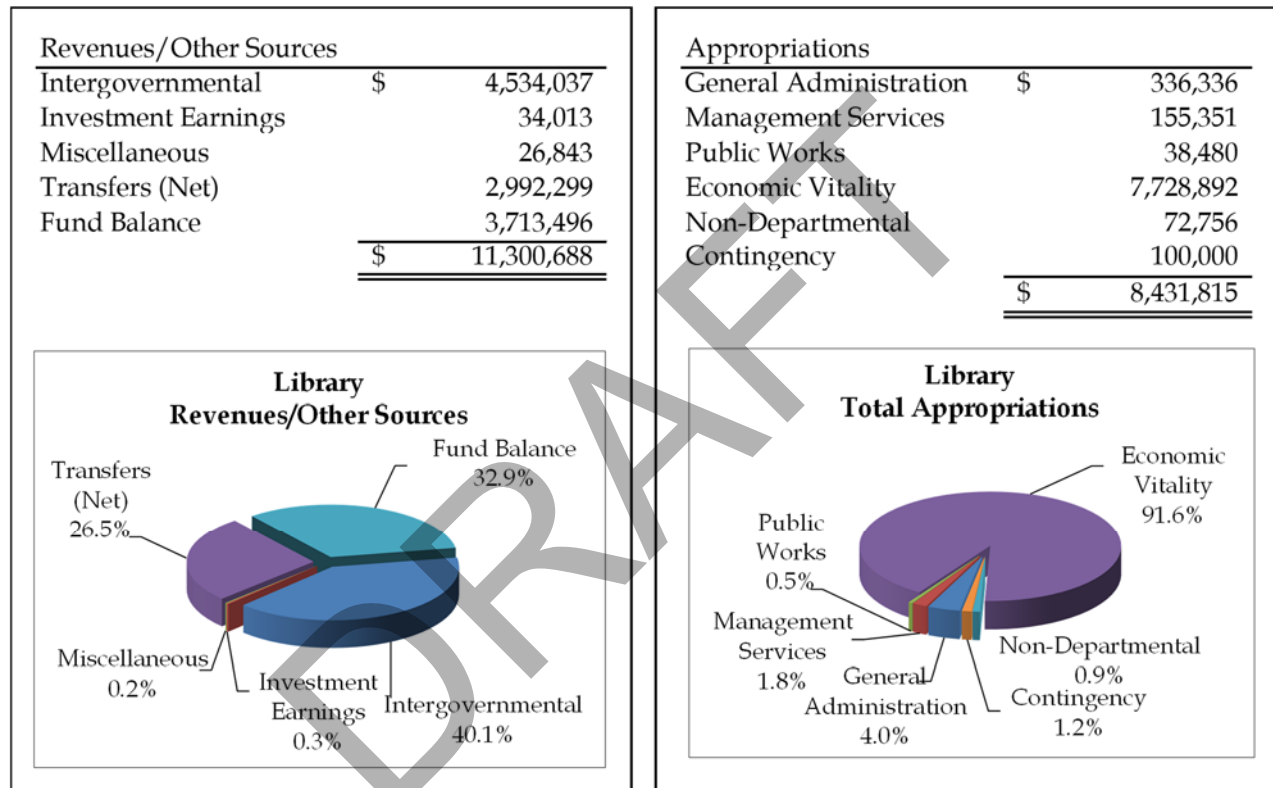
### COVID Relief Fund

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. The total revenues related to grants and entitlements which totaled \$796,000 and the total appropriations was \$796,000 related mostly to service partner contracts.

## Library Fund

The City operates a joint City-County Public Library which includes auxiliary programs in outlying county locations and a bookmobile service. The intergovernmental agreement between the City, the County and related district libraries provide a funding formula for the distribution of the tax. The formula provides a base amount for all entities and how any growth amount would be allocated. Any adjustments to this base are directed by the Library Council with affirmation by the County Board of Supervisors.

Approximately \$4.5 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 \$2.9 million of funding is a transfer from the General Fund, and \$112,000 from the Tourism Fund, to further support the Flagstaff libraries.

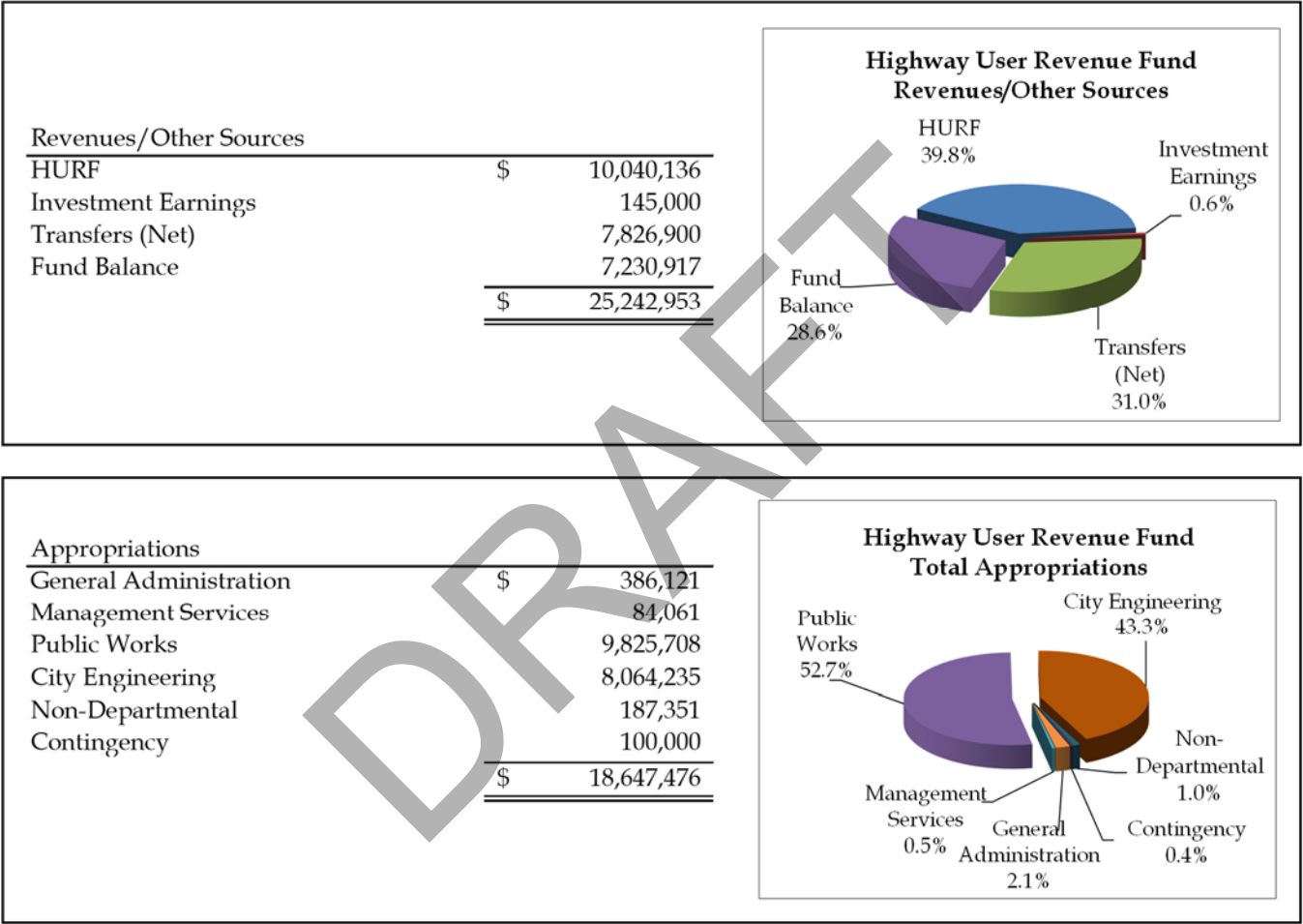


# Highway User Revenue Fund

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 in prior years however during the year HURF revenue saw a large increase in revenue the first half due mostly to lower gas prices. For FY 2024-2025, revenue is expected to increase.

Appropriations total approximately \$18.6 million in FY 2024-2025 which includes streets operation as well as the annual pavement maintenance program, sidewalk program, and other street related projects.

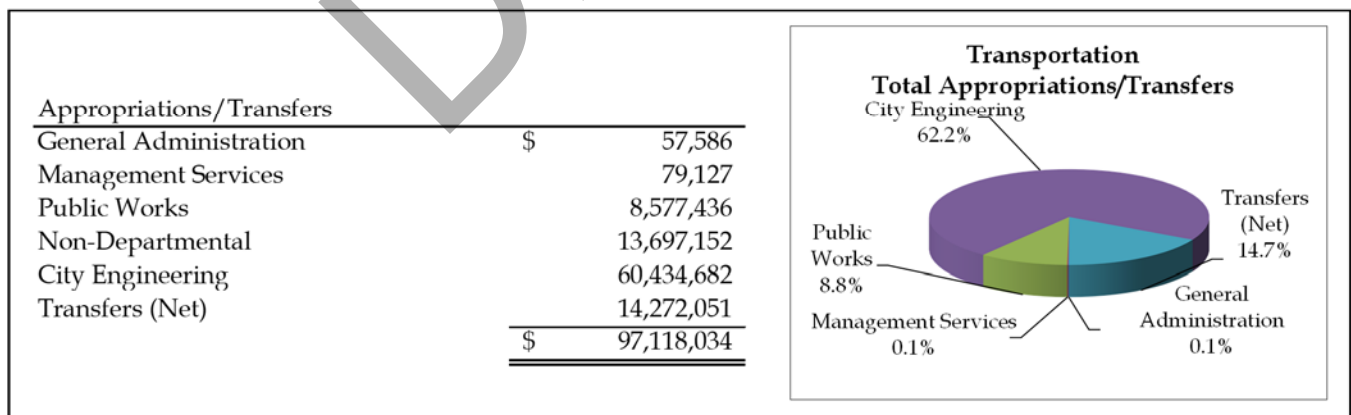
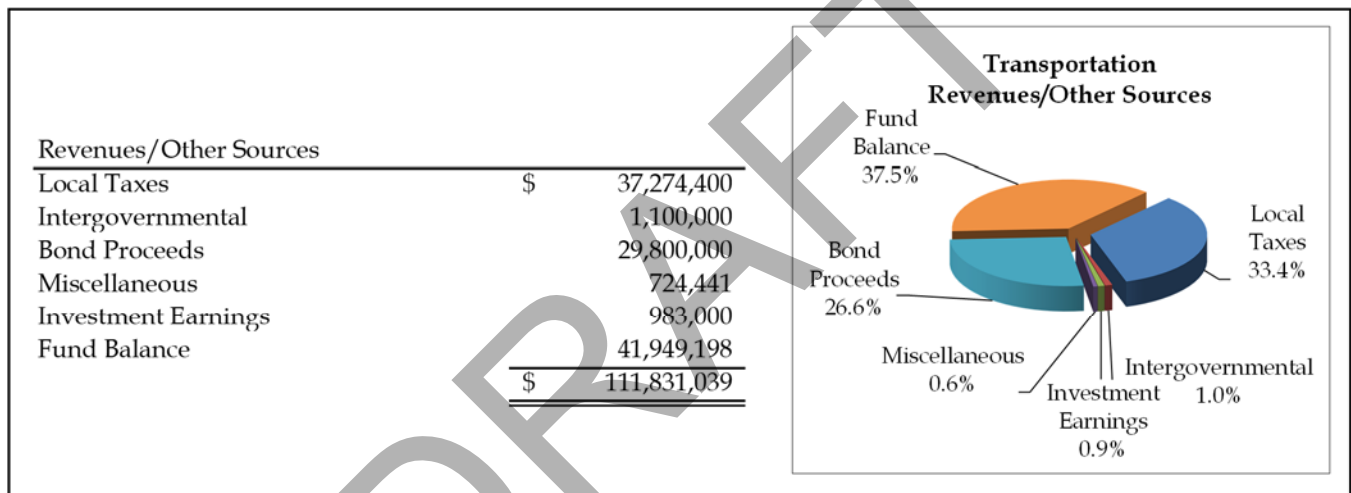


## Transportation Fund

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 and 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 2024-2025 Revenues
Transit Service Enhancements	FY 2015-2016	FY 2029-2030	0.295	\$ 8,583,900
Road Repair and Street Safety	FY 2014-2015	FY 2034-2035	0.330	9,602,300
Lone Tree Overpass	FY 2018-2019	FY 2038-2039	0.230	6,692,500
Roadway, Pedestrian, Bicycle and Safety	FY 2018-2019	FY 2039-2040	0.426	12,395,700
Total			1.281	\$ 37,274,400

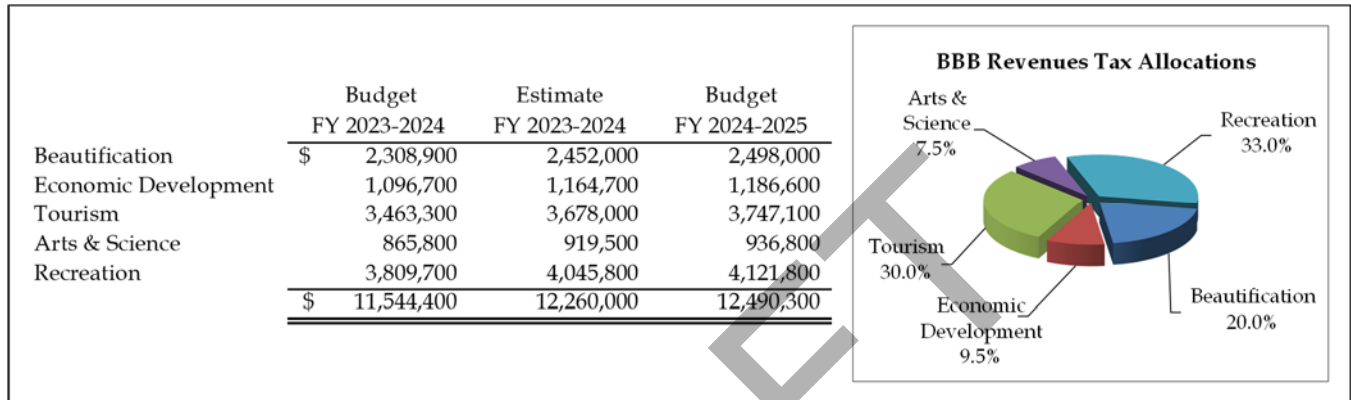
Appropriations total \$82.8 million in FY 2024-2025. Appropriations include \$13.7 million for capital projects, \$3.4 million for debt service, \$8.6 million for road repair and street safety projects, \$17.5 million for Lone Tree overpass, and \$39.6 million for roadway, pedestrian, bicycle, and safety improvements.



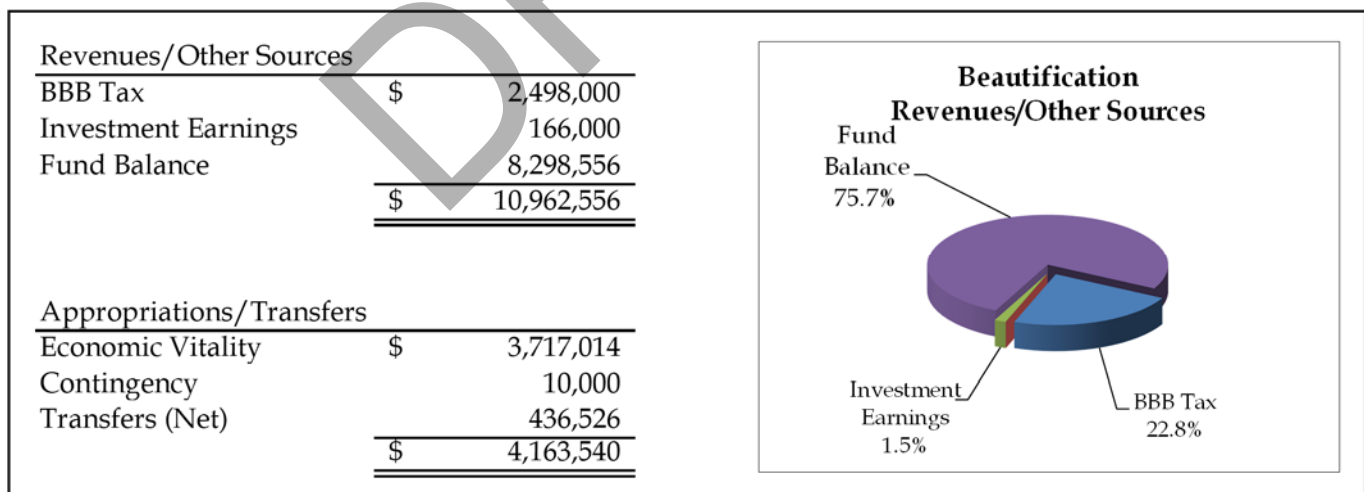
## Bed, Board and Beverage (BBB) Fund

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 2024-2025 is projected to increase over FY 2023-2024 budget. Activities funded with the revenues have made operating adjustments necessary to reflect a balanced budget to the increased sales tax receipts and these changes are reflected within each five-year plan.



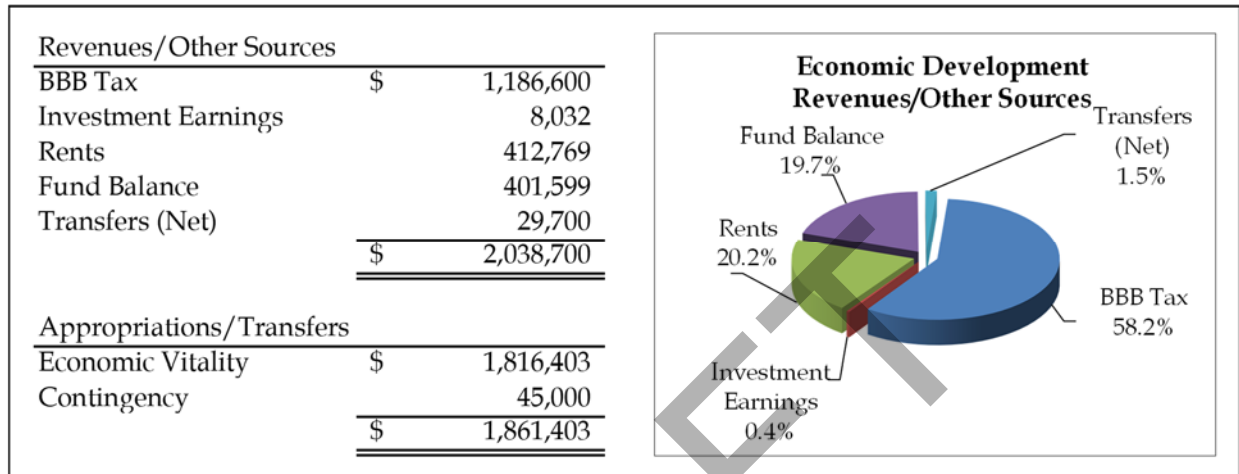
**Beautification Fund:** Total resources available for the Beautification Fund activities amount to \$10.96 million. Expenditures from this fund are primarily for beautification operations and capital improvements in streetscape projects. Some of the major projects include the Fourth Street/Lockett Roundabout, Switzer Canyon Roundabout, and the Lone Tree Overpass. A full project listing is available in the Capital Improvements section. The \$436,526 net transfers include transfers to the General Fund which is used primarily for the maintenance of streetscapes and a transfer to Sustainability and Environmental Management for litter control efforts.



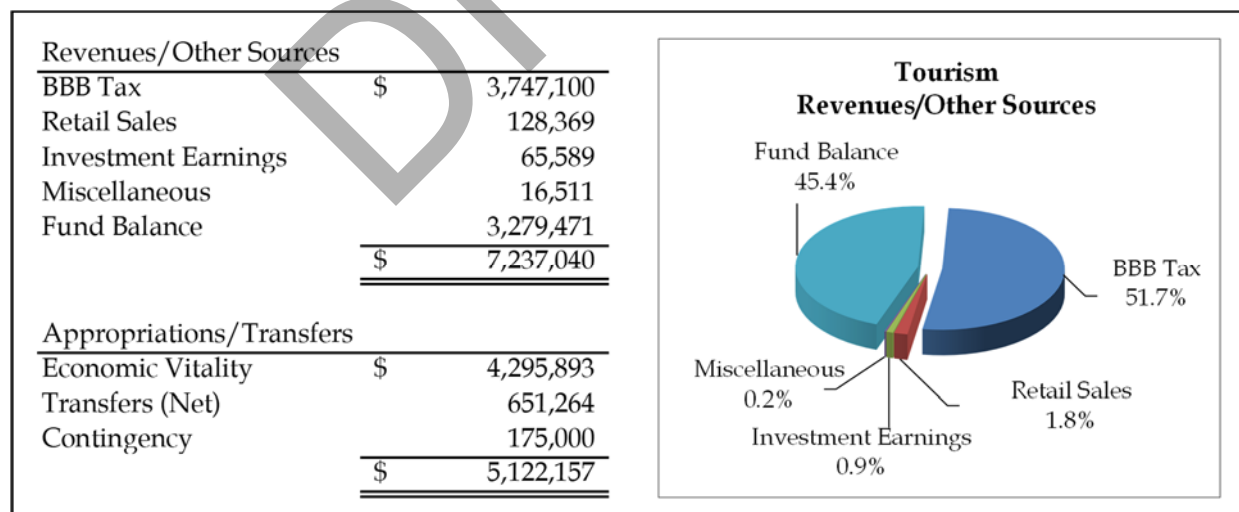


**Economic Development Fund:** This fund focuses on business retention and attraction as well as workforce development. In addition, the City funds the Business Incubation Program and the Innovation Mesa Business Accelerator program, structured to allow university professors and local entrepreneurs to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

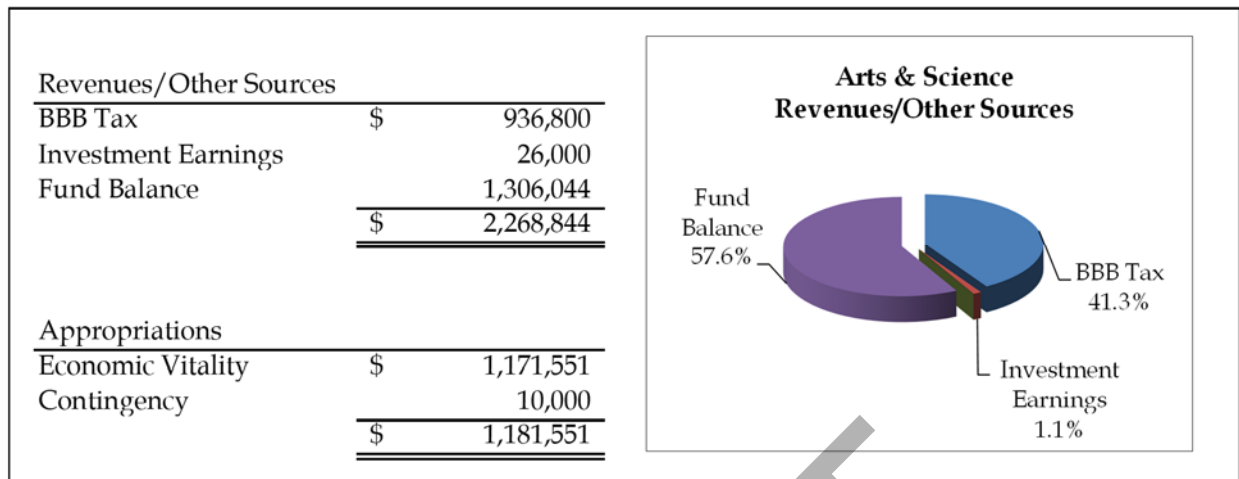
The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total revenues and other sources available are approximately \$2.0 million, of which \$1.2 million is from the BBB dedicated tax for economic development, lease revenue of \$413,000 and fund balance of \$402,000 million.



**Tourism Fund:** Total resources available in FY 2024-2025 are approximately \$7.2 million, of which an estimated \$3.7 million is from the BBB tax. The total appropriations are approximately \$5.1 million, which includes \$3.0 million for Tourism. Tourism includes General Administration, Marketing, Meetings and Conventions Sales, International Travel Trade Sales, Public Relations, and the Film Office. The Visitors Center programs account for \$688,000 of the total. The Visitor Center programs include the Visitor Center (including the gift shop), Train Station Operations, and the Visitor Center Express at the Flagstaff Airport.

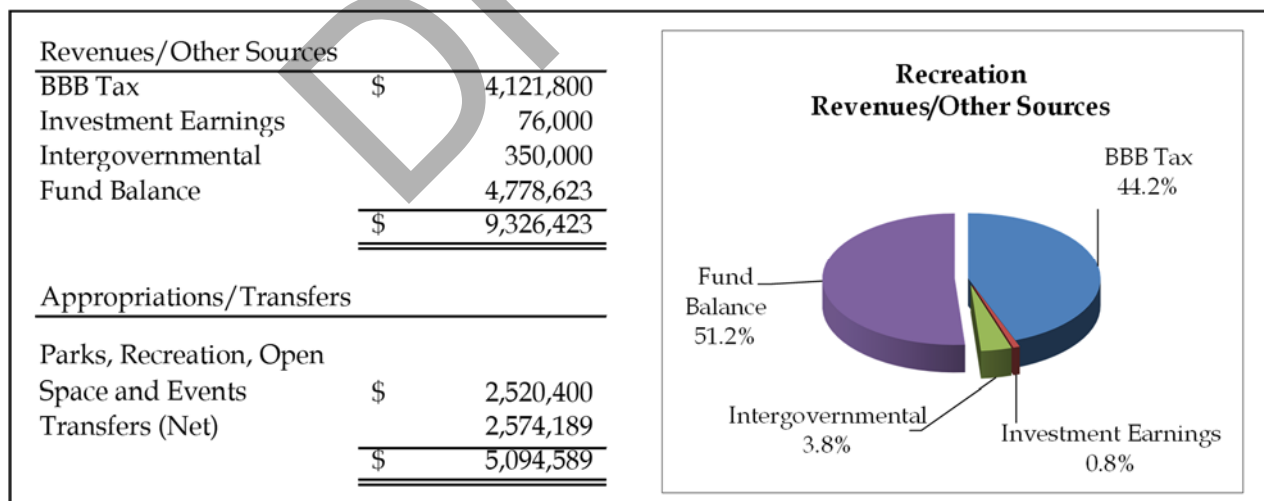


**Arts and Science Fund:** Total revenues and other sources available for Arts and Science activities are approximately \$2.2 million, including estimated revenues from the BBB tax of \$937,000. Expenditures include public art for \$250,000 and service partner contracts for \$803,000.



**Recreation Fund:** Total resources available for recreation activities are approximately \$9.3 million, including estimated revenues from the BBB tax of \$4.1 million.

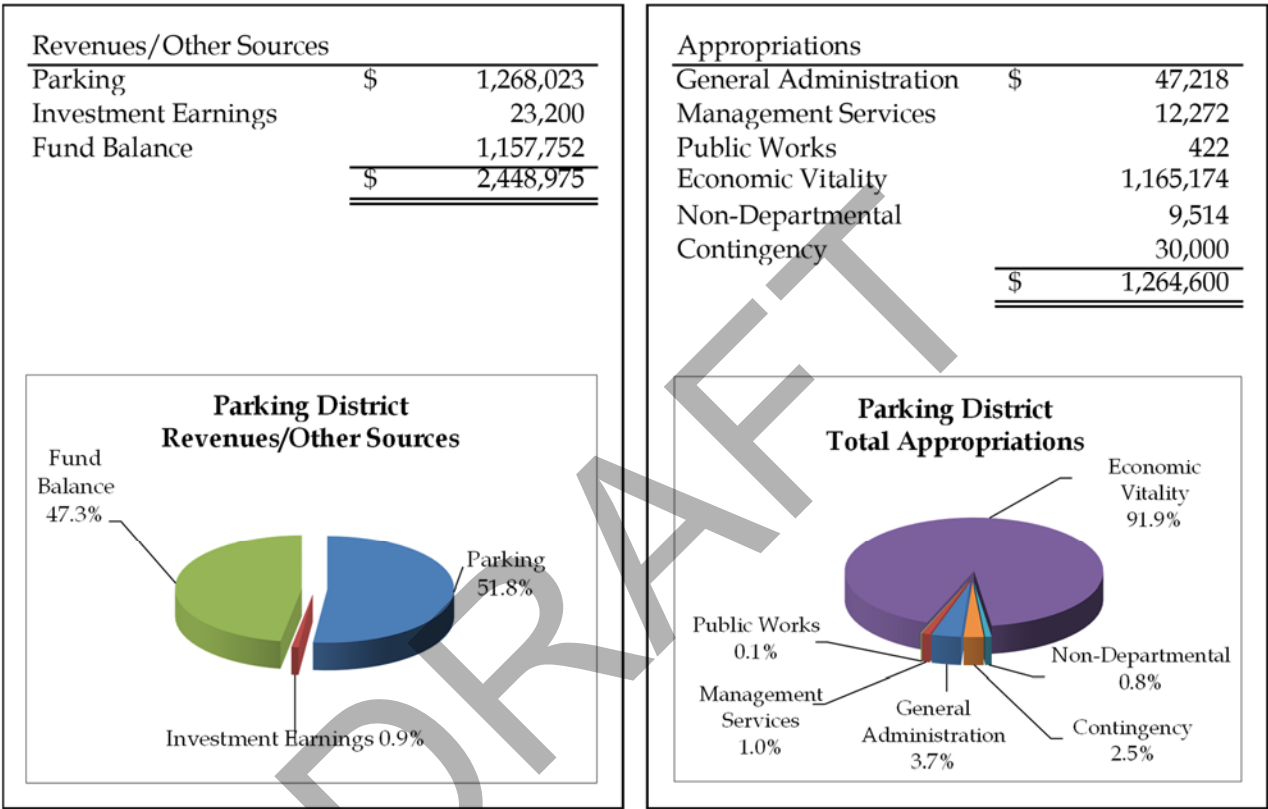
There are total appropriations in the amount of approximately \$5.1 million in FY 2024-2025 for Recreation Fund activities and projects. Per discussion with City Council in the spring 1996 retreat, Council concluded this funding should support the expansion of existing facilities and the associated maintenance. Over the past several years, the City Council has re-examined the use of these funds. In FY 2024-2025, City has directed \$955,000 to fund recreational programming and \$1.6 million to fund FUTS maintenance and recreation fields operation and maintenance. These are funded via a transfer to the General Fund. Additionally, operational and capital improvement project money has been allocated \$200,000 for deferred maintenance, \$150,000 for play structure replacement, \$700,000 for Ponderosa Park Reconstruction, \$100,000 for Hal Jensen HVAC in Gym, \$200,000 for Thorpe Park Annex, and \$1,160,000 for Westside Park.



**Parking District Fund**

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

The revenue and other sources for FY 2024-2025 include \$1.3 million in parking revenues. Total appropriations for the fund are approximately \$1.3 million which includes \$1.1 million for parking operations and capital and a contingency for \$30,000.



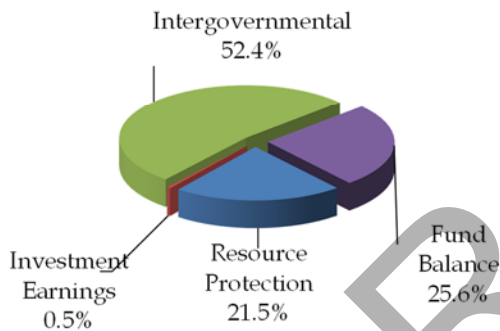
## Water Resource & Infrastructure Protection Fund

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 2024-2025 includes \$1.3 million in Water Resource Protection Fees and \$3 million related to grant funding. Total appropriations for the fund are approximately \$4.2 million which is for operations and grant funded projects.

### Revenues/Other Sources

Resource Protection	\$	1,263,658
Intergovernmental		3,077,200
Investment Earnings		30,139
Fund Balance		1,506,960
	\$	<u>5,877,957</u>

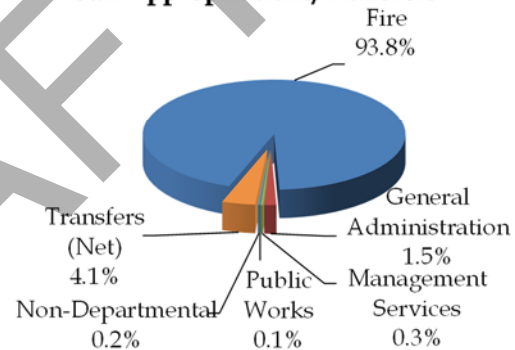
### Water Resource & Infrastructure Revenues/Other Sources



### Appropriations/Transfers

Fire	\$	3,948,089
General Administration		62,980
Management Services		14,048
Public Works		3,330
Non-Departmental		8,679
Transfers (Net)		174,106
	\$	<u>4,211,232</u>

### Water Resource & Infrastructure Total Appropriations/Transfers



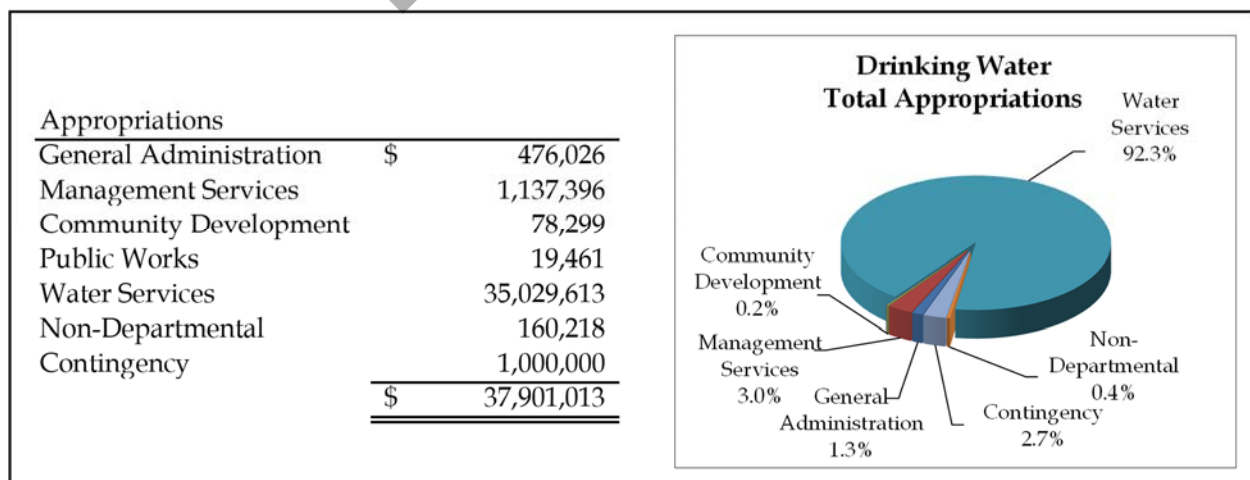
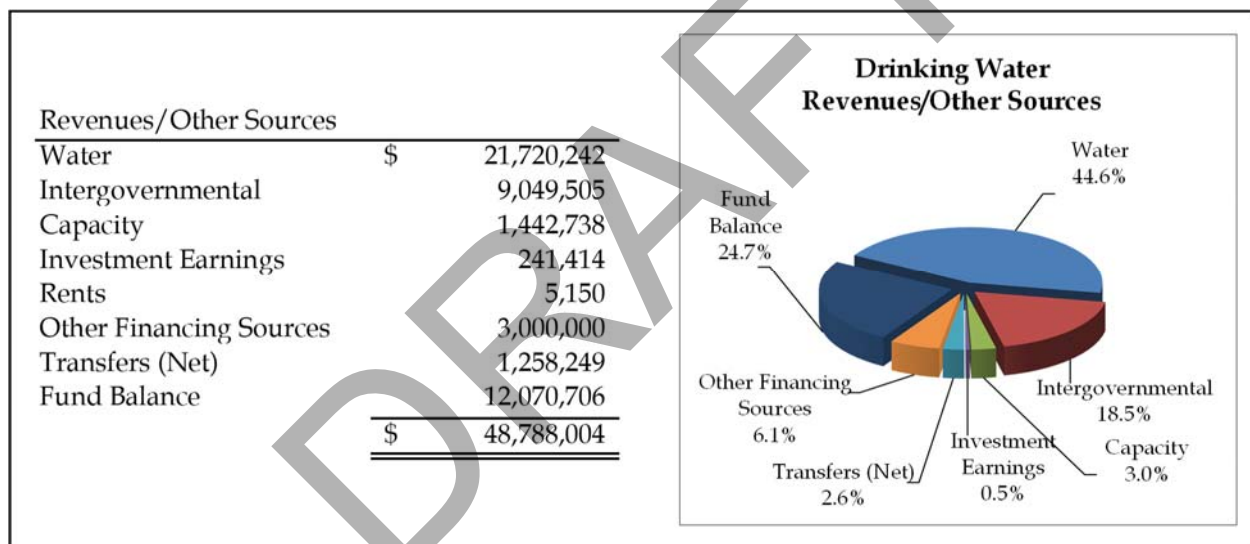
## Enterprise Funds

### Water Services Funds

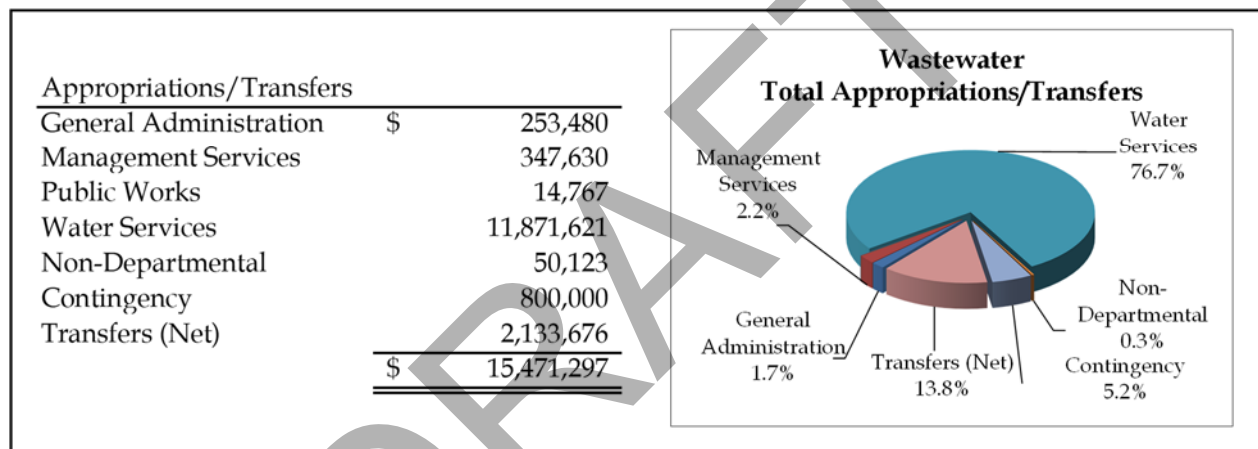
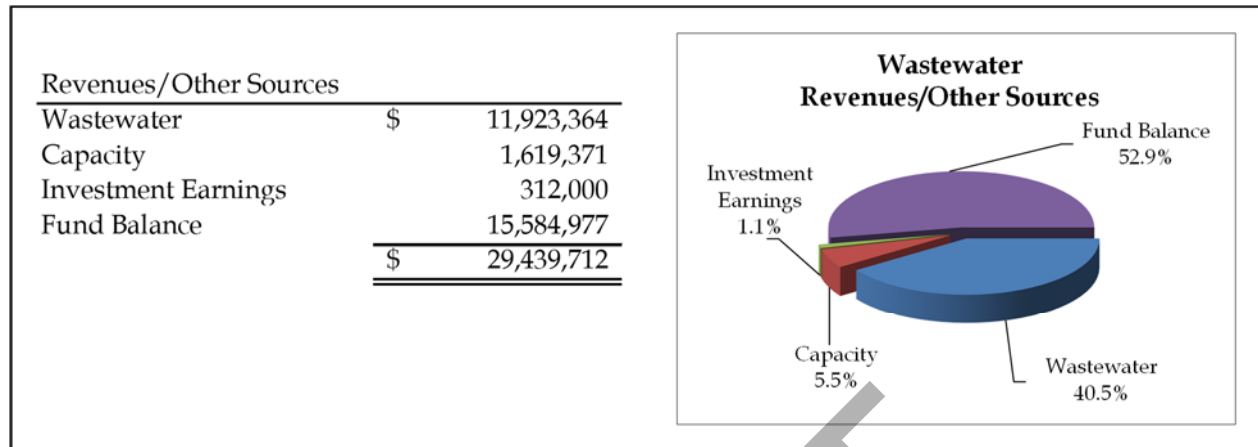
Water Services includes Drinking Water, Wastewater, Reclaimed Water, and Stormwater Funds. These Enterprise funds are operated as self-sustaining operations with user fees and charges based on a "cost-of-service" methodology. The rate model determines the minimum revenue requirements needed to support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

The City contracted for a rate model update in FY 2015-2016 which identified a need to increase water, wastewater, and stormwater rates. The Council was presented with the recommended increases in the spring of 2016. Each January 1, until 2020, there were scheduled increases of 4.4% for water and 7.0% for wastewater. Stormwater had a significant rate increase effective April 1, 2023, with scheduled increases of 12% annually through FY 2027-2028. Water Services is currently in the final stages of a new rate model update for drinking water, wastewater, and reclaimed water.

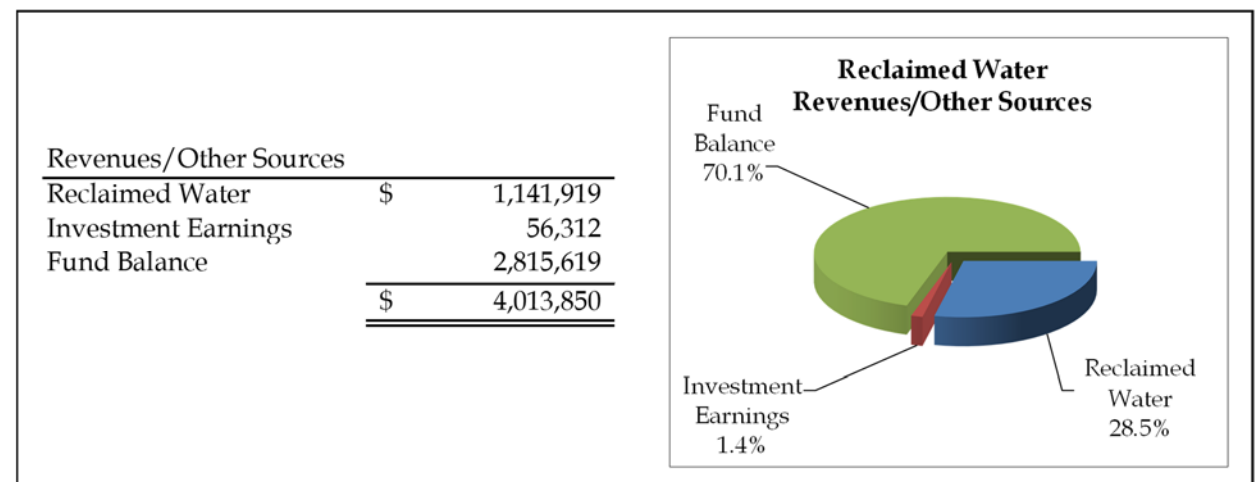
**Drinking Water:** Total appropriations relating to direct costs for the water operations are approximately \$37.9 million. Water fees are the major source of revenue supporting water operations. Revenue estimates total approximately \$21.7 million for water sales.



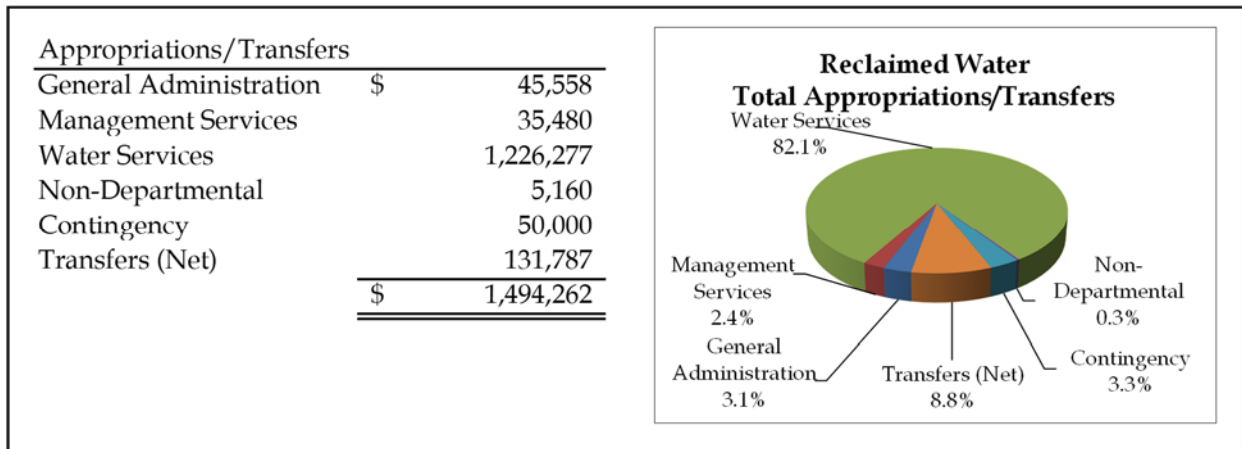
**Wastewater:** Total appropriations and transfers relating to the direct costs for the wastewater operations are approximately \$15.4 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately \$11.9 million in wastewater charges.



**Reclaimed Water:** Total appropriations and transfers related to the direct cost for the reclaimed water operations are \$1.5 million. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates total \$1.1 million in reclaimed water charges.

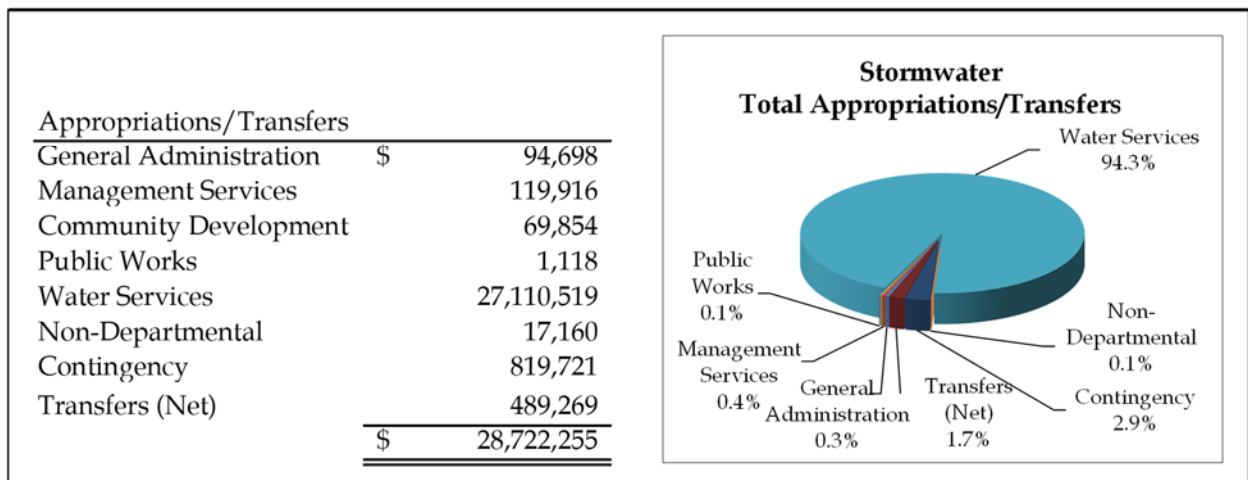
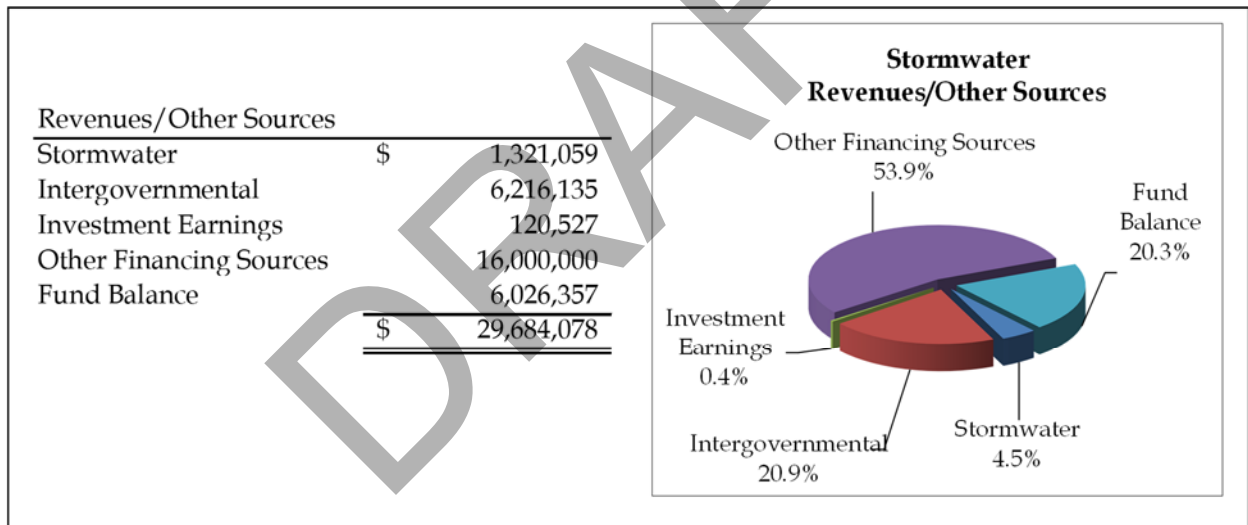






**Stormwater:** The Stormwater Fund was initiated as a response to enhanced National Pollutant Discharge Elimination System (NPDES) Stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program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

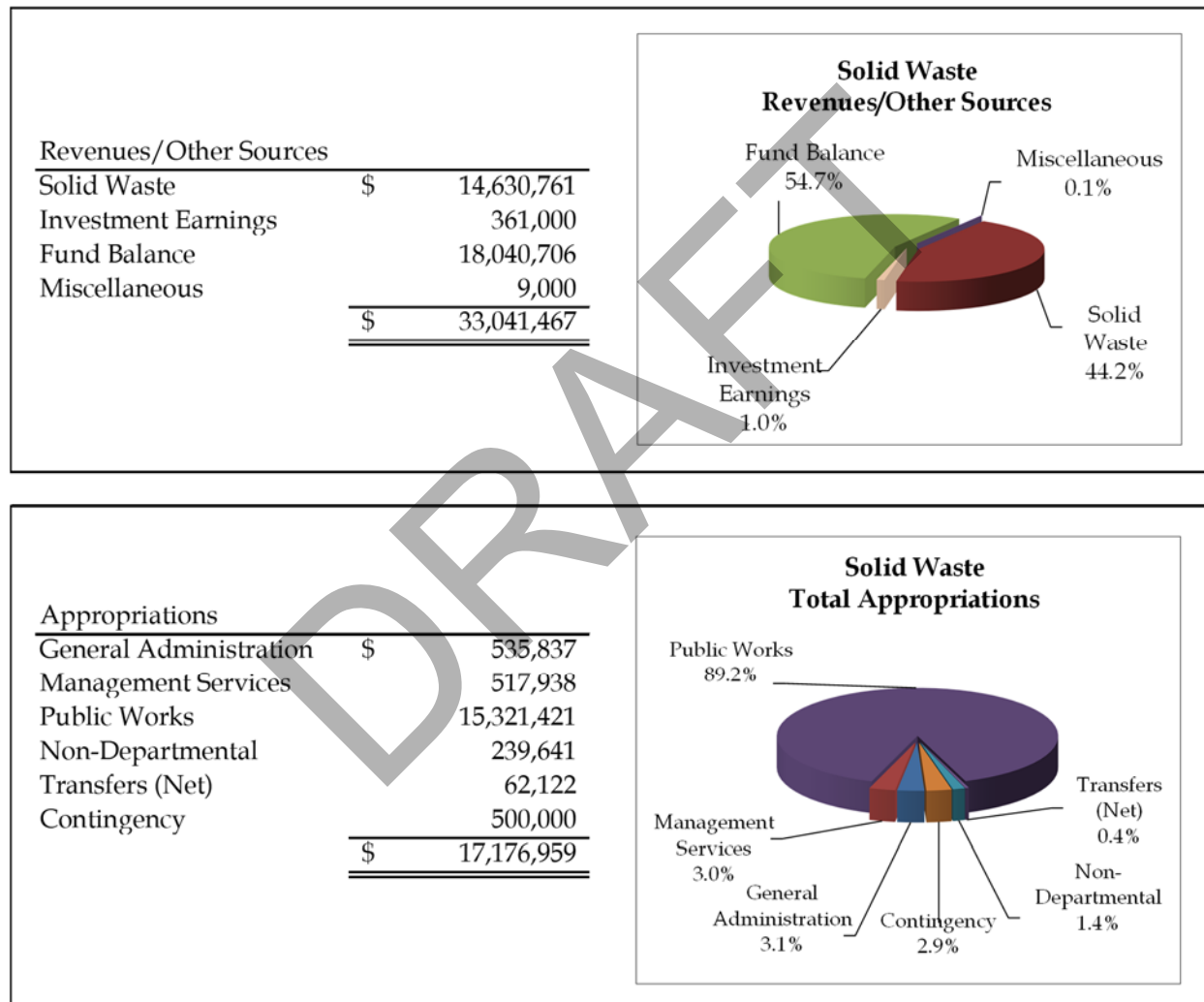
Revenues and other sources available total approximately \$29.7 million for FY 2024-2025. Total appropriations of \$28.7 million include general drainage maintenance, pre-season flood mitigation, Rio de Flag flood control project, spot improvements, and the Spruce Wash Resiliency project.



## Solid Waste Fund

Total financial sources available are approximately \$33 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.





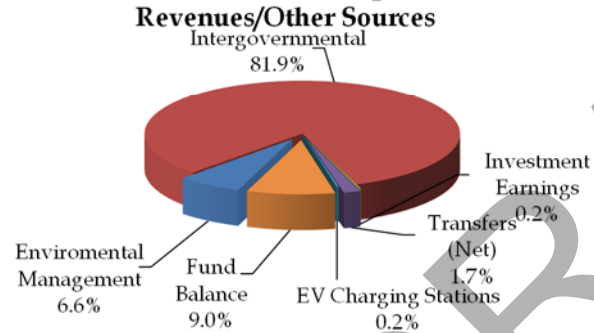
## Sustainability and Environmental Management Fund

Total revenues and other sources available are approximately \$19.4 million. The majority of Sustainability's revenue is from intergovernmental which is from various state, local and federal grants. The Environmental Management Fee, a user fee, is a revenue source for 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 via a transfer.

### Revenues/Other Sources

Environmental Management	\$	1,324,795
Intergovernmental		15,914,773
Investment Earnings		35,000
EV Charging Stations		30,000
Transfers (Net)		327,126
Fund Balance		1,746,180
	\$	<u>19,377,874</u>

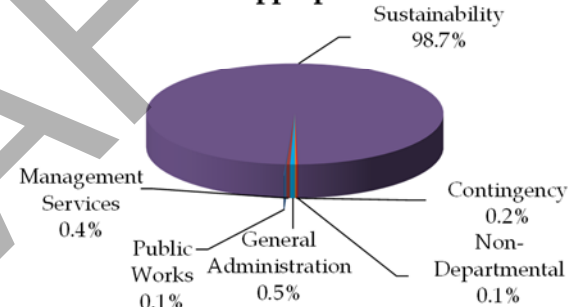
### Sustainability and Environmental Management Revenues/Other Sources



### Appropriations

General Administration	\$	95,194
Management Services		80,202
Public Works		17,960
Sustainability		17,966,603
Non-Departmental		12,676
Contingency		30,000
	\$	<u>18,202,635</u>

### Sustainability and Environmental Management Total Appropriations

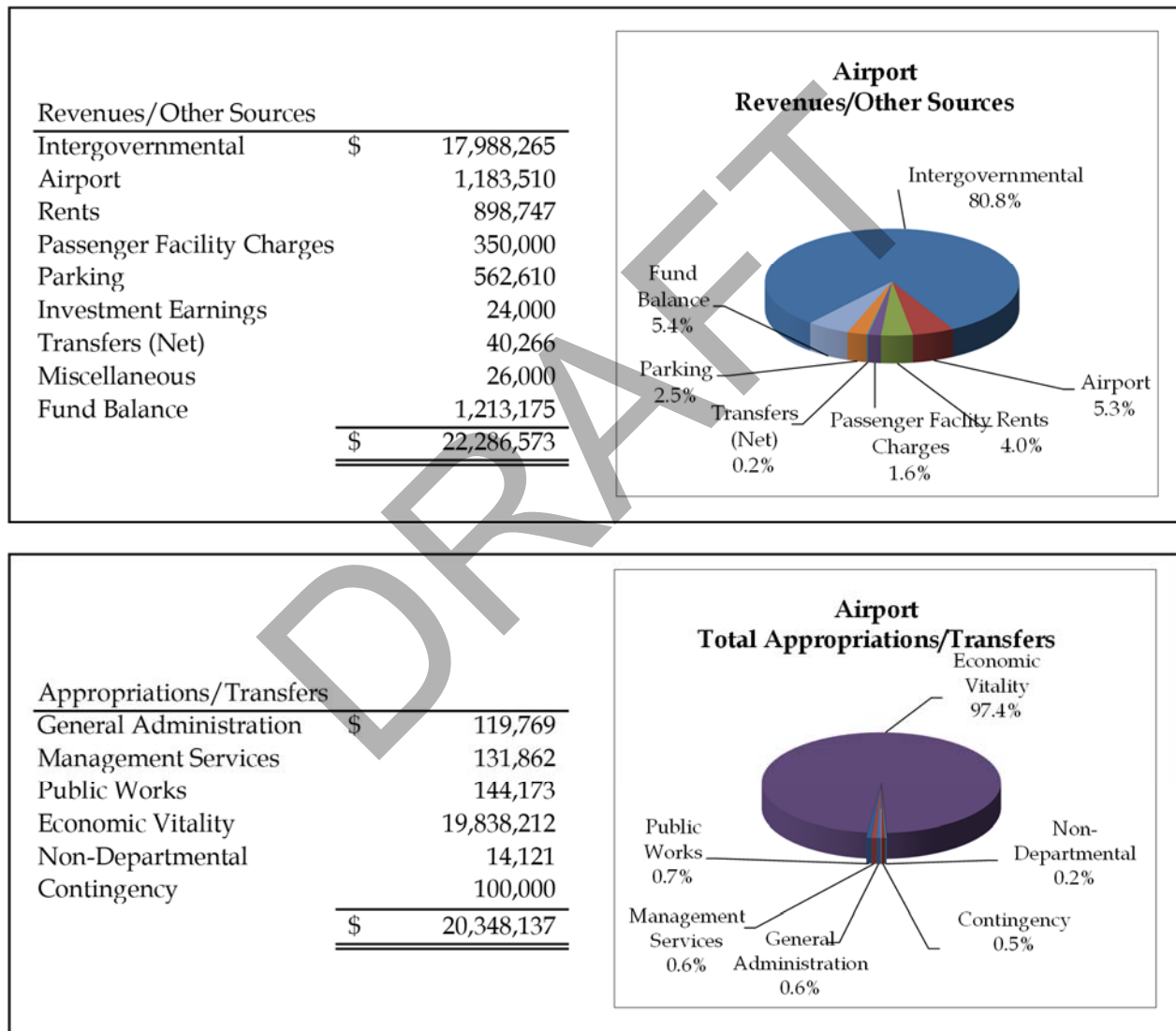


## Airport Fund

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

Total revenues and other sources available are approximately \$22.3 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.

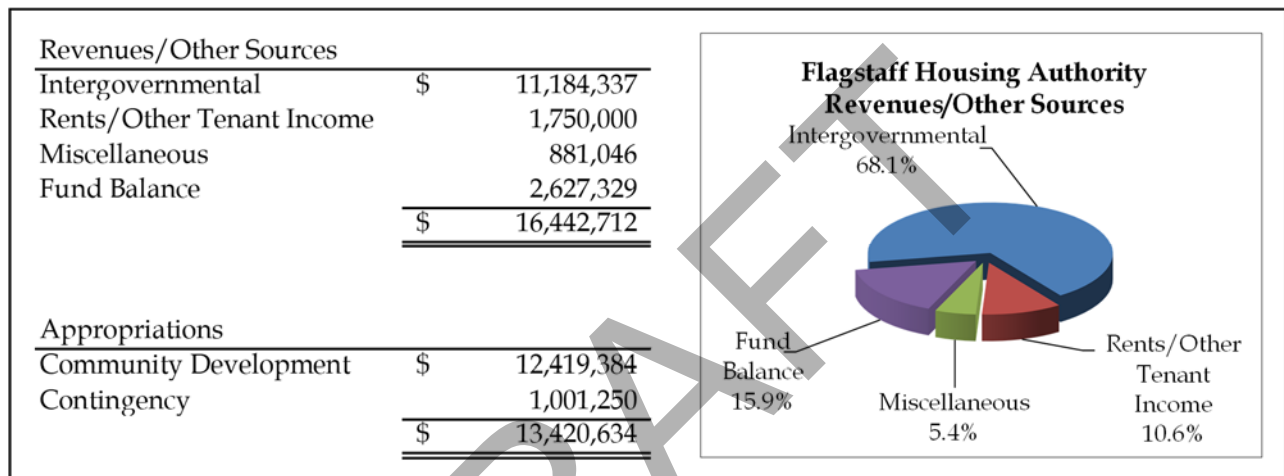
Total appropriations related to the direct cost for the airport operations are approximately \$20.3 million. Airport related fees and the CARES grant are the major source of revenue supporting operations while grant funding opportunities from FAA and ADOT contribute to capital projects and purchases.



## Flagstaff Housing Authority

The Flagstaff Housing Authority (FHA) owns and operates 265 units of low-income public housing, manages 80 units of low-income housing, and administers 517 Section 8 Housing Choice Vouchers, which include 342 Regular S8 Vouchers, 106 VASH Vouchers, 29 EHV Vouchers, and 40 Mainstream Vouchers. FHA also administers twelve housing vouchers for seriously mentally ill persons.

Total financial resources are approximately \$16.4 million. Intergovernmental revenue from the US Department of Housing and Urban Development comprises 68.1% of funding, or \$11.2 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 or purchases with fund balance and non-recurring revenues. The General Fund will maintain a minimum unrestricted fund balance of 20%. A 15% fund balance is considered sufficient for the General Fund.

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

This fund is primarily used to track revenues and expenditures related to Community Development Block Grants and other housing grants. The block grants are an entitlement to the City and are expected to stay level over the next five years. The City currently expects to receive State housing grants every year. This fund's balance is projected to decrease by 86% 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 23% due to major capital projects.

## ***Highway User Revenue***

This fund is devoted to the maintenance, improvement, and construction of street-related items. The fund first matches ongoing revenues with ongoing maintenance and then plans out the capital equipment and improvements. Several capital improvements include portions that are funded through revenue transfers from other funds. The five-year plan shows the ability to balance ongoing and one-time expenditures while maintaining an adequate fund balance. The HURF fund balance decreases by 9% due to a capital project planning and other one-time expenditures.

## ***Transportation Fund***

The Transportation Fund was formed because of voter authorization to increase sales taxes to support transportation-related issues. The Transportation fund balance is estimated to decrease 64% in FY 2024-2025 due to the construction of several large capital projects.

## ***Beautification***

The primary source for this fund is BBB taxes. This fund generally accounts for capital projects related to streetscapes. It is an ongoing effort to balance the number of projects within the availability of revenues. This five-year plan shows how it is accomplished. In FY 2024-2025, the Beautification fund balance decreases by 18% due to the completion of various capital projects.

## ***Economic Development***

This fund is balanced with ongoing revenues from BBB taxes, lease revenues, and General Fund transfers. Ongoing expenditures support many efforts focused on business attraction, retention, work force development, the Business Incubator and Accelerator. The Economic Development fund balance decreased by 56% due to slightly lower revenue and higher, overall operating expenditures.

## ***Tourism***

This fund is balanced with ongoing revenues from BBB taxes, retail sales and lease revenue. Ongoing expenditures are related to tourism promotion and visitor center services. Based on projected revenue, this fund can maintain existing operation levels. The Tourism fund balance decreases by 36% due to various initiatives and one time funded projects.

## ***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 17% due to the completion of various capital art projects.

## ***Recreation - BBB***

This fund is used for capital improvements to City and school recreational parks and fields. In addition, maintenance costs related to the improved parks and fields, maintenance of FUTS trails and recreation programming are funded with ongoing revenues. The Recreation – BBB fund balance decreased by 11% due to an increase in capital expenditures.

## ***ParkFlag – Parking District***

This fund was established in FY 2016-2017 to account for the collection of revenue and tracking of expenditures for the downtown parking district. The ParkFlag fund balance increased by 2% in FY 2024-2025 mainly due to an increase in revenues and a decrease in capital projects.

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

This fund was established to account for the collection of the Water Resource Protection Fee and tracking of expenditures related to the Wildland Fire Management program. The Water Resource and Infrastructure Protection fund balance is estimated to increase by 11% due to a slight reduction in personnel and no capital expenditures.

## ***General Obligation Bond***

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

## ***Secondary Property Tax***

This fund represents the collection of secondary property tax revenue and the subsequent payment of debt service related to voter authorized General Obligation bonds. The five-year projection uses the current assessed valuation figures from the County to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization will be issued in the future within the existing tax rate. This allows the City to smooth long-term secondary property tax rates, so a level tax rate is maintained from year-to-year. The Secondary Property Tax fund balance decreased by 17% as the City debt service requirements increased.

## ***Pension Bond***

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

## ***Perpetual Care***

This fund is currently used for the tracking of contributions related to long-term maintenance at the City-owned cemetery. The fund balance increased by 8% as contributions are continuing to be received. Expenditures will not be budgeted until there is adequate fund balance.

## ***Capital Projects Bond***

These funds are used to track the revenues and expenditures of the voter approved, bond eligible projects. In May of 2004, the voters of Flagstaff approved ten projects with three projects remaining to be completed. In November 2010, the citizens of the City of Flagstaff approved two projects. In November of 2012, two projects were approved by the voters, in November 2016 one additional project was approved by the voters. In November 2022, two propositions were approved by the voters. Projects/bond sales are scheduled to coincide with the retirement of other debt, so the overall secondary property tax rate does not increase. This fund currently has two components:

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

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

## ***Drinking Water***

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements, and debt service requirements are being met with user fees, fund balance, grants, bonds, and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Drinking Water fund balance decreases by 10% in FY 2024-2025 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 10% in FY 2024-2025 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 11% in FY 2024-2025 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 84% in FY 2024-2025 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 12% decrease in fund balance due to planned capital projects and increased operating costs.

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

This enterprise fund is self-sustaining through user fees and revenue transfers. The five-year projection anticipates a growth in the environmental management fee. This coincides with ongoing operations and revised service levels for all operations. The fund anticipates a 33% decrease for FY 2024-2025 due to planned one-time expenditures.

## ***Airport***

This enterprise fund is responsible for the operations of the Flagstaff Pulliam Airport. Most of the revenues are grants related to continued expansion and capital improvements, operating expenditures at the airport, and lease revenues. The capital improvement plan is based on annual updates coordinated with the FAA and ADOT. The Airport fund balance anticipates an increase of 55% in FY 2024-2025 due to the CARES and ARPA grants funding airport operation and revenue transfers from other funds to help build fund balance.

## ***Flagstaff Housing Authority***

While the Flagstaff Housing Authority (FHA) has operated for many years, it was recently determined that it should be reported as a distinct City fund. The FHA manages Housing and Urban Development (HUD) Section 8 and other voucher programs as well as public housing for City residents. The five-year plan indicates most of the funding is grant-related. Due to increased intergovernmental revenues in FY 2024-2025, the City anticipates the FHA fund balance to increase by 15%.

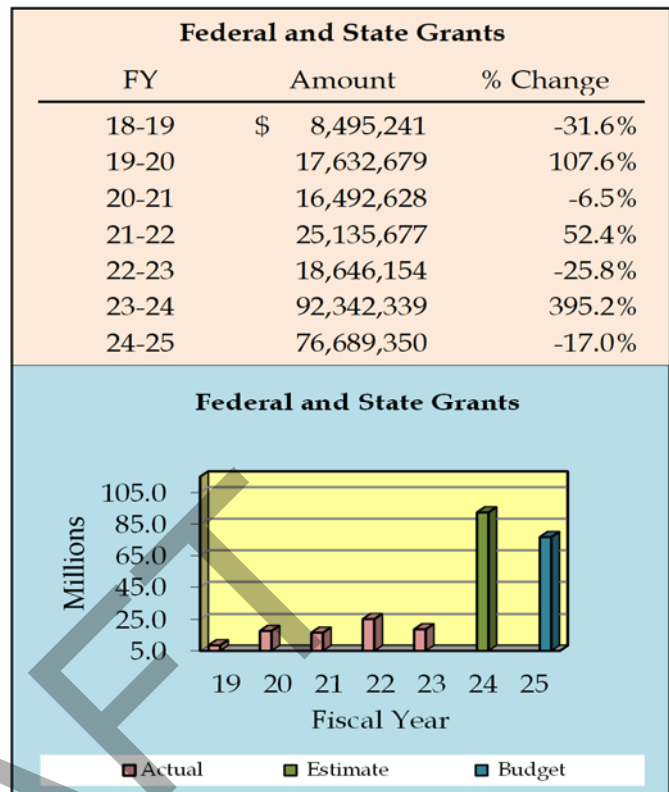
## Revenues

### 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 2024-2025 include public safety; housing and community services; street, transportation, and trails improvements; wildfire remediation projects; stormwater management projects; climate action; and airport improvements. In addition, the City has several large, ongoing federal grants for Community Development, Section 8, and Low-Income Public Housing (See Schedule C-1 for details). In FY 2019-2020, the City received \$18.1 million in Airport CARES grant funding and \$8.6 million in public safety, and in FY 2021-2022, the City received \$15.2 million in American Rescue Plan Act funding.



### General Fund

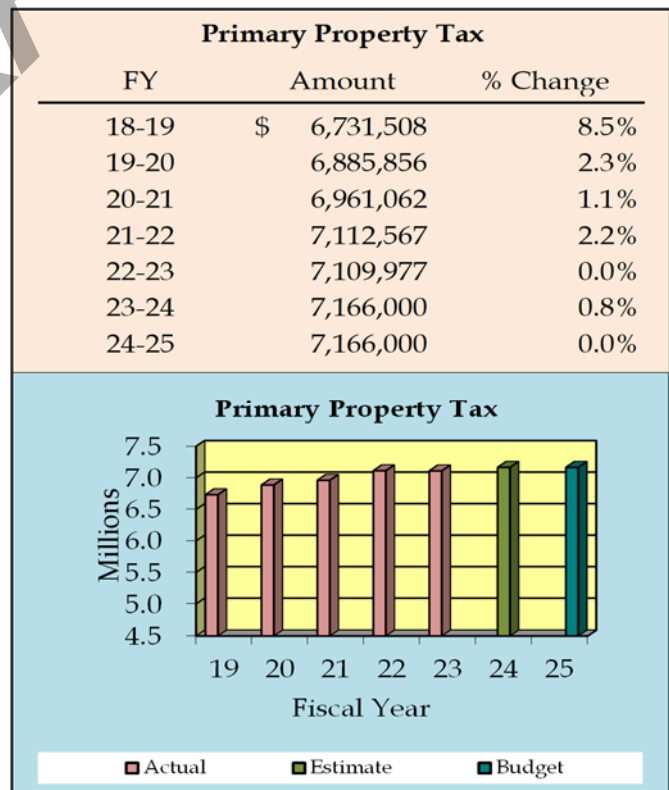
#### Property Tax Receipts Current, Primary

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

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

Property taxes levied by the City are deposited in the General Fund. No restrictions on usage apply to the primary property tax. State statute limits the annual increase in levy to 2% plus the amount generated by construction. In FY 2017-2018 and FY 2018-2019, the levy increase was approved for 7% each year for a total of 14%. In FY 2019-2020, the levy was increased 2%. FY 2020-2021 through 2024-2025 have a flat levy.

Primary property taxes generally change on an annual basis for new construction added to the tax rolls and reassessment of existing property. New construction added \$11.3 million dollars to the assessed valuation and existing primary property tax values increased by 4.3%.





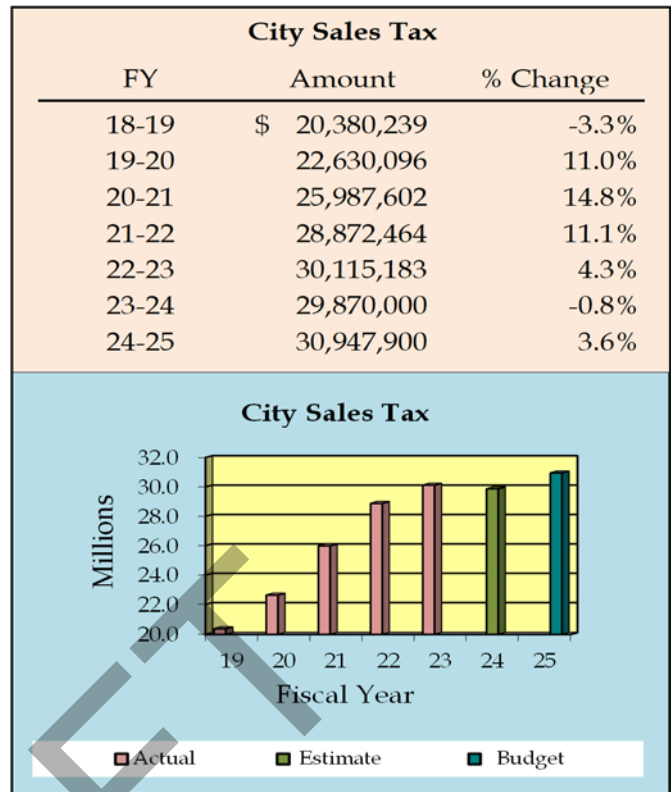
### City Sales Tax (Transaction Privilege Tax)

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

Tax currently sunsets June 2035.

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

In FY 2018-2019, the City experienced a small decline in revenue, however, sales tax revenues rebounded in FY 2019-2020. FY 2020-2021 and FY2021-2022 saw significant growth due to a quick recovery from the COVID-19 pandemic and significant inflation, with minor decrease in revenues in FY 2023-2024 as anticipated with moderate growth projected in FY 2024-2025.

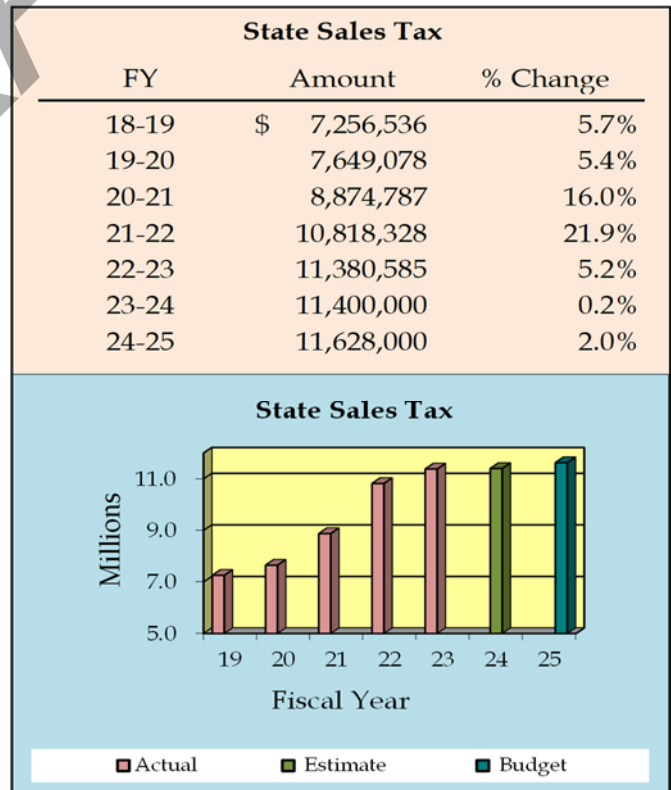


### State Sales Tax

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 adjusted the proportionate share of state population based on annual estimates provided by the Census Bureau. FY 2020-2021 and FY 2021-2022 saw significant growth due to a quick recovery from COVID-19 pandemic and significant inflation, with minor projected increases in revenues in FY 2023-2024. FY 2024-2025 is estimated to slight growth in revenues.



### State Income Tax (Revenue Sharing)

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

Description: Arizona cities share in 15% of the State income tax collected based on the proportional share of population of the cities and towns as reported in the 2010 Census. Effective FY 2016-2017, the state adjusts our proportionate share of state population based on annual estimates provided by the Census Bureau. A two-year lag exists between the year of distribution and collection and the reporting year for which the income tax returns are filed. Beginning in FY 2023-2024, the fund consists of an amount equal to eighteen percent of the net proceeds of the state income taxes for the fiscal year two years preceding the current fiscal year. Therefore, little variance is expected between amounts estimated in the budget and actual receipts. Because revenues can be used for any municipal purpose, funds received are deposited in the General Fund to support the services and activities of the general government.

The decrease in FY 2021-2022 is due to the COVID-19 pandemic and a time extension for income tax returns. Revenues rebounded in FY 2022-2023 following the pandemic. The FY 2023-2024 revenue increases are due to an increase in the city share of state income taxes from 15% to 18%. As projected and anticipated, we expect a sharp decline in revenues in FY2024-25 due the full implementation of the flat income tax rate.

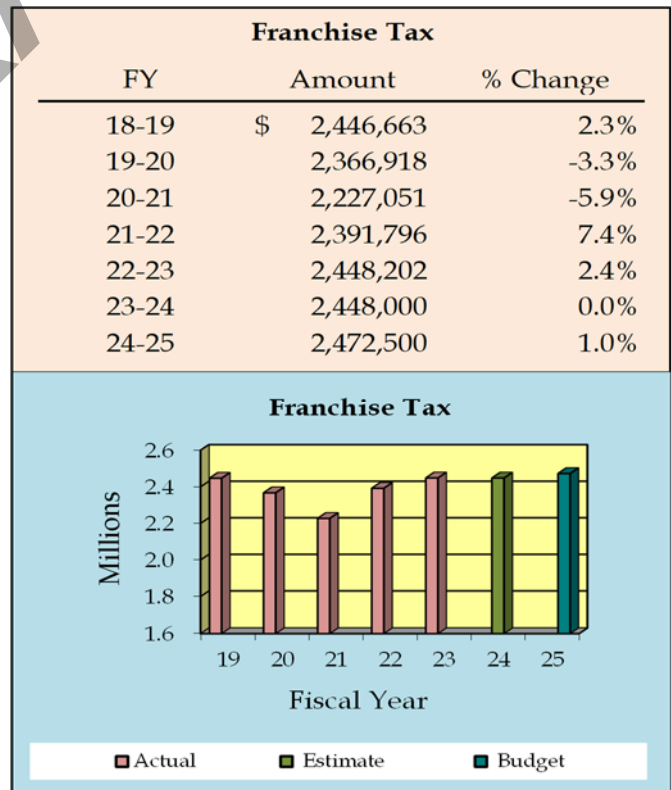
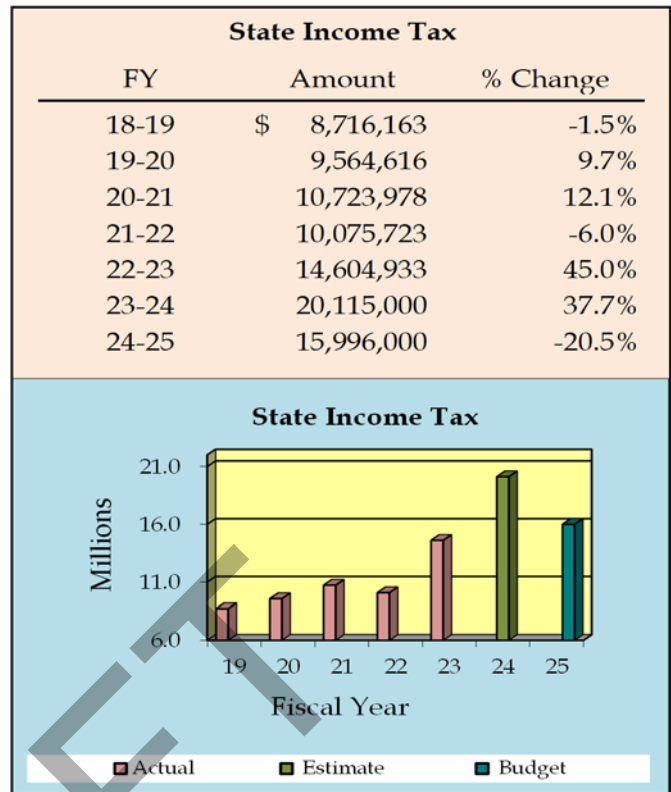
### Franchise Tax

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 are related to warmer winter weather thus reducing the revenues from natural gas franchise taxes. FY 2019-2020 is down due to declines in the electric portion of the franchise tax. The decline in FY 2020-2021 is due to the COVID-19 pandemic with less businesses being open and operating at lower capacities. The revenue rebounded in FY 2021-2022, and with minor increase in FY 2022-2023 and with flat to slight growth in FY 2023-2024 and FY 2024-2025.

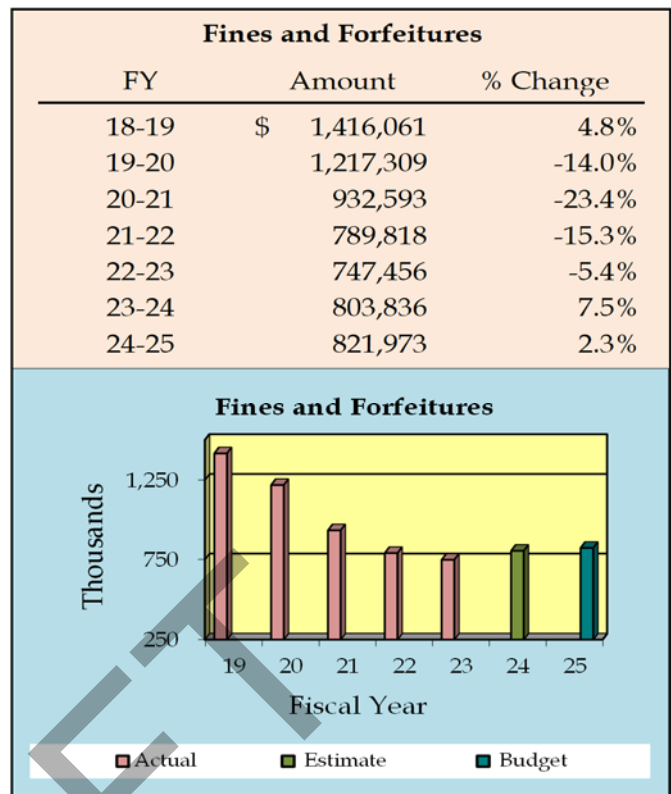


## Fines and Forfeitures

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

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

Revenues vary on an annual basis dependent upon the mix of criminal and civil cases handled by the court system in any year as well as the fee structure in place at the time of the case. The allocation of the fines is prescribed by the Superior Court, usually annually, and/or the Flagstaff Municipal Court (dependent upon the type of case). The significant decrease in FY 2019-2020 and FY 2020-2021 was due to the inability to adjudicate in-person cases because of the COVID-19 pandemic. This revenue has started to recover, however it is not expected to increase significantly due to the reduced number of citations filed in the court.

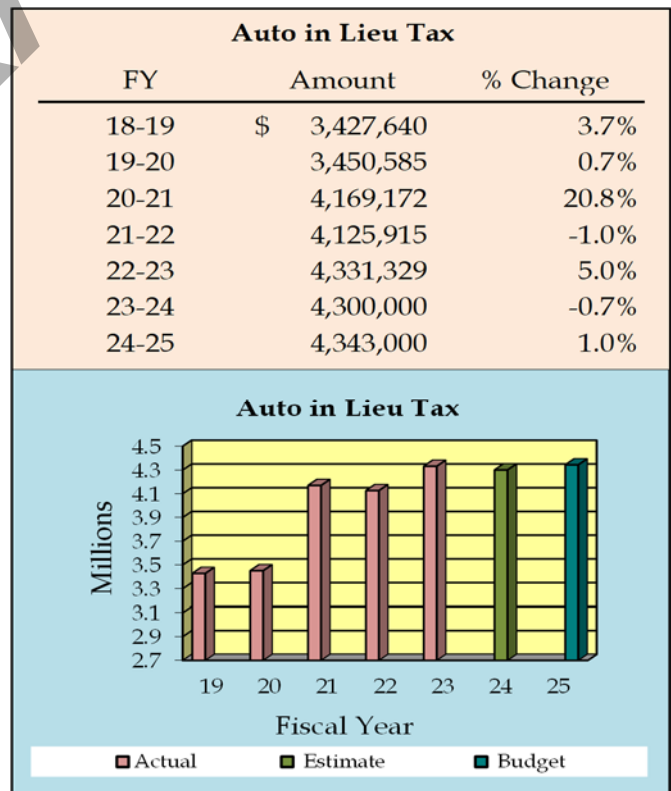


## Auto in Lieu Tax

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. Revenue increased significantly in FY 2020-2021 to changes in consumer spending during the pandemic. We are experiencing and anticipating relatively flat revenue the last two years followed by a 1% growth in FY 2024-2025.



## 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 2018-2019. During FY 2023-2024 HURF revenue saw small increase in revenue due mostly to lower gas prices. For FY 2024-2025, revenue is expected to increase and then in future years revenues are also expected to steadily increase.

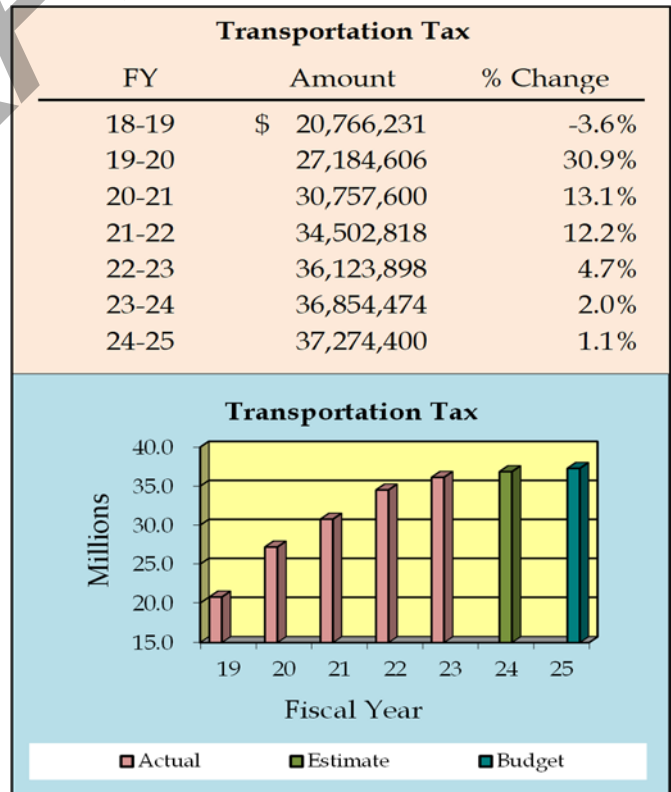
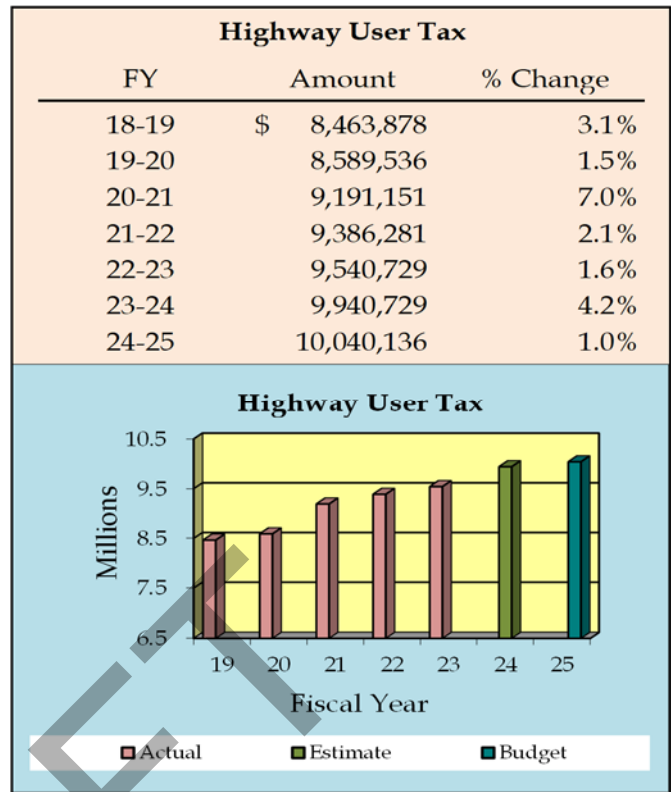
#### Transportation Tax

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 the revenue to remain flat in FY 2024-2025.

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>





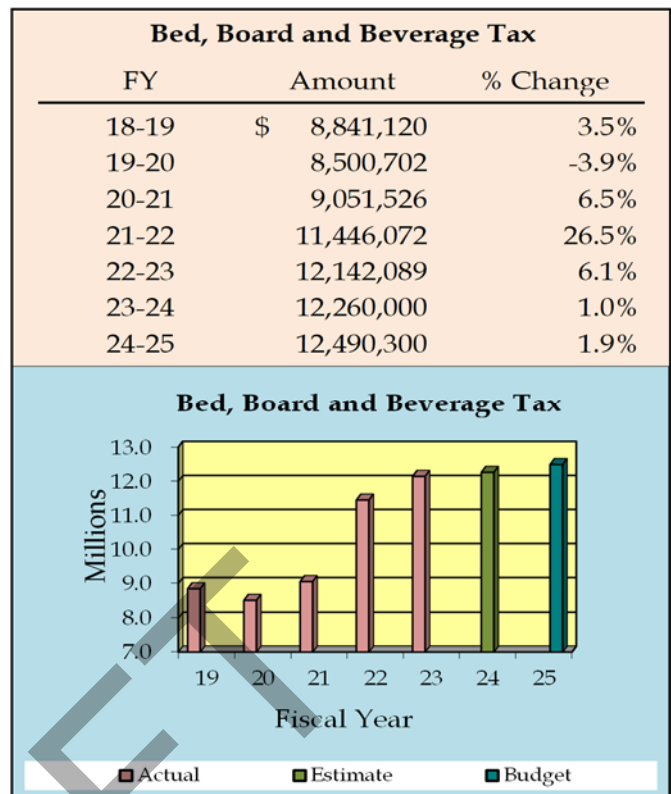
## Bed, Board, and Beverage Funds

### *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. Post-COVID recovery and high inflation has contributed to significant growth in FY 2021-2022. Revenues are projected to increase in FY 2024-2025 by 2%.



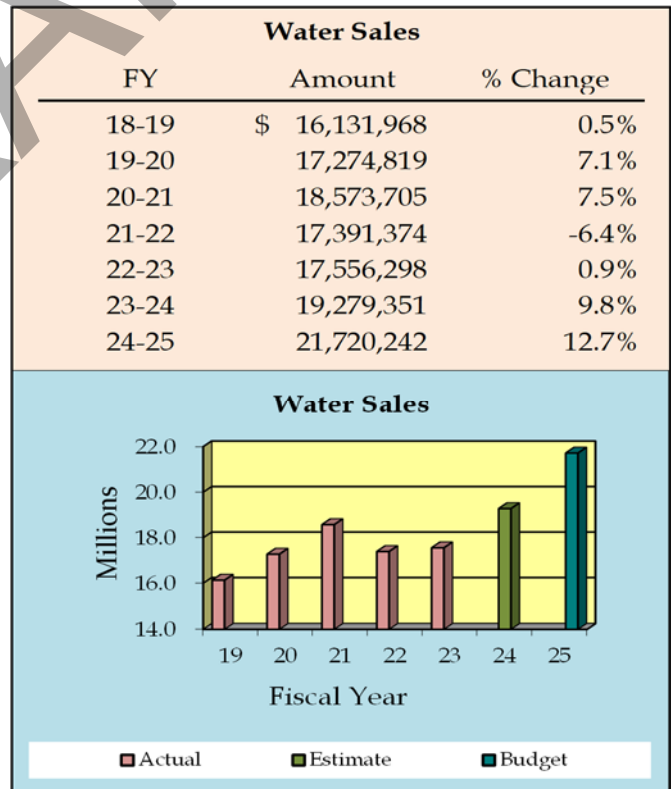
## Enterprise Funds

### *Drinking Water Sales*

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

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

Drinking water rates were increased on July 1, 2016 with January 1st increases effective each year until 2020. A rate study is anticipated to be completed in FY 2024-2025 with a rate increase to go into effective in the late summer/fall of 2024.

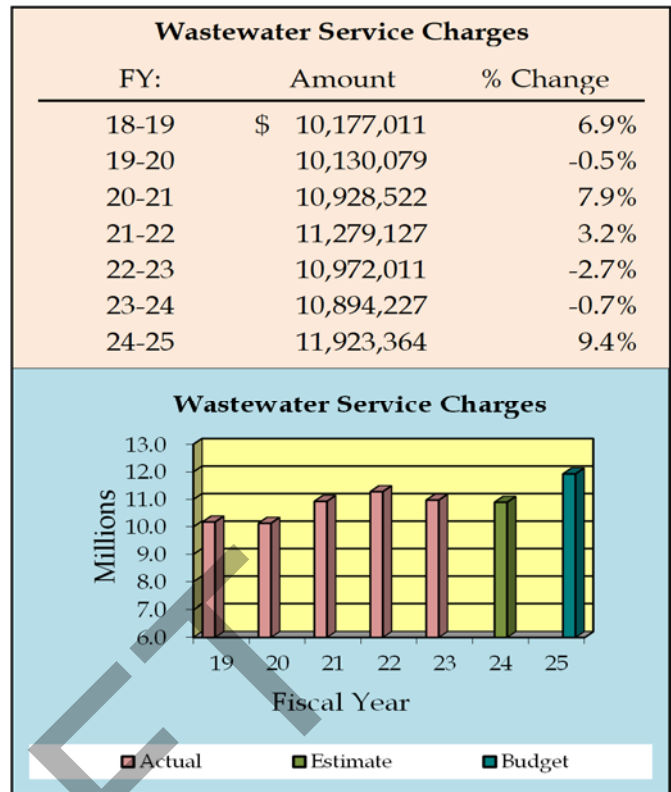


### Wastewater Service Charges

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

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

Water rates were increased on July 1, 2016, and with January 1st increases effective each year until 2020. A rate study is anticipated to be completed in FY 2024-2025 with a rate increase to go into effective in the late summer/fall of 2024.



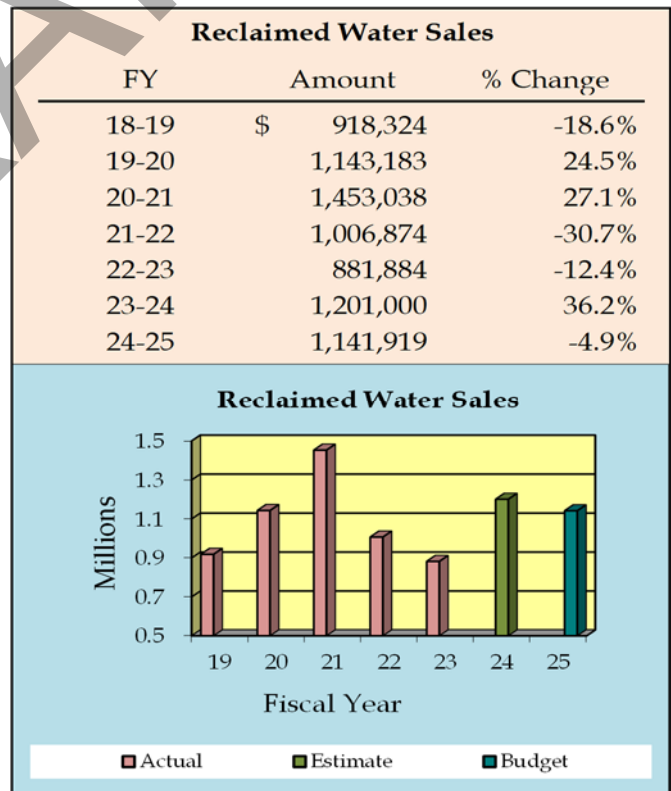
### Reclaimed Water Sales

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

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

The rates for each customer class were reviewed by an outside consultant. Rate changes were approved by Council with an effective date of January 1, 2020, an increase of approximately 7%. A rate study is anticipated to be completed in FY 2024-2025.

The decrease of 30% in reclaimed water sales for FY 2021-2022 is the result of decreased demands due to reduced use by a commercial customer and increased spring snow in 2022. The increase in FY 2019-2020, FY 2020-2021, and FY 2023-2024 was mainly due weather shifts.

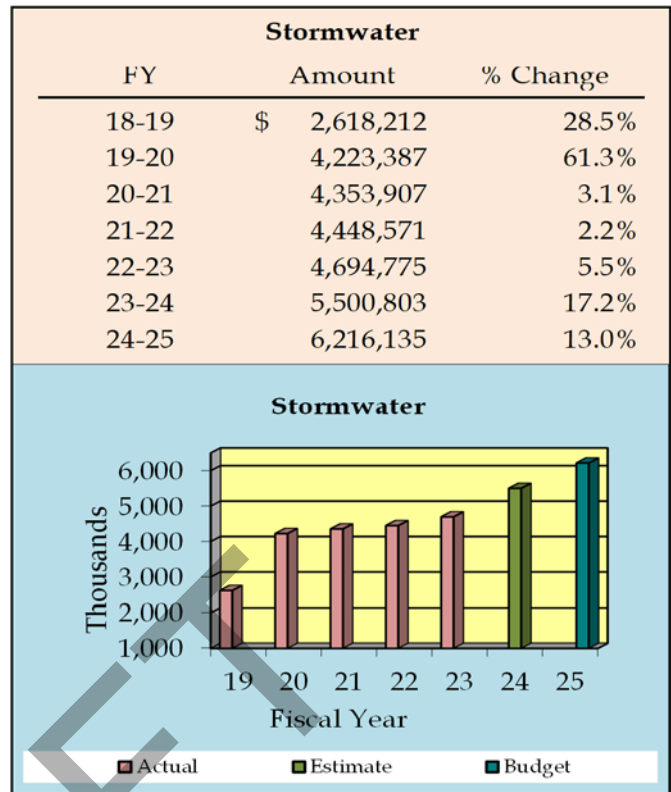


## Stormwater

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 except for a maximum cap on residential.

Stormwater revenue increased significantly in FY2019-2022 due to City Council adopting a new rate effective July 1, 2019. City Council adopted new rates in FY 2022-2023 which went into effect on April 1, 2023. This increased the rate to the level of \$4.19 per ERU in 2023 with a 12% increase every January through 2028.

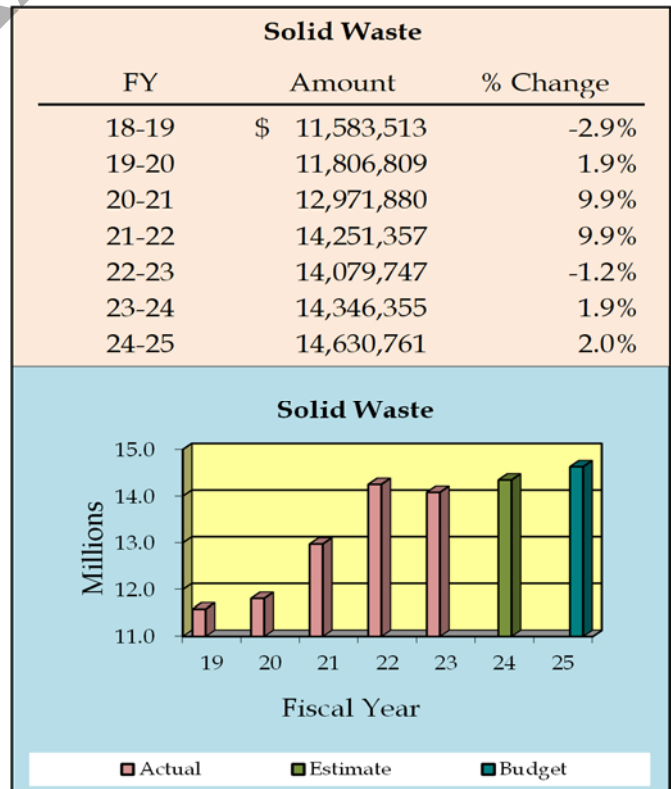


## Solid Waste

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

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

The decrease in revenues in FY 2018-2019 is related to the SCA plant closure and decrease in landfill tonnage. The FY 2020-2021 and FY 2021-2022 increases are due to a rate increase in residential collection charges and moderate growth. Landfill revenue was higher than expected in FY 2021-2022 due to a stormwater flood response project and has stayed relatively flat since then with a 2.0% growth expectation for FY 2024-2025.

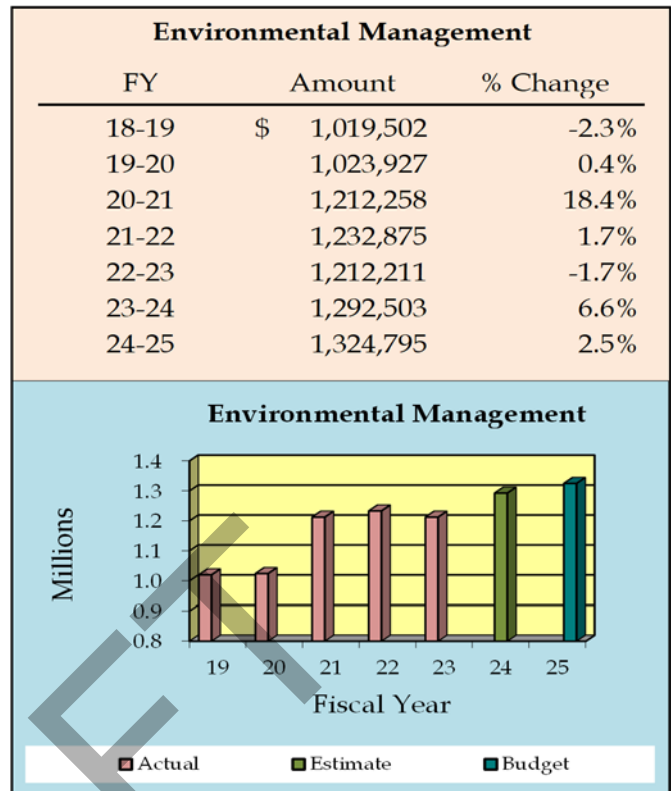


## Sustainability and Environmental Management

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

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

The increase in FY 2020-2021 was the result of restructuring the environmental service fee rate. FY 2022-2023 had a decline due to similar decreases in water and solid waste fees for that period which fund the environmental management fee. In the future there is anticipated increases because of the continued growth in population for the City of Flagstaff.



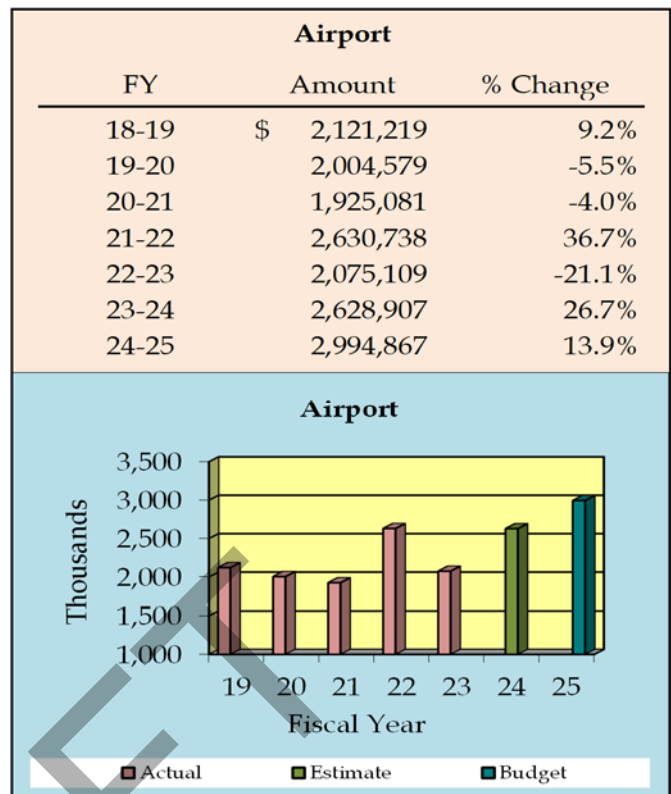


## Airport

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

Description: Airport revenue is derived from the rental of airplane hangars, tie-downs, tie-downs with electricity and shades rented to various individuals and vendors. Landing fees are charged at a rate of \$1.05/1,000 pounds based on gross certificate landing weight of aircraft. Rental revenue from terminal rent consists of space, concession, and advertising fees. In addition, revenues are collected from the sale and storage of aviation fuel.

With additional flights and additional destinations, the airport saw significant increases in FY 2018-2019. The significant decrease in FY 2019-2020 and FY 2020-2021 was due to the COVID-19 pandemic which drastically reduced flights and passengers as well as Council approved rent abatements for tenants of the airport. The significant decrease in FY 2022-2023 was due to the termination of service by United Airlines. The significant increase in 2023-2024 was due to new charges for paid parking. The significant increase in FY 2024-2025 is due to the re-establishment of Passenger Facilities Charges.

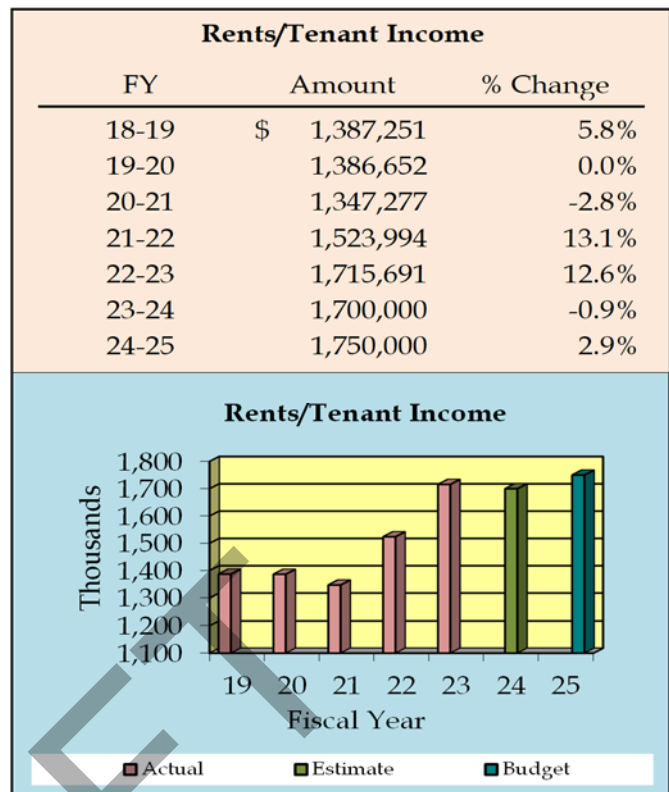


## Housing Authority

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 2024-2025.



## 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 Funds' 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 Americans with Disabilities Act (ADA) compliance for curb cuts, curb returns and deteriorating sidewalks. Another impact on street maintenance is the addition of roads from private development.

BBB projects will have a significant impact on operating budget requirements. Streetscape maintenance will require an ongoing level of effort to maintain landscaping. Greater consideration is being given to design and maintenance requirements for future streetscape projects to keep maintenance costs as low as possible. The completion of several parks' projects constructed in conjunction with the Parks and Recreation bond program require a major increase in

the Parks maintenance budget. City Council has determined that any increased maintenance costs associated with such capital projects will be paid for from BBB funds. Staff has balanced construction maintenance responsibilities and funding sources in the Parks and Recreation Bond program.

## Capital Improvement Plan

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

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

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

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

### *What does a CIP provide?*

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

### *FY 2024-2025 Capital Improvement Plan*

The City's budget for FY 2024-2025 includes capital improvement projects totaling \$187.7 million. Project funding includes approximately \$37.7 million in grants and \$57.7 million in general obligation (GO) bonds as approved by the voters in the 2004 and 2022 General Elections, revenue bonds and other debt. In the May 2004 General Election, the citizens of Flagstaff authorized the City to proceed with ten new projects totaling \$155.2 million. These projects are being phased in over a several-year period with debt being issued in conjunction with the timing of each project. In the November 2022 General Elections, the citizens of Flagstaff authorized the City to proceed with several

stormwater and wastewater projects totaling \$54 million. Each project will be discussed below in its appropriate fund. Project listings are available in the Capital Improvement section of this book.

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

**General Government** – Twenty-one projects are scheduled for FY 2024-2025 for a total of \$42 million. Major projects and equipment include Montalvo Project, Downtown Mile, Courthouse Parking Structure, Killip Inlet, Cedar-Linda Vista Channel, The Wedge, Wildcat Digesters, and Wildcat Pumps.

**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 fifty-one Streets/Transportation projects scheduled at a budgeted cost of \$75.7 million. Transportation Tax is funding \$42.3 million and HURF, grants and other sources are funding \$33.4 million.

**Bed, Board, and Beverage (BBB)** – Four categories make up the BBB Funds Capital Projects for FY 2024-2025. Arts and Science includes six projects at a budgeted cost of \$250,000. Recreation includes four projects at a budgeted cost of \$2.2 million. Beautification includes sixteen projects at a budgeted cost of \$2.7 million. Major projects include the Lone Tree Overpass, Fourth Street and Lockett Roundabout, Switzer Canyon Roundabout, Beautification at Rt.66 and Ponderosa and Rt. 66 and Verde St. Tourism includes two projects at a budgeted cost of \$622,750.

**Water Services** – Thirty-one projects are scheduled for FY 2024-2025 for a total of \$44.7 million. Major projects for water, wastewater, reclaimed water, and stormwater include Rio Flood Control Project Waterline Replacement, Switzer Canyon Line Phase 5, Inner Basin Waterline, Lake Mary Raw Water Pipeline, Lake Mary Flocculations, and Country Club Interceptor to Wildcat with a budgeted cost of 34.7 million.

**Solid Waste** – Three projects are scheduled for a budgeted cost of \$3.5 million in FY 2024-2025. The projects include Phase II: Excavation of Cell D, the Landfill Roadway, and the Cell D Module I Construction.

**Airport** – Four major projects for the airport include Snow Removal Equipment Building, Design Apron Taxiway W, Runway Pavement Rehabilitation, and Runway Reconstruction Study at a budgeted cost of \$16 million for FY 2024-2025.

## Capital Plan Implications

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

**Secondary Property Tax:** This debt is related to voter authorized sale of bonds in May 2004 in the amount of \$155.2 million, \$1.1 million remaining from November 1996 voter approved debt of \$8.2 million, and November 2022 in the amount of \$55.1 million.

**Utility Rate Structure:** The City contracts with an outside agency to review the Water and Wastewater rate structure and provide a new rate modeling program. The most recent rate study was completed in FY 2015-2016. This rate model provides for major capital improvements, additional bond funding, and increased operating costs. The rate model demonstrated a need for a rate increase which was approved by City Council with an effective date of July 1, 2016. Rates increase annually for five years. The next rate study began in FY 2023-2024 and with a plan for new rates in the fall of 2024.

City of Flagstaff  
Summary Schedule of Estimated Revenues and Expenditures/Expenses  
Fiscal Year 2024-2025

The final opportunity for public input on the City of Flagstaff Fiscal Year 2024-2025 budget will occur on June 18, 2024 at the 3:00 PM City Council meeting  
The budget may be reviewed at the City of Flagstaff in the City Clerks Office, 211 West Aspen Avenue, Flagstaff, AZ 86001  
or the official website "flagstaff.az.gov" or by request

Fiscal Year	S c h	Funds							
		General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Permanent Fund	Enterprise Funds	Internal Service Funds	Total All Funds
2024	Adopted/ Adjusted Budgeted Expenditures/Expenses*	121,529,793	152,815,463	17,500,376	49,108,067	0	199,934,096	0	540,887,795
2024	Actual Expenditures/Expenses**	129,447,032	123,677,363	14,309,013	28,317,217	0	160,269,550	0	456,020,175
2025	Fund Balance/Net Position at July 1***	55,840,907	75,157,169	26,481,982	4,549,102	438,008	60,125,049	0	222,592,217
2025	Primary Property Tax Levy	7,230,877	0	0	0		0	0	7,230,877
2025	Secondary Property Tax Levy	0	0	9,091,154	0		0	0	9,091,154
2025	Estimated Revenues Other than Property Taxes	81,533,096	76,446,284	265,000	11,564,419	19,460	122,269,867	0	292,098,126
2025	Other Financing Sources	0	29,800,000	0	23,147,499	0	19,000,000	0	71,947,499
2025	Other Financing (Uses)	0	0	0	0	0	0	0	0
2025	Interfund Transfers In	4,553,670	11,603,391	19,790,763	9,178,986	0	2,819,718	0	47,946,528
2025	Interfund Transfers (Out)	14,487,509	18,362,628	11,085,460	0	0	4,010,931	0	47,946,528
2025	Reduction for Amounts Not Available								
Less:	Amounts for Future Debt Retirement								0
									0
									0
									0
2025	Total Financial Resources Available	134,671,041	174,644,216	44,543,439	48,440,006	457,468	200,203,703	0	602,959,873
2025	Budgeted Expenditures/Expenses	92,741,402	132,705,912	19,790,763	48,440,006	0	149,920,339	0	443,598,422

Expenditure Limitation Comparison

1. Budgeted Expenditures/Expenses
2. Add/Subtract: Estimated Net Reconciling Items
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items
4. Less: Estimated Exclusions
5. Amount Subject to the Expenditure Limitation
6. EEC Expenditure Limitation

2024		2025	
\$	539,705,762	\$	443,598,422
	0		0
	539,705,762		443,598,422
	308,700,082		216,849,480
\$	231,005,680	\$	226,748,942
\$	231,868,073	\$	242,474,388

☐ 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 2024-2025

	Unreserved Fund Balance/ Retained Earnings at 7/1/2024	Estimated Revenues and Other Financing Sources 2024-2025	Interfund Transfers 2024-2025		Total Financial Resources Available 2024-2025		Capital Outlay (Equip/CIP)	Debt Service	Reserves/ Contingencies	Total Appropriations 2024-2025	Fund Balance 6/30/2025
			In	Out		Operations					
General Fund	\$ 55,840,907	88,763,973	4,553,670	(14,487,509)	134,671,041	81,311,665	8,603,744	311,993	2,514,000	92,741,402	41,929,639
Special Revenue Funds:											
Housing and Comm Services	1,205,078	1,380,608	500,000	-	3,085,686	2,421,635	500,000	-	-	2,921,635	164,051
COVID Relief	-	796,016	-	-	796,016	796,016	-	-	-	796,016	-
Library	3,713,496	4,594,893	3,016,491	(24,192)	11,300,688	6,331,815	2,000,000	-	100,000	8,431,815	2,868,873
Highway User Revenue	7,230,917	10,185,136	7,839,900	(13,000)	25,242,953	7,282,576	11,264,900	-	100,000	18,647,476	6,595,477
Transportation	42,278,673	69,887,841	-	(14,272,051)	97,894,463	13,916,690	65,516,796	3,412,497	-	82,845,983	15,048,480
Beautification	8,298,556	2,664,000	-	(436,526)	10,526,030	1,022,014	2,695,000	-	10,000	3,727,014	6,799,016
Economic Development	401,599	1,607,401	247,000	(217,300)	2,038,700	1,568,022	-	248,381	45,000	1,861,403	177,297
Tourism	3,279,471	3,957,569	-	(651,264)	6,585,776	3,673,143	622,750	-	175,000	4,470,893	2,114,883
Arts and Science	1,306,044	962,800	-	-	2,268,844	921,551	250,000	-	10,000	1,181,551	1,087,293
Recreation	4,778,623	4,547,800	-	(2,574,189)	6,752,234	10,400	2,510,000	-	-	2,520,400	4,231,834
Parking District	1,157,752	1,291,223	-	-	2,448,975	1,054,576	65,000	115,024	30,000	1,264,600	1,184,375
Water Res & Infra Protection	1,506,960	4,370,997	-	(174,106)	5,703,851	4,037,126	-	-	-	4,037,126	1,666,725
Debt Service Funds:											
GO Bonds	-	-	11,085,460	-	11,085,460	-	-	11,085,460	-	11,085,460	-
Secondary Property Tax	10,921,592	9,200,154	-	(11,085,460)	9,036,286	-	-	-	-	-	9,036,286
Pension Debt Service	15,560,390	156,000	8,705,303	-	24,421,693	-	-	8,705,303	-	8,705,303	15,716,390
Permanent Funds:											
Perpetual Care	438,008	19,460	-	-	457,468	-	-	-	-	-	457,468
Capital Project Funds:											
Non GO Bonds	3,744,784	5,758,419	3,215,581	-	12,718,784	-	12,718,784	-	-	12,718,784	-
GO Bonds	804,318	28,953,499	5,963,405	-	35,721,222	12,490,555	23,230,667	-	-	35,721,222	-
Enterprise Funds:											
Drinking Water	12,070,706	35,459,049	2,001,213	(742,964)	48,788,004	16,472,291	18,539,988	1,888,734	1,000,000	37,901,013	10,886,991
Wastewater	15,584,977	13,854,735	-	(2,133,676)	27,306,036	6,013,559	4,526,104	1,997,958	800,000	13,337,621	13,968,415
Reclaimed Water	2,815,619	1,198,231	-	(131,787)	3,882,063	625,841	686,634	-	50,000	1,362,475	2,519,588
Stormwater	6,026,357	23,657,721	-	(489,269)	29,194,809	2,291,965	22,478,068	2,643,232	819,721	28,232,986	961,823
Solid Waste	18,040,706	15,000,761	126,570	(188,692)	32,979,345	12,280,118	4,115,000	219,719	500,000	17,114,837	15,864,508
Sustainability and Env Mgmt	1,746,180	17,304,568	390,510	(63,384)	19,377,874	18,123,635	49,000	-	30,000	18,202,635	1,175,239
Airport	1,213,175	20,979,419	301,425	(261,159)	22,232,860	4,051,547	16,080,722	115,869	100,000	20,348,138	1,884,722
Flagstaff Housing Authority	2,627,329	13,815,383	-	-	16,442,712	11,429,384	990,000	-	1,001,250	13,420,634	3,022,078
Total All Funds	\$ 222,592,217	380,367,656	47,946,528	(47,946,528)	602,959,873	208,126,124	197,443,157	30,744,170	7,284,971	443,598,422	159,361,451

City of Flagstaff  
Expenditure Limitation and  
Tax Levy Information Fiscal  
Year 2024-2025

	Estimate* FY 2023-2024	Budget FY 2024-2025
Expenditure Limitation [Economic Estimates Commission]		\$ 242,474,388
Total Estimated Expenditures Subject to Expenditure Limitation		
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A] rev 6/06 HB 2876	\$ 7,748,837	\$ 7,983,170
2. Amount Received from Primary Property Taxation in FY 2023-2024 in Excess of the Sum of that Year's Maximum Allowable Primary Property Tax Levy [ARS 42-17102.A.18]	\$ -	
3. Property Tax Levy Amounts		
A. Primary Property Taxes	\$ 7,159,580	\$ 7,230,877
B. Secondary Property Taxes	8,633,802	9,091,154
C. Total Property Tax Levy Amount	\$ 15,793,382	\$ 16,322,031
4. Property Taxes Collected (Estimated)		
A. Primary Property Taxes:		
(1) FY 2023-2024 Levy	\$ 7,059,580	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes Collected	7,159,580	
B. Secondary Property Taxes:		
(1) FY 2023-2024 Levy	8,633,802	
(2) Total Secondary Property Taxes Collected	8,633,802	
C. Total Property Taxes Collected	\$ 15,793,382	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate:		
(1) Primary Property Tax Rate	0.6634	0.6363
(2) Secondary Property Tax Rate	0.8000	0.8000
(3) Total City Tax Rate	1.4634	1.4363
B. Special Assessment District Tax Rates:		
As of the date of the proposed budget, the City was no special assessment district for which secondary property taxes are levied.		

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

## Schedule C: Revenues Other Than Property Taxes

City of Flagstaff  
Summary by Fund of Revenues Other Than Property Taxes  
Fiscal Years 2023-2024 and 2024-2025  
(With Actuals for Fiscal Year 2022-2023)

Source of Revenues	Actual Revenues 2022-2023	Budgeted Revenues 2023-2024	Estimated Revenues 2023-2024	Budgeted Revenues 2024-2025	Change (Bdgt-Bdgt)	% Change
<b>General Fund</b>						
Local Taxes						
City Sales Tax	\$ 30,115,183	29,387,300	29,870,000	30,947,900	1,560,600	5.31%
Franchise Tax	2,448,202	2,342,200	2,448,000	2,472,500	130,300	5.56%
Excise Tax	557,552	459,000	540,000	550,800	91,800	20.00%
Licenses and Permits						
Business Licenses	31,219	30,000	30,000	30,000	-	0.00%
Building Permits	1,691,652	1,862,000	2,200,000	1,862,000	-	0.00%
Other Licenses and Permits	2,099,089	1,157,885	1,242,076	1,238,395	80,510	6.95%
Intergovernmental						
State Income Tax Sharing	14,604,933	20,227,300	20,115,000	15,996,000	(4,231,300)	(20.92%)
State Shared Sales Tax	11,380,585	10,780,000	11,400,000	11,628,000	848,000	7.87%
Auto Lieu Tax	4,331,329	3,977,000	4,300,000	4,343,000	366,000	9.20%
Federal Grants	851,181	23,747,258	21,315,661	2,575,093	(21,172,165)	(89.16%)
State/Local Grants	1,280,202	2,681,554	2,708,653	1,744,870	(936,684)	(34.93%)
Local Intergovernmental Agreements	1,361,716	1,226,218	1,287,656	1,316,218	90,000	7.34%
Charges for Services						
Community Development	1,477,996	745,000	870,000	745,000	-	0.00%
Parks and Recreation	1,212,018	1,622,870	1,622,870	1,622,870	-	0.00%
Public Safety	589,609	754,457	727,575	730,511	(23,946)	(3.17%)
Cemetery/General Government	234,242	188,403	229,248	189,631	1,228	0.65%
Fines and Forfeits	747,456	795,005	803,836	821,973	26,968	3.39%
Rents	1,181,957	1,655,136	1,633,442	995,398	(659,738)	(39.86%)
Investment Earnings	1,957,868	434,234	1,976,578	961,425	527,191	121.41%
Miscellaneous	414,640	781,113	(44,692)	761,512	(19,601)	(2.51%)
Total General Fund	78,568,629	104,853,933	105,275,903	81,533,096	(23,320,837)	(22.24%)
<b>Special Revenue Funds</b>						
Housing and Community Services Fund						
Intergovernmental						
Federal Grants	61,041	1,511,134	1,468,328	571,694	(939,440)	(62.17%)
State Grants	-	780,000	840,000	780,000	-	0.00%
Investment Earnings	61,291	20,639	28,347	28,914	8,275	40.09%
Miscellaneous	337,493	-	185,555	-	-	0.00%
Total Housing and Comm Svcs Fund	459,825	2,311,773	2,522,230	1,380,608	(931,165)	(40.28%)
COVID Relief Fund						
Intergovernmental						
Federal Grants	338,108	2,733,607	1,900,000	796,016	(1,937,591)	(70.88%)
Total COVID Relief Fund	338,108	2,733,607	1,900,000	796,016	(1,937,591)	(70.88%)
Library Fund						
Intergovernmental						
Federal Grants	33,388	75,000	75,000	-	(75,000)	(100.00%)
State/Local Grants	42,764	-	-	50,000	50,000	100.00%
Library District Taxes	4,301,218	4,081,723	4,290,225	4,484,037	402,314	9.86%
Miscellaneous	109,951	39,926	136,714	34,013	(5,913)	(14.81%)
Investment Earnings	72,921	41,000	26,577	26,843	(14,157)	(34.53%)
Total Library Fund	4,560,242	4,237,649	4,528,516	4,594,893	357,244	8.43%
Highway User Revenue Fund						
Intergovernmental						
Highway User Tax	9,540,729	9,212,000	9,940,729	10,040,136	828,136	8.99%



## Schedule C: Revenues Other Than Property Taxes

City of Flagstaff  
Summary by Fund of Revenues Other Than Property Taxes  
Fiscal Years 2023-2024 and 2024-2025  
(With Actuals for Fiscal Year 2022-2023)

Source of Revenues	Actual Revenues 2022-2023	Budgeted Revenues 2023-2024	Estimated Revenues 2023-2024	Budgeted Revenues 2024-2025	Change (Bdgt-Bdgt)	% Change
Highway User Revenue Fund - Continued						
Licenses and Permits	\$ 221,768	-	-	-	-	0.00%
Investment Earnings	305,731	139,000	456,338	145,000	6,000	4.32%
Miscellaneous	1,736,691	1,690,000	2,067,374	-	(1,690,000)	(100.00%)
Total Highway User Revenue Fund	11,804,919	11,041,000	12,464,441	10,185,136	(855,864)	(7.75%)
Transportation Fund						
Transportation Tax	36,123,898	35,109,300	36,854,474	37,274,400	2,165,100	6.17%
Intergovernmental						
Federal Grants	-	16,437,624	2,537,624	1,100,000	(15,337,624)	(93.31%)
State/Local Grants	-	-	-	-	-	0.00%
Investment Earnings	1,804,721	238,000	2,748,639	989,000	751,000	315.55%
Miscellaneous	2,459,479	183,689	546,458	724,441	540,752	294.38%
Total Transportation Fund	40,388,098	51,968,613	42,687,195	40,087,841	(11,880,772)	(22.86%)
Beautification Fund						
BBB Tax	2,427,378	2,308,900	2,452,000	2,498,000	189,100	8.19%
Investment Earnings	256,174	91,000	355,502	166,000	75,000	82.42%
Miscellaneous	1,040	-	-	-	-	0.00%
Total Beautification Fund	2,684,592	2,399,900	2,807,502	2,664,000	264,100	11.00%
Economic Development Fund						
BBB Tax	1,153,914	1,096,700	1,164,700	1,186,600	89,900	8.20%
Investment Earnings	37,949	10,557	40,346	8,032	(2,525)	(23.92%)
Rents	447,547	426,562	400,136	412,769	(13,793)	(3.23%)
Miscellaneous	17,140	-	7,764	-	-	0.00%
Total Economic Development Fund	1,656,550	1,533,819	1,612,946	1,607,401	73,582	4.80%
Tourism Fund						
BBB Tax	3,643,666	3,463,300	3,678,000	3,747,100	283,800	8.19%
Intergovernmental						
Federal Grants	224,068	389,000	127,306	-	(389,000)	(100.00%)
Retail Sales	79,073	127,098	127,098	128,369	1,271	1.00%
Investment Earnings	83,689	15,255	116,407	65,589	50,334	329.95%
Miscellaneous	14,898	16,348	16,348	16,511	163	1.00%
Total Tourism Fund	4,045,394	4,011,001	4,065,159	3,957,569	(53,432)	(1.33%)
Arts and Science Fund						
BBB Tax	909,618	865,800	919,500	936,800	71,000	8.20%
Investment Earnings	34,521	15,000	54,874	26,000	11,000	73.33%
Total Arts and Science Fund	944,139	880,800	974,374	962,800	82,000	9.31%
Recreation Fund						
BBB Tax	4,007,513	3,809,700	4,045,800	4,121,800	312,100	8.19%
Intergovernmental						
State Grants	-	200,000	200,000	350,000	150,000	75.00%
Investment Earnings	105,784	46,000	186,936	76,000	30,000	65.22%
Total Recreation Fund	4,113,297	4,055,700	4,432,736	4,547,800	492,100	12.13%
Parking District Fund						
Parking	1,191,915	1,250,175	1,243,542	1,268,023	17,848	1.43%
Investment Earnings	48,536	18,900	64,150	23,200	4,300	22.75%
Miscellaneous	72,042	-	418	-	-	0.00%
Total Parking District Fund	1,312,493	1,269,075	1,308,110	1,291,223	22,148	1.75%

## Schedule C: Revenues Other Than Property Taxes

City of Flagstaff  
Summary by Fund of Revenues Other Than Property Taxes  
Fiscal Years 2023-2024 and 2024-2025  
(With Actuals for Fiscal Year 2022-2023)

Source of Revenues	Actual Revenues 2022-2023	Budgeted Revenues 2023-2024	Estimated Revenues 2023-2024	Budgeted Revenues 2024-2025	Change (Bdgt-Bdgt)	% Change
<b>Water Resource and Infrastructure Protection (WRIP) Fund</b>						
Water Resource Protection Fee	\$ 1,186,818	1,290,154	1,251,147	1,263,658	(26,496)	(2.05%)
Intergovernmental						
Federal Grants	17,536	-	-	2,654,200	2,654,200	100.00%
State/Local Grants	3,000	-	-	423,000	423,000	100.00%
Investment Earnings	35,253	13,000	52,469	30,139	17,139	131.84%
Total WRIP Fund	1,242,607	1,303,154	1,303,616	4,370,997	3,067,843	235.42%
Total Special Revenue Funds	73,550,264	87,746,091	80,606,825	76,446,284	(11,299,807)	(12.88%)
<b>Debt Service Funds</b>						
<b>Secondary Property Tax Fund</b>						
Investment Earnings	79,165	38,000	116,249	109,000	71,000	186.84%
Total Secondary Property Tax Fund	79,165	38,000	116,249	109,000	71,000	186.84%
<b>Pension Debt Service Fund</b>						
Investment Earnings	539,005	146,000	815,441	156,000	10,000	6.85%
Total Pension Debt Service Fund	539,005	146,000	815,441	156,000	10,000	6.85%
Total Debt Service Funds	618,170	184,000	931,690	265,000	81,000	44.02%
<b>Permanent Funds</b>						
<b>Perpetual Care Fund</b>						
Contributions	12,030	10,490	10,280	10,700	210	2.00%
Investment Earnings	10,180	4,053	14,546	8,760	4,707	116.14%
Total Perpetual Care Fund	22,210	14,543	24,826	19,460	4,917	33.81%
Total Permanent Funds	22,210	14,543	24,826	19,460	4,917	33.81%
<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						
Federal Grants	153,408	570,212	915,805	4,009,934	3,439,722	603.24%
State Grants	-	52,700	52,700	370,604	317,904	603.23%
Investment Earnings	909	-	-	19,000	19,000	100.00%
Miscellaneous	-	193,233	193,233	1,358,881	1,165,648	603.23%
Total Non GO Bonds Projects Fund	154,317	2,816,145	3,161,738	5,758,419	2,942,274	104.48%
<b>GO Bonds Projects Fund</b>						
Intergovernmental						
Federal Grants	-	1,572,305	1,930,205	5,806,000	4,233,695	269.27%
State Grants	28,229	121,375	121,375	-	(121,375)	(100.00%)
Investment Earnings	81,807	-	116,635	-	-	0.00%
Total GO Bonds Projects Fund	110,036	1,693,680	2,168,215	5,806,000	4,112,320	242.80%
Total Capital Projects Funds	264,353	4,509,825	5,329,953	11,564,419	7,054,594	156.43%

## Schedule C: Revenues Other Than Property Taxes

City of Flagstaff  
Summary by Fund of Revenues Other Than Property Taxes  
Fiscal Years 2023-2024 and 2024-2025  
(With Actuals for Fiscal Year 2022-2023)

Source of Revenues	Actual Revenues 2022-2023	Budgeted Revenues 2023-2024	Estimated Revenues 2023-2024	Budgeted Revenues 2024-2025	Change (Bdgt-Bdgt)	% Change
<b>Enterprise Funds</b>						
<b>Drinking Water Fund</b>						
Intergovernmental						
Federal Grants	\$ -	3,294,679	-	-	(3,294,679)	(100.00%)
State Grants	699,650	8,553,788	7,976,505	9,049,505	495,717	5.80%
Water Fees	18,228,944	18,922,907	21,153,851	23,162,980	4,240,073	22.41%
Investment Earnings	712,018	240,813	910,440	241,414	601	0.25%
Rents	35,204	5,150	20,000	5,150	-	0.00%
Miscellaneous	1,437,968	-	6,370	-	-	0.00%
Total Drinking Water Fund	21,113,784	31,017,337	30,067,166	32,459,049	1,441,712	4.65%
<b>Wastewater Fund</b>						
Wastewater Fees	11,465,882	11,835,133	13,736,115	13,542,735	1,707,602	14.43%
Investment Earnings	660,942	280,000	964,848	312,000	32,000	11.43%
Miscellaneous	160,600	-	-	-	-	0.00%
Total Wastewater Fund	12,287,424	12,115,133	14,700,963	13,854,735	1,739,602	14.36%
<b>Reclaimed Water Fund</b>						
Reclaimed Water Fees	881,884	1,021,539	1,201,000	1,141,919	120,380	11.78%
Investment Earnings	79,451	33,585	125,354	56,312	22,727	67.67%
Total Reclaimed Water Fund	961,335	1,055,124	1,326,354	1,198,231	143,107	13.56%
<b>Stormwater Fund</b>						
Intergovernmental						
Federal Grants	1,815,694	584,041	647,665	501,338	(82,703)	(14.16%)
State Grants	1,379,734	4,800,000	9,162,404	819,721	(3,980,279)	(82.92%)
Stormwater Fees	4,694,775	5,285,890	5,500,803	6,216,135	930,245	17.60%
Investment Earnings	-	94,605	227,290	120,527	25,922	27.40%
Miscellaneous	166,176	-	-	-	-	0.00%
Total Stormwater Fund	8,056,379	10,764,536	15,538,162	7,657,721	(3,106,815)	(28.86%)
<b>Solid Waste Fund</b>						
Solid Waste	14,079,747	14,546,081	14,346,355	14,630,761	84,680	0.58%
Local Intergovernmental Agreements	-	-	2,440,000	-	-	0.00%
Investment Earnings	778,804	294,563	878,280	361,000	66,437	22.55%
Miscellaneous	3,126	-	-	9,000	9,000	100.00%
Total Solid Waste Fund	14,861,677	14,840,644	17,664,635	15,000,761	160,117	1.08%
<b>Sustainability and Environmental Management Fund</b>						
Intergovernmental						
Federal Grants	-	7,000,018	6,911,361	15,567,273	8,567,255	122.39%
State Grants	2,500	733,000	733,000	347,500	(385,500)	(52.59%)
Environmental Services	1,212,211	1,286,587	1,292,503	1,324,795	38,208	2.97%
Investment Earnings	64,866	21,000	72,908	35,000	14,000	66.67%
Electric Vehicle Charging Stations	-	-	-	30,000	30,000	100.00%
Miscellaneous	1,269	-	-	-	-	0.00%
Total Sustainability and Env Mgmt Fund	1,280,846	9,040,605	9,009,772	17,304,568	8,263,963	91.41%

Schedule C: Revenues Other Than Property Taxes

City of Flagstaff  
Summary by Fund of Revenues Other Than Property Taxes  
Fiscal Years 2023-2024 and 2024-2025  
(With Actuals for Fiscal Year 2022-2023)

Source of Revenues	Actual Revenues 2022-2023	Budgeted Revenues 2023-2024	Estimated Revenues 2023-2024	Budgeted Revenues 2024-2025	Change (Bdgt-Bdgt)	% Change
<b>Airport Fund</b>						
Intergovernmental						
Federal Grants	\$ 4,437,297	20,864,053	20,179,536	15,293,554	(5,570,499)	(26.70%)
State Grants	211,319	3,967,154	3,201,390	2,640,998	(1,326,156)	(33.43%)
Airport	1,162,156	1,573,020	1,166,310	1,533,510	(39,510)	(2.51%)
Rents	912,946	985,534	911,019	898,747	(86,787)	(8.81%)
Parking	7	893,520	551,578	562,610	(330,910)	(37.03%)
Investment Earnings	32,024	14,000	44,369	24,000	10,000	71.43%
Miscellaneous	(19,654)	1,000	23,357	26,000	25,000	2,500.00%
<b>Total Airport Fund</b>	<b>6,736,095</b>	<b>28,298,281</b>	<b>26,077,559</b>	<b>20,979,419</b>	<b>(7,318,862)</b>	<b>(25.86%)</b>
<b>Flagstaff Housing Authority Fund</b>						
Intergovernmental						
Federal Grants	7,067,035	10,339,071	9,337,821	11,184,337	845,266	8.18%
Rents and Other Tenant Income	1,715,691	1,700,000	1,700,000	1,750,000	50,000	2.94%
Miscellaneous	839,548	707,093	707,093	881,046	173,953	24.60%
<b>Total Flagstaff Housing Authority Fund</b>	<b>9,622,274</b>	<b>12,746,164</b>	<b>11,744,914</b>	<b>13,815,383</b>	<b>1,069,219</b>	<b>8.39%</b>
<b>Total Enterprise Funds</b>	<b>\$ 74,919,814</b>	<b>119,877,824</b>	<b>126,129,525</b>	<b>122,269,867</b>	<b>2,392,043</b>	<b>2.00%</b>
<b>Total Revenues</b>	<b>\$ 227,943,440</b>	<b>317,186,216</b>	<b>318,298,722</b>	<b>292,098,126</b>	<b>(25,088,090)</b>	<b>(7.91%)</b>

## Schedule C-1: Schedule of Grant Revenues

City of Flagstaff  
Schedule of Grant Revenues  
Fiscal Year 2024-2025

Project Name	Budgeted Revenues 2023-2024	Estimated Revenues 2023-2024	Budgeted Revenues 2024-2025	City Match 2024-2025	Budgeted Grant Reimb %	Funding
<b>General Fund</b>						
<i>Information Technology:</i>						
Fiber/Broadband	\$ 800,000	800,000	-	-	80%	S
Fiber/Broadband	4,500,000	4,500,000	-	-	100%	F
Fiber/Broadband	9,000,000	9,000,000	-	-	90%	F
<i>Legal:</i>						
Arizona Attorney Generals Office - Victims Rights	5,700	5,700	6,500	-	100%	S
<i>Management Services:</i>						
Emergency Management Grant	150,000	150,000	-	-	75%	F/S
DFFM Emergency Operation Plan	75,000	75,000	-	-	100%	S
<i>Court:</i>						
County - Information Systems Technician	110,600	110,600	110,600	-	100%	L
County - Interpreter	28,800	28,800	28,800	-	100%	L
County - Trainer	52,500	52,500	52,500	-	100%	L
TCPF/State JCEF - Court Training Officer	25,000	2,500	25,000	-	100%	S
<i>Fire:</i>						
AFG - Radio Equipment	675,000	675,000	950,000	105,556	90%	F
AFG - SAFER	2,705,059	2,705,059	139,995	15,555	90%	F
AFG - Safety Equipment	495,000	495,000	-	-	90%	F
AFG - Training	405,000	405,000	-	-	90%	F
Arizona Dept of Homeland Security	180,000	180,000	-	-	90%	F/S
DFFM - Hazardous Fuels	100,000	100,000	-	-	80%	S
Federal Congressional Directed Spending	3,325,000	2,090,000	-	-	95%	F
GOHS	-	-	67,500	7,500	90%	F/S
Miscellaneous Grant Opportunities	180,000	180,000	450,000	50,000	90%	F/S
<i>Police:</i>						
ACJC - Metro (NAZ Street Crimes Task Force)	176,036	176,036	177,374	59,125	75%	F/S
ADOR - AZ 911	550,000	550,001	550,000	-	100%	S
ATF - SLOT Overtime	27,067	27,068	-	-	100%	F
COPS Hiring	375,000	-	-	-	75%	F
DOJ - Bullet Proof Vest Program	19,154	19,154	20,000	20,000	50%	F
DOJ - Edward Byrne Memorial JAG - Overtime	30,000	30,000	30,000	-	100%	F
DPS - Statewide GIITEM	121,188	121,188	172,826	57,609	75%	S
FBI - Safe Trails Taskforce	85,000	85,000	75,000	-	100%	F
GOHS - DUI Enforcement	51,000	51,000	45,000	-	100%	F/S
GOHS - Youth Alcohol	55,000	55,000	45,000	-	100%	F/S
HIS Armored Critical Incident Vehicle	-	-	420,000	-	100%	F/S
NPS - Dispatch Services	5,000	5,000	5,000	-	100%	F
Potential Police Grants - Miscellaneous	262,500	262,500	262,500	87,500	75%	S
RICO - Metro	154,032	154,032	266,060	-	100%	S
RICO - Officers	248,604	248,604	270,084	-	100%	S
US Marshals - Service Grant	22,500	22,500	15,000	-	100%	F
<i>Parks, Recreation, Open Space and Events:</i>						
Invasive Plant - Federal Bipartisan Infr. Law	100,350	100,350	-	-	90%	F
Kahtoola for the People	8,000	8,000	-	-	100%	L
Land and Water Conservation Fund	772,000	-	-	-	50%	F/S
McMillan Mesa Interpretive Signs	10,000	10,000	-	-	94%	S
Obs. Mesa Invasive Plant Prevention & Control	97,000	97,000	-	-	90%	S
Picture Canyon Malapai Fund Grant	39,228	39,228	-	-	100%	L
Picture Canyon Trail Restoration Project	124,797	124,797	-	-	81%	F/S
Heritage Fund - Open Space Education	50,000	50,000	135,224	15,025	90%	S
Heritage Fund - Open Space Education	34,913	34,913	-	-	89%	F
DFFM - IPG	97,434	97,434	-	-	90%	S
DFFM - BIL	100,350	100,350	-	-	90%	F
Subtotal	26,428,812	24,024,314	4,319,963	417,870		

## Schedule C-1: Schedule of Grant Revenues

City of Flagstaff  
Schedule of Grant Revenues  
Fiscal Year 2024-2025

Project Name	Budgeted Revenues 2023-2024	Estimated Revenues 2023-2024	Budgeted Revenues 2024-2025	City Match 2024-2025	Budgeted Grant Reimb %	Funding
<b>Housing and Community Services Fund</b>						
ADOH - Home Grant	\$ 450,000	510,000	450,000	-	100%	F/S
ADOH - Owner Occupied Housing Rehab	330,000	330,000	330,000	-	100%	F/S
HUD - CDBG Entitlement	1,511,134	1,468,328	571,694	-	100%	F
Subtotal	2,291,134	2,308,328	1,351,694	-		
<b>COVID Relief Fund</b>						
American Rescue Plan	2,733,607	1,900,000	796,016	-	100%	F
Subtotal	2,733,607	1,900,000	796,016	-		
<b>Library Fund</b>						
Library State Grant-in-Aid Funds	50,000	50,000	-	-	100%	S
LSTA- Digital Materials	25,000	25,000	25,000	-	100%	F/S
SGIA	-	-	25,000	-	100%	F/S
Subtotal	75,000	75,000	50,000	-		
<b>Transportation Fund</b>						
CDBG - La Plaza Vieja Traffic Calming	700,000	700,000	300,000	-	100%	F
First/Last Mile grant	400,000	-	-	-	100%	F
HSIP - Lockett/Fourth Roundabout	1,837,624	1,837,624	-	-	100%	F
RAISE Beulah Blvd Complete Street	10,000,000	-	-	-	100%	F
Bridge Grant	2,000,000	-	-	-	100%	F
Transportation Technology ATMCTD	1,500,000	-	-	-	100%	F
Butler Avenue Complete Streets	-	-	800,000	200,000	80%	F
Subtotal	16,437,624	2,537,624	1,100,000	200,000		
<b>Tourism Fund</b>						
Discover Flagstaff AOT VAI Marketing	147,500	96,764	-	-	83%	F/S
Discover Flagstaff AOT VAI Regional Marketing	192,500	14,256	-	-	83%	F/S
Discover Flagstaff AOT VAI Restaurants	49,000	16,286	-	-	100%	F/S
Subtotal	389,000	127,306	-	-		
<b>Recreation Fund</b>						
Ponderosa Park Reconstruction	200,000	200,000	350,000	350,000	50%	S
Subtotal	200,000	200,000	350,000	350,000		
<b>Water Resource and Infrastructure Protection (WRIP) Fund</b>						
USFS SPA Fireshed Heritage Support	-	-	1,294,400	5,600	0.4%	F
USFS SPA Potential Op Delineations	-	-	994,400	14,600	1.5%	F
USFS SPA Four Forest Initiative Support	-	-	365,400	5,600	1.5%	F
DFFM Healthy Forest Initiative NFHF 21-202	-	-	225,000	96,429	70%	S
DFFM Healthy Forest Initiative FY 2025	-	-	198,000	84,857	70%	S
Subtotal	-	-	3,077,200	207,086		
<b>Non- GO Bond Projects Fund</b>						
Downtown Mile	570,212	915,805	4,009,934	2,574,462	64%	F
Downtown Mile	52,700	52,700	370,604	-	100%	S
Subtotal	622,912	968,505	4,380,538	2,574,462		

City of Flagstaff  
Schedule of Grant Revenues  
Fiscal Year 2024-2025

Project Name	Budgeted Revenues 2023-2024	Estimated Revenues 2023-2024	Budgeted Revenues 2024-2025	City Match 2024-2025	Budgeted Grant Reimb %	Funding
<b>GO Bond Projects Fund</b>						
AZ DFFM - Midway Project	\$ 121,375	121,375	-	-	90%	F/S
AZ DFFM - Picture Canyon Project	37,265	37,265	250,000	35,000	86%	S
Community Forest Plan	-	-	600,000	66,667	90%	F
Dortha/ Arroyo Seco Grant	900,000	900,000	2,466,000	274,000	90%	F
Cedar Crossing	-	-	990,000	990,000	50%	F
EI Grant - Killip Inlet	225,000	582,900	1,500,000	500,000	75%	F
HMGF 4524 for Rio Generators	410,040	410,040	-	-	90%	F
Subtotal	1,693,680	2,051,580	5,806,000	1,865,667		
<b>Drinking Water Fund</b>						
DFFM - Inner Basin Waterline	8,053,788	7,376,505	8,023,845	-	100%	S
Lake Mary Sedimentation Basins	3,294,679	-	-	-	100%	F
Radio Read Meter Replacements	500,000	600,000	750,000	-	100%	S
State Grants - Operating	-	-	275,660	77,840	76%/80%	S
Subtotal	11,848,467	7,976,505	9,049,505	77,840		
<b>Stormwater Fund</b>						
AZ Flood Mitigation	1,800,000	-	-	-	100%	S
Rio De Flag	-	1,000,000	-	-	100%	S
SB1720 - Basin Maintenance	-	-	819,721	-	100%	S
FEMA - Spruce Wash Resiliency	111,452	111,452	73,401	24,467	75%	F
Highway 180 Culvert	3,000,000	8,000,000	-	-	100%	S
Side Drain Lateral Santa Fe Avenue	-	-	427,937	142,646	75%	F
NCRS - Schultz Creek Stabilization	-	536,213	-	-	75%	F
DFFM - Schultz Creek Stabilization	472,589	162,404	-	-	75%	S
Subtotal	5,384,041	9,810,069	1,321,059	167,113		
<b>Sustainability and Environmental Management Fund</b>						
APS Community Grant for Climate Action	2,000	2,000	-	-	100%	L
ARPA for Climate Action	88,657	-	-	-	100%	F
Community Direct Spending for Climate Action	4,000,000	4,000,000	-	-	100%	F
DOE Renewable Energy	250,000	250,000	-	-	100%	F
DOE Resilient & Efficient Building	50,000	50,000	-	-	100%	F
DOT Transportation Infrastructure	250,000	250,000	-	-	100%	F
EcoAmerican Climate Leadership	10,000	10,000	-	-	100%	L
EPA Climate Resilience	1,000,000	1,000,000	-	-	100%	F
Fire Adapted Communities Learning Network	5,000	5,000	-	-	100%	L
HUD Climate Action program	300,000	300,000	-	-	100%	F
Local Funding for Community Stewards	50,000	50,000	-	-	100%	L
SWIFR Sustainable Consumption	1,000,000	1,000,000	-	-	100%	F
SWIFR Sustainable Consumption	666,000	666,000	-	-	100%	S
USDA Sustainable Food Systems	61,361	61,361	50,000	-	100%	F
EECBG Funds for Electrification	-	-	133,940	-	100%	F
Resilience Hubs; G2G EJ Grant	-	-	333,333	-	100%	F
CPRG - Climate Pollution Reduction	-	-	10,000,000	-	100%	F
Potential grants for climate action	-	-	2,000,000	-	100%	F
Federal Congressional Directed Spending	-	-	3,000,000	-	100%	F
EPA Litter Prevention	-	-	50,000	-	100%	F
ADOH Leverage E3	-	-	30,000	-	100%	S
Wildfire-Climate Grant	-	-	40,000	-	100%	L
APS Grant	-	-	2,500	-	100%	L
Keep America Beautiful Grant	-	-	25,000	-	100%	L
Moore Foundation Grant	-	-	250,000	-	100%	L
Subtotal	7,733,018	7,644,361	15,914,773	-		

City of Flagstaff  
Schedule of Grant Revenues  
Fiscal Year 2024-2025

Project Name	Budgeted Revenues 2023-2024	Estimated Revenues 2023-2024	Budgeted Revenues 2024-2025	City Match 2024-2025	Budgeted Grant Reimb %	Funding
Airport Fund						
ACRGP Operating Grant	\$ 1,189,012	100,000	1,055,452	-	100%	F
TSA LEO Grant	-	49,767	-	-	100%	F
Airport Fund - Continued						
AIP 44 - Design Equipment Building - FAA	617,124	530,644	-	-	91%	F
AIP 45 - COVID 19 - FAA	7,438,334	8,879,122	-	-	100%	F
Airport Drainage Improvements - ADOT	145,454	19,847	-	-	90%	S
ARPA Operating Grant	1,056,258	603,403	919,377	-	100%	F
Bipartisan Infrastructure Law 2022 Grant	408,975	-	-	-	95%	F
Bipartisan Infrastructure Law 2023 Grant	137,750	-	-	-	95%	F
Design Apron Taxiway W - ADOT	-	-	900,000	100,000	90%	S
DHS Security Upgrades	-	-	50,000	-	100%	F
Equipment Building - Construction - ADOT	491,700	491,700	615,998	-	5%	S
Equipment Building - Construction - FAA	10,016,600	10,016,600	12,548,725	615,999	91%	F
Environmental Assessment - ADOT	675,000	689,843	-	-	90%	S
Land Acquisition - ADOT	2,475,000	2,000,000	-	-	90%	S
Runway Pavement Repair - ADOT	-	-	450,000	50,000	90%	S
Runway Reconstruction Study - ADOT	-	-	675,000	75,000	90%	S
SCASDP Operating Grant	-	-	720,000	80,000	90%	F
Subtotal	24,831,207	23,380,926	17,934,552	920,999		
Flagstaff Housing Authority Fund						
Low Income Public Housing	1,939,921	1,939,921	2,030,187	-	100%	F
Section 8/MRO SRO	8,399,150	7,397,900	9,154,150	-	100%	F
Subtotal	10,339,071	9,337,821	11,184,337	-		
	\$ 111,007,573	92,342,339	76,635,637	6,781,037		

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 2024-2025

Fund	Proceeds from Other Financing Sources	Interfund Transfers	
		In	Out
General Fund	\$ -	4,553,670	14,487,509
Special Revenue Funds			
Library	-	3,016,491	24,192
Highway User Revenue	-	7,839,900	13,000
Transportation	29,800,000	-	14,272,051
Beautification	-	-	436,526
Economic Development	-	247,000	217,300
Tourism	-	-	651,264
Recreation	-	-	2,574,189
Housing and Community Services	-	500,000	-
Water Resource and Infrastructure Protection	-	-	174,106
Total Special Revenue Funds	29,800,000	11,603,391	18,362,628
Debt Service Funds			
General Obligation Bonds	-	11,085,460	-
Secondary Property Tax	-	-	11,085,460
Pension Debt Service	-	8,705,303	-
Total Debt Service Funds	-	19,790,763	11,085,460
Capital Project Funds			
Non General Obligation Bond Funded Projects	-	3,215,581	-
General Obligation Bond Funded Projects	23,147,499	5,963,405	-
Total Capital Projects Funds	23,147,499	9,178,986	-
Enterprise Funds			
Drinking Water	3,000,000	2,001,213	742,964
Wastewater	-	-	2,133,676
Reclaimed Water	-	-	131,787
Stormwater	16,000,000	-	489,269
Solid Waste	-	126,570	188,692
Sustainability and Environmental Management	-	390,510	63,384
Airport	-	301,425	261,159
Total Enterprise Funds	19,000,000	2,819,718	4,010,931
Total All Funds	\$ 71,947,499	47,946,528	47,946,528

## Schedule D-1: Schedule of Transfers Descriptions

City of Flagstaff  
Schedule of Transfers  
Fiscal Year 2024-2025

Transfer To:	Transfer From:	Amount	Comments
General Fund	Highway User Fund	13,000	Right of way maintenance
General Fund	Beautification Fund	349,526	Streetscape maintenance on BBB funded projects
General Fund	Beautification Fund	57,000	Right of way and median maintenance
General Fund	Economic Development Fund	217,300	Accelerator debt service
General Fund	Tourism Fund	280,000	Support for community-wide events
General Fund	Tourism Fund	28,694	Energy efficiency projects repayment
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	Water	482,364	Energy efficiency projects repayment
General Fund	Waste Water	377,284	Energy efficiency projects repayment
General Fund	Solid Waste	86,737	Energy efficiency projects repayment
General Fund	SEMS	54,384	Energy efficiency projects repayment
General Fund	SEMS	9,000	EcoPass program contribution
General Fund	Library	24,192	Energy efficiency projects repayment
	<b>Total</b>	<b>\$ 4,553,670</b>	
Housing and Community Services	General Fund	500,000	Affordable housing initiatives
	<b>Total</b>	<b>\$ 500,000</b>	
Library Fund	General Fund	2,904,491	Library operational and capital support
Library Fund	Tourism Fund	112,000	Library operational support
	<b>Total</b>	<b>\$ 3,016,491</b>	
Highway User Revenue Fund	Transportation Fund	7,839,900	Street improvement projects
	<b>Total</b>	<b>\$ 7,839,900</b>	
Economic Development Fund	General Fund	247,000	Incubator debt service
	<b>Total</b>	<b>\$ 247,000</b>	
General Obligation Bond Fund	Secondary Property Tax Fund	11,085,460	Repayment of general obligation bonds
	<b>Total</b>	<b>\$ 11,085,460</b>	
Pension Bond Fund	General Fund	8,270,038	Pension debt service
Pension Bond Fund	WRIP Fund	174,106	Pension debt service
Pension Bond Fund	Airport Fund	261,159	Pension debt service
	<b>Total</b>	<b>\$ 8,705,303</b>	
Capital Project Fund	General Fund	2,000,000	USGS facility
Capital Project Fund	General Fund	110,000	Fire equipment contribution
Capital Project Fund	Transportation	6,432,151	Capital improvement projects contribution
Capital Project Fund	Drinking Water	260,600	Capital improvement projects contribution
Capital Project Fund	Wastewater Fund	40,000	Capital improvement projects contribution
Capital Project Fund	Stormwater Fund	336,235	Capital improvement projects contribution
	<b>Total</b>	<b>\$ 9,178,986</b>	
Drinking Water Fund	Wastewater Fund	1,716,392	Operational support
Drinking Water Fund	Reclaimed Water Fund	131,787	Operational support
Drinking Water Fund	Stormwater Fund	153,034	Operational support
	<b>Total</b>	<b>\$ 2,001,213</b>	

## Schedule D-1: Schedule of Transfers Descriptions

City of Flagstaff  
Schedule of Transfers  
Fiscal Year 2024-2025

Transfer To:	Transfer From:	Amount	Comments
Sustainability and Environmental Management Fund	General Fund	258,555	Operational support
Sustainability and Environmental Management Fund	Beautification Fund	30,000	Litter control support
Sustainability and Environmental Management Fund	Solid Waste	101,955	Environmental Management program support
	<b>Total</b>	<b>\$ 390,510</b>	
Airport Fund	General Fund	197,425	Operational support
Airport Fund	Tourism Fund	104,000	Marketing program support
	<b>Total</b>	<b>\$ 301,425</b>	
Solid Waste Fund	Tourism Fund	126,570	Downtown trash and recycling collection
	<b>Total</b>	<b>\$ 126,570</b>	
	<b>Total Transfers</b>	<b>\$ 47,946,528</b>	

## Schedule E: Appropriations by Fund

City of Flagstaff  
Summary by Division of Expenditures/Expenses within Each Fund  
Comparison of Fiscal Year 2023-2024 and 2024-2025  
(With Actual for Fiscal Year 2022-2023)

Fund/Division	Actual Expenditures/ Expenses 2022-2023	Adopted Budgeted Expenditures/ Expenses 2023-2024	Estimated Expenditures/ Expenses 2023-2024	Proposed Budgeted Expenditures/ Expenses 2024-2025	Change (Budget-Budget)	% Change
<b>General Fund</b>						
General Administration	\$ 14,207,174	34,022,130	34,127,894	17,085,325	(16,936,805)	(49.8%)
Management Services	4,689,190	6,797,338	6,650,114	6,281,834	(515,504)	(7.6%)
Fire	14,473,138	28,781,201	27,692,296	16,462,223	(12,318,978)	(42.8%)
Police	22,437,055	26,722,092	26,295,229	26,737,008	14,916	0.1%
Community Development	4,408,903	5,317,967	5,317,967	5,003,623	(314,344)	(5.9%)
Public Works	2,655,936	6,401,503	6,390,486	7,133,623	732,120	11.4%
Economic Vitality	125,206	301,875	301,875	148,451	(153,424)	(50.8%)
Non-Departmental	(2,283,616)	9,264,987	6,827,517	(1,258,130)	(10,523,117)	(113.6%)
City Engineering	1,676,642	2,360,781	2,360,781	2,329,876	(30,905)	(1.3%)
Parks, Recreation, Open Space & Events	8,467,444	12,536,253	10,943,873	10,303,569	(2,232,684)	(17.8%)
Contingency	(18,103)	3,104,060	2,539,000	2,514,000	(590,060)	(19.0%)
<b>Total General Fund</b>	<b>70,838,969</b>	<b>135,610,187</b>	<b>129,447,032</b>	<b>92,741,402</b>	<b>(42,868,785)</b>	<b>(31.6%)</b>
<b>Special Revenue Funds</b>						
<b>Housing and Community Service Fund</b>						
Community Development	818,527	5,570,328	4,837,046	2,870,135	(2,700,193)	(48.5%)
Non-Departmental	16,709	52,000	52,000	51,500	(500)	(1.0%)
	835,236	5,622,328	4,889,046	2,921,635	(2,700,693)	(48.0%)
<b>COVID Relief Fund</b>						
Non-Departmental	338,108	2,733,607	1,900,000	796,016	(1,937,591)	(70.9%)
	338,108	2,733,607	1,900,000	796,016	(1,937,591)	(70.9%)
<b>Library Fund</b>						
General Administration	280,520	328,134	328,134	336,336	8,202	2.5%
Management Services	151,324	151,562	151,562	155,351	3,789	2.5%
Public Works	28,892	37,541	37,541	38,480	939	2.5%
Economic Vitality	5,655,128	6,669,069	6,848,284	7,728,892	1,059,823	15.9%
Non-Departmental	74,008	70,981	70,981	72,756	1,775	2.5%
Contingency	-	100,000	-	100,000	-	0.0%
	6,189,872	7,357,287	7,436,502	8,431,815	1,074,528	14.6%
<b>Highway User Revenue Fund</b>						
General Administration	409,111	376,704	376,704	386,121	9,417	2.5%
Management Services	80,664	82,011	82,011	84,061	2,050	2.5%
Public Works	6,856,570	17,260,297	17,199,753	9,539,038	(7,721,259)	(44.7%)
Non-Departmental	202,761	182,781	182,781	187,351	4,570	2.5%
City Engineering	7,850,748	11,303,541	9,461,740	8,350,905	(2,952,636)	(26.1%)
Contingency	-	100,000	-	100,000	-	0.0%
	15,399,854	29,305,334	27,302,989	18,647,476	(10,657,858)	(36.4%)
<b>Transportation Fund</b>						
General Administration	51,325	56,447	56,447	57,763	1,316	2.3%
Management Services	98,601	77,553	77,553	79,221	1,668	2.2%
Public Works	4,097,136	7,511,127	7,079,476	8,576,883	1,065,756	14.2%
Non-Departmental	7,963,504	16,886,537	10,253,262	17,028,741	142,204	0.8%
City Engineering	11,371,479	65,480,023	48,074,626	57,103,375	(8,376,648)	(12.8%)
	23,582,045	90,011,687	65,541,364	82,845,983	(7,165,704)	(8.0%)
<b>Beautification Fund</b>						
Economic Vitality	2,046,925	3,767,996	3,767,996	3,717,014	(50,982)	(1.4%)
Contingency	-	10,000	-	10,000	-	0.0%
	2,046,925	3,777,996	3,767,996	3,727,014	(50,982)	(1.3%)
						0.0%

Schedule E: Appropriations by Fund

City of Flagstaff  
Summary by Division of Expenditures/Expenses within Each Fund  
Comparison of Fiscal Year 2023-2024 and 2024-2025  
(With Actual for Fiscal Year 2022-2023)

Fund/Division	Actual Expenditures/ Expenses 2022-2023	Adopted Budgeted Expenditures/ Expenses 2023-2024	Estimated Expenditures/ Expenses 2023-2024	Proposed Budgeted Expenditures/ Expenses 2024-2025	Change (Budget-Budget)	% Change
Economic Development Fund						
Economic Vitality	\$ 1,421,392	2,211,241	2,211,241	1,816,403	(394,838)	(17.9%)
Contingency	6,527	45,000	-	45,000	-	0.0%
	1,427,919	2,256,241	2,211,241	1,861,403	(394,838)	(17.5%)
Tourism Fund						
Economic Vitality	3,292,670	4,052,041	3,790,347	4,295,893	243,852	6.0%
Contingency	-	175,000	-	175,000	-	0.0%
	3,292,670	4,227,041	3,790,347	4,470,893	243,852	5.8%
Arts and Science Fund						
Economic Vitality	643,585	1,236,443	1,236,443	1,171,551	(64,892)	(5.2%)
Contingency	-	10,000	-	10,000	-	0.0%
	643,585	1,246,443	1,236,443	1,181,551	(64,892)	(5.2%)
Recreation Fund						
Parks, Recreation, Open Space & Events	143,256	2,270,947	2,260,547	2,520,400	249,453	11.0%
	143,256	2,270,947	2,260,547	2,520,400	249,453	11.0%
Parking District Fund						
General Administration	39,437	46,293	46,293	47,218	925	2.0%
Management Services	13,601	12,031	12,031	12,272	241	2.0%
Public Works	420	414	414	422	8	1.9%
Economic Vitality	790,126	2,212,836	2,212,836	1,165,174	(1,047,662)	(47.3%)
Non-Departmental	8,419	9,327	9,327	9,514	187	2.0%
Contingency	-	30,000	-	30,000	-	0.0%
	852,003	2,310,901	2,280,901	1,264,600	(1,046,301)	(45.3%)
Water Resource and Infrastructure Protection Fund						
General Administration	58,268	61,444	61,444	62,980	1,536	2.5%
Management Services	10,945	13,705	13,705	14,048	343	2.5%
Fire	643,788	973,122	973,122	3,948,089	2,974,967	305.7%
Public Works	3,208	3,249	3,249	3,330	81	2.5%
Non-Departmental	6,547	8,467	8,467	8,679	212	2.5%
	722,756	1,059,987	1,059,987	4,037,126	2,977,139	280.9%
Total Special Revenue Funds	55,474,229	152,179,799	123,677,363	132,705,912	(19,473,887)	(12.8%)
Debt Service Funds						
General Obligation Bonds Fund						
Non-Departmental	7,406,790	5,602,333	5,602,333	11,085,460	5,483,127	97.9%
	7,406,790	5,602,333	5,602,333	11,085,460	5,483,127	97.9%
Pension Debt Service Fund						
Non-Departmental	9,197,868	8,706,680	8,706,680	8,705,303	(1,377)	(0.0%)
	9,197,868	8,706,680	8,706,680	8,705,303	(1,377)	(0.0%)
Total Debt Service Funds	16,604,658	14,309,013	14,309,013	19,790,763	5,481,750	38.3%
Capital Project Funds						
Non GO Bond Funded Projects Fund						
Non-Departmental	887,347	5,627,038	5,407,320	12,718,784	7,091,746	126.0%
	887,347	5,627,038	5,407,320	12,718,784	7,091,746	126.0%

Schedule E: Appropriations by Fund

City of Flagstaff  
Summary by Division of Expenditures/Expenses within Each Fund  
Comparison of Fiscal Year 2023-2024 and 2024-2025  
(With Actual for Fiscal Year 2022-2023)

Fund/Division	Actual Expenditures/ Expenses 2022-2023	Adopted Budgeted Expenditures/ Expenses 2023-2024	Estimated Expenditures/ Expenses 2023-2024	Proposed Budgeted Expenditures/ Expenses 2024-2025	Change (Budget-Budget)	% Change
GO Bonds Funded Projects Fund						
Fire	\$ -	-	-	2,295,000	2,295,000	100.0%
Community Development	-	2,158,466	90,500	11,005,555	8,847,089	409.9%
Water Services	1,367,877	25,109,399	20,749,379	20,766,349	(4,343,050)	(17.3%)
Non-Departmental	154,225	4,408,306	2,070,018	1,654,318	(2,753,988)	(62.5%)
	1,522,102	31,676,171	22,909,897	35,721,222	4,045,051	12.8%
Total Capital Project Funds	2,409,449	37,303,209	28,317,217	48,440,006	11,136,797	29.9%
Enterprise Funds						
Drinking Water Fund						
General Administration	408,622	471,325	471,325	476,038	4,713	1.0%
Management Services	1,134,086	1,126,157	1,126,157	1,137,379	11,222	1.0%
Community Development	66,572	77,525	77,525	78,300	775	1.0%
Public Works	122,584	19,269	19,269	19,462	193	1.0%
Water Services	20,539,218	44,438,122	44,044,508	35,029,613	(9,408,509)	(21.2%)
Non-Departmental	189,267	158,635	158,635	160,221	1,586	1.0%
Contingency	-	1,000,000	-	1,000,000	-	0.0%
	22,460,349	47,291,033	45,897,419	37,901,013	(9,390,020)	(19.9%)
Wastewater Fund						
General Administration	230,375	250,970	250,970	253,480	2,510	1.0%
Management Services	343,692	344,188	344,188	347,630	3,442	1.0%
Public Works	31,232	14,621	14,621	14,767	146	1.0%
Water Services	8,234,229	40,945,657	24,916,470	11,871,621	(29,074,036)	(71.0%)
Non-Departmental	64,525	49,627	49,627	50,123	496	1.0%
Contingency	4,677	800,000	-	800,000	-	0.0%
	8,908,730	42,405,063	25,575,876	13,337,621	(29,067,442)	(68.5%)
Reclaimed Water Fund						
General Administration	31,345	45,107	45,107	45,558	451	1.0%
Management Services	40,969	35,129	35,129	35,480	351	1.0%
Water Services	362,372	2,966,583	1,663,163	1,226,277	(1,740,306)	(58.7%)
Non-Departmental	5,272	5,109	5,109	5,160	51	1.0%
Contingency	-	50,000	-	50,000	-	0.0%
	439,958	3,101,928	1,748,508	1,362,475	(1,739,453)	(56.1%)
Stormwater Fund						
General Administration	71,614	92,389	92,389	94,699	2,310	2.5%
Management Services	110,656	116,991	116,991	119,915	2,924	2.5%
Community Development	73,907	68,150	68,150	69,854	1,704	2.5%
Public Works	2,098	1,091	1,091	1,118	27	2.5%
Water Services	8,166,232	28,762,565	16,289,944	27,110,519	(1,652,046)	(5.7%)
Non-Departmental	10,236	16,741	16,741	17,160	419	2.5%
Contingency	-	2,000,000	-	819,721	(1,180,279)	(59.0%)
	8,434,743	31,057,927	16,585,306	28,232,986	(2,824,941)	(9.1%)

Schedule E: Appropriations by Fund

City of Flagstaff  
Summary by Division of Expenditures/Expenses within Each Fund  
Comparison of Fiscal Year 2023-2024 and 2024-2025  
(With Actual for Fiscal Year 2022-2023)

Fund/Division	Actual Expenditures/ Expenses 2022-2023	Adopted Budgeted Expenditures/ Expenses 2023-2024	Estimated Expenditures/ Expenses 2023-2024	Proposed Budgeted Expenditures/ Expenses 2024-2025	Change (Budget-Budget)	% Change
<b>Solid Waste Fund</b>						
General Administration	\$ 421,188	522,768	522,768	535,837	13,069	2.5%
Management Services	477,379	505,305	505,305	517,938	12,633	2.5%
Public Works	13,828,915	25,041,953	22,144,807	15,321,421	(9,720,532)	(38.8%)
Non-Departmental	258,843	233,796	233,796	239,641	5,845	2.5%
Contingency	-	500,000	500,000	500,000	-	0.0%
	14,986,325	26,803,822	23,906,676	17,114,837	(9,688,985)	(36.1%)
<b>Sustainability and Environmental Management Fund</b>						
General Administration	127,733	92,872	92,872	95,194	2,322	2.5%
Management Services	106,664	78,246	78,246	80,202	1,956	2.5%
Public Works	5,970	17,522	17,522	17,960	438	2.5%
Non-Departmental	14,861	12,367	12,367	12,676	309	2.5%
Sustainability	1,214,201	10,825,051	10,608,051	17,966,603	7,358,552	68.0%
Contingency	-	30,000	-	30,000	-	0.0%
	1,469,429	11,056,058	10,809,058	18,202,635	7,146,577	64.6%
<b>Airport Fund</b>						
General Administration	128,782	116,847	116,847	119,768	2,921	2.5%
Management Services	140,153	128,646	128,646	131,862	3,216	2.5%
Public Works	108,393	140,657	140,657	144,174	3,517	2.5%
Economic Vitality	5,754,691	25,474,918	23,833,522	19,838,213	(5,636,705)	(22.1%)
Non-Departmental	43,078	13,777	13,777	14,121	344	2.5%
Contingency	-	100,000	-	100,000	-	0.0%
	6,175,097	25,974,845	24,233,449	20,348,138	(5,626,707)	(21.7%)
<b>Flagstaff Housing Authority Fund</b>						
Community Development	9,289,645	11,611,628	11,513,258	12,419,384	807,756	7.0%
Contingency	-	1,001,250	-	1,001,250	-	0.0%
	9,289,645	12,612,878	11,513,258	13,420,634	807,756	6.4%
<b>Total Enterprise Funds</b>	72,164,276	200,303,554	160,269,550	149,920,339	(50,383,215)	(25.2%)
<b>Total All Funds</b>	\$ 217,491,581	539,705,762	456,020,175	443,598,422	(96,107,340)	(17.8%)

## Schedule E-1 : Budget by Division and Section

City of Flagstaff  
Budget by Division and Section  
Comparison of Fiscal Year 2023-2024 and 2024-2025  
(With Actual for Fiscal Year 2022-2023)

Division/Section	Actual Expenditures/ Expenses 2022-2023	Adopted Budgeted Expenditures/ Expenses 2023-2024	Estimated Expenditures/ Expenses 2023-2024	Proposed Budgeted Expenditures/ Expenses 2024-2025	Change (Budget-Budget)	% Change
<b>General Administration</b>						
City Manager	\$ 1,691,529	777,503	777,503	838,767	61,264	7.9%
Communication and Civic Engagement	674,870	1,979,011	1,979,011	1,944,810	(34,201)	(1.7%)
Human Resources	1,212,863	1,576,617	1,676,617	1,781,038	204,421	13.0%
Risk Management	259,995	264,182	269,946	299,330	35,148	13.3%
Information Technology	4,350,778	22,576,790	22,576,790	5,295,757	(17,281,033)	(76.5%)
City Attorney	2,381,819	2,626,332	2,626,332	2,688,286	61,954	2.4%
Flagstaff Municipal Court	3,635,320	4,221,695	4,221,695	4,237,337	15,642	0.4%
	14,207,174	34,022,130	34,127,894	17,085,325	(16,936,805)	(49.8%)
<b>Management Services</b>						
Management Services Administration	268,979	455,531	455,692	487,435	31,904	7.0%
Purchasing	590,526	749,667	752,282	740,829	(8,838)	(1.2%)
Grants, Contracts and Emergency Management	507,543	1,142,463	1,142,463	870,198	(272,265)	(23.8%)
Revenue	1,885,226	2,358,926	2,208,926	1,977,065	(381,861)	(16.2%)
Finance	1,436,916	2,090,751	2,090,751	2,206,307	115,556	5.5%
	4,689,190	6,797,338	6,650,114	6,281,834	(515,504)	(7.6%)
<b>Fire</b>						
Fire Operations	13,986,214	19,979,063	20,190,158	14,827,242	(5,151,821)	(25.8%)
Fire Grants	486,924	8,802,138	7,502,138	1,634,981	(7,167,157)	(81.4%)
Fire Watershed Protection	643,788	973,122	973,122	3,948,089	2,974,967	305.7%
GO Bond Funded Project	-	-	-	2,295,000	2,295,000	100.0%
	15,116,926	29,754,323	28,665,418	22,705,312	(7,049,011)	(23.7%)
<b>Police</b>						
Police Operations	21,248,705	24,138,331	24,211,468	23,655,156	(483,175)	(2.0%)
Police Grants	1,188,350	2,583,761	2,083,761	3,081,852	498,091	19.3%
	22,437,055	26,722,092	26,295,229	26,737,008	14,916	0.1%
<b>Community Development</b>						
Community Development Administration	491,116	521,711	521,711	596,354	74,643	14.3%
Planning and Development Services	1,533,984	2,151,321	2,151,321	1,628,170	(523,151)	(24.3%)
Building Safety and Code Compliance	1,974,635	2,164,831	2,164,831	2,254,520	89,689	4.1%
Housing	409,168	480,104	480,104	524,579	44,475	9.3%
Community Housing Services	509,524	3,331,194	2,486,923	1,569,941	(1,761,253)	(52.9%)
Community Housing Grants	-	780,000	840,000	780,000	-	0.0%
CDBG Grants	309,003	1,459,134	1,510,123	520,194	(938,940)	(64.3%)
GO Bond Funded Projects	-	2,158,466	90,500	11,005,555	8,847,089	409.9%
Flagstaff Housing Authority	9,289,645	11,611,628	11,513,258	12,419,384	807,756	7.0%
	14,517,075	24,658,389	21,758,771	31,298,697	6,640,308	26.9%
<b>Public Works</b>						
Public Works Administration	263,106	215,946	215,946	274,365	58,419	27.1%
Public Facilities Maintenance	1,566,858	4,118,252	4,118,252	5,430,177	1,311,925	31.9%
USGS Facilities	799,111	1,439,873	1,436,319	779,562	(660,311)	(45.9%)
Fleet Services	26,861	627,432	619,969	649,519	22,087	3.5%
Street Maintenance and Repairs	6,005,599	8,352,419	8,352,419	6,964,703	(1,387,716)	(16.6%)
Street Construction and Reconstruction	657,130	8,689,015	8,628,471	2,350,000	(6,339,015)	(73.0%)
Road Repair Pavement Preservation	4,052,161	7,435,232	7,003,581	8,500,000	1,064,768	14.3%
Landfill	2,888,474	4,078,338	3,971,692	2,895,602	(1,182,736)	(29.0%)
Collections	9,025,401	10,312,128	8,503,690	6,917,303	(3,394,825)	(32.9%)
Solid Waste - Capital Improvements	1,087,398	10,162,481	7,880,419	3,725,000	(6,437,481)	(63.3%)
Solid Waste Debt Service	215,737	217,794	217,794	219,719	1,925	0.9%
Transfer Station Operations	375,605.00	-	1,300,000.00	1,285,805.00	1,285,805	100.0%
	26,963,441	55,648,910	52,248,552	39,991,755	(15,657,155)	(28.1%)
<b>Economic Vitality</b>						
Library City Direct	4,570,975	4,464,010	4,643,225	6,179,533	1,715,523	38.4%
Library County Direct	612,490	684,444	684,444	775,086	90,642	13.2%
Library County Indirect Shared Services	396,939	1,445,615	1,445,615	724,273	(721,342)	(49.9%)
Library Grants	74,724	75,000	75,000	50,000	(25,000)	(33.3%)



## Schedule E-1 : Budget by Division and Section

City of Flagstaff  
Budget by Division and Section  
Comparison of Fiscal Year 2023-2024 and 2024-2025  
(With Actual for Fiscal Year 2022-2023)

Division/Section	Actual Expenditures/ Expenses 2022-2023	Adopted Budgeted Expenditures/ Expenses 2023-2024	Estimated Expenditures/ Expenses 2023-2024	Proposed Budgeted Expenditures/ Expenses 2024-2025	Change (Budget-Budget)	% Change
Economic Vitality - Continued						
Community Investment	\$ 125,206	301,875	301,875	148,451	(153,424)	(50.8%)
Beautification - BBB	467,805	1,054,341	1,054,341	1,022,014	(32,327)	(3.1%)
Beautification - Capital Improvements - BBB	1,579,120	2,713,655	2,713,655	2,695,000	(18,655)	(0.7%)
Economic Development - BBB	1,173,063	1,965,210	1,965,210	1,568,022	(397,188)	(20.2%)
Economic Development Debt Service - BBB	248,329	246,031	246,031	248,381	2,350	1.0%
Tourism - BBB	2,763,039	3,381,913	3,120,219	2,985,529	(396,384)	(11.7%)
Visitor Services	529,631	670,128	670,128	1,310,364	640,236	95.5%
Arts and Science - BBB	643,585	1,236,443	1,236,443	1,171,551	(64,892)	(5.2%)
Parking District	675,101	2,097,811	2,097,811	1,050,150	(1,047,661)	(49.9%)
Parking District Debt Service	115,025	115,025	115,025	115,024	(1)	(0.0%)
Airport	5,522,955	25,243,182	23,601,786	19,722,344	(5,520,838)	(21.9%)
Airport Debt Service	231,736	231,736	231,736	115,869	(115,867)	(50.0%)
	19,729,723	45,926,419	44,202,544	39,881,591	(6,044,828)	(13.2%)
Water Services						
Administration	3,242,186	2,162,479	2,657,479	2,731,723	569,244	26.3%
Water Production	4,531,098	4,822,128	4,847,128	5,363,265	541,137	11.2%
Water Distribution	2,323,500	2,439,219	2,439,219	2,625,463	186,244	7.6%
Water Resource Management	656,726	855,445	855,445	1,145,405	289,960	33.9%
Engineering Services	419,394	635,277	635,277	805,908	170,631	26.9%
Regulatory Compliance	1,100,514	1,230,877	1,230,877	1,259,276	28,399	2.3%
SCADA Information Systems	963,391	1,195,497	1,532,644	1,496,351	300,854	25.2%
Wastewater Treatment - Wildcat	3,151,558	2,935,404	2,935,404	3,058,776	123,372	4.2%
Wastewater Treatment - Rio Plant	1,226,543	1,356,103	1,356,103	1,363,208	7,105	0.5%
Wastewater Collection	894,022	1,955,343	1,955,343	1,321,575	(633,768)	(32.4%)
Reclaim Water	295,070	855,388	905,388	539,643	(315,745)	(36.9%)
Stormwater	2,980,988	3,672,124	3,990,028	2,164,219	(1,507,905)	(41.1%)
Drinking Water Capital Improvements	4,147,297	29,247,696	27,996,935	17,713,488	(11,534,208)	(39.4%)
Wastewater Capital Improvements	874,642	31,716,357	16,487,170	4,130,104	(27,586,253)	(87.0%)
Reclaim Water Capital Improvements	67,302	2,111,195	757,775	686,634	(1,424,561)	(67.5%)
Stormwater Capital Improvements	4,870,866	22,446,259	10,938,234	22,303,068	(143,191)	(0.6%)
GO Bond Funded Projects	1,367,877	25,109,399	20,749,379	20,766,349	(4,343,050)	(17.3%)
Drinking Water Debt Service	3,155,112	1,849,504	1,849,504	1,888,734	39,230	2.1%
Wastewater Debt Service	2,087,464	2,982,450	2,182,450	1,997,958	(984,492)	(33.0%)
Stormwater Debt Service	301,679	2,644,182	1,361,682	2,643,232	(950)	(0.0%)
	38,657,229	142,222,326	107,663,464	96,004,379	(46,217,947)	(32.5%)
Non-Departmental						
Council and Commissions	577,778	662,543	692,543	942,970	280,427	42.3%
Non-Departmental	4,444,524	18,495,476	15,194,399	5,900,213	(12,595,263)	(68.1%)
Transit	6,462,515	9,086,099	8,756,624	13,603,868	4,517,769	49.7%
GO Bond Funded Projects	154,225	4,408,306	2,070,018	1,654,318	(2,753,988)	(62.5%)
GO Bond Debt Service	7,406,790	5,602,333	5,602,333	11,085,460	5,483,127	97.9%
Non GO Bond Funded Projects	38,666	1,474,625	1,224,625	5,763,784	4,289,159	290.9%
Road Repair Debt Service	1,486,762	1,484,463	1,484,463	1,480,762	(3,701)	(0.2%)
Roadway, Pedestrian, Bicycle & Safety Debt Servi	-	-	-	1,040,735	1,040,735	100.0%
Non GO Bond Downtown Mile	848,681	4,152,413	4,182,695	6,955,000	2,802,587	67.5%
Pension Debt Service	9,197,868	8,706,680	8,706,680	8,705,303	(1,377)	(0.0%)
Lone Tree Debt Service	-	6,303,800	-	891,000	(5,412,800)	(85.9%)
Facility Improvement Debt	310,623	313,565	313,565	311,993	(1,572)	(0.5%)
	30,928,432	60,690,303	48,227,945	58,335,406	(2,354,897)	(3.9%)
City Engineering						
Engineering	1,799,496	2,487,846	2,487,846	260,500	(2,227,346)	(89.5%)
Capital Improvements	(122,854)	(127,065)	(127,065)	(76,196)	50,869	(40.0%)
Transportation CIP	12,095,071	41,378,259	36,355,358	25,340,059	(16,038,200)	(38.8%)
Road Repair Construction	3,819,297	1,718,800	1,700,000	-	(1,718,800)	(100.0%)
New Street Projects	4,345	1,136,057	386,057	10,000,000	8,863,943	780.2%
Street Widening Projects	1,734,453	2,113,556	3,810,936	19,108,000	16,994,444	804.1%
Street Operations	657,654	23,675,010	9,167,977	4,777,285	(18,897,725)	(79.8%)
Bicycle and Pedestrian Projects	218,934	5,574,543	4,959,625	5,356,352	(218,191)	(3.9%)
Street Improvements	3,976	-	-	-	-	0.0%

Schedule E-1 : Budget by Division and Section

City of Flagstaff  
Budget by Division and Section  
Comparison of Fiscal Year 2023-2024 and 2024-2025  
(With Actual for Fiscal Year 2022-2023)

Division/Section	Actual Expenditures/ Expenses 2022-2023	Adopted Budgeted Expenditures/ Expenses 2023-2024	Estimated Expenditures/ Expenses 2023-2024	Proposed Budgeted Expenditures/ Expenses 2024-2025	Change (Budget-Budget)	% Change
City Engineering Continued						
General Transportation Improvements	\$ 216,962	618,965	588,039	290,000	(328,965)	(53.1%)
Development Engineering	-	-	-	1,518,954	1,518,954	100.0%
Transportation Engineering	-	-	-	626,618	626,618	100.0%
	<u>20,427,334</u>	<u>78,575,971</u>	<u>59,328,773</u>	<u>67,201,572</u>	<u>(11,374,399)</u>	<u>(14.5%)</u>
Parks, Recreation, Open Space & Events						
Parks	3,761,497	4,940,286	4,891,906	4,688,952	(251,334)	(5.1%)
Recreation	4,490,086	5,030,772	5,030,772	5,097,701	66,929	1.3%
Open Space	215,861	2,565,195	1,021,195	516,916	(2,048,279)	(79.8%)
Recreation - BBB	143,256	2,270,947	2,260,547	2,520,400	249,453	11.0%
	<u>8,610,700</u>	<u>14,807,200</u>	<u>13,204,420</u>	<u>12,823,969</u>	<u>(1,983,231)</u>	<u>(13.4%)</u>
Sustainability						
Sustainability	1,117,290	10,594,909	10,377,909	17,939,706	7,344,797	69.3%
Environmental Management	96,911	230,142	230,142	26,897	(203,245)	(88.3%)
	<u>1,214,201</u>	<u>10,825,051</u>	<u>10,608,051</u>	<u>17,966,603</u>	<u>7,141,552</u>	<u>66.0%</u>
Reserves/Contingencies	(6,899)	9,055,310	3,039,000	7,284,971	(1,770,339)	(19.6%)
Grand Total	<u>\$ 217,491,581</u>	<u>539,705,762</u>	<u>456,020,175</u>	<u>443,598,422</u>	<u>(96,107,340)</u>	<u>(17.8%)</u>

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.

## Schedule F: Budget Summary by Division of Expenditures

City of Flagstaff  
 Budget Summary by Division of Expenditures  
 Comparison of Fiscal Year 2023-2024 and 2024-2025  
 (With Actual for Fiscal Year 2022-2023)

Division/Fund	Actual Expenditures/ Expenses 2022-2023	Adopted Budgeted Expenditures/ Expenses 2023-2024	Estimated Expenditures/ Expenses * 2023-2024	Proposed Budgeted Expenditures/ Expenses 2024-2025	Change (Budget-Budget)	% Change
<b>General Administration</b>						
General Fund	\$ 14,207,174	34,022,130	34,127,894	17,085,325	(16,936,805)	(49.8%)
Library	280,520	328,134	328,134	336,336	8,202	2.5%
HURF	409,111	376,704	376,704	386,121	9,417	2.5%
Transportation	51,325	56,447	56,447	57,763	1,316	2.3%
Parking District	39,437	46,293	46,293	47,218	925	2.0%
Drinking Water	408,622	471,325	471,325	476,038	4,713	1.0%
Wastewater	230,375	250,970	250,970	253,480	2,510	1.0%
Reclaimed Water	31,345	45,107	45,107	45,558	451	1.0%
Stormwater	71,614	92,389	92,389	94,699	2,310	2.5%
Solid Waste	421,188	522,768	522,768	535,837	13,069	2.5%
Sustainability and Environmental Mgmt	127,733	92,872	92,872	95,194	2,322	2.5%
Airport	128,782	116,847	116,847	119,768	2,921	2.5%
	16,465,494	36,483,430	36,589,194	19,596,317	(16,887,113)	(46.3%)
<b>Community Development</b>						
General Fund	4,408,903	5,317,967	5,317,967	5,003,623	(314,344)	(5.9%)
Housing and Community Services	818,527	5,570,328	4,837,046	2,870,135	(2,700,193)	(48.5%)
GO Bonds Funded Projects	-	2,158,466	90,500	11,005,555	8,847,089	409.9%
Drinking Water	66,572	77,525	77,525	78,300	775	1.0%
Stormwater	73,907	68,150	68,150	69,854	1,704	2.5%
Flagstaff Housing Authority	9,289,645	11,611,628	11,513,258	12,419,384	807,756	7.0%
	14,657,554	24,804,064	21,904,446	31,446,851	6,642,787	26.8%
<b>Management Services</b>						
General Fund	4,689,190	6,797,338	6,650,114	6,281,834	(515,504)	(7.6%)
Library	151,324	151,562	151,562	155,351	3,789	2.5%
HURF	80,664	82,011	82,011	84,061	2,050	2.5%
Transportation	98,601	77,553	77,553	79,221	1,668	2.2%
Parking District	13,601	12,031	12,031	12,272	241	2.0%
Drinking Water	1,134,086	1,126,157	1,126,157	1,137,379	11,222	1.0%
Wastewater	343,692	344,188	344,188	347,630	3,442	1.0%
Reclaimed Water	40,969	35,129	35,129	35,480	351	1.0%
Stormwater	110,656	116,991	116,991	119,915	2,924	2.5%
Solid Waste	477,379	505,305	505,305	517,938	12,633	2.5%
Sustainability and Environmental Mgmt	106,664	78,246	78,246	80,202	1,956	2.5%
Airport	140,153	128,646	128,646	131,862	3,216	2.5%
	7,397,924	9,468,862	9,321,638	8,997,193	(471,669)	(5.0%)
<b>Fire</b>						
General Fund	14,473,138	28,781,201	27,692,296	16,462,223	(12,318,978)	(42.8%)
Water Resource & Infrastructure Fund	643,788	973,122	973,122	3,948,089	2,974,967	305.7%
GO Bonds Funded Projects	-	-	-	2,295,000	2,295,000	100.0%
	15,116,926	29,754,323	28,665,418	22,705,312	(7,049,011)	(23.7%)
<b>Police</b>						
General Fund	22,437,055	26,722,092	26,295,229	26,737,008	14,916	0.1%
	22,437,055	26,722,092	26,295,229	26,737,008	14,916	0.1%
<b>Public Works</b>						
General Fund	2,655,936	6,401,503	6,390,486	7,133,623	732,120	11.4%
Library	28,892	37,541	37,541	38,480	939	2.5%
HURF	6,856,570	17,260,297	17,199,753	9,539,038	(7,721,259)	(44.7%)
Transportation	4,097,136	7,511,127	7,079,476	8,576,883	1,065,756	14.2%
Parking District	420	414	414	422	8	1.9%
Drinking Water	122,584	19,269	19,269	19,462	193	1.0%
Wastewater	31,232	14,621	14,621	14,767	146	1.0%
Stormwater	2,098	1,091	1,091	1,118	27	2.5%

## Schedule F: Budget Summary by Division of Expenditures

City of Flagstaff  
 Budget Summary by Division of Expenditures  
 Comparison of Fiscal Year 2023-2024 and 2024-2025  
 (With Actual for Fiscal Year 2022-2023)

Division/Fund	Actual Expenditures/ Expenses 2022-2023	Adopted Budgeted Expenditures/ Expenses 2023-2024	Estimated Expenditures/ Expenses * 2023-2024	Proposed Budgeted Expenditures/ Expenses 2024-2025	Change (Budget-Budget)	% Change
Public Works - Continued						
Solid Waste	\$ 13,828,915	25,041,953	22,144,807	15,321,421	(9,720,532)	(38.8%)
Sustainability and Environmental Mgmt	5,970	17,522	17,522	17,960	438	2.5%
Airport	108,393	140,657	140,657	144,174	3,517	2.5%
	27,741,354	56,449,244	53,048,886	40,810,678	(15,638,566)	(27.7%)
Economic Vitality						
General Fund	125,206	301,875	301,875	148,451	(153,424)	(50.8%)
Library	5,655,128	6,669,069	6,848,284	7,728,892	1,059,823	15.9%
Beautification	2,046,925	3,767,996	3,767,996	3,717,014	(50,982)	(1.4%)
Economic Development	1,421,392	2,211,241	2,211,241	1,816,403	(394,838)	(17.9%)
Tourism	3,292,670	4,052,041	3,790,347	4,295,893	243,852	6.0%
Arts and Science	643,585	1,236,443	1,236,443	1,171,551	(64,892)	(5.2%)
Parking District	790,126	2,212,836	2,212,836	1,165,174	(1,047,662)	(47.3%)
Airport	5,754,691	25,474,918	23,833,522	19,838,213	(5,636,705)	(22.1%)
	19,729,723	45,926,419	44,202,544	39,881,591	(6,044,828)	(13.2%)
Water Services						
GO Bonds Funded Projects	1,367,877	25,109,399	20,749,379	20,766,349	(4,343,050)	(17.3%)
Drinking Water	20,539,218	44,438,122	44,044,508	35,029,613	(9,408,509)	(21.2%)
Wastewater	8,234,229	40,945,657	24,916,470	11,871,621	(29,074,036)	(71.0%)
Reclaimed Water	362,372	2,966,583	1,663,163	1,226,277	(1,740,306)	(58.7%)
Stormwater	8,166,232	28,762,565	16,289,944	27,110,519	(1,652,046)	(5.7%)
	38,669,928	142,222,326	107,663,464	96,004,379	(46,217,947)	(32.5%)
Non-Departmental						
General Fund	(2,283,616)	9,264,987	6,827,517	(1,258,130)	(10,523,117)	(113.6%)
COVID Relief Fund	338,108	2,733,607	1,900,000	796,016	(1,937,591)	(70.9%)
Library	74,008	70,981	70,981	72,756	1,775	2.5%
HURF	202,761	182,781	182,781	187,351	4,570	2.5%
Transportation	7,963,504	16,886,537	10,253,262	17,028,741	142,204	0.8%
Housing and Community Services	16,709	52,000	52,000	51,500	(500)	(1.0%)
Parking District	8,419	9,327	9,327	9,514	187	2.0%
General Obligation Bonds	7,406,790	5,602,333	5,602,333	11,085,460	5,483,127	97.9%
Pension Debt Service Fund	9,197,868	8,706,680	8,706,680	8,705,303	(1,377)	(0.0%)
GO Bond Funded Projects	154,225	4,408,306	2,070,018	1,654,318	(2,753,988)	(62.5%)
Non GO Bond Funded Projects	887,347	5,627,038	5,407,320	12,718,784	7,091,746	126.0%
Drinking Water	189,267	158,635	158,635	160,221	1,586	1.0%
Wastewater	64,525	49,627	49,627	50,123	496	1.0%
Reclaimed Water	5,272	5,109	5,109	5,160	51	1.0%
Stormwater	10,236	16,741	16,741	17,160	419	2.5%
Solid Waste	258,843	233,796	233,796	239,641	5,845	2.5%
Sustainability and Environmental Mgmt	14,861	12,367	12,367	12,676	309	2.5%
Airport	43,078	13,777	13,777	14,121	344	2.5%
	24,558,752	54,043,096	41,580,738	51,559,394	(2,483,702)	(4.6%)
City Engineering						
General Fund	1,676,642	2,360,781	2,360,781	2,329,876	(30,905)	(1.3%)
HURF	7,850,748	11,303,541	9,461,740	8,350,905	(2,952,636)	(26.1%)
Transportation	11,371,479.00	65,480,023	48,074,626	57,103,375	(8,376,648)	(12.8%)
	20,898,869	79,144,345	59,897,147	67,784,156	(11,360,189)	(14.4%)
Parks, Recreation, Open Space & Events						
General Fund	8,467,444	12,536,253	10,943,873	10,303,569	(2,232,684)	(17.8%)
BBB-Recreation	143,256	2,270,947	2,260,547	2,520,400	249,453	11.0%
	8,610,700	14,807,200	13,204,420	12,823,969	(1,983,231)	(13.4%)

## Schedule F: Budget Summary by Division of Expenditures

City of Flagstaff  
 Budget Summary by Division of Expenditures  
 Comparison of Fiscal Year 2023-2024 and 2024-2025  
 (With Actual for Fiscal Year 2022-2023)

Division/Fund	Actual Expenditures/ Expenses 2022-2023	Adopted Budgeted Expenditures/ Expenses 2023-2024	Estimated Expenditures/ Expenses * 2023-2024	Proposed Budgeted Expenditures/ Expenses 2024-2025	Change (Budget-Budget)	% Change
Sustainability						
Sustainability and Environmental Mgmt	\$ 1,214,201	10,825,051	10,608,051	17,966,603	7,141,552	66.0%
	1,214,201	10,825,051	10,608,051	17,966,603	7,141,552	66.0%
Reserves/Contingencies						
General Fund	(18,103)	3,104,060	2,539,000	2,514,000	(590,060)	(19.0%)
Library	-	100,000	-	100,000	-	0.0%
HURF	-	100,000	-	100,000	-	0.0%
Beautification	-	10,000	-	10,000	-	0.0%
Economic Development	6,527	45,000	-	45,000	-	0.0%
Tourism	-	175,000	-	175,000	-	0.0%
Arts and Science	-	10,000	-	10,000	-	0.0%
Parking District	-	30,000	-	30,000	-	0.0%
Drinking Water	-	1,000,000	-	1,000,000	-	0.0%
Wastewater	4,677	800,000	-	800,000	-	0.0%
Reclaimed Water	-	50,000	-	50,000	-	0.0%
Stormwater	-	2,000,000	-	819,721	(1,180,279)	(59.0%)
Solid Waste	-	500,000	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%
	(6,899)	9,055,310	3,039,000	7,284,971	(1,770,339)	(19.6%)
All Funds Total	\$ 217,491,581	539,705,762	456,020,175	443,598,422	(96,107,340)	(17.8%)

\*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 2024-2025

Sect #	Section	Operating Capital	Budget 2024-2025
General Fund			
014	Information Technology	Conference Room Improvements	\$ 75,000
031	Management Services	Office Remodel for Additional Spaces	150,000
039	Grants, Contracts, Emergency Mgt.	New Emergency Management Truck Markings	5,000
051	Fire	4x4 SUV Replacements (2)	93,000
		New Vehicle - Addition to Fleet	55,000
		Cradle Point/ Antennae	15,000
052	Fire Grants	Safety Equipment	75,000
061	Police	Records Desk Replacements	25,000
		Extra Dispatch Console Radios	250,000
		New Camera System for Evidence Warehouse	10,000
062	Police Grants	Armored Critical Incident Vehicle	560,000
103	Capital Improvements	Replacement Vehicle	70,000
122	Building Safety	Replacement Vehicles (2)	120,000
152	Facility Maintenance	New Truck - Addition to Fleet	65,000
		Metal Shutters/East Entry Door/Gutter	25,000
		Fire #4 Resurface Parking Lot	65,000
		City Hall Engineering Area Remodel	27,000
		Fire #3 Door Replacement	36,000
		Jay Lively Rubber Flooring Replacement	89,000
		Fire Department #3 Roof Repairs	10,000
		Capital Renewal	234
154	Fleet Management	Electric Vehicle Fund	125,000
		Fleet Replacement Vehicle Funding	143,510
		New Out of Town Pool Vehicle - Fleet Addition	50,000
		Replacement Vehicle	60,000
155	Parks	Cemetery Memorial Improvements	40,000
		Cheshire Park Improvements and Fence Upgrade	20,000
		Thorpe Park Sidewalk Replacement	70,000
		University Heights Park Fencing Improvement	20,000
		Parks Steel Signs	20,000
		Parks Amenities	20,000
		Parking Canopies and Improvements	65,000
		Cemetery Replacement Dump Truck	100,000
156	Recreation	Skate Sharpener at Jay Lively Activity Center	18,000
		JC Montoya Lobby Furniture	8,000
		Hal Jensen Recreation Equipment	8,000
		Aquaplex Treadmills and Recumbent Bikes	19,000
		Recreation Contingency	2,000
		Replacement Ice Resurfacing Equipment	220,000
		General Fund Total	2,828,744
Highway User Revenue Fund			
161	Street Maintenance	Replacement 6-Wheel Plow Truck	375,000
		Replacement Graders (2)	700,000
		Highway User Revenue Fund Total	1,075,000
Recreation Fund			
158	Recreation Projects	Deferred Maintenance Projects	200,000
		Play Structure Replacements	150,000
		Recreation Fund Total	350,000

City of Flagstaff  
Summary of Operating Capital  
Fiscal Year 2024-2025

Sect #	Section	Operating Capital	Budget 2024-2025
<b>Parking District Fund</b>			
231	Parking District	Kiosk Replacement	\$ 15,000
		Parking District Fund Total	15,000
<b>Drinking Water Fund</b>			
301	Water Production	Chlorinators and Piping for Shop Well	80,000
		Valve Replacements - Lake Mary Wellfield	75,000
		Valve Replacements - Woody Mountain Wellfield	80,000
		Chlorinators/Piping for Woody Mountain Well	75,000
		Clean Potable Storage Tank	7,000
303	Water Distribution	Mini-Excavator and Dump Trailer Replacement	117,000
		Sprinter Box Van Chassis Replacement	87,500
		Roof and Gutter Repairs	25,000
		Concrete and Asphalt Repair	25,000
		Facility Improvements	25,000
307	SCADA Information Systems	4X4 Truck Replacement	65,000
		Rio Citect Server Upgrade	150,000
		Hardware Costs for Facility Security	15,000
		Drinking Water Fund Total	826,500
<b>Wastewater Fund</b>			
311	Wastewater Treatment-Wildcat	Road Repairs and Paving	101,000
		Chlorine Hoist	40,000
		Pump Replacements	50,000
		Sludge Pump Replacement Parts	50,000
		New Disks	80,000
		Clarifier Collector Replacement Parts	25,000
		Valves and Piping Replacements	50,000
		Wastewater Fund Total	396,000
<b>Reclaimed Water Fund</b>			
380	Reclaimed Water Capital	Buffalo Park Tank	150,000
		Reclaimed Water Fund Total	150,000
<b>Stormwater Fund</b>			
331	Stormwater	Flatbed Truck for Basin Clean Out Work	175,000
		Stormwater Fund Total	175,000
<b>Solid Waste Fund</b>			
165	Solid Waste - Landfill	Scraper Partial Rebuild	75,000
		GPS Equipment for Refuse Compactor	40,000
166	Solid Waste - Collections	Roll-Off Truck Replacement	275,000
167	Solid Waste - Capital Improvements	Annual Aerial Topographic Surveys	20,000
		Solid Waste Systems Evaluation and Rate Study	160,000
		Landfill Cover Tarp System	20,000
		Solid Waste Fund Total	590,000
<b>Sustainability and Environmental Mgt Fund</b>			
170	Sustainability	Facility Improvements	49,000
		Sustainability Total	49,000

City of Flagstaff  
Summary of Operating Capital  
Fiscal Year 2024-2025

<u>Sect #</u>	<u>Section</u>	<u>Operating Capital</u>	<u>Budget 2024-2025</u>
Airport Fund			
222	Airport Capital Projects	Security Upgrades	\$ 50,000
		Airport Fund Total	50,000
Public Housing Fund			
109	Building Improvements	Dwelling Units Improvements	990,000
		Public Housing Fund Total	990,000
GO Capital Project Bond Fund			
053	Fire Watershed Protection	Fire Engine (2)/Fire Tender (2)	2,295,000
		GO Capital Project Bond Fund Total	2,295,000
		Total	<u>\$ 9,790,244</u>

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City of Flagstaff  
Summary of Capital Improvement Program  
Fiscal Year 2024-2025

Sect #	Section	Project	Budget 2024-2025
General Fund			
061	Police Operations	Public Safety Expansion - Design	\$ 250,000
152	Facility Maintenance	City Hall Improvements	1,550,000
		Aquaplex Siding Project	1,500,000
155	Parks	Butler Avenue Sitting Area Project	75,000
402	Non Departmental	Montalvo Project	2,400,000
General Fund Total			5,775,000
Housing and Community Services Fund			
106	Community Housing Services	Land Acquisition	500,000
Housing and Community Services Fund Total			500,000
Library Fund			
035	City Library	Window Replacements - Downtown	2,000,000
Library Fund Total			2,000,000
Highway User Revenue Fund			
112	Transportation	Beulah Extension	7,839,900
162	Street Construction	Minor Transportation Improvements	50,000
		Sidewalk Replacement Program	200,000
		Annual Streets Maintenance	2,100,000
Highway User Revenue Fund Total			10,189,900
Transportation Fund			
112	Transportation	Lone Tree Railroad Overpass	17,500,159
117	New Street Projects	4th Street/JWP Extension	10,000,000
118	Street Widening Projects	Butler-Fourth Improvements	12,000,000
		Butler to O'Leary	7,108,000
119	Streets Operations	Signal And Traffic Management	
		Smokerise Highway 89	687,685
		San Francisco/Franklin Signal	400,000
		Solier-Fanning Wash Crossing	250,000
		Transportation Master Plan	250,000
		Lockett/Fourth Street Roundabout	250,000
		Quiet Zone Modifications	308,880
		Dark Sky Lighting	1,480,720
		West Route 66	350,000
		Country Club/Oakmont	400,000
		La Plaza Vieja Traffic Calming	300,000
		Boulder Pointe Traffic Calming	100,000
120	Bicycle and Pedestrian Projects	General Planning	149,000
		Project Pre-design	200,000
		FUTS Asphalt Repair	1,000,000
		Flagstaff Urban Trails System	
		Switzer Canyon Trail	900,000
		Foxglenn Trail	140,000
		Single Track/Forest	100,000
		Mountain View Access	50,000
		Bow and Arrow Trail Tunnel	90,000
		Sidewalks	
		Sidewalk Infill Program	360,000
		Linda Vista Sidewalks	548,000
		Bikeways	
		Bikeway Signing	120,000

City of Flagstaff  
Summary of Capital Improvement Program  
Fiscal Year 2024-2025

Sect #	Section	Project	Budget 2024-2025
120	Bicycle and Pedestrian Projects	Bikeways - Continued	
		Bicycle Parking	\$ 20,000
		Bike Lane Striping Program	105,000
		Butler Avenue Complete Streets	1,000,000
		First/Last Mile Grant	
		Bicycle Projects	169,352
		Pedestrian Projects	405,000
121	General Improvements	General Improvements and Partnerships	
		Reserve for Improvements	150,000
		Traffic Engineering	125,000
163	Road Repair Construction	Pavement Overlay	8,500,000
		Transportation Fund Total	65,516,796
Beautification Fund			
212	Capital Improvements	Urban Forest	100,000
		Downtown Green	50,000
		Downtown Tree Wells	50,000
		Downtown Paver Redo	50,000
		Switzer Canyon Roundabout	150,000
		Phoenix - San Francisco to Mikes Pike	25,000
		ADOT Sites	100,000
		School Walkways	100,000
		Mural Initiative	10,000
		Playground Beautification	50,000
		Beautification - Route 66/Ponderosa	150,000
		Beautification - Route 66/Verde	150,000
		Fourth Street/Lockett Roundabout	400,000
		Lone Tree Overpass	750,000
		Portland Loo	10,000
		Spruce Wash Wedge	50,000
		Future Projects	500,000
		Beautification Fund Total	2,695,000
Tourism			
215	Visitor Services	Visitor Center Express - Airport	122,750
		Visitor Center Driving Icing Project	500,000
		Tourism Fund Total	622,750
Arts and Science Fund			
216	Artwork Projects	Neighborhood Plans Art Projects	10,000
		Eastside Neighborhoods	30,000
		Artwork at Transportation Center	5,000
		FUTS Trail Sculpture	5,000
		Rio de Flag Artwork	50,000
		Multicultural Park Sculpture Exhibit	125,000
		Contingency for Future Projects	25,000
			250,000
Recreation Fund			
158	BBB Rec Misc. Projects	Ponderosa Park Reconstruction	700,000
		Hal Jensen HVAC in Gym	100,000
		Thorpe Park Annex	200,000
		West Side Park Project	1,160,000
		Recreation Fund Total	2,160,000

City of Flagstaff  
Summary of Capital Improvement Program  
Fiscal Year 2024-2025

Sect #	Section	Project	Budget 2024-2025
Parking District Fund			
231	Parking	Street Curb and Gutter Reconstruction	\$ 50,000
		Parking District Fund Total	50,000
Drinking Water Fund			
370	Water Capital Projects	Aging Water Infrastructure Replacements	69,700
		Water Vault/PRV Replacements	250,000
		Radio Read Meter Replacements	1,300,000
		Reserve for Improvements	300,000
		Lake Mary Flocculations	3,000,000
		Switzer Canyon Line Phase 4	1,210,000
		Switzer Canyon Transmission Line Phase 5	500,000
		Water Energy Efficiency Upgrades	100,000
		Inner Basin - Waterline	8,178,788
		Lake Mary Dam Repairs	100,000
		Red Gap Hydrogeologic Study	300,000
		SCADA Well Upgrades	30,000
		Red Gap Ranch ROW Survey	75,000
		JW Powell Waterline Oversize	1,150,000
		Eastside Shop New Building	500,000
		Lake Mary Raw Water Pipeline	500,000
		UV at Lake Mary Water Treatment Plant	150,000
		Drinking Water Fund Total	17,713,488
Wastewater Fund			
375	Wastewater Capital	Reserve for Improvements	265,000
		Country Club Interceptor to Wildcat	2,000,000
		Wildcat New Electric/Fiber Upgrade	250,000
		BNSF Sewer Relocations	1,365,104
		Rio de Flag Fiber Upgrade	250,000
		Wastewater Fund Total	4,130,104
Reclaimed Water Fund			
380	Reclaimed Water Capital Projects	Rio Reclaim Water PRV Relocate	80,000
		BNSF Reclaimed Relocations	431,634
		Reclaim Water Meters and Vaults	25,000
		Reclaimed Water Fund Total	536,634
Stormwater Fund			
385	Stormwater Capital Projects	Rio de Flag	20,550,637
		Side Drain Lateral Santa Fe Ave	570,583
		Stormwater Capital Reserve	218,405
		Spot Improvements	150,000
		Wildwood Drainage Project	413,443
		Spruce Wash Resiliency 4th/Butler	400,000
		Stormwater Fund Total	22,303,068
Solid Waste Fund			
165	Solid Waste - Landfill	Cell D Module I Construction	125,000
		Construction of Landfill Cells	2,400,000
		Landfill Roadway	1,000,000
		Solid Waste Fund Total	3,525,000

City of Flagstaff  
Summary of Capital Improvement Program  
Fiscal Year 2024-2025

Sect #	Section	Project	Budget 2024-2025
Airport Fund			
222	Airport Capital Projects	Multi Use Building - Construction	\$ 13,780,722
		Taxiway - Apron W - Design	1,000,000
		ADOT Future - Runway Rehab	500,000
		Runway Reconstruction Study	750,000
		Airport Fund Total	16,030,722
Non-GO Capital Project Bond Fund			
422	USGS Office Building	USGS Building Renovations	2,000,000
426	Courthouse	Courthouse Parking Structure	3,763,784
427	Downtown Mile	Downtown Mile	6,955,000
		Non-GO Capital Project Bond Fund Total	12,718,784
GO Capital Project Bond Fund			
421	GO Capital Project Bond	FUTS/Open Space Land Acquisition	169,318
375	Wastewater Capital Improvements	Wildcat Digesters	3,983,894
		Wildcat Pumps	2,500,000
385	Stormwater Capital Improvements	Arroyo Seco Inlet	746,752
		Arroyo Seco-Dortha Channel	3,140,724
		Cedar Crossing	1,759,744
		Cedar-Linda Vista Channel	1,725,298
		Linda Vista Crossing	847,371
		Killip Inlet	3,357,363
		The Wedge	2,705,203
		GO Capital Project Bond Fund Total	20,935,667
		Total	\$ 187,652,913

## Schedule J: Debt Service Requirements

City of Flagstaff  
Debt Service Requirements  
Fiscal Year 2024-2025

	Original Issue	Outstanding 7/1/24	Principal	Interest	Fiscal Charges	Total Requirements
<b>General Fund</b>						
Capital Lease - Renewable Energy Equipment	\$ 1,014,557	333,271	78,059	8,559	-	86,618
Certificates of Participation - Courthouse	3,845,000	3,425,000	115,000	109,125	1,250	225,375
	4,859,557	3,758,271	193,059	117,684	1,250	311,993
<b>Transportation Fund</b>						
Revenue Bonds - Series 2016 Road Repair	8,930,000	5,480,000	560,000	208,000	900	768,900
Revenue Bonds - Series 2018 Road Repair	10,000,000	7,790,000	425,000	285,612	1,250	711,862
<i>Proposed: Lone Tree Overpass</i>	19,800,000	-	-	891,000	-	891,000
<i>Proposed: 4th Street/JWP Extension</i>	10,000,000	-	-	1,038,235	2,500	1,040,735
	48,730,000	13,270,000	985,000	2,422,847	4,650	3,412,497
<b>Economic Development Fund</b>						
GADA Revenue Bonds - Series 2010A Incubator	3,370,000	1,475,000	185,000	62,881	500	248,381
	3,370,000	1,475,000	185,000	62,881	500	248,381
<b>Parking District Fund</b>						
Capital Lease - Parking Meters	1,000,000	275,465	107,812	7,212	-	115,024
	1,000,000	275,465	107,812	7,212	-	115,024
<b>General Obligation Bond Fund</b>						
Series 2013 - Capital Projects	11,460,000	4,440,000	825,000	133,550	750	959,300
Series 2014A - Capital Projects	6,600,000	4,205,000	315,000	162,325	750	478,075
Series 2016 - Capital Projects	16,105,000	11,775,000	710,000	456,800	300	1,167,100
Series 2020 - Courthouse/Public Safety	11,090,000	3,160,000	585,000	114,700	250	699,950
Series 2020 - WIFA - FWPP	5,000,000	4,322,867	234,218	8,825	35,492	278,535
<i>Proposed: 2022 Bond Projects</i>	23,147,499	-	7,500,000	-	-	7,500,000
Arbitrage	-	-	-	-	2,500	2,500
	73,402,499	27,902,867	10,169,218	876,200	40,042	11,085,460
<b>Pension Debt Service Fund</b>						
Certificates of Participation - Pension	131,000,000	110,965,000	5,935,000	2,767,803	2,500	8,705,303
	131,000,000	110,965,000	5,935,000	2,767,803	2,500	8,705,303
<b>Drinking Water Fund</b>						
WIFA - 2010 Fort Tuthill Well Improvements	594,951	189,941	29,773	1,663	2,626	34,062
WIFA - 2010 Local Aquifer Study	1,100,000	396,624	62,169	3,473	5,483	71,125
Revenue Bonds - 2017 Refunding	6,389,858	1,900,439	492,712	25,058	313	518,083
Revenue Bonds - 2019 Projects	5,044,710	3,742,135	186,844	87,934	1,053	275,831
Revenue Bonds - 2022 Refunding	4,930,000	3,631,000	665,000	82,133	2,500	749,633
<i>Proposed: Water Projects</i>	3,000,000	-	-	240,000	-	240,000
	21,059,519	9,860,139	1,436,498	440,261	11,975	1,888,734
<b>Wastewater Fund</b>						
Capital Lease - Renewable Energy Equipment	1,936,443	636,093	148,990	16,337	-	165,327
Revenue Bonds - 2017 Refunding	10,739,142	5,678,561	1,477,289	106,163	937	1,584,389
Revenue Bonds - 2019 Projects	4,540,290	3,367,865	168,156	79,139	947	248,242
	17,215,875	9,682,519	1,794,435	201,639	1,884	1,997,958
<b>Stormwater Fund</b>						
Revenue Bonds - Series 2022	4,092,000	3,645,000	218,000	94,411	2,500	314,911
WIFA - Series 2022 Projects	19,000,000	18,457,031	557,553	215,594	272,674	1,045,821
<i>Proposed: Stormwater Projects</i>	16,000,000	-	-	1,280,000	2,500	1,282,500
	39,092,000	22,102,031	775,553	1,590,005	277,674	2,643,232
<b>Solid Waste Fund</b>						
Certificates of Participation - Core Services	3,880,000	3,415,000	105,000	113,219	1,500	219,719
	3,880,000	3,415,000	105,000	113,219	1,500	219,719
<b>Airport Fund</b>						
Capital Lease - Hangars	2,782,598	112,721	112,721	3,148	-	115,869
	2,782,598	112,721	112,721	3,148	-	115,869
<b>Total Debt Service Requirements</b>	<b>\$ 346,392,048</b>	<b>202,819,013</b>	<b>21,799,296</b>	<b>8,602,899</b>	<b>341,975</b>	<b>30,744,170</b>

City of Flagstaff  
General Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 74,585,609	73,528,126	81,716,007	55,840,907	41,929,639	34,724,731	34,484,361	37,017,939
Revenues								
Taxes								
Property Tax	7,109,977	7,116,000	7,166,000	7,166,000	7,216,000	7,266,000	7,316,000	7,366,000
Sales Tax	30,115,183	29,387,300	29,870,000	30,947,900	31,876,500	32,832,800	33,817,900	34,832,300
Franchise Fees	2,448,202	2,342,200	2,448,000	2,472,500	2,497,100	2,522,100	2,547,200	2,572,700
Intergovernmental								
State Shared Sales Tax	11,380,585	10,780,000	11,400,000	11,628,000	11,976,800	12,336,100	12,706,200	13,087,400
State Shared Income Tax	14,604,933	20,227,300	20,115,000	15,996,000	14,110,100	14,561,800	15,106,800	15,674,200
Auto Lieu Tax	4,331,329	3,977,000	4,300,000	4,343,000	4,429,900	4,562,800	4,699,700	4,840,700
Excise Tax	557,552	459,000	540,000	550,800	567,300	584,300	601,800	619,900
Federal Grants	851,181	23,697,660	21,315,661	2,575,093	268,269	202,374	202,374	202,374
State/Local Grants	1,280,202	2,731,152	2,708,653	1,744,870	1,295,870	1,295,870	1,295,870	1,295,870
Other IGA	1,361,716	1,226,218	1,287,656	1,316,218	1,316,218	1,316,218	1,316,218	1,316,218
Licenses and Permits								
Business Licenses	31,219	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits	1,691,652	1,862,000	2,200,000	1,862,000	1,862,000	1,880,600	1,899,400	1,918,400
Other Licenses and Permits	2,099,089	1,157,885	1,242,076	1,238,395	1,238,910	1,239,430	1,239,956	1,240,487
Charges for Services								
Community Development	1,477,996	745,000	870,000	745,000	745,000	745,000	745,000	745,000
Parks and Recreation	1,212,018	1,622,870	1,622,870	1,622,870	1,622,870	1,622,870	1,622,870	1,622,870
Public Safety	589,609	754,457	727,575	730,511	734,677	738,884	743,133	747,424
Cemetery/General Government	234,242	188,403	229,248	189,631	191,503	193,393	195,302	197,230
Fines and Forfeitures								
Court Fines	360,945	411,575	397,167	415,691	419,848	424,046	428,286	432,569
Other Fines and Forfeitures	386,511	383,430	406,669	406,282	407,925	409,584	411,259	412,952
Other								
Rents	1,181,957	1,655,136	1,633,442	995,398	972,589	973,173	973,763	974,359
Investment Earnings	1,957,868	434,234	1,976,578	961,425	473,623	478,339	483,103	487,913
Miscellaneous	414,640	824,693	(44,692)	826,389	828,102	829,833	831,582	833,349
<b>Total Revenues</b>	<b>85,678,606</b>	<b>112,013,513</b>	<b>112,441,903</b>	<b>88,763,973</b>	<b>85,081,104</b>	<b>87,045,514</b>	<b>89,213,716</b>	<b>91,450,215</b>

City of Flagstaff  
General Fund  
Five Year Plan 2025-2029

Schedule K: Fire Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Transfers In</b>								
Library	\$ -	-	-	24,192	24,192	24,192	24,192	24,192
HURF	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Beautification	382,750	396,787	396,787	406,526	406,526	406,526	406,526	406,526
Economic Development	737,514	393,757	393,757	217,300	82,275	-	-	-
Tourism	25,000	25,000	51,484	308,694	25,000	25,000	25,000	25,000
Recreation - BBB	2,470,206	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189
Special Assessment	5	-	-	-	-	-	-	-
Drinking Water	-	-	-	482,364	-	-	-	-
Wastewater	-	-	-	377,284	-	-	-	-
Solid Waste	-	-	-	86,737	-	-	-	-
Sustainability and Environmental Mgmt	-	-	-	63,384	-	-	-	-
Airport	-	1,478,326	1,478,326	-	-	-	-	-
<b>Total Transfers In</b>	<b>3,628,475</b>	<b>4,881,059</b>	<b>4,907,543</b>	<b>4,553,670</b>	<b>3,125,182</b>	<b>3,042,907</b>	<b>3,042,907</b>	<b>3,042,907</b>
<b>Total Revenues and Transfers In</b>	<b>89,307,081</b>	<b>116,894,572</b>	<b>117,349,446</b>	<b>93,317,643</b>	<b>88,206,286</b>	<b>90,088,421</b>	<b>92,256,623</b>	<b>94,493,122</b>
<b>Total Sources of Funds</b>	<b>163,892,690</b>	<b>190,422,698</b>	<b>199,065,453</b>	<b>149,158,550</b>	<b>130,135,925</b>	<b>124,813,152</b>	<b>126,740,984</b>	<b>131,511,061</b>
<b>Uses of Funds</b>								
<b>Operating Expenditures</b>								
General Administration	14,207,174	17,762,130	17,867,894	17,010,325	14,699,907	14,990,907	14,699,907	14,990,907
Management Services	4,671,008	6,722,338	6,575,114	6,126,834	5,682,138	5,682,138	5,682,138	5,682,138
Community Development	4,347,794	5,187,967	5,187,967	4,883,623	4,327,842	4,327,842	4,327,842	4,327,842
Fire	13,311,157	21,971,948	22,171,948	16,224,223	13,317,935	13,317,935	13,317,935	13,317,935
Police	21,885,676	25,647,519	25,347,519	25,642,008	22,382,955	22,382,955	22,382,955	22,382,955
Public Works	2,585,991	5,191,070	5,187,516	3,387,879	2,338,660	2,338,660	2,338,660	2,338,660
Economic Vitality	125,206	261,875	261,875	148,451	143,997	143,997	143,997	143,997
City Engineering	1,623,100	2,254,323	2,254,323	2,259,876	2,186,259	2,186,259	2,186,259	2,186,259
Parks, Recreation, Open Space and Even	7,773,952	11,514,855	9,970,855	9,598,569	8,641,679	8,570,439	8,570,439	8,570,439
Non-Departmental	2,565,930	6,900,865	6,930,865	3,595,667	3,338,057	3,338,057	3,338,057	3,338,057
Contingency	(18,103)	3,104,060	2,539,000	2,514,000	2,514,000	625,000	625,000	625,000
Less: Indirect Charges	(7,278,433)	(7,472,990)	(7,472,990)	(7,565,790)	(7,565,790)	(7,565,790)	(7,565,790)	(7,565,790)
<b>Total Operating Expenditures</b>	<b>65,800,452</b>	<b>99,045,960</b>	<b>96,821,886</b>	<b>83,825,665</b>	<b>72,007,639</b>	<b>70,338,399</b>	<b>70,047,399</b>	<b>70,338,399</b>

City of Flagstaff  
General Fund  
Five Year Plan 2025-2029

Schedule K: Fire Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Debt Service</b>								
Leases - Energy	\$ 88,898	91,840	91,840	90,268	90,268	90,268	90,268	90,268
Certificates of Participation	221,725	221,725	221,725	221,725	221,725	221,725	221,725	221,725
<b>Total Debt Service</b>	<b>310,623</b>	<b>313,565</b>	<b>313,565</b>	<b>311,993</b>	<b>311,993</b>	<b>311,993</b>	<b>311,993</b>	<b>311,993</b>
<b>Future Uses</b>								
Total Ongoing	-	-	-	-	2,053,000	4,168,000	6,347,000	8,592,000
Total One-Time	-	-	-	-	7,000,000	1,500,000	1,500,000	1,500,000
<b>Total Future Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,053,000</b>	<b>5,668,000</b>	<b>7,847,000</b>	<b>10,092,000</b>
<b>Capital Expenditures</b>								
Fleet	1,637,769	7,116,513	5,693,282	1,106,510	765,000	765,000	765,000	765,000
Operating	2,402,566	7,898,133	5,430,663	4,772,234	2,810,000	2,810,000	310,000	310,000
Capital Improvement Projects	687,559	21,236,016	21,187,636	2,725,000	-	-	-	-
<b>Total Capital Expenditures</b>	<b>4,727,894</b>	<b>36,250,662</b>	<b>32,311,581</b>	<b>8,603,744</b>	<b>3,575,000</b>	<b>3,575,000</b>	<b>1,075,000</b>	<b>1,075,000</b>
<b>Total Expenditures</b>	<b>70,838,969</b>	<b>135,610,187</b>	<b>129,447,032</b>	<b>92,741,402</b>	<b>84,947,632</b>	<b>79,893,392</b>	<b>79,281,392</b>	<b>81,817,392</b>
<b>Transfers Out</b>								
Housing and Community Services	518,310	1,138,500	1,138,500	500,000	-	-	-	-
Library	1,726,313	1,596,313	1,596,313	2,904,491	1,596,313	1,596,313	1,596,313	1,596,313
Economic Development	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Tourism Fund	-	-	-	-	-	-	-	-
Pension Debt Service	8,667,957	8,271,346	8,271,346	8,270,038	8,271,782	8,269,576	8,271,452	8,272,590
Sustainability and Environmental Mgmt	170,076	1,453,073	1,324,730	258,555	151,042	125,085	129,463	133,994
Airport	-	-	-	197,425	197,425	197,425	197,425	197,425
Capital Projects	8,058	1,199,625	1,199,625	2,110,000	-	-	-	-
<b>Total Transfers Out</b>	<b>11,337,714</b>	<b>13,905,857</b>	<b>13,777,514</b>	<b>14,487,509</b>	<b>10,463,562</b>	<b>10,435,399</b>	<b>10,441,653</b>	<b>10,447,322</b>
<b>Excess Revenues Over Expenditures</b>	<b>7,130,398</b>	<b>(32,621,472)</b>	<b>(25,875,100)</b>	<b>(13,911,268)</b>	<b>(7,204,909)</b>	<b>(240,370)</b>	<b>2,533,578</b>	<b>2,228,408</b>
<b>Total Uses of Funds</b>	<b>82,176,683</b>	<b>149,516,044</b>	<b>143,224,546</b>	<b>107,228,911</b>	<b>95,411,194</b>	<b>90,328,791</b>	<b>89,723,045</b>	<b>92,264,714</b>
<b>Ending Fund Balance</b>	<b>\$ 81,716,007</b>	<b>40,906,654</b>	<b>55,840,907</b>	<b>41,929,639</b>	<b>34,724,731</b>	<b>34,484,361</b>	<b>37,017,939</b>	<b>39,246,347</b>



City of Flagstaff  
Housing and Community Services Fund  
Five Year Plan 2025-2029

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 2,290,495	2,322,035	2,433,394	1,205,078	164,051	193,543	223,330	253,415
Revenues								
Intergovernmental	61,041	2,291,134	2,308,328	1,351,694	1,345,000	1,345,000	1,345,000	1,345,000
Investment Earnings	61,291	20,639	28,347	28,914	29,492	29,787	30,085	30,386
Miscellaneous	337,493	-	185,555	-	-	-	-	-
Total Revenues	459,825	2,311,773	2,522,230	1,380,608	1,374,492	1,374,787	1,375,085	1,375,386
Transfers In								
General Fund	518,310	1,138,500	1,138,500	500,000	-	-	-	-
Total Transfers In	518,310	1,138,500	1,138,500	500,000	-	-	-	-
<b>Total Sources of Funds</b>	3,268,630	5,772,308	6,094,124	3,085,686	1,538,543	1,568,330	1,598,415	1,628,801
<b>Uses of Funds</b>								
Expenditures								
Operating	835,236	5,622,328	4,889,046	2,421,635	1,345,000	1,345,000	1,345,000	1,345,000
Capital	-	-	-	500,000	-	-	-	-
Total Expenditures	835,236	5,622,328	4,889,046	2,921,635	1,345,000	1,345,000	1,345,000	1,345,000
<b>Total Uses of Funds</b>	835,236	5,622,328	4,889,046	2,921,635	1,345,000	1,345,000	1,345,000	1,345,000
<b>Ending Fund Balance</b>	\$ 2,433,394	149,980	1,205,078	164,051	193,543	223,330	253,415	283,801

City of Flagstaff  
COVID Relief Fund  
Five Year Plan 2025-2029

Schedule K: Fire Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ -	-	-	-	-	-	-	-
Revenues								
Grants and Entitlements	338,108	2,733,607	1,900,000	796,016	-	-	-	-
Total Revenues	338,108	2,733,607	1,900,000	796,016	-	-	-	-
<b>Total Sources of Funds</b>	338,108	2,733,607	1,900,000	796,016	-	-	-	-
<b>Uses of Funds</b>								
Expenditures								
Operating	338,108	2,733,607	1,900,000	796,016	-	-	-	-
Total Expenditures	338,108	2,733,607	1,900,000	796,016	-	-	-	-
<b>Total Uses of Funds</b>	338,108	2,733,607	1,900,000	796,016	-	-	-	-
<b>Ending Fund Balance</b>	\$ -	-	-	-	-	-	-	-

City of Flagstaff  
Library Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 4,795,486	4,423,476	4,958,669	3,713,496	2,868,873	2,890,083	2,902,176	2,893,948
Revenues								
Intergovernmental	4,377,370	4,156,723	4,365,225	4,534,037	4,645,271	4,812,907	4,975,489	5,149,034
Investment Earnings	109,951	39,926	136,714	34,013	8,895	8,508	7,962	7,257
Miscellaneous	72,921	41,000	26,577	26,843	26,843	26,843	26,843	26,843
Total Revenues	4,560,242	4,237,649	4,528,516	4,594,893	4,681,009	4,848,258	5,010,294	5,183,134
Transfers In								
Tourism	66,500	66,500	66,500	112,000	112,000	112,000	112,000	112,000
General Fund	1,726,313	1,596,313	1,596,313	2,904,491	1,596,313	1,596,313	1,596,313	1,596,313
Total Transfers In	1,792,813	1,662,813	1,662,813	3,016,491	1,708,313	1,708,313	1,708,313	1,708,313
<b>Total Sources of Funds</b>	11,148,541	10,323,938	11,149,998	11,324,880	9,258,195	9,446,654	9,620,783	9,785,395
<b>Uses of Funds</b>								
Expenditures								
Indirect	534,744	588,218	588,218	602,923	617,996	633,446	649,282	665,514
Library City Direct	3,937,129	4,206,822	4,206,822	4,179,533	4,277,059	4,400,187	4,527,625	4,659,524
Library County	612,490	684,444	684,444	775,086	756,008	779,618	804,026	829,261
Library Grants	74,724	75,000	75,000	50,000	-	-	-	-
County Wide Projects and Growth	396,939	1,445,615	1,445,615	724,273	692,857	707,035	721,710	736,898
Capital	633,846	257,188	436,403	2,000,000	-	-	-	-
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	6,189,872	7,357,287	7,436,502	8,431,815	6,343,920	6,520,286	6,702,643	6,891,197
Transfers Out								
General Fund	-	-	-	24,192	24,192	24,192	24,192	24,194
Total Transfers Out	-	-	-	24,192	24,192	24,192	24,192	24,194
<b>Total Uses of Funds</b>	6,189,872	7,357,287	7,436,502	8,456,007	6,368,112	6,544,478	6,726,835	6,915,391
<b>Ending Fund Balance</b>	\$ 4,958,669	2,966,651	3,713,496	2,868,873	2,890,083	2,902,176	2,893,948	2,870,004

City of Flagstaff  
Highway User Revenue Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 11,603,308	13,915,062	13,946,197	7,230,917	6,595,477	4,919,042	5,364,935	5,561,317
Revenues								
Grants and Entitlements	9,528,441	9,212,000	9,940,729	10,040,136	10,140,537	10,241,942	10,344,361	18,447,805
Licenses and Permits	221,768	-	-	-	-	-	-	-
Investment Earnings	305,731	139,000	456,338	145,000	132,000	49,000	54,000	56,000
Contributions	1,676,398	1,690,000	2,067,374	-	-	-	-	-
Miscellaneous	72,581	-	-	-	-	-	-	-
Total Revenues	11,804,919	11,041,000	12,464,441	10,185,136	10,272,537	10,290,942	10,398,361	18,503,805
Transfers In								
Capital Projects	7,055	-	-	-	-	-	-	-
Transportation	5,943,769	10,805,000	8,436,268	7,839,900	-	-	-	-
Total Transfers in	5,950,824	10,805,000	8,436,268	7,839,900	-	-	-	-
<b>Total Sources of Funds</b>	29,359,051	35,761,062	34,846,906	25,255,953	16,868,014	15,209,984	15,763,296	24,065,122
<b>Uses of Funds</b>								
Expenditures								
Indirect	1,292,913	1,358,900	1,358,900	1,392,873	1,427,695	1,463,387	1,499,972	1,537,471
Operating	5,569,314	5,477,086	5,477,086	5,889,703	5,330,925	5,468,662	5,789,007	5,941,797
Capital	8,537,627	22,369,348	20,467,003	11,264,900	5,177,352	2,900,000	2,900,000	10,900,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	15,399,854	29,305,334	27,302,989	18,647,476	11,935,972	9,832,049	10,188,979	18,379,268
Transfers Out								
General Fund	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Transportation	-	300,000	300,000	-	-	-	-	-
Total Transfers Out	13,000	313,000	313,000	13,000	13,000	13,000	13,000	13,000
<b>Total Uses of Funds</b>	15,412,854	29,618,334	27,615,989	18,660,476	11,948,972	9,845,049	10,201,979	18,392,268
<b>Ending Fund Balance</b>	\$ 13,946,197	6,142,728	7,230,917	6,595,477	4,919,042	5,364,935	5,561,317	5,672,854

City of Flagstaff  
Transportation Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 63,842,614	71,270,224	74,707,638	42,286,586	15,056,393	14,427,701	20,713,683	27,418,937
Revenues								
Taxes	36,123,898	35,109,300	36,854,474	37,274,400	38,392,700	39,544,600	40,731,000	41,952,800
Intergovernmental	-	16,437,624	2,537,624	1,100,000	4,405,996	4,405,995	-	55,539,000
Bond Proceeds	-	20,000,000	-	29,800,000	83,192,717	4,900,000	-	-
Investment Earnings	1,804,721	238,000	2,748,639	989,000	235,000	144,000	207,000	274,000
Miscellaneous	2,459,479	183,689	546,458	724,441	2,853,569	2,778,952	2,704,333	2,629,715
Total Revenues	40,388,098	71,968,613	42,687,195	69,887,841	129,079,982	51,773,547	43,642,333	100,395,515
Transfers In								
FUTS	2,740	-	-	-	-	-	-	-
HURF	-	300,000	300,000	-	-	-	-	-
Total Transfers In	2,740	300,000	300,000	-	-	-	-	-
<b>Total Sources of Funds</b>	104,233,452	143,538,837	117,694,833	112,174,427	144,136,375	66,201,248	64,356,016	127,814,452
<b>Uses of Funds</b>								
Expenditures								
Indirect	274,127	291,903	291,903	297,822	305,268	312,899	320,721	328,739
Operating	6,493,393	9,153,299	8,771,624	13,618,868	6,761,586	6,930,399	7,103,429	7,280,783
Capital	15,327,763	72,778,222	54,985,461	65,516,796	107,276,905	22,992,530	14,230,184	77,534,182
Total Expenditures	22,095,283	82,223,424	64,048,988	79,433,486	114,343,759	30,235,828	21,654,334	85,143,704
Transfers Out								
HURF	5,943,769	10,805,000	8,436,268	7,839,900	-	-	-	-
Capital Projects	-	1,439,438	1,438,528	6,432,151	1,873,376	1,684,376	1,640,068	2,103,217
Total Transfers Out	5,943,769	12,244,438	9,874,796	14,272,051	1,873,376	1,684,376	1,640,068	2,103,217
Debt Service	1,486,762	7,788,263	1,484,463	3,412,497	13,491,539	13,567,361	13,642,677	13,727,689
<b>Total Uses of Funds</b>	29,525,814	102,256,125	75,408,247	97,118,034	129,708,674	45,487,565	36,937,079	100,974,610
<b>Ending Fund Balance</b>	\$ 74,707,638	41,282,712	42,286,586	15,056,393	14,427,701	20,713,683	27,418,937	26,839,842

City of Flagstaff  
Beautification Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 9,460,920	9,141,712	9,685,837	8,298,556	6,799,016	6,386,103	5,189,592	4,716,345
Revenues								
BBB Tax	2,427,378	2,308,900	2,452,000	2,498,000	2,573,000	2,650,200	2,729,700	2,811,600
Investment Earnings	256,174	91,000	355,502	166,000	136,000	64,000	52,000	47,000
Miscellaneous	1,040	-	-	-	-	-	-	-
Total Revenues	2,684,592	2,399,900	2,807,502	2,664,000	2,709,000	2,714,200	2,781,700	2,858,600
<b>Total Sources of Funds</b>	12,145,512	11,541,612	12,493,339	10,962,556	9,508,016	9,100,303	7,971,292	7,574,945
<b>Uses of Funds</b>								
Expenditures								
Operating	467,805	1,054,341	1,054,341	1,022,014	1,035,387	1,049,185	1,063,421	1,078,111
Capital	1,579,120	2,713,655	2,713,655	2,695,000	1,650,000	2,425,000	1,755,000	1,745,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	2,046,925	3,777,996	3,767,996	3,727,014	2,685,387	3,474,185	2,818,421	2,823,111
Transfers Out								
General Fund	382,750	396,787	396,787	406,526	406,526	406,526	406,526	406,526
SEMS	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers Out	412,750	426,787	426,787	436,526	436,526	436,526	436,526	436,526
<b>Total Uses of Funds</b>	2,459,675	4,204,783	4,194,783	4,163,540	3,121,913	3,910,711	3,254,947	3,259,637
<b>Ending Fund Balance</b>	\$ 9,685,837	7,336,829	8,298,556	6,799,016	6,386,103	5,189,592	4,716,345	4,315,308

City of Flagstaff  
Economic Development Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,408,534	1,055,440	1,146,651	401,599	177,297	465,930	860,029	1,279,812
Revenues								
BBB Tax	1,153,914	1,096,700	1,164,700	1,186,600	1,222,200	1,258,800	1,296,600	1,335,500
Investment Earnings	37,949	10,554	40,346	8,032	1,773	4,659	8,600	12,798
Rents	447,547	426,562	400,136	412,769	420,454	428,193	435,987	443,837
Miscellaneous	17,140	-	7,764	-	-	-	-	-
Total Revenues	1,656,550	1,533,816	1,612,946	1,607,401	1,644,427	1,691,652	1,741,187	1,792,135
Transfers In								
General Fund	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
Total Transfers In	247,000	247,000	247,000	247,000	247,000	247,000	247,000	247,000
<b>Total Sources of Funds</b>	3,312,084	2,836,256	3,006,597	2,256,000	2,068,724	2,404,582	2,848,216	3,318,947
<b>Uses of Funds</b>								
Expenditures								
Operating	1,173,063	1,965,210	1,965,210	1,568,022	1,275,106	1,297,803	1,321,135	1,345,118
Contingency	6,527	45,000	-	45,000	-	-	-	-
Total Expenditures	1,179,590	2,010,210	1,965,210	1,613,022	1,275,106	1,297,803	1,321,135	1,345,118
Debt Service								
Debt Service	248,329	246,031	246,031	248,381	245,413	246,750	247,269	247,325
Total Debt Service	248,329	246,031	246,031	248,381	245,413	246,750	247,269	247,325
Transfers Out								
General Fund	737,514	393,757	393,757	217,300	82,275	-	-	-
Total Transfers Out	737,514	393,757	393,757	217,300	82,275	-	-	-
<b>Total Uses of Funds</b>	2,165,433	2,649,998	2,604,998	2,078,703	1,602,794	1,544,553	1,568,404	1,592,443
<b>Ending Fund Balance</b>	\$ 1,146,651	186,258	401,599	177,297	465,930	860,029	1,279,812	1,726,504

City of Flagstaff  
Tourism Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 2,651,559	3,051,066	3,249,213	3,279,471	2,114,883	2,651,929	3,197,221	3,772,755
Revenues								
BBB Tax	3,643,666	3,463,300	3,678,000	3,747,100	3,859,500	3,975,200	4,094,500	4,217,300
Federal Grants	224,068	389,000	127,306	-	-	-	-	-
Retail Sales	79,073	127,098	127,098	128,369	129,653	130,950	132,260	133,583
Investment Earnings	83,689	15,255	116,407	65,589	42,298	26,519	31,972	37,728
Miscellaneous	14,898	16,348	16,348	16,511	16,676	16,843	17,011	17,181
Total Revenues	4,045,394	4,011,001	4,065,159	3,957,569	4,048,127	4,149,512	4,275,743	4,405,792
<b>Total Sources of Funds</b>	6,696,953	7,062,067	7,314,372	7,237,040	6,163,010	6,801,441	7,472,964	8,178,547
<b>Uses of Funds</b>								
Expenditures								
Operating	3,292,670	3,972,041	3,710,347	3,673,143	3,139,871	3,229,243	3,321,333	3,416,226
Capital	-	80,000	80,000	622,750	-	-	-	-
Contingency	-	175,000	-	175,000	-	-	-	-
Total Expenditures	3,292,670	4,227,041	3,790,347	4,470,893	3,139,871	3,229,243	3,321,333	3,416,226
Transfers Out								
Library	66,500	66,500	66,500	112,000	112,000	112,000	112,000	112,000
General Fund	25,000	25,000	51,484	308,694	25,000	25,000	25,000	25,000
Solid Waste	63,570	126,570	126,570	126,570	126,570	126,570	126,570	126,570
Airport	-	-	-	104,000	107,640	111,407	115,306	119,342
Total Transfers Out	155,070	218,070	244,554	651,264	371,210	374,977	378,876	382,912
<b>Total Uses of Funds</b>	3,447,740	4,445,111	4,034,901	5,122,157	3,511,081	3,604,220	3,700,209	3,799,138
<b>Ending Fund Balance</b>	\$ 3,249,213	2,616,956	3,279,471	2,114,883	2,651,929	3,197,221	3,772,755	4,379,409



City of Flagstaff  
Arts and Science Fund  
Five Year Plan 2025-2029

Schedule K: Fire Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,267,559	1,518,380	1,568,113	1,306,044	1,087,293	1,003,889	1,023,316	1,008,154
Revenues								
BBB Tax	909,618	865,800	919,500	936,800	964,900	993,800	1,023,600	1,054,300
Investment Earnings	34,521	15,000	54,874	26,000	22,000	10,000	10,000	10,000
Total Revenues	944,139	880,800	974,374	962,800	986,900	1,003,800	1,033,600	1,064,300
<b>Total Sources of Funds</b>	2,211,698	2,399,180	2,542,487	2,268,844	2,074,193	2,007,689	2,056,916	2,072,454
<b>Uses of Funds</b>								
Expenditures								
Operating	565,412	926,443	926,443	921,551	645,304	659,372	673,762	688,481
Capital	78,173	310,000	310,000	250,000	425,000	325,000	375,000	200,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	643,585	1,246,443	1,236,443	1,181,551	1,070,304	984,372	1,048,762	888,481
<b>Total Uses of Funds</b>	643,585	1,246,443	1,236,443	1,181,551	1,070,304	984,372	1,048,762	888,481
<b>Ending Fund Balance</b>	\$ 1,568,113	1,152,737	1,306,044	1,087,293	1,003,889	1,023,316	1,008,154	1,183,973

City of Flagstaff  
Recreation Fund  
Detailed Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 3,680,788	4,600,209	5,180,623	4,778,623	4,231,834	4,584,745	4,568,956	4,684,367
Revenues								
Intergovernmental Revenue								
BBB Tax	4,007,513	3,809,700	4,045,800	4,121,800	4,245,500	4,372,800	4,504,000	4,639,100
Intergovernmental	-	200,000	200,000	350,000	-	-	-	-
Investment Earnings	105,784	46,000	186,936	76,000	42,000	46,000	46,000	47,000
Total Revenues	4,113,297	4,055,700	4,432,736	4,547,800	4,287,500	4,418,800	4,550,000	4,686,100
<b>Total Sources of Funds</b>	7,794,085	8,655,909	9,613,359	9,326,423	8,519,334	9,003,545	9,118,956	9,370,467
<b>Uses of Funds</b>								
Expenditures								
Operating	-	10,400	-	10,400	10,400	10,400	10,400	10,400
Capital	143,256	2,260,547	2,260,547	2,510,000	1,350,000	1,850,000	1,850,000	350,000
Total Expenditures	143,256	2,270,947	2,260,547	2,520,400	1,360,400	1,860,400	1,860,400	360,400
Transfers Out								
General Fund	2,470,206	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189
Total Transfers Out	2,470,206	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189
<b>Total Uses of Funds</b>	2,613,462	4,845,136	4,834,736	5,094,589	3,934,589	4,434,589	4,434,589	2,934,589
<b>Ending Fund Balance</b>	\$ 5,180,623	3,810,773	4,778,623	4,231,834	4,584,745	4,568,956	4,684,367	6,435,878

City of Flagstaff  
Parking District Fund  
Detailed Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,670,053	1,889,060	2,130,543	1,157,752	1,184,375	1,355,767	1,632,204	1,975,238
Revenues								
Parking	1,191,915	1,250,175	1,243,542	1,268,023	1,292,988	1,318,446	1,344,407	1,370,882
Investment Earnings	48,536	18,900	64,150	23,200	17,800	20,300	24,500	29,600
Miscellaneous	72,042	-	418	-	-	-	-	-
Total Revenues	1,312,493	1,269,075	1,308,110	1,291,223	1,310,788	1,338,746	1,368,907	1,400,482
<b>Total Sources of Funds</b>	2,982,546	3,158,135	3,438,653	2,448,975	2,495,163	2,694,513	3,001,111	3,375,720
<b>Uses of Funds</b>								
Expenditures								
Indirect	61,877	68,065	68,065	69,426	70,815	72,231	73,676	75,150
Operating	675,101	942,811	942,811	985,150	903,557	922,566	942,197	962,471
Capital	-	1,155,000	1,155,000	65,000	50,000	10,000	10,000	10,000
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	736,978	2,195,876	2,165,876	1,149,576	1,024,372	1,004,797	1,025,873	1,047,621
Debt Service								
Debt Service	115,025	115,025	115,025	115,024	115,024	57,512	-	-
Total Debt Service	115,025	115,025	115,025	115,024	115,024	57,512	-	-
<b>Total Uses of Funds</b>	852,003	2,310,901	2,280,901	1,264,600	1,139,396	1,062,309	1,025,873	1,047,621
<b>Ending Fund Balance</b>	\$ 2,130,543	847,234	1,157,752	1,184,375	1,355,767	1,632,204	1,975,238	2,328,099

City of Flagstaff  
Water Resource and Infrastructure Protection Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,100,097	1,251,900	1,437,465	1,506,960	1,666,725	1,695,655	1,706,085	1,697,007
Revenues								
Water Resource Protection Fee	1,186,818	1,290,154	1,251,147	1,263,658	1,276,295	1,289,058	1,301,949	1,314,968
Intergovernmental	20,536	-	-	3,077,200	-	-	-	-
Investment Earnings	35,253	13,000	52,469	30,139	17,000	17,000	17,000	17,000
Total Revenues	1,242,607	1,303,154	1,303,616	4,370,997	1,293,295	1,306,058	1,318,949	1,331,968
<b>Total Sources of Funds</b>	2,342,704	2,555,054	2,741,081	5,877,957	2,960,020	3,001,713	3,025,034	3,028,975
<b>Uses of Funds</b>								
Expenditures								
Indirect	78,968	86,865	86,865	89,037	91,263	93,545	95,884	98,281
Operating	643,788	873,122	873,122	3,948,089	898,959	927,987	958,007	989,053
Capital	-	100,000	100,000	-	100,000	100,000	100,000	100,000
Total Expenditures	722,756	1,059,987	1,059,987	4,037,126	1,090,222	1,121,532	1,153,891	1,187,334
Transfers Out								
Pension Debt Service	182,483	174,134	174,134	174,106	174,143	174,096	174,136	174,160
Total Transfers Out	182,483	174,134	174,134	174,106	174,143	174,096	174,136	174,160
<b>Total Uses of Funds</b>	905,239	1,234,121	1,234,121	4,211,232	1,264,365	1,295,628	1,328,027	1,361,494
<b>Ending Fund Balance</b>	\$ 1,437,465	1,320,933	1,506,960	1,666,725	1,695,655	1,706,085	1,697,007	1,667,481

City of Flagstaff  
General Obligation Bond Fund  
Five Year Plan 2025-2029

Schedule K: Fire Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ -	-	-	-	-	-	-	-
Transfers In								
Secondary Property Tax	8,263,950	5,602,333	5,602,333	11,085,460	8,958,976	9,306,472	9,702,241	10,133,636
Total Transfers In	8,263,950	5,602,333	5,602,333	11,085,460	8,958,976	9,306,472	9,702,241	10,133,636
<b>Total Sources of Funds</b>	8,263,950	5,602,333	5,602,333	11,085,460	8,958,976	9,306,472	9,702,241	10,133,636
<b>Uses of Funds</b>								
Debt Service								
Debt Service	7,406,790	5,602,333	5,602,333	11,085,460	8,958,976	9,306,472	9,702,241	10,133,636
Total Debt Service	7,406,790	5,602,333	5,602,333	11,085,460	8,958,976	9,306,472	9,702,241	10,133,636
Transfers Out								
Water Services	857,160	-	-	-	-	-	-	-
Total Transfers Out	857,160	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	8,263,950	5,602,333	5,602,333	11,085,460	8,958,976	9,306,472	9,702,241	10,133,636
<b>Ending Fund Balance</b>	\$ -	-	-	-	-	-	-	-

City of Flagstaff  
Secondary Property Tax Fund  
Five Year Plan 2025-2029

Schedule K: Fire Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 7,722,294	7,635,075	7,773,874	10,921,592	9,036,286	9,577,110	10,151,630	10,726,701
Revenues								
Secondary Property Taxes	8,236,365	8,633,802	8,633,802	9,091,154	9,454,800	9,832,992	10,226,312	10,635,364
Investment Earnings	79,165	38,000	116,249	109,000	45,000	48,000	51,000	54,000
Total Revenues	8,315,530	8,671,802	8,750,051	9,200,154	9,499,800	9,880,992	10,277,312	10,689,364
<b>Total Sources of Funds</b>	16,037,824	16,306,877	16,523,925	20,121,746	18,536,086	19,458,102	20,428,942	21,416,065
<b>Uses of Funds</b>								
Transfers Out								
GO Bonds	8,263,950	5,602,333	5,602,333	11,085,460	8,958,976	9,306,472	9,702,241	10,133,636
Total Transfers Out	8,263,950	5,602,333	5,602,333	11,085,460	8,958,976	9,306,472	9,702,241	10,133,636
<b>Total Uses of Funds</b>	8,263,950	5,602,333	5,602,333	11,085,460	8,958,976	9,306,472	9,702,241	10,133,636
<b>Ending Fund Balance</b>	\$ 7,773,874	10,704,544	10,921,592	9,036,286	9,577,110	10,151,630	10,726,701	11,282,429

City of Flagstaff  
Pension Debt Service Fund  
Five Year Plan 2025-2029

Schedule K: Fire Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 14,279,647	14,579,517	14,744,949	15,560,390	15,716,390	15,795,390	15,874,390	15,953,390
Revenues								
Investment Earnings	539,005	146,000	815,441	156,000	79,000	79,000	79,000	80,000
Total Revenues	539,005	146,000	815,441	156,000	79,000	79,000	79,000	80,000
Transfers In								
General Fund	8,667,957	8,271,346	8,271,346	8,270,038	8,271,782	8,269,576	8,271,452	8,272,590
Water Resource Protection Fund	182,483	174,134	174,134	174,106	174,143	174,096	174,136	174,160
Airport	273,725	261,200	261,200	261,159	261,214	261,145	261,204	261,240
Total Transfers In	9,124,165	8,706,680	8,706,680	8,705,303	8,707,139	8,704,817	8,706,792	8,707,990
<b>Total Sources of Funds</b>	23,942,817	23,432,197	24,267,070	24,421,693	24,502,529	24,579,207	24,660,182	24,741,380
<b>Uses of Funds</b>								
Debt Service	9,197,868	8,706,680	8,706,680	8,705,303	8,707,139	8,704,817	8,706,792	8,707,990
<b>Total Uses of Funds</b>	9,197,868	8,706,680	8,706,680	8,705,303	8,707,139	8,704,817	8,706,792	8,707,990
<b>Ending Fund Balance</b>	\$ 14,744,949	14,725,517	15,560,390	15,716,390	15,795,390	15,874,390	15,953,390	16,033,390

City of Flagstaff  
Perpetual Care Fund  
Five Year Plan 2025-2029

Schedule K: Fire Year Plans  
Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 390,972	405,274	413,182	438,008	457,468	477,531	493,329	509,395
Revenues								
Contributions	12,030	10,490	10,280	10,700	10,914	11,023	11,133	11,244
Investment Earnings	10,180	4,053	14,546	8,760	9,149	4,775	4,933	5,094
Total Revenues	22,210	14,543	24,826	19,460	20,063	15,798	16,066	16,338
<b>Total Sources of Funds</b>	413,182	419,817	438,008	457,468	477,531	493,329	509,395	525,733
<b>Uses of Funds</b>								
<b>Ending Fund Balance</b>	\$ 413,182	419,817	438,008	457,468	477,531	493,329	509,395	525,733



City of Flagstaff  
Capital Projects Fund  
Non-GO Bond Funded Projects  
Five Year Plan 2025-2029

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,800,392	1,765,392	1,769,784	3,744,784	-	-	-	-
Revenues								
Intergovernmental	153,408	622,912	968,505	4,380,538	7,309,295	7,183,326	6,994,375	8,969,553
Real Estate Proceeds	-	2,000,000	2,000,000	-	-	-	-	-
Investment Earnings	909	-	-	19,000	-	-	-	-
Miscellaneous	-	193,233	193,233	1,358,881	2,267,407	2,228,330	2,169,716	2,782,433
Other Financing Sources	250,000	250,000	-	-	47,450,000	5,061,000	50,000	-
Total Revenues	404,317	3,066,145	3,161,738	5,758,419	57,026,702	14,472,656	9,214,091	11,751,986
Transfers In								
General Fund	8,058	1,199,625	1,199,625	2,000,000	-	-	-	-
Transportation	-	1,439,438	1,438,528	1,027,166	1,713,912	1,684,376	1,640,068	2,103,217
Stormwater	444,364	1,896,830	1,582,429	188,415	314,386	308,968	300,841	385,797
Total Transfers In	452,422	4,535,893	4,220,582	3,215,581	2,028,298	1,993,344	1,940,909	2,489,014
<b>Total Sources of Funds</b>	2,657,131	9,367,430	9,152,104	12,718,784	59,055,000	16,466,000	11,155,000	14,241,000
<b>Uses of Funds</b>								
Expenditures								
Capital	887,347	5,627,038	5,407,320	12,718,784	59,055,000	16,466,000	11,155,000	14,241,000
Total Expenditures	887,347	5,627,038	5,407,320	12,718,784	59,055,000	16,466,000	11,155,000	14,241,000
<b>Total Uses of Funds</b>	887,347	5,627,038	5,407,320	12,718,784	59,055,000	16,466,000	11,155,000	14,241,000
<b>Ending Fund Balance</b>	\$ 1,769,784	3,740,392	3,744,784	-	-	-	-	-

City of Flagstaff  
Capital Projects Fund  
GO Bond Funded Projects  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,516,130	2,095,986	101,106	804,318	-	-	-	-
Revenues								
Bond Proceeds	4,097	27,886,505	21,444,894	23,147,499	23,129,907	7,592,088	126,361	-
Intergovernmental	28,229	1,693,680	2,051,580	5,806,000	2,670,610	720,000	-	-
Investment Earnings	81,807	-	116,635	-	-	-	-	-
Total Revenues	114,133	29,580,185	23,613,109	28,953,499	25,800,517	8,312,088	126,361	-
Transfers In								
General Fund	-	-	-	110,000	-	-	-	-
Transportation	-	-	-	5,404,985	159,464	-	-	-
Drinking Water	-	-	-	260,600	-	-	-	-
Wastewater	-	-	-	40,000	-	-	-	-
Stormwater	-	-	-	147,820	-	-	-	-
Total Transfers In	-	-	-	5,963,405	159,464	-	-	-
<b>Total Sources of Funds</b>	1,630,263	31,676,171	23,714,215	35,721,222	25,959,981	8,312,088	126,361	-
<b>Uses of Funds</b>								
Expenditures								
Operating	124,088	4,470,786	664,532	12,490,555	3,846,262	122,088	126,361	-
Capital	1,398,014	27,205,385	22,245,365	23,230,667	22,113,719	8,190,000	-	-
Total Expenditures	1,522,102	31,676,171	22,909,897	35,721,222	25,959,981	8,312,088	126,361	-
Transfers Out								
HURF	7,055	-	-	-	-	-	-	-
Total Transfers Out	7,055	-	-	-	-	-	-	-
<b>Total Uses of Funds</b>	1,529,157	31,676,171	22,909,897	35,721,222	25,959,981	8,312,088	126,361	-
<b>Ending Fund Balance</b>	\$ 101,106	-	804,318	-	-	-	-	-

City of Flagstaff  
Drinking Water Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 25,351,987	24,081,255	26,173,855	12,070,706	10,886,991	5,874,385	5,153,272	5,830,584
Revenues								
Intergovernmental	699,650	11,848,467	7,976,505	9,049,505	-	1,500,000	1,125,000	1,425,000
Drinking Water	17,556,298	18,241,157	19,279,351	21,720,242	19,775,053	19,974,962	20,176,988	20,381,160
Capacity Fees	672,646	681,750	1,874,500	1,442,738	1,442,738	1,442,738	1,442,738	1,442,738
Investment Earnings	712,018	240,813	910,440	241,414	217,740	58,744	51,533	58,306
Rents	35,204	5,150	20,000	5,150	5,150	5,150	5,150	5,150
Contributions	1,423,581	-	-	-	-	-	-	-
Miscellaneous	14,387	-	6,370	-	-	-	-	-
Other Financing Sources	-	-	-	3,000,000	3,625,000	6,500,000	-	3,000,000
<b>Total Revenues</b>	<b>21,113,784</b>	<b>31,017,337</b>	<b>30,067,166</b>	<b>35,459,049</b>	<b>25,065,681</b>	<b>29,481,594</b>	<b>22,801,409</b>	<b>26,312,354</b>
Transfers In								
Wastewater	1,214,018	1,448,307	1,407,774	1,716,392	1,653,001	1,599,885	1,548,658	1,721,453
Reclaimed Water	56,495	71,925	113,563	131,787	171,690	155,023	111,683	114,433
Stormwater	40,760	146,817	205,767	153,034	127,007	234,543	432,674	171,940
Debt Service	857,160	-	-	-	-	-	-	-
<b>Total Transfers In</b>	<b>2,168,433</b>	<b>1,667,049</b>	<b>1,727,104</b>	<b>2,001,213</b>	<b>1,951,698</b>	<b>1,989,451</b>	<b>2,093,015</b>	<b>2,007,826</b>
<b>Total Sources of Funds</b>	<b>48,634,204</b>	<b>56,765,641</b>	<b>57,968,125</b>	<b>49,530,968</b>	<b>37,904,370</b>	<b>37,345,430</b>	<b>30,047,696</b>	<b>34,150,764</b>
<b>Uses of Funds</b>								
Expenditures								
Indirect	1,921,131	1,852,911	1,852,911	1,871,400	1,890,100	1,909,000	1,928,100	1,947,400
Operating	12,605,001	12,937,928	13,645,964	14,600,891	11,580,499	11,849,399	12,126,347	12,411,611
Capital	4,779,105	29,650,690	28,549,040	18,539,988	16,385,000	15,737,305	7,830,000	11,955,000
Contingency	-	1,000,000	-	1,000,000	-	-	-	-
<b>Total Expenditures</b>	<b>19,305,237</b>	<b>45,441,529</b>	<b>44,047,915</b>	<b>36,012,279</b>	<b>29,855,599</b>	<b>29,495,704</b>	<b>21,884,447</b>	<b>26,314,011</b>
Debt Service	3,155,112	1,849,504	1,849,504	1,888,734	2,174,386	2,696,454	2,332,665	2,577,021
<b>Total Debt Service</b>	<b>3,155,112</b>	<b>1,849,504</b>	<b>1,849,504</b>	<b>1,888,734</b>	<b>2,174,386</b>	<b>2,696,454</b>	<b>2,332,665</b>	<b>2,577,021</b>
Transfers Out								
General Fund	-	-	-	482,364	-	-	-	-

City of Flagstaff  
Drinking Water Fund  
Five Year Plan 2025-2029

Schedule K: Fire Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Capital Projects Fund	-	-	-	260,600	-	-	-	-
Total Transfers Out	-	-	-	742,964	-	-	-	-
<b>Total Uses of Funds</b>	22,460,349	47,291,033	45,897,419	38,643,977	32,029,985	32,192,158	24,217,112	28,891,032
<b>Ending Fund Balance</b>	\$ 26,173,855	9,474,608	12,070,706	10,886,991	5,874,385	5,153,272	5,830,584	5,259,732

City of Flagstaff  
Wastewater Fund  
Five Year Plan 2025-2029

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 25,702,988	27,976,560	27,867,664	15,584,977	13,968,415	4,593,307	3,206,011	4,439,632
Revenues								
Wastewater	10,972,011	11,153,383	10,894,227	11,923,364	11,303,907	11,419,952	11,537,263	11,655,860
Capacity Fees	493,871	681,750	2,841,888	1,619,371	1,619,371	1,619,371	1,619,371	1,619,371
Investment Earnings	660,942	280,000	964,848	312,000	279,000	46,000	32,000	44,000
Miscellaneous	160,600	-	-	-	-	-	-	-
Other Financing Sources	-	10,000,000	-	-	-	3,000,000	-	-
Total Revenues	12,287,424	22,115,133	14,700,963	13,854,735	13,202,278	16,085,323	13,188,634	13,319,231
<b>Total Sources of Funds</b>	37,990,412	50,091,693	42,568,627	29,439,712	27,170,693	20,678,630	16,394,645	17,758,863
<b>Uses of Funds</b>								
Expenditures								
Indirect	669,824	659,406	659,406	666,000	672,660	679,387	686,181	693,043
Operating	4,644,193	5,048,380	5,048,380	5,347,559	4,708,317	4,808,285	4,911,103	5,016,866
Capital	1,502,572	32,914,827	17,685,640	4,526,104	13,557,000	8,162,000	2,472,000	5,767,000
Contingency	4,677	800,000	-	800,000	-	-	-	-
Total Expenditures	6,821,266	39,422,613	23,393,426	11,339,663	18,937,977	13,649,672	8,069,284	11,476,909
Debt Service	2,087,464	2,982,450	2,182,450	1,997,958	1,986,408	2,223,062	2,337,071	700,597
Total Debt Service	2,087,464	2,982,450	2,182,450	1,997,958	1,986,408	2,223,062	2,337,071	700,597
Transfers Out								
Drinking Water	1,214,018	1,448,307	1,407,774	1,716,392	1,653,001	1,599,885	1,548,658	1,721,453
General Fund	-	-	-	377,284	-	-	-	-
Capital Projects Fund	-	-	-	40,000	-	-	-	-
Total Transfers Out	1,214,018	1,448,307	1,407,774	2,133,676	1,653,001	1,599,885	1,548,658	1,721,453
<b>Total Uses of Funds</b>	10,122,748	43,853,370	26,983,650	15,471,297	22,577,386	17,472,619	11,955,013	13,898,959
<b>Ending Fund Balance</b>	\$ 27,867,664	6,238,323	15,584,977	13,968,415	4,593,307	3,206,011	4,439,632	3,859,904

City of Flagstaff  
Reclaimed Water Fund  
Five Year Plan 2025-2029

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 2,886,454	3,358,471	3,351,336	2,815,619	2,519,588	1,010,243	246,918	274,704
Revenues								
Reclaimed Water	881,884	1,021,539	1,201,000	1,141,919	1,032,282	1,032,658	1,033,047	1,033,450
Investment Earnings	79,451	33,585	125,354	56,312	50,392	10,102	2,469	2,747
Other Financing Sources	-	-	-	-	1,500,000	1,200,000	-	-
<b>Total Revenues</b>	<b>961,335</b>	<b>1,055,124</b>	<b>1,326,354</b>	<b>1,198,231</b>	<b>2,582,674</b>	<b>2,242,760</b>	<b>1,035,516</b>	<b>1,036,197</b>
<b>Total Sources of Funds</b>	<b>3,847,789</b>	<b>4,413,595</b>	<b>4,677,690</b>	<b>4,013,850</b>	<b>5,102,262</b>	<b>3,253,003</b>	<b>1,282,434</b>	<b>1,310,901</b>
<b>Uses of Funds</b>								
Expenditures								
Indirect Costs	77,586	85,345	85,345	86,198	87,060	87,931	88,810	89,698
Operating	295,070	624,261	624,261	539,643	438,269	447,131	456,237	465,598
Capital	67,302	2,342,322	1,038,902	686,634	3,275,000	2,100,000	135,000	135,000
Contingency	-	50,000	-	50,000	-	-	-	-
<b>Total Expenditures</b>	<b>439,958</b>	<b>3,101,928</b>	<b>1,748,508</b>	<b>1,362,475</b>	<b>3,800,329</b>	<b>2,635,062</b>	<b>680,047</b>	<b>690,296</b>
Debt Service	-	-	-	-	120,000	216,000	216,000	216,000
<b>Total Debt Service</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>	<b>216,000</b>	<b>216,000</b>	<b>216,000</b>
Transfers Out								
Drinking Water	56,495	71,925	113,563	131,787	171,690	155,023	111,683	114,433
<b>Total Transfers Out</b>	<b>56,495</b>	<b>71,925</b>	<b>113,563</b>	<b>131,787</b>	<b>171,690</b>	<b>155,023</b>	<b>111,683</b>	<b>114,433</b>
<b>Total Uses of Funds</b>	<b>496,453</b>	<b>3,173,853</b>	<b>1,862,071</b>	<b>1,494,262</b>	<b>4,092,019</b>	<b>3,006,085</b>	<b>1,007,730</b>	<b>1,020,729</b>
<b>Ending Fund Balance</b>	<b>\$ 3,351,336</b>	<b>1,239,742</b>	<b>2,815,619</b>	<b>2,519,588</b>	<b>1,010,243</b>	<b>246,918</b>	<b>274,704</b>	<b>290,172</b>

City of Flagstaff  
Stormwater Fund  
Five Year Plan 2025-2029

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ (9,274,815)	9,460,522	(10,138,303)	6,026,357	961,823	(2,122,088)	(9,292,004)	(7,823,022)
Revenues								
Intergovernmental	3,195,428	5,384,041	9,810,069	1,321,059	1,117,483	1,540,356	2,726,006	271,471
Stormwater	4,694,775	5,285,890	5,500,803	6,216,135	7,025,499	7,940,990	8,976,530	9,512,489
Investment Earnings	-	94,605	227,290	120,527	19,236	-	-	-
Other Financing Sources	-	16,000,000	19,000,000	16,000,000	-	4,192,431	3,846,415	961,154
Miscellaneous	166,176	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>8,056,379</b>	<b>26,764,536</b>	<b>34,538,162</b>	<b>23,657,721</b>	<b>8,162,218</b>	<b>13,673,777</b>	<b>15,548,951</b>	<b>10,745,114</b>
<b>Total Sources of Funds</b>	<b>(1,218,436)</b>	<b>36,225,058</b>	<b>24,399,859</b>	<b>29,684,078</b>	<b>9,124,041</b>	<b>11,551,689</b>	<b>6,256,947</b>	<b>2,922,092</b>
<b>Uses of Funds</b>								
Expenditures								
Indirect	268,511	295,362	295,362	302,746	310,315	318,073	326,025	334,176
Operating	2,166,511	3,627,124	3,945,028	1,989,219	1,979,409	2,036,287	2,094,907	2,155,328
Capital	5,698,042	22,491,259	10,983,234	22,478,068	3,778,592	14,967,565	7,639,985	1,900,367
Contingency	-	2,000,000	-	819,721	2,093,290	-	-	-
<b>Total Expenditures</b>	<b>8,133,064</b>	<b>28,413,745</b>	<b>15,223,624</b>	<b>25,589,754</b>	<b>8,161,606</b>	<b>17,321,925</b>	<b>10,060,917</b>	<b>4,389,871</b>
Debt Service	301,679	2,644,182	1,361,682	2,643,232	2,643,130	2,978,257	3,285,537	3,361,829
Transfers Out								
Drinking Water	40,760	146,817	205,767	153,034	127,007	234,543	432,674	171,940
Capital Projects	444,364	1,896,830	1,582,429	336,235	314,386	308,968	300,841	385,797
<b>Total Transfers Out</b>	<b>485,124</b>	<b>2,043,647</b>	<b>1,788,196</b>	<b>489,269</b>	<b>441,393</b>	<b>543,511</b>	<b>733,515</b>	<b>557,737</b>
<b>Total Uses of Funds</b>	<b>8,919,867</b>	<b>33,101,574</b>	<b>18,373,502</b>	<b>28,722,255</b>	<b>11,246,129</b>	<b>20,843,693</b>	<b>14,079,969</b>	<b>8,309,437</b>
<b>Ending Fund Balance</b>	<b>\$ (10,138,303)</b>	<b>3,123,484</b>	<b>6,026,357</b>	<b>961,823</b>	<b>(2,122,088)</b>	<b>(9,292,004)</b>	<b>(7,823,022)</b>	<b>(5,387,345)</b>

City of Flagstaff  
Solid Waste Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 24,420,810	27,574,167	24,256,207	18,040,706	15,864,508	17,531,035	17,786,688	21,162,110
Revenues								
Solid Waste	14,079,747	14,546,081	14,346,355	14,630,761	15,140,041	15,440,271	15,746,481	16,058,788
Intergovernmental Revenues	-	-	2,440,000	-	-	-	-	-
Investment Earnings	778,804	294,563	878,280	361,000	159,000	175,000	178,000	211,000
Miscellaneous	3,126	-	-	9,000	9,000	9,000	9,000	9,000
Other Financing Sources	-	-	-	-	-	-	8,000,000	-
<b>Total Revenues</b>	<b>14,861,677</b>	<b>14,840,644</b>	<b>17,664,635</b>	<b>15,000,761</b>	<b>15,308,041</b>	<b>15,624,271</b>	<b>23,933,481</b>	<b>16,278,788</b>
Transfers In								
Tourism	63,570	126,570	126,570	126,570	126,570	126,570	126,570	126,570
<b>Total Transfers In</b>	<b>63,570</b>	<b>126,570</b>	<b>126,570</b>	<b>126,570</b>	<b>126,570</b>	<b>126,570</b>	<b>126,570</b>	<b>126,570</b>
<b>Total Sources of Funds</b>	<b>39,346,057</b>	<b>42,541,381</b>	<b>42,047,412</b>	<b>33,168,037</b>	<b>31,299,119</b>	<b>33,281,876</b>	<b>41,846,739</b>	<b>37,567,468</b>
<b>Uses of Funds</b>								
Expenditures								
Indirect	1,393,710	1,533,081	1,533,081	1,571,408	1,610,693	1,650,960	1,692,234	1,734,540
Operating	10,862,789	9,755,768	10,185,768	10,708,710	10,581,875	10,804,875	11,034,208	11,270,079
Capital	2,514,089	14,797,179	11,470,033	4,115,000	1,255,000	2,715,000	6,995,000	7,110,000
Contingency	-	500,000	500,000	500,000	-	-	-	-
<b>Total Expenditures</b>	<b>14,770,588</b>	<b>26,586,028</b>	<b>23,688,882</b>	<b>16,895,118</b>	<b>13,447,568</b>	<b>15,170,835</b>	<b>19,721,442</b>	<b>20,114,619</b>
Debt Service	215,737	217,794	217,794	219,719	216,569	218,344	855,044	857,669
Transfers Out:								
General Fund	-	-	-	86,737	-	-	-	-
SEMS	103,525	109,341	100,030	101,955	103,947	106,009	108,143	110,352
<b>Total Transfers Out</b>	<b>103,525</b>	<b>109,341</b>	<b>100,030</b>	<b>188,692</b>	<b>103,947</b>	<b>106,009</b>	<b>108,143</b>	<b>110,352</b>
<b>Total Uses of Funds</b>	<b>15,089,850</b>	<b>26,913,163</b>	<b>24,006,706</b>	<b>17,303,529</b>	<b>13,768,084</b>	<b>15,495,188</b>	<b>20,684,629</b>	<b>21,082,640</b>
<b>Ending Fund Balance</b>	<b>\$ 24,256,207</b>	<b>15,628,218</b>	<b>18,040,706</b>	<b>15,864,508</b>	<b>17,531,035</b>	<b>17,786,688</b>	<b>21,162,110</b>	<b>16,484,828</b>



City of Flagstaff  
Sustainability and Environmental Management Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 1,975,688	2,083,118	2,090,706	1,746,180	1,175,239	1,283,342	1,416,534	1,586,163
Revenues								
Environmental Management	1,212,211	1,286,587	1,292,503	1,324,795	1,373,943	1,419,587	1,469,540	1,502,660
Intergovernmental	2,500	7,733,018	7,644,361	15,914,773	10,373,333	10,333,334	10,000,000	10,000,000
Investment Earnings	64,866	21,000	72,908	35,000	24,000	13,000	14,000	16,000
Electric Vehicle Charging Stations	-	-	-	30,000	30,300	30,603	30,909	31,218
Miscellaneous	1,269	-	-	-	-	-	-	-
Total Revenues	1,280,846	9,040,605	9,009,772	17,304,568	11,801,576	11,796,524	11,514,449	11,549,878
Transfers In								
General Fund	170,076	1,453,073	1,324,730	258,555	151,042	125,085	129,463	133,994
Beautification	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Solid Waste	103,525	109,341	100,030	101,955	103,947	106,009	108,143	110,352
Total Transfers In	303,601	1,592,414	1,454,760	390,510	284,989	261,094	267,606	274,346
<b>Total Sources of Funds</b>	3,560,135	12,716,137	12,555,238	19,441,258	13,261,804	13,340,960	13,198,589	13,410,387
<b>Uses of Funds</b>								
Expenditures								
Indirect	255,228	201,007	201,007	206,032	211,183	216,463	221,875	227,422
Operating	1,214,201	10,825,051	10,608,051	17,917,603	11,767,279	11,707,963	11,390,551	11,433,492
Capital	-	-	-	49,000	-	-	-	-
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	1,469,429	11,056,058	10,809,058	18,202,635	11,978,462	11,924,426	11,612,426	11,660,914
Transfers Out								
General Fund	-	-	-	63,384	-	-	-	-
Total Transfers Out	-	-	-	63,384	-	-	-	-
<b>Total Uses of Funds</b>	1,469,429	11,056,058	10,809,058	18,266,019	11,978,462	11,924,426	11,612,426	11,660,914
<b>Ending Fund Balance</b>	\$ 2,090,706	1,660,079	1,746,180	1,175,239	1,283,342	1,416,534	1,586,163	1,749,473

City of Flagstaff  
Airport Fund  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 821,318	1,396,853	1,108,591	1,213,175	1,934,722	1,211,642	566,958	373,513
Revenues								
Intergovernmental	4,648,616	24,831,207	23,380,926	17,934,552	15,627,495	5,670,000	1,350,000	2,627,075
Airport	1,161,660	1,193,020	1,166,310	1,183,510	1,201,260	1,219,280	1,237,570	1,237,570
Rents	912,946	985,534	911,019	898,747	912,249	925,951	939,847	1,285,460
Passenger Facility Charges	496	380,000	-	350,000	350,000	350,000	350,000	350,000
Parking	7	893,520	551,578	562,610	573,862	585,339	597,046	608,987
Investment Earnings	32,024	14,000	44,369	24,000	39,000	13,000	9,000	5,000
Miscellaneous	(19,654)	1,000	23,357	26,000	26,000	26,000	26,000	26,000
Total Revenues	6,736,095	28,298,281	26,077,559	20,979,419	18,729,866	8,789,570	4,509,463	6,140,092
Transfers In								
General Fund	-	-	-	297,425	297,425	297,425	297,425	297,425
Tourism	-	-	-	104,000	107,640	111,407	115,306	119,342
Total Transfers In	-	-	-	401,425	405,065	408,832	412,731	416,767
<b>Total Sources of Funds</b>	7,557,413	29,695,134	27,186,150	22,594,019	21,069,653	10,410,044	5,489,152	6,930,372
<b>Uses of Funds</b>								
Expenditures								
Indirect Costs	420,406	399,927	399,927	409,925	420,173	430,677	441,444	441,444
Operating	3,999,508	7,975,668	8,775,668	3,741,622	2,791,624	2,851,264	2,912,991	2,976,879
Capital	1,523,447	17,267,514	14,826,118	16,030,722	16,385,000	6,300,000	1,500,000	2,750,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	5,943,361	25,743,109	24,001,713	20,282,269	19,596,797	9,581,941	4,854,435	6,168,323
Debt Service								
Debt Service	231,736	231,736	231,736	115,869	-	-	-	-
Total Debt Service	231,736	231,736	231,736	115,869	-	-	-	-

City of Flagstaff  
 Airport Fund  
 Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Transfers Out								
General Fund	-	1,478,326	1,478,326	-	-	-	-	-
Debt Service - Pension	273,725	261,200	261,200	261,159	261,214	261,145	261,204	261,240
Total Transfers Out	273,725	1,739,526	1,739,526	261,159	261,214	261,145	261,204	261,240
<b>Total Uses of Funds</b>	6,448,822	27,714,371	25,972,975	20,659,297	19,858,011	9,843,086	5,115,639	6,429,563
<b>Ending Fund Balance</b>	\$ 1,108,591	1,980,763	1,213,175	1,934,722	1,211,642	566,958	373,513	500,809

City of Flagstaff  
Flagstaff Housing Authority  
Five Year Plan 2025-2029

Schedule K: Five Year Plans

	Actual 2022-2023	Budget 2023-2024	Estimate 2023 -2024	Budget 2024 - 2025	2025 - 2026	2026 - 2027	2027-2028	2028- 2029
<b>Sources of Funds</b>								
<b>Beginning Fund Balance</b>	\$ 2,063,044	2,409,280	2,395,673	2,627,329	3,022,078	3,507,103	4,088,073	4,770,968
Revenues								
Intergovernmental	7,067,035	10,339,071	9,337,821	11,184,337	10,442,135	10,709,354	10,985,060	11,269,580
Rents and Other Tenant Income	1,715,691	1,700,000	1,700,000	1,750,000	1,837,500	1,929,375	2,025,844	2,127,136
Miscellaneous	839,548	707,093	707,093	881,046	892,825	904,831	917,066	929,538
Total Revenue	9,622,274	12,746,164	11,744,914	13,815,383	13,172,460	13,543,560	13,927,970	14,326,254
<b>Total Sources of Funds</b>	11,685,318	15,155,444	14,140,587	16,442,712	16,194,538	17,050,663	18,016,043	19,097,222
<b>Uses of Funds</b>								
Operating Expenditures								
Low Income Public Housing	2,288,039	2,443,933	2,345,563	2,463,008	2,500,377	2,538,568	2,577,601	2,617,504
Section 8, MRO, SRO and VASH	6,572,136	7,837,715	7,837,715	8,543,158	8,716,914	8,894,290	9,075,365	9,260,221
Non-HUD Program	(52,631)	133,887	133,887	43,172	44,029	44,909	45,812	46,742
FHC Pass Thru	304,830	206,093	206,093	380,046	386,615	393,348	400,248	407,321
Contingency	-	1,001,250	-	1,001,250	-	-	-	-
Total Expenditures	9,112,374	11,622,878	10,523,258	12,430,634	11,647,935	11,871,115	12,099,026	12,331,788
Capital Expenditures	177,271	990,000	990,000	990,000	1,039,500	1,091,475	1,146,049	1,203,351
<b>Total Uses of Funds</b>	9,289,645	12,612,878	11,513,258	13,420,634	12,687,435	12,962,590	13,245,075	13,535,139
<b>Ending Fund Balance</b>	\$ 2,395,673	2,542,566	2,627,329	3,022,078	3,507,103	4,088,073	4,770,968	5,562,083

## 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.

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## 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.

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Section 011 - City Manager					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,189,495	\$ 757,326	\$ 757,326	\$ 777,364	\$ 20,038
Contractuals	487,521	20,177	20,177	61,403	41,226
Commodities	12,764	-	-	-	-
Capital	1,749	-	-	-	-
<b>Total</b>	<b>\$ 1,691,529</b>	<b>\$ 777,503</b>	<b>\$ 777,503</b>	<b>\$ 838,767</b>	<b>\$ 61,264</b>
Expenditures by Program:					
General Administration	\$ 1,501,882	\$ 777,503	\$ 777,503	\$ 838,767	\$ 61,264
Disability Awareness	143	-	-	-	-
Public Information	26	-	-	-	-
Communications	58,904	-	-	-	-
City Clerk	(189)	-	-	-	-
Minimum Wage Compliance	11,567	-	-	-	-
Indigenous	83,629	-	-	-	-
Neighborhood Liaison	35,567	-	-	-	-
<b>Total</b>	<b>\$ 1,691,529</b>	<b>\$ 777,503</b>	<b>\$ 777,503</b>	<b>\$ 838,767</b>	<b>\$ 61,264</b>
General Fund				\$ 463,281	
Library Fund				64,521	
Highway User Revenue Fund				53,878	
Parking District Fund				4,259	
Water Resource and Infrastructure Protection				9,941	
Water Services Fund				122,559	
Stormwater Fund				8,289	
Solid Waste Fund				75,987	
SEMS Fund				10,527	
Airport Fund				25,525	
				<b>\$ 838,767</b>	
Commentary:					
The City Manager operating budget has increased by 8%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merits and benefit increases. The contractuals increase of 204% is mainly due to an increase in travel and registration costs. There are no commodities. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	1	0	0	0	0
City Clerk	1	0	0	0	0
City Manager	1	1	1	0	1
City Records Coordinator	1	0	0	0	0
Community Engagement Specialist	1	0	0	0	0
Coordinator for Indigenous Initiatives	1	0	0	0	0
Deputy City Clerk	1	0	0	0	0
Deputy City Manager	1	1	1	0	1
Deputy City Manager Senior	1	1	1	0	1
Executive Assistant I	1	0	0	0	0
Executive Assistant to Mayor and Council	1	0	0	0	0
Management Analyst	2	0	0	0	0
Public Affairs Director	1	0	0	0	0
<b>Total</b>	<b>14</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>

New Personnel:	None
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Capital:	None
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## **Mission**

The mission of the Human Resources team is to foster a culture of collaboration, innovation, equity, and transparency.

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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.

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Section 012 - Human Resources					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 971,077	\$ 1,242,051	\$ 1,242,051	\$ 1,404,113	\$ 162,062
Contractuals	148,686	252,345	252,345	212,029	(40,316)
Commodities	93,100	82,221	82,221	164,896	82,675
<b>Total</b>	<b>\$ 1,212,863</b>	<b>\$ 1,576,617</b>	<b>\$ 1,576,617</b>	<b>\$ 1,781,038</b>	<b>\$ 204,421</b>
Expenditures by Program:					
General Administration	\$ 489,208	\$ 663,815	\$ 663,815	\$ 805,411	\$ 141,596
Recruitment and Selection	248,884	246,994	246,994	337,256	90,262
Benefits	213,996	279,551	279,551	168,483	(111,068)
Compensation and Classification	58,773	126,668	126,668	120,470	(6,198)
Employee Training and Counseling	201,923	255,443	255,443	345,272	89,829
Diversity Awareness	79	708	708	708	-
Disability Awareness	-	3,438	3,438	3,438	-
<b>Total</b>	<b>\$ 1,212,863</b>	<b>\$ 1,576,617</b>	<b>\$ 1,576,617</b>	<b>\$ 1,781,038</b>	<b>\$ 204,421</b>
Source of Funding:					
General Fund				\$ 1,428,393	
Library Fund				72,933	
Highway User Revenue Fund				48,338	
Parking District Fund				8,227	
Water Resource and Infrastructure Protection				10,786	
Water Services Fund				107,109	
Stormwater Fund				6,830	
Solid Waste Fund				64,430	
SEMS Fund				13,874	
Airport Fund				20,118	
				<b>\$ 1,781,038</b>	
Commentary:					
The Human Resources operating budget has increased by 13%. There are no capital expenditures. The personnel services increase of 13% is mainly due to merits, benefit increases, and the addition of 1.0 FTE Human Resources Analyst. The contractuals decrease of 16% is mainly due to a decrease in medical fees, education and training, and miscellaneous services. Commodities increased by 101% mainly due to computer software for the new onboarding module and the online interviewing platform . There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	1	1	0	0	0
Classification and Compensation Program Manager	0	1	1	0	1
Deputy Human Resources Director	0	0	0	1	1
Human Resources Analyst	3	3	3	1	4
Human Resources Analyst Senior	0	0	1	0	1
Human Resources and Risk Management Director	1	1	1	0	1
Human Resources Generalist	2	2	2	0	2
Human Resources Manager	2	2	1	0	1
Human Resources Recruiter	1	1	1	0	1
Recruitment Manager	0	0	1	(1)	0
Senior Administrative Specialist	0	0	1	0	1
<b>Total</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>1</b>	<b>13</b>

New Personnel:					
Title	FTE	Total \$ 2024-2025	Potential Offset	Net Cost 2024-2025	Future Cost
Human Resources Analyst	1	\$ 112,686	\$ -	\$ 112,686	\$ 112,686

Capital:	None
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**New Personnel:**

Title	FTE	Total \$ 2024-2025	Potential Offset	Net Cost 2024-2025	Future Cost
Human Resources Analyst	1	\$ 112,686	\$ -	\$ 112,686	\$ 112,686

**Capital:**

None

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## **Mission**

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

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## **Program Description**

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

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Section 013 - Risk Management					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 231,437	\$ 234,648	\$ 234,648	\$ 260,603	\$ 25,955
Contractuals	18,460	25,200	25,200	34,393	9,193
Commodities	10,098	4,334	10,098	4,334	-
<b>Total</b>	<b>\$ 259,995</b>	<b>\$ 264,182</b>	<b>\$ 269,946</b>	<b>\$ 299,330</b>	<b>\$ 35,148</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 259,995	\$ 264,182	\$ 269,946	\$ 299,330	\$ 35,148
<b>Total</b>	<b>\$ 259,995</b>	<b>\$ 264,182</b>	<b>\$ 269,946</b>	<b>\$ 299,330</b>	<b>\$ 35,148</b>
<b>Source of Funding:</b>					
General Fund				\$ 212,989	
Library Fund				14,238	
Highway User Revenue Fund				11,618	
Transportation Fund				954	
Parking District Fund				1,682	
Water Resource and Infrastructure Protection				1,876	
Water Services Fund				29,428	
Stormwater Fund				2,039	
Solid Waste Fund				18,898	
SEMS Fund				2,544	
Airport Fund				3,064	
				<b>\$ 299,330</b>	
<b>Commentary:</b>					
The Risk Management operating budget has increased by 13%. There are no capital expenditures. The personnel services increase of 11% is mainly due to merits and benefit increases. The contractuals increase of 36% is mainly due to an increase in medical fees. Commodities has not changed from the previous year. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Risk Management Director	1	1	1	0	1
Risk Management Specialist	1	1	1	0	1
Total	2	2	2	0	2

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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## **Mission**

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

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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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Section 014 - Information Technology					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,942,758	\$ 2,345,805	\$ 2,345,805	\$ 2,736,559	\$ 390,754
Contractuals	1,068,002	1,458,881	1,458,881	1,161,393	(297,488)
Commodities	1,340,018	2,512,104	2,512,104	1,322,805	(1,189,299)
Capital	-	16,260,000	16,260,000	75,000	(16,185,000)
<b>Total</b>	<b>\$ 4,350,778</b>	<b>\$ 22,576,790</b>	<b>\$ 22,576,790</b>	<b>\$ 5,295,757</b>	<b>\$ (17,281,033)</b>
Expenditures by Program:					
General Administration	\$ 394,345	\$ 489,495	\$ 489,495	\$ 530,159	\$ 40,664
Applications	966,783	1,275,838	1,275,838	1,087,907	(187,931)
Systems	514,215	608,781	608,781	1,063,256	454,475
Services	599,987	791,716	791,716	668,170	(123,546)
Network	585,762	1,665,575	1,665,575	691,237	(974,338)
GIS	519,270	445,641	445,641	524,706	79,065
IT Non Departmental	597,757	817,303	817,303	482,303	(335,000)
Telecom	71,930	171,026	171,026	78,019	(93,007)
Security	100,729	311,415	311,415	170,000	(141,415)
IT Fiber Grant	-	16,000,000	16,000,000	-	(16,000,000)
<b>Total</b>	<b>\$ 4,350,778</b>	<b>\$ 22,576,790</b>	<b>\$ 22,576,790</b>	<b>\$ 5,295,757</b>	<b>\$ (17,281,033)</b>
Source of Funding:					
General Fund				\$ 4,206,649	
Library Fund				109,493	
Highway User Revenue Fund				194,783	
Parking District Fund				23,359	
Water Resource and Infrastructure Protection				30,624	
Water Services Fund				319,972	
Stormwater Fund				61,591	
Solid Waste Fund				238,109	
SEMS Fund				54,056	
Airport Fund				57,121	
				<b>\$ 5,295,757</b>	
Commentary:					
The Information Technology operating budget has decreased by 17%. There are capital expenditures of \$75,000, resulting in an overall net decrease of 77%. The personnel services increase of 17% is mainly due to merits, market adjustments, and benefit increases. The contractuals decrease of 20% is mainly due to a decrease in maintenance for computer equipment for application modernization. Commodities decreased by 47% mainly due to a decrease in computer equipment for network and infrastructure replacements and fiber funding. There are capital expenditures (\$5,000) for conference room improvements (\$75,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Deputy IT Director	1	1	1	0	1
IT Administrator	6	7	7	0	7
IT Analyst	4	5	5	0	5
IT Director	1	1	1	0	1
GIS Analyst I	0	0	1	0	1
IT Information Security Officer	1	0	0	0	0
IT Manager	3	3	3	0	3
IT Specialist	2	2	1	0	1
IT Supervisor	0	0	1	0	1
IT Technician	1	1	1	0	1
<b>Total</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>0</b>	<b>21</b>

New Personnel:	None
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<b>Capital:</b>	
Description	Amount
Conference Room Improvements	\$ 75,000
	<u>\$ 75,000</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 Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 2,297,200	\$ 2,491,367	\$ 2,491,367	\$ 2,564,883	\$ 73,516
Contractuals	60,075	87,085	87,085	87,448	363
Commodities	24,544	47,880	47,880	35,955	(11,925)
<b>Total</b>	<b>\$ 2,381,819</b>	<b>\$ 2,626,332</b>	<b>\$ 2,626,332</b>	<b>\$ 2,688,286</b>	<b>\$ 61,954</b>
Expenditures by Program:					
General Administration	\$ 171,102	\$ 201,285	\$ 201,285	\$ 202,913	\$ 1,628
Council and Department Support	1,145,400	1,221,584	1,221,584	1,285,999	64,415
Police Court	1,065,317	1,197,763	1,197,763	1,192,874	(4,889)
Victim's Rights Grant	-	5,700	5,700	6,500	800
<b>Total</b>	<b>\$ 2,381,819</b>	<b>\$ 2,626,332</b>	<b>\$ 2,626,332</b>	<b>\$ 2,688,286</b>	<b>\$ 61,954</b>
Source of Funding:					
General Fund				\$ 2,233,812	
Library Fund				50,065	
Highway User Revenue Fund				54,272	
Transportation Fund				54,349	
Parking District Fund				6,768	
Water Resource and Infrastructure Protection				5,995	
Water Services Fund				152,735	
Stormwater Fund				11,210	
Solid Waste Fund				102,829	
SEMS Fund				8,855	
Airport Fund				7,396	
				<b>\$ 2,688,286</b>	
Commentary:					
The City Attorney's operating budget has increased by 2%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merits, benefit increases, and the reclassification of an Assistant City Attorney III to a Deputy City Prosecutor. Contractuals remained relatively flat. Commodities decreased by 25% due one-time software upgrade expenditures in the prior year. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Assistant City Attorney III	4	4	4	(1)	3
City Attorney	1	1	1	0	1
City Prosecutor	1	1	1	0	1
Deputy City Attorney	1	1	1	0	1
Deputy City Prosecutor	0	0	0	1	1
Executive Assistant I	1	1	1	0	1
Executive Assistant II	1	1	1	0	1
Legal Specialist	2	2	2	0	2
Senior Assistant City Attorney III	4	4	4	0	4
Victim Services Specialist	2	2	2	0	2
Water Attorney	1	1	1	(1)	0
<b>Total</b>	<b>18</b>	<b>18</b>	<b>18</b>	<b>(1)</b>	<b>17</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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### **Mission**

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

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### **Program Description**

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

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Section 016 - Municipal Court					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 2,470,193	\$ 2,951,957	\$ 2,951,957	\$ 2,981,123	\$ 29,166
Contractuals	1,110,502	1,209,453	1,209,453	1,157,769	(51,684)
Commodities	54,625	60,285	60,285	98,445	38,160
<b>Total</b>	<b>\$ 3,635,320</b>	<b>\$ 4,221,695</b>	<b>\$ 4,221,695</b>	<b>\$ 4,237,337</b>	<b>\$ 15,642</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 1,007,340	\$ 1,058,670	\$ 1,058,670	\$ 1,071,023	\$ 12,353
Court Services	942,114	1,295,600	1,295,600	1,074,978	(220,622)
Record Management	3,175	1,000	1,000	6,000	5,000
Court Enforcement	380,684	457,949	457,949	443,359	(14,590)
Warrant Division	330,099	270,229	270,229	272,188	1,959
Court Operations	370,655	395,343	395,343	698,371	303,028
Judicial Services	601,253	742,904	742,904	671,418	(71,486)
<b>Total</b>	<b>\$ 3,635,320</b>	<b>\$ 4,221,695</b>	<b>\$ 4,221,695</b>	<b>\$ 4,237,337</b>	<b>\$ 15,642</b>
<b>Source of Funding:</b>					
General Fund				\$ 4,237,337	
				<b>\$ 4,237,337</b>	
<b>Commentary:</b>					
The Municipal Court operating budget has remained relatively flat. There are no capital expenditures. The personnel services increase of 1% is mainly due to merits, benefit increases, and a reclassification of 1.0 FTE Court Interpreter. The contractuals decrease of 4% is mainly due to a one-time expense in the prior year for security services. Commodities increased by 63% mainly due to an increase in audio equipment. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Collection Specialist	3	2	2	0	2
Court Administrator	1	1	1	0	1
Court Assistant	3	3	0	0	0
Court Generalist	0	2	2	0	2
Court Finance Specialist	1	0.80	0.80	0.00	0.80
Court Information Systems Coordinator	2	2	2	0	2
Court Interpreter	1	1	1	0	1
Court Judicial Specialist I	1.75	1.75	4.75	0	4.75
Court Judicial Specialist II	6.50	5.50	5.50	0	5.50
Court Judicial Specialist III	0	2	2	0	2
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Jury Services Specialist	1	0	0	0	0
Magistrate	2	2	2	0	2
On-Call Magistrate	0.50	0.50	0.50	0	0.70
Presiding Magistrate	1	1	1	0	1
Probation Service Specialist	1	1	1	0	1
Warrant Officer	2	1	1	0	1
<b>Total</b>	<b>29.55</b>	<b>29.55</b>	<b>29.55</b>	<b>0.20</b>	<b>29.75</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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## Mission

The mission of the **Communication and Civic Engagement** 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.

The mission of the **Public Affairs program** is to enhance public transparency and accessibility of City activities and foster clear, consistent communication with the public; assist the Mayor, City Council and all City divisions 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.

The mission of the **City Clerk section** 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.

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## Program Description

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

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

- **Communications** – Providing accurate and proactive information regarding any City matters
  - **Intergovernmental Affairs** – Furthers Council's state and federal priorities through legislative efforts
  - **Neighborhood Liaison** – Joint position shared by City and Northern Arizona University to improve relationships and address concerns of long-time residents and students
  - **Coordinator for Indigenous Initiatives** – 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
  - **Mayor and Council Support** - provide support and assistance to the Mayor and Councilmembers, including administrative support, research, and special projects
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Section 017 - Communication and Civic Engagement					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 398,647	\$ 1,069,350	\$ 1,069,350	\$ 1,053,717	\$ (15,633)
Contractuals	269,193	885,715	885,715	860,207	(25,508)
Commodities	7,030	23,946	23,946	30,886	6,940
<b>Total</b>	<b>\$ 674,870</b>	<b>\$ 1,979,011</b>	<b>\$ 1,979,011</b>	<b>\$ 1,944,810</b>	<b>\$ (34,201)</b>
Expenditures by Program:					
Communications	\$ -	\$ 89,370	\$ 89,370	\$ 106,565	\$ 17,195
City Clerk	456,110	484,114	484,114	1,101,698	617,584
Elections	218,711	290,000	290,000	300,000	10,000
Minimum Wage Compliance	-	39,885	39,885	40,341	456
Indigenous	-	47,720	47,720	10,500	(37,220)
Neighborhood Liaison	-	1,500	1,500	1,500	-
Public Affairs	49	1,026,422	1,026,422	384,206	(642,216)
<b>Total</b>	<b>\$ 674,870</b>	<b>\$ 1,979,011</b>	<b>\$ 1,979,011</b>	<b>\$ 1,944,810</b>	<b>\$ (34,201)</b>
Source of Funding:					
General Fund				\$ 1,841,564	
Library Fund				16,884	
Highway User Revenue Fund				13,815	
Transportation Fund				1,144	
Parking District Fund				1,998	
Water Resource and Infrastructure Protection				2,222	
Water Services Fund				35,599	
Stormwater Fund				2,430	
Solid Waste Fund				22,515	
SEMS Fund				3,016	
Airport Fund				3,623	
				<b>\$ 1,944,810</b>	
Commentary:					
The Communication and Civic Engagement operating budget has decreased by 2%. There are no capital expenditures. The personnel services decrease of 1% is the result of merits and benefit increases, offset by a prior year vacancy filled at a lower cost than budgeted. The contractuals decrease of 3% is mainly due to a reduction in the off-campus liaison program. Commodities increased by 29% due to the increased cost of various software programs. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	0	1	1	0	1
City Clerk	0	1	1	0	1
City Records Coordinator	0	1	1	0	1
Community Engagement Specialist	0	1	1	0	1
Coordinator for Indigenous Initiatives	0	1	1	0	1
Deputy City Clerk	0	1	1	0	1
Digital Media Specialist	0	1	1	0	1
Executive Assistant I	0	1	1	0	1
Executive Assistant to Mayor and Council	0	1	1	0	1
Management Analyst	0	1	1	0	1
Public Affairs Director	0	1	1	0	1
<b>Total</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>11</b>

<b>New Personnel:</b>	None
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Capital:	None
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### **Mission**

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

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### **Program Description**

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

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Section 031 - Management Services					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 258,509	\$ 442,248	\$ 442,248	\$ 324,161	\$ (118,087)
Contractuals	9,309	12,283	12,283	12,274	(9)
Commodities	1,161	1,000	1,161	1,000	-
Capital	-	-	-	150,000	150,000
<b>Total</b>	<b>\$ 268,979</b>	<b>\$ 455,531</b>	<b>\$ 455,692</b>	<b>\$ 487,435</b>	<b>\$ 31,904</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 268,979	\$ 455,531	\$ 455,692	\$ 487,435	\$ 31,904
<b>Total</b>	<b>\$ 268,979</b>	<b>\$ 455,531</b>	<b>\$ 455,692</b>	<b>\$ 487,435</b>	<b>\$ 31,904</b>
<b>Source of Funding:</b>					
General Fund				\$ 487,435	
				<b>\$ 487,435</b>	
<b>Commentary:</b>					
The Management Services operating budget has decreased by 26%. There are capital expenditures of \$150,000, resulting in an overall net increase of 7%. The personnel services decrease of 27% is mainly due to merit and benefits increases, offset by a reorganization. The contractuals and commodities have maintained flat year over year. There are capital expenditures (>\$5,000) including an office remodel and equipment for additional space (\$150,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Business Systems Analyst	1	1	1	0	1
Management Services Director	1	1	1	0	1
Total	2	2	2	0	2
<b>New Personnel:</b>					
None					
<b>Capital:</b>					
Description	Amount				
Office Remodel and Equipment	\$ 150,000				
	<b>\$ 150,000</b>				



## **Mission**

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

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## **Program Description**

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

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Section 032 - Purchasing					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 557,776	\$ 715,740	\$ 715,740	\$ 704,942	\$ (10,798)
Contractuals	13,535	17,327	17,327	19,287	1,960
Commodities	19,215	16,600	19,215	16,600	-
Total	\$ 590,526	\$ 749,667	\$ 752,282	\$ 740,829	\$ (8,838)
Expenditures by Program:					
General Administration	\$ 444	\$ -	\$ -	\$ -	\$ -
Purchasing	590,082	749,667	752,282	740,829	(8,838)
Total	\$ 590,526	\$ 749,667	\$ 752,282	\$ 740,829	\$ (8,838)
Source of Funding:					
General Fund				\$ 438,873	
Library Fund				36,479	
Highway User Revenue Fund				9,405	
Transportation Fund				24,037	
Parking District Fund				6,210	
Water Resource and Infrastructure Protection				4,973	
Water Services Fund				83,245	
Stormwater Fund				30,313	
Solid Waste Fund				33,972	
SEMS Fund				12,635	
Airport Fund				60,687	
				\$ 740,829	
Commentary:					
The Purchasing operating budget has decreased by 1%. There are no capital expenditures. The personnel services decrease of 2% is mainly due to merit and benefit increases, offset by vacant positions being budgeted at a lower rate than the prior year. The contractuals increase of 11% is mainly due to increased cell phone expenditures. Commodities have remained flat year over year. There are no capital expenditures (>\$5,000).					
Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	1	1	1	0	1
Buyer	2	2	2	0	2
Contract Specialist	1	0	0	0	0
Grants and Contracts Assistant	1	0	0	0	0
Grants and Contracts Manager	1	0	0	0	0
Grants Specialist	1	0	0	0	0
Purchasing Director	1	1	1	0	1
Purchasing Manager	1	1	1	0	1
Procurement Specialist Senior	2	2	2	0	2
Total	11	7	7	0	7
New Personnel:					
None					
Capital:					
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, customer call center, and business licensing. Meter Services is responsible for meter reading and service orders including activations, terminations, and billing check reads. The Copy/Mail Center is responsible for copying, printing, scanning, and mail processing.

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Section 033 - Revenue					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,279,218	\$ 1,670,191	\$ 1,520,191	\$ 1,584,144	\$ (86,047)
Contractuals	554,198	585,333	585,333	373,883	(211,450)
Commodities	33,628	103,402	103,402	19,038	(84,364)
Capital	18,182	-	-	-	-
<b>Total</b>	<b>\$ 1,885,226</b>	<b>\$ 2,358,926</b>	<b>\$ 2,208,926</b>	<b>\$ 1,977,065</b>	<b>\$ (381,861)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 114,529	\$ 503,975	\$ 353,975	\$ 223,778	\$ (280,197)
Customer Service	928,811	872,350	872,350	687,332	(185,018)
Billing and Collections	372,753	386,770	386,770	513,793	127,023
Print and Mail Services	4	-	-	-	-
Meter Services	344,841	399,677	399,677	410,522	10,845
Copy Mail Center	51,534	87,243	87,243	11,597	(75,646)
Licensing	72,754	108,911	108,911	130,043	21,132
<b>Total</b>	<b>\$ 1,885,226</b>	<b>\$ 2,358,926</b>	<b>\$ 2,208,926</b>	<b>\$ 1,977,065</b>	<b>\$ (381,861)</b>
<b>Source of Funding:</b>					
General Fund				\$ 149,861	
Library Fund				6,612	
Highway User Revenue Fund				7,006	
Transportation Fund				19,521	
Parking District Fund				626	
Water Resource and Infrastructure Protection				555	
Water Services Fund				1,254,680	
Stormwater Fund				72,648	
Solid Waste Fund				400,714	
SEMS Fund				31,497	
Airport Fund				33,345	
				<b>\$ 1,977,065</b>	
<b>Commentary:</b>					
The Revenue operating budget has decreased by 16%. There are no capital expenditures. The personnel services decrease of 5% is mainly due to merit and benefit increases, offset by a reorganization. The contractuals decrease of 36% is mainly due to a reduction in credit card fees. Commodities decreased by 82% mainly due to a reduction in copy center reserves. There are no capital expenditures (>\$5,000).					

<b>Authorized Personnel/Positions:</b>			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Billing Manager	1	1	1	0	1
Billing Specialist	2	2	2	0	2
Collections Administrator	0	0	1	0	1
Collections Specialist	1	1	0	0	0
Customer Service Director	1	1	1	0	1
Customer Service Manager	1	1	1	0	1
Customer Service Representative	2	2	2	0	2
Customer Service Representative Senior	3	3	3	0	3
Customer Service Supervisor	1	1	1	0	1
Finance Specialist	1	1	1	0	1
Licensing Specialist	1	1	1	0	1
Meter Technician I	2	2	2	0	2
Meter Technician II	2	2	2	0	2
Meter Technician Supervisor	1	1	1	0	1
Revenue Analyst/Auditor	1	1	0	0	0
<b>Total</b>	<b>20</b>	<b>20</b>	<b>19</b>	<b>0</b>	<b>19</b>

New Personnel:	None
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Capital:	None
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## **Mission**

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

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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 Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,376,468	\$ 1,709,903	\$ 1,709,903	\$ 2,009,420	\$ 299,517
Contractuals	46,761	300,505	300,505	100,255	(200,250)
Commodities	13,687	80,343	80,343	96,632	16,289
<b>Total</b>	<b>\$ 1,436,916</b>	<b>\$ 2,090,751</b>	<b>\$ 2,090,751</b>	<b>\$ 2,206,307</b>	<b>\$ 115,556</b>
Expenditures by Program:					
General Administration	\$ 150,582	\$ 160,602	\$ 160,602	\$ 164,200	\$ 3,598
Accounting	754,642	1,019,764	1,019,764	1,418,206	398,442
Payroll	461,697	819,188	819,188	537,268	(281,920)
Accounts Payable	69,741	91,197	91,197	86,633	(4,564)
Grants Management	254	-	-	-	-
<b>Total</b>	<b>\$ 1,436,916</b>	<b>\$ 2,090,751</b>	<b>\$ 2,090,751</b>	<b>\$ 2,206,307</b>	<b>\$ 115,556</b>
Source of Funding:					
General Fund				\$ 1,663,943	
Library Fund				108,471	
Highway User Revenue Fund				65,600	
Transportation Fund				33,995	
Parking District Fund				5,195	
Water Resource and Infrastructure Protection				8,177	
Water Services Fund				167,549	
Stormwater Fund				14,030	
Solid Waste Fund				70,619	
SEMS Fund				34,114	
Airport Fund				34,614	
				<b>\$ 2,206,307</b>	
Commentary:					
The Finance operating budget has increased by 6%. There are no capital expenditures. The personnel services increase of 18% is mainly due to merit and benefit increases, a reorganization, as well as to the addition of 1.0 FTE Budget Director. The contractuals decrease of 67% is mainly due to a software implementation that was funded one-time in the prior fiscal year. Commodities increased by 20% mainly due to the timekeeping system annual maintenance. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Accountant	2	2	1	0	1
Accountant Senior	2	2	3	0	3
Assistant Budget Manager	0	0	1	0	1
Assistant Finance Director	1	1	1	0	1
Assistant Finance Manager	1	1	1	0	1
Budget Analyst	0	0	2	0	2
Budget Director	0	0	0	1	1
Finance Clerk	2	2	2	0	2
Finance Director	1	1	1	0	1
Finance Specialist	2	2	3	0	3
Finance Specialist (Temp)	0.5	0.5	0	0	0
Payroll Coordinator	1	1	1	0	1
Payroll Manager	1	1	1	0	1
Payroll Specialist	1	1	1	0	1
<b>Total</b>	<b>14.5</b>	<b>14.5</b>	<b>18</b>	<b>1</b>	<b>19</b>

New Personnel:					
Title	FTE	Total \$ 2024-2025	Potential Offset	Net Cost 2024-2025	Future Cost
Budget Director	1	\$ 156,156	\$ -	\$ 156,156	\$ 156,156

Capital:	None
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### **Mission**

The overall mission of the Grant, Contracts, and Emergency Management Section is to provide professional guidance and technical assistance, effective and efficient performance, and fiscal management, promote a safe, healthy, and resilient community, and support the organizational priorities and goals.

The mission of the Grants, Contracts Program 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.

The mission of the Emergency Management Program is to reduce the loss of life and property in the City of Flagstaff through an all-hazards emergency management program of mitigation, preparedness, response, and recovery.

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### **Program Description**

The Grants, Contracts, and Emergency Management section aims to provide centralized support for grants, contracts, and the emergency management program. We aim to maximize the value of city funds spent, ensure successful grant management of received funds, and assure contractual adherence. Additionally, we coordinate emergency management efforts for mitigation, preparedness, response, and recovery.

To achieve effective grant management, we provide pre-award and post-award management, comply with grant requirements, and report on city-wide grants. For contractual adherence, we actively catalog, monitor, and track all city-wide contracts to ensure that milestones and deadlines are met, and revenues are captured.

Finally, we provide emergency management services to assist all city divisions in planning, training, analysis, and readiness for emergencies and disasters.

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## Management Services – Grants, Contracts, and Emergency Management

Section 039 - Grants, Contracts and Emergency Management					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 463,749	\$ 747,605	\$ 747,605	\$ 691,528	\$ (56,077)
Contractuals	23,407	307,000	307,000	166,112	(140,888)
Commodities	20,387	12,858	12,858	7,558	(5,300)
Capital	-	75,000	75,000	5,000	(70,000)
<b>Total</b>	<b>\$ 507,543</b>	<b>\$ 1,142,463</b>	<b>\$ 1,142,463</b>	<b>\$ 870,198</b>	<b>\$ (272,265)</b>
<b>Expenditures by Program:</b>					
Grants and Contracts Management	\$ 355,424	\$ 522,911	\$ 522,911	\$ 479,488	\$ (43,423)
Emergency Management	145,052	344,552	344,552	390,710	46,158
DFFM - Emergency	7,067	75,000	75,000	-	(75,000)
GCEM Grants	-	200,000	200,000	-	(200,000)
<b>Total</b>	<b>\$ 507,543</b>	<b>\$ 1,142,463</b>	<b>\$ 1,142,463</b>	<b>\$ 870,198</b>	<b>\$ (272,265)</b>
<b>Source of Funding:</b>					
General Fund				\$ 870,198	
				<b>\$ 870,198</b>	
<b>Commentary:</b>					
The Grants, Contracts, and Emergency Management operating budget has decreased by 19%. There are capital expenditures of \$5,000, resulting in an overall net decrease of 24%. The personnel services decrease of 8% is mainly due merit and benefit increases, offset by changes in benefits. The contractuals decrease of 46% is mainly due to an emergency management consultant for an emergency operations plan and potential grants that were funded one-time in the previous fiscal year. Commodities decreased 41% mainly due to operating supplies funded one-time in the previous fiscal year. There are capital expenditures (>\$5,000) which includes markings for a vehicle (\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Administrative Specialist	0	0	1	0	1
Emergency Program Manager	0	1	1	0	1
Grants and Contracts Manager	0	1	1	0	1
Grants and Contracts Specialist	0	3	3	0	3
Grants, Contracts, and Emergency Management Director	0	1	1	0	1
<b>Total</b>	<b>0</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>7</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	
Description	Amount
Vehicle Markings	\$ 5,000
	<b>\$ 5,000</b>

## **Mission**

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

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## **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 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 10,347,359	\$ 11,485,174	\$ 11,685,174	\$ 12,223,107	\$ 737,933
Contractuals	1,490,920	1,916,800	1,916,800	1,638,749	(278,051)
Commodities	991,355	1,067,836	1,067,836	802,386	(265,450)
Capital	1,156,580	5,509,253	5,509,253	163,000	(5,346,253)
<b>Total</b>	<b>\$ 13,986,214</b>	<b>\$ 19,979,063</b>	<b>\$ 20,179,063</b>	<b>\$ 14,827,242</b>	<b>\$ (5,151,821)</b>
Expenditures by Program:					
General Administration	\$ 946,183	\$ 1,120,957	\$ 1,120,957	\$ 1,109,608	\$ (11,349)
Fire Prevention	241,987	282,398	282,398	311,922	29,524
Training	184,584	156,404	156,404	159,710	3,306
Fire Suppression	11,772,295	16,860,854	17,060,854	12,061,736	(4,799,118)
Alternate Response Unit	841,165	1,558,450	1,558,450	1,184,266	(374,184)
<b>Total</b>	<b>\$ 13,986,214</b>	<b>\$ 19,979,063</b>	<b>\$ 20,179,063</b>	<b>\$ 14,827,242</b>	<b>\$ (5,151,821)</b>
Source of Funding:					
General Fund				\$ 14,827,242	
				<b>\$ 14,827,242</b>	
Commentary:					
The Fire Operations budget has increased by 1%. There are capital expenditures of \$163,000, resulting in an overall net decrease of 26%. The personnel services increase of 6% is mainly due to merits and benefit increases as well as the reclassification of a 1.0 FTE Fire Captain to a Fire Battalion Chief. The contractuals decrease of 15% is mainly due to a reduction of one-time expenditure related to the Alternate Response program. Commodities decreased by 25% mainly due to a prior year one-time expenditures for equipping a Type VI engine. There are capital expenditures (>\$5,000) including a replacement of two sport utility vehicles (\$93,000), a new vehicle for the EMS Battalion Chief (\$55,000), and an antennae (\$15,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Administrative Specialist	1	1	1	0	1
Assistant Fire Marshal	1	1	1	0	1
Deputy Fire Chief	3	3	3	0	3
Fire Battalion Chief	3	4	4	1	5
Fire Captain	24	24	25	(1)	24
Fire Chief	1	1	1	0	1
Fire Engineer	21	21	21	0	21
Fire Fighter	36	36	36	0	36
Fire Inspector	1	1	1	0	1
Management Analyst	1	1	1	0	1
Regional Fire Training Coordinator	1	0	0	0	0
<b>Total</b>	<b>93</b>	<b>93</b>	<b>94</b>	<b>0</b>	<b>94</b>

Note: Fire is approved for forty-five paramedic positions between Fire Fighter, Captain, and Engineer.

<b>New Personnel:</b>	None
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<b>Capital:</b>	
Description	Amount
Sport Utility Vehicle Replacement (2)	\$ 93,000
EMS Battalion Chief New Vehicle	55,000
Antennae	15,000
	<b>\$ 163,000</b>

Section 052 - Fire Grants					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 364,536	\$ 752,138	\$ 752,138	\$ 559,981	\$ (192,157)
Contractuals	210,441	6,550,000	6,550,000	3,654,200	(2,895,800)
Commodities	(93,454)	200,000	200,000	-	(200,000)
Capital	5,401	1,300,000	1,300,000	75,000	(1,225,000)
<b>Total</b>	<b>\$ 486,924</b>	<b>\$ 8,802,138</b>	<b>\$ 8,802,138</b>	<b>\$ 4,289,181</b>	<b>\$ (4,512,957)</b>
<b>Expenditures by Program:</b>					
FY 10 Assistance to Fire Fighters	\$ -	\$ 750,000	\$ 750,000	\$ 1,000,000	\$ 250,000
Hazardous Fuels Projects	-	100,000	100,000	-	(100,000)
AZ Homeland Security	-	200,000	200,000	-	(200,000)
Assistance To Firefighter	-	550,000	550,000	-	(550,000)
General Wildfire Response	(454,967)	-	-	-	-
SAFER	470,972	3,052,138	3,052,138	559,981	(2,492,157)
NAU GFFP Thinning	424	-	-	-	-
Misc Fire Reimbursables	350,386	200,000	200,000	-	(200,000)
Fire-Haz Mat Meters FY16-Realloc Grant	-	-	-	75,000	75,000
Fire - DFFM 2020 AZ-State Funded	71,506	-	-	-	-
Fire Grants	-	3,500,000	3,500,000	-	(3,500,000)
Fire - FEMA - AFG - Regional Training	-	450,000	450,000	-	(450,000)
DFFM - Emergency	5,401	-	-	-	-
Forest Service 22-PA-11030400-174	-	-	-	1,294,400	1,294,400
EMW-2021-FG-04025	43,202	-	-	-	-
Fire - 23-PA-11030400-218	-	-	-	365,400	365,400
Fire - 23-PA-11030400-261	-	-	-	994,400	994,400
<b>Total</b>	<b>\$ 486,924</b>	<b>\$ 8,802,138</b>	<b>\$ 8,802,138</b>	<b>\$ 4,289,181</b>	<b>\$ (4,512,957)</b>
<b>Source of Funding:</b>					
General Fund				\$ 4,289,181	
				<b>\$ 4,289,181</b>	
<b>Commentary:</b>					
Fire grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise.					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Fire Fighter	6	6	6	0	6
Total	6	6	6	0	6
<b>New Personnel:</b>					
None					
<b>Capital:</b>					
Description	Amount				
Fire Hazmat Equipment	\$ 75,000				
	<b>\$ 75,000</b>				

Section 053 - Fire Watershed Protection					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 558,263	\$ 783,472	\$ 783,472	\$ 774,429	\$ (9,043)
Contractuals	37,375	19,800	19,800	449,610	429,810
Commodities	48,150	69,850	69,850	69,850	-
Capital	-	100,000	100,000	2,295,000	2,195,000
<b>Total</b>	<b>\$ 643,788</b>	<b>\$ 973,122</b>	<b>\$ 973,122</b>	<b>\$ 3,588,889</b>	<b>\$ 2,615,767</b>
Expenditures by Program:					
Fire Watershed Protection	\$ 623,032	\$ 973,122	\$ 973,122	\$ 3,165,889	\$ 2,192,767
Fire Grants	-	-	-	198,000	198,000
Fire - WRTC 428-21-114-FAC Learning Network	8,226	-	-	-	-
Fire-DFFM NFHF 21-202 Healthy Forest Initiative	12,530	-	-	225,000	225,000
<b>Total</b>	<b>\$ 643,788</b>	<b>\$ 973,122</b>	<b>\$ 973,122</b>	<b>\$ 3,588,889</b>	<b>\$ 2,615,767</b>
Source of Funding:					
Water Resource and Infrastructure Protection Fund				\$ 3,588,889	
				<b>\$ 3,588,889</b>	
Commentary:					
The Fire Watershed Protection operating budget has increased by 48%. There are capital expenditures of \$2,295,000, resulting in an overall increase of 269%. The personnel services decrease of 1% in mainly due to merit and benefit increases, offset by various vacant positions budgeted in the prior year at a higher cost than once filled. The contractuals increase of 2,171% is mainly due to one-time grant funding for forest health and support services. Commodities have remained flat. There is major capital (>\$5,000) which includes two water tenders (\$2,295,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Fire Battalion Chief	1	1	1	0	1
Wildland Community Risk Reduction Specialist	1	1	1	0	1
Wildland Fire Fighter	0	2	2	0	2
Wildland Fire Operations Captain	1	1	1	0	1
Wildland Fire Operations Engineer	1	2	2	0	2
Wildland Fire Crew Member	3	0	0	0	0
Wildland Fire Crew Member Senior	1	0	0	0	0
Wildland Forest Health Supervisor	1	1	1	0	1
<b>Total</b>	<b>9</b>	<b>8</b>	<b>8</b>	<b>0</b>	<b>8</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	
Description	Amount
Water Tenders (2)	\$ 2,295,000
	<b>\$ 2,295,000</b>

## Mission

The mission of the Flagstaff Police Department (FPD) 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 Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 18,272,332	\$ 19,116,356	\$ 19,316,356	\$ 19,839,380	\$ 723,024
Contractuals	1,729,136	3,173,771	3,173,771	1,939,182	(1,234,589)
Commodities	688,568	773,631	773,631	1,341,594	567,963
Capital	558,669	1,074,573	1,074,573	535,000	(539,573)
<b>Total</b>	<b>\$ 21,248,705</b>	<b>\$ 24,138,331</b>	<b>\$ 24,338,331</b>	<b>\$ 23,655,156</b>	<b>\$ (483,175)</b>
Expenditures by Program:					
General Administration	\$ 2,166,586	\$ 3,389,001	\$ 3,389,001	\$ 3,384,505	\$ (4,496)
Patrol	12,390,465	12,579,368	12,779,368	12,348,585	(230,783)
Detectives	2,383,895	2,180,509	2,180,509	2,460,063	279,554
Records	817,232	1,118,839	1,118,839	958,805	(160,034)
Communications	2,949,794	3,948,992	3,948,992	3,926,952	(22,040)
Special Services	292,194	703,824	703,824	337,413	(366,411)
Crime and Prevention Training	248,539	217,798	217,798	238,833	21,035
<b>Total</b>	<b>\$ 21,248,705</b>	<b>\$ 24,138,331</b>	<b>\$ 24,338,331</b>	<b>\$ 23,655,156</b>	<b>\$ (483,175)</b>
Source of Funding:					
General Fund				\$ 23,655,156	
				<b>\$ 23,655,156</b>	
Commentary:					
The Police operating budget remains flat year over year. There are capital expenditures of \$535,000, resulting in an overall net decrease of 2%. The personnel services increase of 4% in mainly due to merits and benefit increases. The contractuals decrease of 39% is mainly due to one-time facilities maintenance projects in the prior year. Commodities increased by 73% mainly due to an increase for routine motor vehicle parts and repairs, and a real-time alert system. There are capital expenditures (>\$5,000) including records desk replacements (\$25,000), dispatch console radios (\$250,000), new camera system for evidence warehouse (\$10,000), and a public safety building expansion design (\$250,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	3	3	3	0	3
Animal Control Officer	2	2	2	0	2
Deputy Police Chief	2	2	2	0	2
Evidence Technician	2	2	2	0	2
Police Aides	3	3	6	1	7
Police Chief	1	1	1	0	1
Police Communications Manager	1	1	1	0	1
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	94	94	94	0	94
Police Records Lead	1	1	1	0	1
Police Records Supervisor	1	1	1	0	1
Police Records Technician	9	9	9	0	9
Police Sergeant	14	15	15	0	15
Police Special Services Supervisor	1	1	1	0	1
Police Support Services Manager	1	1	1	0	1
Property Control Coordinator	1	1	1	0	1
Police Training Coordinator	1	1	1	0	1
<b>Total</b>	<b>172</b>	<b>173</b>	<b>176</b>	<b>1</b>	<b>177</b>



<b>New Personnel:</b>					
Title	FTE	Total 2024-2025	Potential Offset	Net Cost 2024-2025	Future Cost
Police Aide	1	\$ 78,170	\$ -	\$ 78,170	\$ 78,170

<b>Capital:</b>	
Description	Amount
Records Desk Replacements	\$ 25,000
Dispatch Console Radios (2)	250,000
New Camera System for Evidence Warehouse	10,000
Public Safety Building Expansion - Design	250,000
	<u>\$ 535,000</u>

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Section 062 - Police Grants					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 312,411	\$ 1,117,040	\$ 617,040	\$ 663,852	\$ (453,188)
Contractuals	595,412	943,000	943,000	1,393,000	450,000
Commodities	280,527	523,721	523,721	465,000	(58,721)
Capital	-	-	-	560,000	560,000
<b>Total</b>	<b>\$ 1,188,350</b>	<b>\$ 2,583,761</b>	<b>\$ 2,083,761</b>	<b>\$ 3,081,852</b>	<b>\$ 498,091</b>
Expenditures by Program:					
Metro Grant	\$ 248,414	\$ 446,075	\$ 446,075	\$ 667,467	\$ 221,392
COPS Hiring Grant	-	500,000	-	-	(500,000)
RICO Funds for Police	134,382	250,920	250,920	269,385	18,465
GOHS - DUI Enforcement	10,036	-	-	-	-
Bullet Proof Vest	48,280	29,154	29,154	20,000	(9,154)
Homeland Security "SLOT" Overtime	27,293	-	-	-	-
Dispatch Services Agreement (NPS)	-	5,000	5,000	5,000	-
Statewide Gang Task Force(GITEM)	-	177,045	177,045	-	(177,045)
Edward Byrne Memorial (JAG)	53,322	30,000	30,000	30,000	-
FBI Safe Trails Task Force	4,449	85,000	85,000	75,000	(10,000)
ATF SLOT Overtime	6,939	27,067	27,067	-	(27,067)
NG 911	490,776	550,000	550,000	1,000,000	450,000
Text to 911	11,608	-	-	-	-
Police Grants	-	350,000	350,000	350,000	-
US Marshals Service Grant	8,503	22,500	22,500	15,000	(7,500)
AZDOHS Tactical Robot 200103-02	-	-	-	560,000	560,000
Community Policing Microgrant - PD	30,458	-	-	-	-
ADOA 911 GIS	28,500	-	-	-	-
GOHS - Accident Investigation	2,685	-	-	-	-
GOHS - 2023-AI-004	35,780	-	-	-	-
GOHS - 2023-AL-015	9,908	5,000	5,000	-	(5,000)
GOHS - Youth Alcohol	2,839	55,000	55,000	45,000	(10,000)
GOHS - DUI Enforcement OT	30,701	51,000	51,000	45,000	(6,000)
SHSGP - NTOA Conference	3,477	-	-	-	-
<b>Total</b>	<b>\$ 1,188,350</b>	<b>\$ 2,583,761</b>	<b>\$ 2,083,761</b>	<b>\$ 3,081,852</b>	<b>\$ 498,091</b>
Source of Funding:					
General Fund				\$ 3,081,852	
				<b>\$ 3,081,852</b>	
Commentary:					
Police grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise.					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	1	1	0	0	0
Police Crime Analyst	0	0	1	0	1
Police Officer	3	3	3	0	3
Police Sergeant	1	1	1	0	1
Total	5	5	5	0	5

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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### **Mission**

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

### **Vision**

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

### **Values**

Collaboration, Community Focused, Integrity, Service, Teamwork

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

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### **Program Description**

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

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

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Section 101 - Community Development Administration					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 489,154	\$ 471,213	\$ 471,213	\$ 606,140	\$ 134,927
Contractuals	44,371	102,496	102,496	42,212	(60,284)
Commodities	(42,409)	(51,998)	(51,998)	(51,998)	-
<b>Total</b>	<b>\$ 491,116</b>	<b>\$ 521,711</b>	<b>\$ 521,711</b>	<b>\$ 596,354</b>	<b>\$ 74,643</b>
<b>Expenditures by Program:</b>					
Property Management	\$ 141,446	\$ 174,259	\$ 174,259	\$ 272,853	\$ 98,594
General Administration	349,670	347,452	347,452	323,501	(23,951)
<b>Total</b>	<b>\$ 491,116</b>	<b>\$ 521,711</b>	<b>\$ 521,711</b>	<b>\$ 596,354</b>	<b>\$ 74,643</b>
<b>Source of Funding:</b>					
General Fund				\$ 450,679	
Water Services Fund				77,525	
Stormwater				68,150	
				<b>\$ 596,354</b>	
<b>Commentary:</b>					
The Community Development Administration operating budget has increased by 14%. There are no capital expenditures. The personnel services increase of 29% is mainly due to merit and benefit increases, as well as the mid-year approval of 1.0 FTE Assistant Real Estate Manager. The contractuals decrease of 59% is mainly due to a reduction in title and appraisal reports as well as consultant facilitation services. Commodities remained flat year over year. There are no capital expenditures (>\$5,000).					

<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	1	1	1	0	1
Assistant Real Estate Manager	0	0	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
<b>Total</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>5</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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### Mission

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

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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 for land use entitlements. It is also responsible for long-range comprehensive planning and heritage preservation activities, processing changes to the Regional Plan and various titles in the City Code including the Zoning and Subdivision Codes. Our customers include the public, developers, trade groups, City and County staff, Planning and Zoning Commission, and City Council. The section is divided into four programs:

The **Current Planning Program** is responsible for education, administration, and implementation of the adopted Zoning and Subdivision Code and Flagstaff Regional Plan 2030. The program provides single point of contact service to both our clients and our various customers by coordinating City wide conditions and comments through the Inter-Divisional Staff meetings. Current Planning staff are responsible for review and approval of various planning applications such as site plans, conditional use permits, zoning map amendments, and subdivision plats. Current Planning provides customer service to external and internal clients through a planner of the day, answering general planning and development questions.

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

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

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

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Section 104 - Planning and Development Services					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,345,421	\$ 1,530,639	\$ 1,530,639	\$ 1,551,355	\$ 20,716
Contractuals	161,937	591,992	591,992	38,625	(553,367)
Commodities	26,626	28,690	28,690	38,190	9,500
<b>Total</b>	<b>\$ 1,533,984</b>	<b>\$ 2,151,321</b>	<b>\$ 2,151,321</b>	<b>\$ 1,628,170</b>	<b>\$ (523,151)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 311,219	\$ 521,566	\$ 521,566	\$ 264,422	\$ (257,144)
Advanced Planning	429,539	647,907	647,907	378,522	(269,385)
Building Inspection	38	-	-	799,338	799,338
Current Planning	793,188	981,848	981,848	185,888	(795,960)
<b>Total</b>	<b>\$ 1,533,984</b>	<b>\$ 2,151,321</b>	<b>\$ 2,151,321</b>	<b>\$ 1,628,170</b>	<b>\$ (523,151)</b>
<b>Source of Funding:</b>					
General Fund				\$ 1,628,170	
				<b>\$ 1,628,170</b>	
<b>Commentary:</b>					
The Planning and Development Services operating budget has decreased by 24%. There are no capital expenditures. The personnel services increase of 1% is mainly due to merits and benefit increases. The contractuals decrease of 93% is mainly due to one-time expenditures in the prior year for the land availability study and Regional Plan. Commodities increased by 33% due to increased printing and postage costs. There are no capital expenditures (>\$5,000).					

<b>Authorized Personnel/Positions:</b>			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Administrative Specialist	1	1	1	0	1
Associate Planner	2	2	2	0	2
Building Inspection Manager	1	0	0	0	0
Building Inspector	7	0	0	0	0
Building Official	1	0	0	0	0
Building Permit Technician	1	0	0	0	0
Building Plans Examiner	3	0	0	0	0
Code Compliance Manager	1	0	0	0	0
Code Compliance Officer I	1	0	0	0	0
Code Compliance Officer II	2	0	0	0	0
Comprehensive/Neighborhood Planning Manager	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	0	0	0
Planner	2	2	2	0	2
Planner Senior	2	2	3	0	3
Planning Director	1	1	1	0	1
Zoning Code Manager	1	1	1	0	1
<b>Total</b>	<b>31</b>	<b>14</b>	<b>14</b>	<b>0</b>	<b>14</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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### **Mission**

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

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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 Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 382,363	\$ 585,886	\$ 585,886	\$ 602,595	\$ 16,709
Contractuals	24,671	2,034,138	2,034,138	10,914,543	8,880,405
Commodities	2,134	27,046	27,046	12,996	(14,050)
<b>Total</b>	<b>\$ 409,168</b>	<b>\$ 2,647,070</b>	<b>\$ 2,647,070</b>	<b>\$ 11,530,134</b>	<b>\$ 8,883,064</b>
Expenditures by Program:					
General Administration	\$ 405,894	\$ 641,970	\$ 641,970	\$ 639,149	\$ (2,821)
Land Trust	3,274	5,100	5,100	6,600	1,500
Adaptive Reuse	-	-	-	2,884,385	2,884,385
Rental Incentives	-	2,000,000	2,000,000	5,000,000	3,000,000
Down Payment Assistance	-	-	-	3,000,000	3,000,000
<b>Total</b>	<b>\$ 409,168</b>	<b>\$ 2,647,070</b>	<b>\$ 2,647,070</b>	<b>\$ 11,530,134</b>	<b>\$ 8,883,064</b>
Source of Funding:					
General Fund				\$ 11,530,134	
				<b>\$ 11,530,134</b>	
Commentary:					
The Housing operating budget has increased by 336%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merits and benefit increases. The contractuals increase of 437% is mainly due to increased expenditures for the adaptive reuse, down payment, and rental assistance programs. Commodities decreased by 52% due to a one-time expenditures in the prior year for grant management software. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Assistant Housing Director	1	1	1	0	1
Housing Analyst	1	1	0	0	0
Housing and Grants Administrator	1	1	1	0	1
Housing Director	1	1	1	0	1
Housing Planning Manager	0	0	1	0	1
Housing Planner	0	0	1	0	1
Housing Program Manager	1	1	1	0	1
Housing Specialist	1	1	1	0	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>7</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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Section 106 - Community Housing Services					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 20,812	\$ -	\$ -	\$ -	\$ -
Contractuals	488,712	2,222,694	1,386,923	1,069,941	(1,152,753)
Capital	-	-	-	500,000	500,000
<b>Total</b>	<b>\$ 509,524</b>	<b>\$ 2,222,694</b>	<b>\$ 1,386,923</b>	<b>\$ 1,569,941</b>	<b>\$ (652,753)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 24,932	\$ 1,372,315	\$ 493,291	\$ 393,821	\$ (978,494)
Revolving Loan - General Fund	97,500	296,745	296,994	176,117	(120,628)
Affordable Housing Incentives	361,995	180,526	174,193	500,001	319,475
Affordable Housing Development	-	163,822	163,822	1	(163,821)
Affordable Housing Opportunities /Land Acquisition	2,597	72,255	75,042	500,001	427,746
COF Employer Assistance Housing	22,500	137,031	183,581	-	(137,031)
<b>Total</b>	<b>\$ 509,524</b>	<b>\$ 2,222,694</b>	<b>\$ 1,386,923</b>	<b>\$ 1,569,941</b>	<b>\$ (652,753)</b>
<b>Source of Funding:</b>					
Housing and Community Services Fund				\$ 1,569,941	
				<b>\$ 1,569,941</b>	
<b>Commentary:</b>					
The Community Housing Services operating budget has decreased by 52%. There are capital expenditures of \$500,000, resulting in an overall net in decrease of 52%. There are no personnel services. The contractuals decrease of 52% is mainly due to prior year one-time expenditures for homebuyer assistance, employer assisted housing, housing emergencies and incentives for developers to create affordable housing. There are capital expenditures (>\$5,000) including land acquisition and unit preservation (\$500,000).					
<b>Authorized Personnel/Positions:</b> None					
<b>New Personnel:</b> None					
<b>Capital:</b> None					
<u>Description</u>	<u>Amount</u>				
Land Acquisition	\$ 500,000				
	\$ 500,000				

Section 107 - Community Housing Grants					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Contractuals	\$ -	\$ 780,000	\$ 840,000	\$ 780,000	\$ -
<b>Total</b>	<b>\$ -</b>	<b>\$ 780,000</b>	<b>\$ 840,000</b>	<b>\$ 780,000</b>	<b>\$ -</b>
Expenditures by Program:					
AZ Housing Trust Funds	\$ -	\$ 330,000	\$ 840,000	\$ 330,000	\$ -
Home Grant Rehab	-	450,000	-	450,000	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 780,000</b>	<b>\$ 840,000</b>	<b>\$ 780,000</b>	<b>\$ -</b>
Source of Funding:					
Housing and Community Services Fund				\$ 780,000	
				<b>\$ 780,000</b>	
Commentary:					
Community Housing Grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise.					
Authorized Personnel/Positions: None					
New Personnel: None					
Capital: None					

Section 108 - Community Development Block Grants					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 89,402	\$ 95,251	\$ 95,251	\$ 97,408	\$ 2,157
Contractuals	235,793	1,362,297	1,413,286	473,095	(889,202)
Commodities	517	1,586	1,586	1,191	(395)
<b>Total</b>	<b>\$ 325,712</b>	<b>\$ 1,459,134</b>	<b>\$ 1,510,123</b>	<b>\$ 571,694</b>	<b>\$ (887,440)</b>
<b>Expenditures by Program:</b>					
CDBG Entitlement Administration	\$ 97,701	\$ 106,037	\$ 106,037	\$ 159,694	\$ 53,657
CDBG Public Improvement	2,942	330,800	353,858	-	(330,800)
CDBG Housing Rehab	-	228,875	307,875	-	(228,875)
CDBG Miscellaneous Projects	-	710,000	710,000	412,000	(298,000)
CDBG Economic Development	58,706	83,309	8,864	-	(83,309)
CDBG Housing Stabilization	111,872	-	-	-	-
CDBG Public Facility Ops	37,782	113	11,133	-	(113)
<b>Total</b>	<b>\$ 309,003</b>	<b>\$ 1,459,134</b>	<b>\$ 1,510,123</b>	<b>\$ 571,694</b>	<b>\$ (887,440)</b>
<b>Source of Funding:</b>					
Housing and Community Services Fund				\$ 571,694	
				<b>\$ 571,694</b>	
<b>Commentary:</b>					
The Community Development Block Grants operating budget has decreased by 61%. There are no capital expenditures. The personnel services increase of 2% is mainly due to merits and benefit increases. The contractuals decrease of 65% is mainly due to decreases in new housing projects funded one-time in the previous year. Commodities decreased by 25% due to a prior year one-time item for grant administration. There are no capital expenditures (>\$5,000).					
<b>Authorized Personnel/Positions:</b> None					
<b>New Personnel:</b> None					
<b>Capital:</b> None					

## Mission

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

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## Program Description

The Flagstaff Housing Authority owns and manages 265 units of low-income public housing, administers 342 Section 8 Housing Choice Vouchers, 106 Veterans Affairs Supportive Housing (VASH) Vouchers for Veterans, 40 Mainstream vouchers for households with a disabled adult, 29 Emergency Housing Vouchers, and several Foster Youth Initiative (FYI) Vouchers for youth aging out of the State foster care system. We partner with the Veterans Administration (VA) on the VASH program and with the State Department of Child Safety on the FYI program. The Housing Authority also manages Clark Homes, a Section 8 new construction development with 80 units of low-income housing and provides twelve Section 8 Certificates for the seriously mentally ill, in partnership with the Guidance Center.

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Section 109 - Flagstaff Housing Authority					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ -	\$ 2,064,893	\$ 2,064,893	\$ 2,092,649	\$ 27,756
Contractuals	-	8,425,065	8,326,695	9,205,065	780,000
Commodities	-	131,670	131,670	131,670	-
Capital	-	990,000	990,000	990,000	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 11,611,628</b>	<b>\$ 11,513,258</b>	<b>\$ 12,419,384</b>	<b>\$ 807,756</b>
Expenditures by Program:					
Non-Hud Programs	\$ -	\$ 133,887	\$ 133,887	\$ 43,172	\$ (90,715)
FHC Pass Through-Administration	-	77,038	77,038	164,667	87,629
FHC Pass Through-Maintenance	-	129,055	129,055	215,379	86,324
Public Housing East - Administration	-	765,031	710,960	818,351	53,320
Public Housing East - Maintenance	-	424,602	424,602	384,744	(39,858)
Public Housing West - Administration	-	682,748	638,449	705,931	23,183
Public Housing West - Maintenance	-	320,262	320,262	451,684	131,422
Capital Fund Program East	-	826,526	826,526	732,298	(94,228)
Capital Fund Program West	-	414,764	414,764	360,000	(54,764.00)
Section 8 Vouchers	-	7,700,926	7,700,926	8,435,597	734,671
SRO-Single Room Occupancy	-	32,700	32,700	32,700	-
MRO-Mod Rehab Occupancy	-	32,700	32,700	32,700	-
FHA Mainstream Voucher	-	31,189	31,189	-	(31,189.00)
Emergency Housing Voucher	-	40,200	40,200	42,161	1,961.00
<b>Total</b>	<b>\$ -</b>	<b>\$ 11,611,628</b>	<b>\$ 11,513,258</b>	<b>\$ 12,419,384</b>	<b>\$ 807,756</b>
Source of Funding:					
Flagstaff Housing Authority Fund				\$ 12,419,384	
				<b>\$ 12,419,384</b>	
Commentary:					
The Flagstaff Housing Authority operating budget has increased by 8%. There are capital expenditures of \$990,000, resulting in an overall net increase of 7%. The personnel services increase of 1% is mainly due to merits and benefit increases. The contractuals increase of 9% is mainly due to an increase in Section 8 voucher assistance payments. Commodities remained flat year over year. There are capital expenditures (>\$5,000) including housing related improvement projects (\$990,000).					

Authorized Personnel/Positions:					
Title	Actual 2021-2022	Actual 2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	2	2	2	0	2
Assistant Housing Director	1	1	1	0	1
Housing Manager	3	3	3	0	3
Housing Navigator	1	1	1	0	1
Finance Specialist	1	1	1	0	1
Housing Services Specialist	3	3	3	0	3
Housing Services Specialist Lead	2	2	2	0	2
Maintenance Lead Worker	3	3	3	0	3
Maintenance Worker I	3	3	3	0	3
Maintenance Worker II	3	3	3	0	3
Maintenance Worker/Inspector	1	1	1	0	1
Occupancy Specialist	1	1	1	0	1
<b>Total</b>	<b>24</b>	<b>24</b>	<b>24</b>	<b>0</b>	<b>24</b>

<b>New Personnel:</b>	None
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Capital:	
Description	Amount
Housing Related Projects	\$ 990,000
	<u>\$ 990,000</u>

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## **Mission**

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

## **Vision**

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

## **Values**

Collaboration, Community Focused, Integrity, Service, Teamwork

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## **Program Description**

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

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Section 122 - Building Safety and Code Compliance					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,325,584	\$ 1,639,721	\$ 1,639,721	\$ 1,737,339	\$ 97,618
Contractuals	554,521	349,629	349,629	349,575	(54)
Commodities	33,421	45,481	45,481	47,606	2,125
Capital	61,109	130,000	130,000	120,000	(10,000)
<b>Total</b>	<b>\$ 1,974,635</b>	<b>\$ 2,164,831</b>	<b>\$ 2,164,831</b>	<b>\$ 2,254,520</b>	<b>\$ 89,689</b>
Expenditures by Program:					
Building Inspection	\$ 1,574,254	\$ 1,667,238	\$ 1,667,238	\$ 1,807,890	\$ 140,652
Code Compliance	220,526	258,555	258,555	191,711	(66,844)
Code Compliance-SEMS	179,855	239,038	239,038	254,919	15,881
<b>Total</b>	<b>\$ 1,974,635</b>	<b>\$ 2,164,831</b>	<b>\$ 2,164,831</b>	<b>\$ 2,254,520</b>	<b>\$ 89,689</b>
Source of Funding:					
General Fund				\$ 2,254,520	
				<b>\$ 2,254,520</b>	
Commentary:					
The Building Safety and Code Compliance operating budget has increased by 5%. There are capital expenditures of \$120,000, resulting in an overall net increase of 5%. The personnel services increase of 6% is mainly due to merits and benefit increases. Contractuals remained relatively flat. Commodities increased by 5% mainly due to graffiti abatement increases and a subscription for electronic building codes. There is major capital (>\$5,000) which includes the replacement of two vehicles (\$120,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Building Inspection Manager	0	1	1	0	1
Building Inspector	0	7	7	0	7
Building Official	0	1	1	0	1
Building Permit Technician	0	1	1	0	1
Building Plans Examiner	0	3	3	0	3
Code Compliance Manager	0	1	1	0	1
Code Compliance Officer I	0	1	1	0	1
Code Compliance Officer II	0	2	2	0	2
<b>Total</b>	<b>0</b>	<b>17</b>	<b>17</b>	<b>0</b>	<b>17</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	
Description	Amount
Vehicle Replacements (2)	\$ 120,000
	<b>\$ 120,000</b>



## **Mission**

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

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## **Program Description**

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

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Section 151 - Public Works Administration					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 233,316	\$ 289,380	\$ 289,380	\$ 276,613	\$ (12,767)
Contractuals	20,099	18,945	18,945	79,231	60,286
Commodities	9,691	(92,379)	(92,379)	(81,479)	10,900
<b>Total</b>	<b>\$ 263,106</b>	<b>\$ 215,946</b>	<b>\$ 215,946</b>	<b>\$ 274,365</b>	<b>\$ 58,419</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 263,106	\$ 215,946	\$ 215,946	\$ 274,365	\$ 58,419
<b>Total</b>	<b>\$ 263,106</b>	<b>\$ 215,946</b>	<b>\$ 215,946</b>	<b>\$ 274,365</b>	<b>\$ 58,419</b>
<b>Source of Funding:</b>					
General Fund				\$ 61,859	
Highway User Revenue Fund				75,895	
Transportation Fund				75,895	
Airport Fund				60,716	
				<b>\$ 274,365</b>	
<b>Commentary:</b>					
The Public Works Administration operating budget has increased by 27%. There are no capital expenditures. The personnel services decrease of 4% is mainly due to merits and benefit increases, offset by filling vacant positions previously budgeted at a higher salary/benefit amount. The contractuals increase of 318% is mainly due to one-time costs for landscaping and custodial services and professional memberships and fees. Commodities decreased by 12% due to one-time motor vehicle costs and office supplies. There are no capital expenditures (>\$5,000).					

<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Business Systems Analyst	0	1	1	0	1
Project Manager	0	1	1	0	1
Project Manager Senior	1	1	1	0	1
Public Works Director	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Total	3	5	5	0	5

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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## **Mission**

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

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## **Program Description**

The Facilities Maintenance section is responsible for maintenance and enhancements of City buildings. The section ensures, through effective building maintenance programs and long-range planning, City buildings are not only safe, efficient, and reliable but also uphold aesthetic standards, adhere to codes, and prioritize environmental sustainability.

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Section 152 - Facility Maintenance					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 878,709	\$ 1,399,786	\$ 1,399,786	\$ 1,432,031	\$ 32,245
Contractuals	701,855	2,104,375	2,104,375	832,892	(1,271,483)
Commodities	(73,093)	14,091	14,091	(201,980)	(216,071)
Capital	59,387	600,000	600,000	3,367,234	2,767,234
<b>Total</b>	<b>\$ 1,566,858</b>	<b>\$ 4,118,252</b>	<b>\$ 4,118,252</b>	<b>\$ 5,430,177</b>	<b>\$ 1,311,925</b>
Expenditures by Program:					
General Administration	\$ 713,239	\$ 1,452,705	\$ 1,452,705	\$ 1,144,634	\$ (308,071)
Custodial Service	8,776	111,288	111,288	111,288	-
Structural & Other Maintenance	355,576	1,996,795	1,996,795	29,212	(1,967,583)
City Hall	434,809	300,664	300,664	314,409	13,745
Catastrophic Set Aside	-	56,800	56,800	528,400	471,600
Phoenix Building	12,040	-	-	-	-
City Leased Property Maintenance	20,482	200,000	200,000	-	(200,000)
Facility Projects	-	-	-	3,302,234	3,302,234
Coconino Warehouse	21,936	-	-	-	-
<b>Total</b>	<b>\$ 1,566,858</b>	<b>\$ 4,118,252</b>	<b>\$ 4,118,252</b>	<b>\$ 5,430,177</b>	<b>\$ 1,311,925</b>
Source of Funding:					
General Fund				\$ 5,274,916	
Library Fund				36,554	
Highway User Revenue Fund				10,605	
Parking Fund				130	
Water Services Fund				7,479	
Solid Waste Fund				10,942	
SEMS Fund				16,834	
Airport Fund				72,717	
				<b>\$ 5,430,177</b>	
Commentary:					
The Facility Maintenance operating budget has decreased by 41%. There are capital expenditures of \$3,367,234, resulting in an overall net increase of 32%. The personnel services increase of 2% is mainly due to merits and benefit increases. The contractuals decrease of 60% is mainly due to prior year one-time expenditures for structural and maintenance expenses. Commodities decreased by 1,533% due to a prior year one-time expenditure for a new work order management system. There are capital expenditures (>\$5,000) which includes the replacement of one vehicle (\$65,000), Aquaplex exterior siding replacement (\$1,500,000), City Hall remodel and improvements (\$1,602,000), Fire Station improvements (\$111,000), and Jay Lively rubber flooring replacement (\$89,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
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	3	3	3	0	3
Maintenance Technician II	4	4	4	0	4
Maintenance Technician III	2	2	3	0	3
Maintenance Technician (Temp)	1	0.5	0.5	0	0.5
<b>Total</b>	<b>12.5</b>	<b>12.5</b>	<b>13.5</b>	<b>0</b>	<b>13.5</b>

<b>New Personnel:</b>	None
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**Capital:**

Description	Amount
Vehicle Replacement	\$ 65,000
City Hall Remodel and Improvements	1,602,234
Aquaplex Exterior Siding	1,500,000
Fire Station #3 Door Replacement	36,000
Fire Station #3 Roof Repairs	10,000
Fire Station #4 Parking Lot Resurfacing	65,000
Jay Lively Rubber Flooring Replacement	89,000
	<u>\$ 3,367,234</u>

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## Mission

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

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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					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Contractuals	\$ 736,752	\$ 1,373,960	\$ 1,373,960	\$ 713,649	\$ (660,311)
Commodities	62,359	65,913	62,359	65,913	-
<b>Total</b>	<b>\$ 799,111</b>	<b>\$ 1,439,873</b>	<b>\$ 1,436,319</b>	<b>\$ 779,562</b>	<b>\$ (660,311)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ -	\$ 500,000	\$ 496,446	\$ -	\$ (500,000)
Maintenance Building 3	112,555	183,420	183,420	183,420	-
Maintenance Building 4	318,670	260,533	260,533	260,533	-
Maintenance Building 5	97,351	50,045	50,045	50,045	-
Maintenance Building 6	270,535	445,875	445,875	285,564	(160,311)
<b>Total</b>	<b>\$ 799,111</b>	<b>\$ 1,439,873</b>	<b>\$ 1,436,319</b>	<b>\$ 779,562</b>	<b>\$ (660,311)</b>
<b>Source of Funding:</b>					
General Fund				\$ 779,562	
				<b>\$ 779,562</b>	
<b>Commentary:</b>					
The USGS Campus operating budget has decreased by 46%. There are no capital expenditures. The contractuals decrease of 48% is mainly due to one-time server room and A/C upgrades and a one-time catastrophic fund increase in the prior year. Commodities have remained flat year over year. There are no capital expenditures (>\$5,000).					
<b>Authorized Personnel/Positions:</b> None					
<b>New Personnel:</b> None					
<b>Capital:</b> None					

## **Mission**

To provide a comprehensive Fleet Services/Management program dedicated to safety, efficiency, technology, resource conservation, and fiscal responsibility in selecting and maintaining appropriate vehicles and equipment while providing industry standard 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 all City sections by maintaining and repairing City-owned vehicles, trucks, machines, generators, and heavy equipment. Additionally, Fleet Services manages a parts warehouse that maintains adequate inventories of all parts commonly needed to maintain and repair the City's fleet and manages the City's fuel station and associated supplies. Fleet coordinates and monitors the evaluation, replacement, purchasing, fuel usage, and utilization of the City's fleet with the goal of maximizing vehicle and equipment life, retaining/repurposing units when economically feasible, and replacing units that have met or exceeded their useful life.

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

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Section 154 - Fleet Management					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 295,703	\$ 192,010	\$ 192,010	\$ 368,970	\$ 176,960
Contractuals	146,091	155,226	155,226	152,454	(2,772)
Commodities	(425,491)	(330,237)	(330,237)	(250,415)	79,822
Capital	10,558	610,433	610,433	378,510	(231,923)
<b>Total</b>	<b>\$ 26,861</b>	<b>\$ 627,432</b>	<b>\$ 627,432</b>	<b>\$ 649,519</b>	<b>\$ 22,087</b>
Expenditures by Program:					
General Administration	\$ (163,481)	\$ (19,066)	\$ (19,066)	\$ (24,525)	\$ (5,459)
Maintenance Building 6	145,696	161,212	161,212	160,965	(247)
Prevention Maintenance	267,734	445,609	445,609	606,769	161,160
Vehicle Repair	(332,157)	(476,501)	(476,501)	(310,146)	166,355
Pool Vehicles - City Hall	12,711	5,500	5,500	115,500	110,000
Pool Vehicles - Shop	2,062	4,400	4,400	6,900	2,500
Other Shop Work	94,296	92,750	92,750	94,056	1,306
Catastrophic/Major Repair Funding	-	413,528	413,528	-	(413,528)
<b>Total</b>	<b>\$ 26,861</b>	<b>\$ 627,432</b>	<b>\$ 627,432</b>	<b>\$ 649,519</b>	<b>\$ 22,087</b>
Source of Funding:					
General Fund				\$ 216,952	
Library Fund				987	
Highway User Revenue Fund				132,363	
Parking District				284	
Water Resource and Infrastructure Protection				3,249	
Water Services Fund				26,411	
Stormwater Fund				1,091	
Solid Waste Fund				260,270	
SEMS Fund				688	
Airport Fund				7,224	
				<b>\$ 649,519</b>	
Commentary:					
<p>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 Fleet operating budget has increased by 1,494%. There are capital expenditures, resulting in an overall net increase of 4%. The personnel services increase of 92% is mainly due to reclassifications of employees payroll distributions. The contractuals decrease of 2% is mainly due to one time travel and memberships from the prior year. Commodities increased by 24% mainly due to new fleet management software partially offset by increases in parts markup. Major capital (&gt;\$5,000) includes vehicle replacement funds (\$143,510), funding for electric vehicle replacements (\$125,000), a new pool vehicle (\$50,000) and a pool vehicle replacement (\$60,000).</p>					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	3	3	3	0	3
Mechanic II	4	4	5	0	5
Mechanic Assistant/Lube Technician	1	1	1	0	1
Mechanic Lead Worker	1	1	1	0	1
Parts Specialist	1	1	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Supervisor	1	1	1	0	1
Welder Technician	1	1	1	0	1
<b>Total</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>0</b>	<b>16</b>

New Personnel:	None
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<b>Capital:</b>	
Description	Amount
Electric Vehicle Replacements Fund	\$ 125,000
Vehicle Replacement Fund	143,510
Pool Vehicle	50,000
Pool Vehicle Replacement	60,000
	<u>\$ 378,510</u>

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## **Mission**

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

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## **Program Description**

The Streets Maintenance section is responsible for the street level 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 repair, hauling operations, streetlights, and traffic signals.

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Section 161 - Street Maintenance					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 3,252,747	\$ 3,138,414	\$ 3,138,414	\$ 3,381,312	\$ 242,898
Contractuals	847,075	1,273,031	1,273,031	1,432,750	159,719
Commodities	1,469,492	1,065,641	1,065,641	1,075,641	10,000
Capital	436,285	2,875,333	2,875,333	1,075,000	(1,800,333)
<b>Total</b>	<b>\$ 6,005,599</b>	<b>\$ 8,352,419</b>	<b>\$ 8,352,419</b>	<b>\$ 6,964,703</b>	<b>\$ (1,387,716)</b>
Expenditures by Program:					
General Administration	\$ 707,318	\$ 740,770	\$ 740,770	\$ 948,975	\$ 208,205
Street Cleaning	457,073	538,262	538,262	363,217	(175,045)
Snow Control	1,024,966	1,198,337	1,198,337	974,535	(223,802)
Sign, Signal, Mark & Light	539,030	695,438	695,438	371,373	(324,065)
Street Maintenance	2,470,044	4,159,529	4,159,529	3,134,610	(1,024,919)
Drainage-way Maintenance	4,060	-	-	-	-
Streetlights	434,807	540,770	540,770	540,770	-
Traffic Signal Maintenance	359,691	479,313	479,313	417,975	(61,338)
Autopark Association Fees	18,700	-	-	213,248	213,248
DFFM - Emergency	(12,288)	-	-	-	-
Pipeline West Flooding 2022	2,198	-	-	-	-
<b>Total</b>	<b>\$ 6,005,599</b>	<b>\$ 8,352,419</b>	<b>\$ 8,352,419</b>	<b>\$ 6,964,703</b>	<b>\$ (1,387,716)</b>
Source of Funding:					
Highway User Revenue Fund				\$ 6,964,703	
				<b>\$ 6,964,703</b>	
Commentary:					
The Street Maintenance operating budget has increased by 8%. There are capital expenditures of \$1,075,000, resulting in an overall net decrease of 17%. The personnel services increase of 8% mainly due to merits, market adjustments, and benefit increases. The contractuals increase of 13% is mainly due to one-time design fees. Commodities increased by 1% and is mainly due to increases in supplies expense related to maintenance and signing supplies partially offset by a software system in the prior year. There is major capital (>\$5,000) which includes a replacement plow truck (\$375,000), and two replacement graders (\$700,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	1	1	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Section Director	1	1	1	0	1
Public Works Supervisor	4	4	4	0	4
Street Light Technician II	0	2	2	0	2
Street Operations Technician I	8	8	8	0	8
Street Operations Technician II	8	8	8	0	8
Street Operations Technician III	9	9	9	0	9
Street Operations Technician (Temp)	1.27	1.27	1.27	0	1.27
Traffic Signal Technician I	1	1	1	0	1
Traffic Signal Technician II	1	1	1	0	1
<b>Total</b>	<b>35.27</b>	<b>37.27</b>	<b>37.27</b>	<b>0</b>	<b>37.27</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	
Description	Amount
Replacement Plow Truck	\$ 375,000
Replacement Grader (2)	700,000
	<b>\$ 1,075,000</b>

## **Mission**

To provide the community with safe, affordable, efficient, and sustainable integrated solid waste management services that are protective of human health and the environment.

### **Core Values:**

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

## **Program Description**

The Solid Waste Section provides essential services to the citizens of Flagstaff with superior customer service, timely refuse and recycling collections, and sound landfill management practices. The section works toward efficient operations by utilizing implementation of additional waste diversion and recycling programs to sustain landfill resources and protect human health and the environment.

The Solid Waste Section manages the operations of the Cinder Lake Landfill, Hazardous Products Center (HPC), and the collection of residential and commercial solid waste and recycling, as well as the City's Recycling Transfer Facility.

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Section 165 - Solid Waste - Landfill					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,561,762	\$ 1,754,039	\$ 1,754,039	\$ 1,737,187	\$ (16,852)
Contractuals	396,581	462,573	462,573	515,563	52,990
Commodities	634,584	431,726	431,726	527,852	96,126
Capital	295,547	1,430,000	1,327,354	115,000	(1,315,000)
<b>Total</b>	<b>\$ 2,888,474</b>	<b>\$ 4,078,338</b>	<b>\$ 3,975,692</b>	<b>\$ 2,895,602</b>	<b>\$ (1,182,736)</b>
Expenditures by Program:					
General Administration	\$ 259,833	\$ 262,152	\$ 262,152	\$ 533,577	\$ 271,425
Sanitary Landfill	2,226,826	3,328,460	3,225,814	1,898,040	(1,430,420)
Landfill Outside Contract	28,495	11,908	11,908	-	(11,908)
Hazardous Product Center (Landfill)	373,625	475,818	475,818	463,985	(11,833)
<b>Total</b>	<b>\$ 2,888,779</b>	<b>\$ 4,078,338</b>	<b>\$ 3,975,692</b>	<b>\$ 2,895,602</b>	<b>\$ (1,182,736)</b>
Source of Funding:					
Solid Waste Fund				\$ 2,895,602	
				<b>\$ 2,895,602</b>	
Commentary:					
The Solid Waste - Landfill operating budget has increased by 5%. There are capital expenditures of \$115,000, resulting in an overall net decrease of 29%. The personnel services budget has decreased due to merits, market adjustments and benefit increases, offset by reallocating personnel expenses to Section 168. The contractuals increase of 11% is due to increased spending related to maintenance. The commodities increase of 22% is due to the increased cost of fuel, oil, and equipment parts. There is major capital (>\$5,000) including a scraper rebuild (\$75,000) and refuse compactor equipment (\$40,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Administrative Assistant	0.5	0	0	0	0
Administrative Lead Worker	0	0	1	0	1
Administrative Specialist	2	3	2	0	2
Equipment Operator I	0	0	1	0	1
Equipment Operator III	4	4	4	0	4
Landfill Environmental Assistant	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	0	1
Project Manager	1	1	1	0	1
Project Manager Senior	1	1	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>16</b>	<b>17</b>	<b>0</b>	<b>17</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	
Description	Amount
Scraper Rebuild	\$ 75,000
Refuse Compactor GPS	40,000
	<b>\$ 115,000</b>

Section 166 - Solid Waste - Collections					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 2,947,980	\$ 2,947,333	\$ 2,797,333	\$ 2,560,756	\$ (386,577)
Contractuals	3,099,449	3,056,126	2,336,126	2,594,765	(461,361)
Commodities	1,838,841	1,103,971	1,103,971	1,486,782	382,811
Capital	1,139,131	3,204,698	2,266,260	275,000	(2,929,698)
<b>Total</b>	<b>\$ 9,025,401</b>	<b>\$ 10,312,128</b>	<b>\$ 8,503,690</b>	<b>\$ 6,917,303</b>	<b>\$ (3,394,825)</b>
Expenditures by Program:					
General Administration	\$ 456,127	\$ 693,806	\$ 593,806	\$ 488,612	\$ (205,194)
Residential Collection	3,416,590	4,566,763	4,050,105	1,720,356	(2,846,407)
Bin Maintenance - Residential	127,891	113,691	113,691	-	(113,691)
Recycling Curbside Collection	1,038,644	811,176	451,176	592,999	(218,177)
Commercial Collection	2,984,071	2,631,914	2,218,914	2,622,500	(9,414)
Bin Maintenance - Commercial	137,525	88,597	88,597	-	(88,597)
Commercial Recycling	564,563	765,991	405,991	457,517	(308,474)
Commercial Sales	-	7,000	7,000	-	(7,000)
Hoist & Haul	300,705	633,190	574,410	596,194	(36,996)
Bulky Waste Collection - Residential	-	-	-	439,125	439,125
<b>Total</b>	<b>\$ 9,026,116</b>	<b>\$ 10,312,128</b>	<b>\$ 8,503,690</b>	<b>\$ 6,917,303</b>	<b>\$ (3,394,825)</b>
Source of Funding:					
Solid Waste Fund				\$ 6,917,303	
				<b>\$ 6,917,303</b>	
Commentary:					
The Solid Waste - Collections operating budget has decreased by 7%. There are capital expenditures of \$275,000, resulting in an overall net decrease of 33%. The personnel services budget decreased 13% mainly due to merits, market adjustments, benefit increases and the reclassification of 2.0 FTE Solid Waste Lead Workers to Public Works Supervisors, offset by reallocating personnel expense to Section 168. The contractuals decrease of 15% is mainly due to moving the costs related to the materials recovery facility to Section 168. Commodities increased by 35% mainly due to an increase in cost of fuel, oil, and equipment parts. There is major capital (>\$5,000) which includes a replacement roll-off truck (\$275,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	2	2	2	0	2
Equipment Operator I	3	3	3	0	3
Equipment Operator II	9	9	9	0	9
Equipment Operator III	11	11	11	0	11
Program Assistant	1	1	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Supervisor	2	2	2	2	4
Solid Waste Lead Worker	2	2	2	(2)	0
<b>Total</b>	<b>31</b>	<b>31</b>	<b>31</b>	<b>0</b>	<b>31</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	
Description	Amount
Replacement Roll-Off Truck	\$ 275,000
	<b>\$ 275,000</b>

Section 168 - Transfer Station Operations					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 17,035	\$ -	\$ -	\$ 310,805	\$ 310,805
Contractuals	349,472	-	1,300,000	922,500	922,500
Commodities	9,098	-	-	52,500	52,500
<b>Total</b>	<b>\$ 375,605</b>	<b>\$ -</b>	<b>\$ 1,300,000</b>	<b>\$ 1,285,805</b>	<b>\$ 1,285,805</b>
<b>Expenditures by Program:</b>					
Transfer Station Operations	\$ 375,604	\$ -	\$ 1,300,000	\$ 1,285,805	\$ 1,285,805
<b>Total</b>	<b>\$ 375,604</b>	<b>\$ -</b>	<b>\$ 1,300,000</b>	<b>\$ 1,285,805</b>	<b>\$ 1,285,805</b>
<b>Source of Funding:</b>					
Solid Waste Fund				\$ 1,285,805	
				\$ 1,285,805	
<b>Commentary:</b>					
The Solid Waste - Transfer Station Operations is a new section. The personnel services budget is a reallocation from other sections to provide operational support. The contractuals and commodities budgets are reallocations from other section programs for expenditures related to operations and material transferring services.					
<b>Authorized Personnel/Positions:</b>		All positions are budgeted in Section 166.			
<b>Capital:</b>		None			



## **Mission**

The mission of the Flagstaff City-Coconino County Public Library is to enrich the lives of residents and visitors by offering access to resources and opportunities to grow, learn and innovate in a safe, supportive and sustainable environment.

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## **Program Description**

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

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Section 035 - Library City Direct					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 3,021,371	\$ 3,360,051	\$ 3,360,051	\$ 3,405,439	\$ 45,388
Contractuals	479,758	411,622	411,622	430,472	18,850
Commodities	436,000	435,149	435,149	343,622	(91,527)
Capital	633,846	257,188	436,403	2,000,000	1,742,812
<b>Total</b>	<b>\$ 4,570,975</b>	<b>\$ 4,464,010</b>	<b>\$ 4,643,225</b>	<b>\$ 6,179,533</b>	<b>\$ 1,715,523</b>
Expenditures by Program:					
General Administration	\$ 1,389,017	\$ 905,778	\$ 1,084,993	\$ 2,686,992	\$ 1,781,214
Technical Services	842,009	904,552	904,552	898,864	(5,688)
Public Services	1,625,197	1,872,830	1,872,830	1,834,012	(38,818)
East Flag Library	687,431	755,350	755,350	734,165	(21,185)
Main Library Automation	21,321	17,250	17,250	17,250	-
Outreach	69	-	-	-	-
PALSmobile Flagstaff Funded	5,931	8,250	8,250	8,250	-
<b>Total</b>	<b>\$ 4,570,975</b>	<b>\$ 4,464,010</b>	<b>\$ 4,643,225</b>	<b>\$ 6,179,533</b>	<b>\$ 1,715,523</b>
Source of Funding:					
Library Fund				\$ 6,179,533	
				<b>\$ 6,179,533</b>	
Commentary:					
The Library City Direct operating budget decreased by 1%. There are capital expenditures of \$2,000,000, resulting in an overall net increase of 38%. The personnel services increase of 1% is mainly due to merits, market adjustments, benefit increases, and the reclassification of 1.0 FTE Administrative Specialist to Librarian. The contractuals increase of 5% is mainly due to an increase in training and education. Commodities decreased 21% mainly due to decreased one-time expenditures related to library circulation materials. There is major capital (>\$5,000) which includes window replacements (\$2,000,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Administrative Specialist	2	2	2	(1)	1
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	1	4
Library Clerk	7	7	7	0	7
Library Clerk (Temp)	3.55	3.55	3.55	0	3.55
Library Director	1	1	1	0	1
Library Page	1.5	1.5	1.0	0	1.0
Library Page (Temp)	1.25	1.25	1.25	0	1.25
Library Specialist	12.55	12.55	13.05	0	13.05
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>46.03</b>	<b>46.03</b>	<b>46.03</b>	<b>0</b>	<b>46.03</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	
Description	Amount
Window Replacement	\$ 2,000,000
	<b>\$ 2,000,000</b>

Section 036/037- Library County					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 711,022	\$ 1,060,200	\$ 1,060,200	\$ 1,053,616	\$ (6,584)
Contractuals	114,588	737,296	737,296	60,296	(677,000)
Commodities	169,967	332,563	332,563	385,447	52,884
Capital	13,852	-	-	-	-
<b>Total</b>	<b>\$ 1,009,429</b>	<b>\$ 2,130,059</b>	<b>\$ 2,130,059</b>	<b>\$ 1,499,359</b>	<b>\$ (630,700)</b>
Expenditures by Program:					
County Jail	\$ 104,916	\$ 95,796	\$ 95,796	\$ 107,111	\$ 11,315
County Bookmobile	19,838	112,781	112,781	111,077	(1,704)
Forest Lakes Library	83,507	90,796	90,796	102,452	11,656
Tuba City Library	296,484	276,196	276,196	330,545	54,349
Supai Library	2,125	5,367	5,367	5,367	-
Grand Canyon	105,620	103,508	103,508	118,534	15,026
County-wide Projects	403,871	1,445,615	1,445,615	724,273	(721,342)
<b>Total</b>	<b>\$ 1,016,361</b>	<b>\$ 2,130,059</b>	<b>\$ 2,130,059</b>	<b>\$ 1,499,359</b>	<b>\$ (630,700)</b>
Source of Funding:					
Library Fund				\$ 1,499,359	
				<b>\$ 1,499,359</b>	
Commentary:					
The Library County operating budget decreased by 30%. There are no capital expenditures. Personnel services decreased 1% mainly due to merits and benefit increases, offset by the reduction of 1.0 FTE Marketing Specialist. The contractuals decrease of 92% is mainly due to a reduction of one-time expenditures for service partner contracts. Commodities increased by 16% mainly due to computer equipment related expenditures. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Application Support Specialist II	1	1	1	0	1
IT Analyst	0	0	1	0	1
IT Manager Library	1	1	1	0	1
Librarian	1	1	1	0	1
Library Clerk	0.63	0.63	0.63	0	0.63
Library Clerk (Temp)	0.88	0.88	0.88	0	0.88
Library Specialist	2	2	3	0	3
Library Specialist (Temp)	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	3.00	0	3.00
Marketing Specialist	0	0	1	(1)	0
<b>Total</b>	<b>9.73</b>	<b>9.73</b>	<b>12.85</b>	<b>(1)</b>	<b>11.85</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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Section 038 - Library Grants and County Wide Projects					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Contractuals	\$ 5,225	\$ -	\$ -	\$ -	\$ -
Commodities	7,860	75,000	75,000	50,000	(25,000)
Capital	61,639	-	-	-	-
<b>Total</b>	<b>\$ 74,724</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 50,000</b>	<b>\$ (25,000)</b>
<b>Expenditures by Program:</b>					
Library LSTA FY2018	\$ -	\$ 75,000	\$ 75,000	\$ -	\$ (75,000)
Library - ARPA Grant	3,101	-	-	-	-
Library - SGIA	25,000	-	-	50,000	50,000
LSTA - Specialty Items Checkout	13,572	-	-	-	-
LSTA - Staff Development Day	4,000	-	-	-	-
LSTA - Teen Connection Internship	2,281	-	-	-	-
PLA Digital Literacy Workshop Incentive	5,624	-	-	-	-
PALSmobile Safely Serving Rural Coconino County	5,000	-	-	-	-
AZ Rural & Small Public Libraries: Addressing Health &	4,859	-	-	-	-
Extending Telehealth to Tribal Libraries	11,287	-	-	-	-
<b>Total</b>	<b>\$ 74,724</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 50,000</b>	<b>\$ (25,000)</b>
<b>Source of Funding:</b>					
Library Fund				\$ 50,000	
				<b>\$ 50,000</b>	
<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 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 98,292	\$ 114,316	\$ 114,316	\$ 117,875	\$ 3,559
Contractuals	18,843	136,309	136,309	19,326	(116,983)
Commodities	8,071	11,250	11,250	11,250	-
Capital	-	40,000	40,000	-	(40,000)
<b>Total</b>	<b>\$ 125,206</b>	<b>\$ 301,875</b>	<b>\$ 301,875</b>	<b>\$ 148,451</b>	<b>\$ (153,424)</b>
Expenditures by Program:					
General Administration	\$ 125,206	\$ 301,875	\$ 301,875	\$ 148,451	\$ (153,424)
<b>Total</b>	<b>\$ 125,206</b>	<b>\$ 301,875</b>	<b>\$ 301,875</b>	<b>\$ 148,451</b>	<b>\$ (153,424)</b>
Source of Funding:					
General Fund				\$ 148,451	
				<b>\$ 148,451</b>	
Commentary:					
The Community Investment operating budget has decreased by 43%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merits and benefit increases. The contractuals decrease of 86% is mainly due to a decrease in one-time expenditures for workforce development and the Business One Stop Shop website. Commodities remained flat. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	1	1	0	0	0
Beautification and Public Art Project Administrator	0	0	1	0	1
Beautification General Administrator	0	1	0	0	0
Beautification, Arts and Science Manager	1	1	1	0	1
Beautification, Arts and Science Project Administrator	1	1	1	0	1
Community Investment Director	1	1	1	0	1
Economic Vitality Director	1	1	1	0	1
Executive Assistant I	0	0	1	0	1
<b>Total</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>0</b>	<b>6</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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Section 213 - Economic Development					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 271,769	\$ 303,508	\$ 303,508	\$ 328,703	\$ 25,195
Contractuals	856,392	1,636,807	1,636,807	1,203,424	(433,383)
Commodities	44,902	24,895	24,895	35,895	11,000
<b>Total</b>	<b>\$ 1,173,063</b>	<b>\$ 1,965,210</b>	<b>\$ 1,965,210</b>	<b>\$ 1,568,022</b>	<b>\$ (397,188)</b>
Expenditures by Program:					
General Administration	\$ 223,097	\$ 560,163	\$ 560,163	\$ 482,496	\$ (77,667)
Incubator	329,773	314,005	314,005	336,005	22,000
Service Partner Agencies	5,928	30,928	30,928	10,928	(20,000)
Business Retention & Expansion	177,756	263,088	263,088	314,056	50,968
Business Attraction	111,690	344,142	344,142	165,653	(178,489)
Business Accelerator - Innovation Mesa	324,819	452,884	452,884	258,884	(194,000)
<b>Total</b>	<b>\$ 1,173,063</b>	<b>\$ 1,965,210</b>	<b>\$ 1,965,210</b>	<b>\$ 1,568,022</b>	<b>\$ (397,188)</b>
Source of Funding:					
Economic Development Fund				\$ 1,568,022	
				<b>\$ 1,568,022</b>	
Commentary:					
The Economic Development operating budget has decreased by 20%. There are no capital expenditures. The personnel services increase of 8% is mainly due to merits, benefit increases and reclassifications. The contractuals decrease of 26% is mainly due to prior year one-time expenditures for workforce development, Innovate Waste Challenge, various incentives, and building maintenance and repairs. Commodities increased by 44% due to lease required supplies at the Business Accelerator. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Economic Development Administrator	1	1	1	0	1
Business Retention and Expansion Manager	1	1	0	0	0
Economic Development Manager	0	0	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
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<b>Capital:</b>	None
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### **Mission**

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

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

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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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Section 211 - Beautification					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 212,706	\$ 291,192	\$ 291,192	\$ 332,113	\$ 40,921
Contractuals	160,114	557,649	557,649	559,401	1,752
Commodities	94,985	180,500	180,500	105,500	(75,000)
Capital	-	25,000	25,000	25,000	-
<b>Total</b>	<b>\$ 467,805</b>	<b>\$ 1,054,341</b>	<b>\$ 1,054,341</b>	<b>\$ 1,022,014</b>	<b>\$ (32,327)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 247,515	\$ 523,861	\$ 523,861	\$ 501,514	\$ (22,347)
Commission	141	5,500	5,500	5,500	-
Special Projects and Unprogrammed Work	152,127	295,000	295,000	245,000	(50,000)
Beautification Grant Program	68,022	229,980	229,980	270,000	40,020
<b>Total</b>	<b>\$ 467,805</b>	<b>\$ 1,054,341</b>	<b>\$ 1,054,341</b>	<b>\$ 1,022,014</b>	<b>\$ (32,327)</b>
<b>Source of Funding:</b>					
Beautification Fund				\$ 1,022,014	
				<b>\$ 1,022,014</b>	
<b>Commentary:</b>					
The Beautification operating budget has decreased by 3%. There are capital expenditures of \$25,000, resulting in an overall net decrease of 3%. The personnel services increase of 14% is mainly due to merits, benefit increases, and payroll distribution changes for existing positions. Contractuals remained flat year over year. Commodities decreased by 42% mainly due to a reduction in horticultural supplies that were funded one-time in the prior fiscal year. There are capital expenditures (>\$5,000) including the expanded use of right of way projects (\$25,000).					
<b>Authorized Personnel/Positions:</b> None					
<b>New Personnel:</b> None					
<b>Capital:</b>					
Description	Amount				
Expanded Use of Right of Way	\$ 25,000				
	\$ 25,000				

## **Mission**

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

## **Vision**

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

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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 Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,115,288	\$ 1,193,195	\$ 1,193,195	\$ 1,203,423	\$ 10,228
Contractuals	1,472,922	2,010,750	1,749,056	1,587,638	(423,112)
Commodities	174,829	177,968	177,968	194,468	16,500
<b>Total</b>	<b>\$ 2,763,039</b>	<b>\$ 3,381,913</b>	<b>\$ 3,120,219</b>	<b>\$ 2,985,529</b>	<b>\$ (396,384)</b>
Expenditures by Program:					
General Administration	\$ 1,199,731	\$ 1,332,329	\$ 1,332,329	\$ 1,350,445	\$ 18,116
Marketing and Promotion	1,155,340	1,465,109	1,465,109	1,210,609	(254,500)
Sales	95,050	105,425	105,425	65,415	(40,010)
Public Relations	48,282	63,700	63,700	63,700	-
Film Office	2,942	26,350	26,350	141,350	115,000
Sales International Travel Trade	-	-	-	154,010	154,010
Regional Partnership - VAI Marketing	95,736	192,500	96,764	-	(192,500)
VAI Marketing	133,244	147,500	14,256	-	(147,500)
Tourism Grants - Misc	32,714	49,000	16,286	-	(49,000)
<b>Total</b>	<b>\$ 2,763,039</b>	<b>\$ 3,381,913</b>	<b>\$ 3,120,219</b>	<b>\$ 2,985,529</b>	<b>\$ (396,384)</b>
Source of Funding:					
Tourism Fund				\$ 2,985,529	
				<b>\$ 2,985,529</b>	
Commentary:					
The Tourism operating budget has decreased by 12%. There are no capital expenditures. The personnel services increase of 1% is mainly due to merits and benefit increases. The contractuals decrease of 21% is mainly due to a reduction in promotional advertising and one-time expenditures for tax education outreach. Commodities increased by 9% mainly due to additional promotional items. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
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	0	0	0
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 and Media Relations Project Manager	0	0	1	0	1
Marketing Specialist	1	1	1	0	1
Sales Manager	0	0	0	1	1
Sales Specialist	1	1	1	(1)	0
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>11</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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### **Mission**

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

### **Vision**

Flagstaff Visitor Center is recognized for providing exceptional visitor services.

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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					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 344,943	\$ 371,790	\$ 371,790	\$ 508,276	\$ 136,486
Contractuals	138,090	175,186	175,186	133,453	(41,733)
Commodities	46,598	43,152	43,152	45,885	2,733
Capital	-	80,000	80,000	622,750	542,750
<b>Total</b>	<b>\$ 529,631</b>	<b>\$ 670,128</b>	<b>\$ 670,128</b>	<b>\$ 1,310,364</b>	<b>\$ 640,236</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 406,697	\$ 506,195	\$ 506,195	\$ 447,228	\$ (58,967)
Train Station Operations	122,934	163,933	163,933	113,933	(50,000)
Visitor Center Express - Airport	-	-	-	249,203	249,203
Visitor Center Icing/Maintenance Project	-	-	-	500,000	500,000
<b>Total</b>	<b>\$ 529,631</b>	<b>\$ 670,128</b>	<b>\$ 670,128</b>	<b>\$ 1,310,364</b>	<b>\$ 640,236</b>
<b>Source of Funding:</b>					
Tourism Fund				\$ 1,310,364	
				<b>\$ 1,310,364</b>	
<b>Commentary:</b>					
The Visitor Services operating budget has increased by 17%. There are capital expenditures of \$622,750, resulting in an overall net increase of 96%. The personnel services increase of 37% is mainly due to merits, benefit increases, and the addition of .40 FTE Visitor Services Assistant (Temp) and 1.0 FTE Visitor Services Specialist. The contractuals decrease of 24% is mainly due to a reduction in a one-time expense in maintenance. Commodities increased by 6% mainly due to costs related to the Visitor Center Express at the Airport. There are capital expenditures (>\$5,000) including the Visitor Center Express Airport remodel (\$122,750) and the Visitor Center icing maintenance issue (\$500,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Visitor Services Assistant (Temp)	1.65	1.65	1.65	0.40	2.05
Visitor Center Manager	1	1	1	0	1
Visitor Services Specialist	3	3	3	1	4
Visitor Services Specialist (Temp)	1	0.5	0.5	0	0.5
Total	6.15	6.15	6.15	1.40	7.55
<b>New Personnel:</b>					
Title	FTE	Total \$ 2024-2025	Potential Offset	Net Cost 2024-2025	Future Cost
Visitor Services Assistant	0.4	\$ 17,516	\$ -	\$ 17,516	\$ 17,516
Visitor Services Specialist	1	73,866	-	73,866	73,866
<b>Capital:</b>					
Description	Amount				
Visitor Center Express Airport Remodel	\$ 122,750				
Visitor Center Icing Maintenance Issue	500,000				
	<b>\$ 622,750</b>				

### **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 Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 58,395	\$ 90,530	\$ 90,530	\$ 75,457	\$ (15,073)
Contractuals	502,690	832,790	832,790	842,971	10,181
Commodities	4,327	3,123	3,123	3,123	-
Capital	78,173	310,000	310,000	250,000	(60,000)
<b>Total</b>	<b>\$ 643,585</b>	<b>\$ 1,236,443</b>	<b>\$ 1,236,443</b>	<b>\$ 1,171,551</b>	<b>\$ (64,892)</b>
<b>Expenditures by Program:</b>					
General	\$ 58,495	\$ 130,230	\$ 130,230	\$ 115,338	\$ (14,892)
Public Artwork	82,500	358,623	358,623	123,623	(235,000)
Service Partner Agencies	400,000	630,000	630,000	500,000	(130,000)
FCP Administration	102,590	112,590	112,590	302,590	190,000
FUTS Trail Sculptures	-	5,000	5,000	5,000	-
Multicultural Park Sculpture Exhibition	-	-	-	125,000	125,000
<b>Total</b>	<b>\$ 643,585</b>	<b>\$ 1,236,443</b>	<b>\$ 1,236,443</b>	<b>\$ 1,171,551</b>	<b>\$ (64,892)</b>
<b>Source of Funding:</b>					
Arts and Science Fund				\$ 1,171,551	
				<b>\$ 1,171,551</b>	
<b>Commentary:</b>					
The Arts & Science operating budget has decreased by 1%. There are capital expenditures of \$250,000, resulting in an overall net decrease of 5%. The personnel services decrease of 17% is mainly due to merits and benefit increases offset by payroll distribution changes for existing positions. The contractuals increase of 1% is mainly due to an increase to service partner contracts. Commodities have remained flat year over year. There are capital expenditures (>\$5,000) including multicultural park sculpture exhibition (\$125,000), Rio de Flag artwork (\$50,000), eastside neighborhoods art projects (\$30,000), neighborhood plans art projects (\$10,000), artwork at the Downtown Connection Center (\$5,000), urban trails sculptures (\$5,000), and contingency for future projects (\$25,000).					
<b>Authorized Personnel/Positions:</b> None					
<b>New Personnel:</b> None					
<b>Capital:</b>					
Description	Amount				
Multicultural Park Sculpture Exhibition	\$ 125,000				
Rio de Flag Artwork	50,000				
Eastside Neighborhoods	30,000				
Neighborhood Plans Art Projects	10,000				
Downtown Connection Center Artwork	5,000				
Urban Trails Sculptures	5,000				
Contingency for Future Projects	25,000				
	<b>\$ 250,000</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 Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,483,627	\$ 1,620,868	\$ 1,620,868	\$ 1,577,098	\$ (43,770)
Contractuals	1,885,798	5,505,568	5,505,568	1,493,934	(4,011,634)
Commodities	630,084	849,232	849,232	570,590	(278,642)
Capital	97,824	115,000	115,000	500,000	385,000
<b>Total</b>	<b>\$ 4,097,333</b>	<b>\$ 8,090,668</b>	<b>\$ 8,090,668</b>	<b>\$ 4,141,622</b>	<b>\$ (3,949,046)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 1,482,475	\$ 1,509,368	\$ 1,509,368	\$ 1,411,906	\$ (97,462)
Safety and Security	289,858	276,443	276,443	140,215	(136,228)
Snow Control	213,031	270,135	270,135	78,123	(192,012)
Maintenance Buildings & Grounds	1,696,512	5,280,387	5,280,387	619,861	(4,660,526)
Maintenance Runway & Taxiway	90,273	220,335	220,335	607,517	387,182
Airport TSA	324,326	340,000	340,000	340,000	-
Airport Parking Lot	858	194,000	194,000	144,000	(50,000)
Small Commercial Air Service Development	-	-	-	800,000	800,000
<b>Total</b>	<b>\$ 4,097,333</b>	<b>\$ 8,090,668</b>	<b>\$ 8,090,668</b>	<b>\$ 4,141,622</b>	<b>\$ (3,949,046)</b>
<b>Source of Funding:</b>					
Airport Fund				\$ 4,141,622	
				<b>\$ 4,141,622</b>	
<b>Commentary:</b>					
The Airport operating budget has decreased by 54%. There are capital expenditures of \$500,000, resulting in an overall net decrease of 49%. The personnel services decrease of 3% is mainly due to merits and benefit increases offset by hiring of vacant positions at a cost less than budgeted in the previous year. The contractuals decrease of 73% is mainly due to one-time expenditures for repair and maintenance. Commodities decreased by 33% due to prior year one-time expenditures for street repair materials and supplies and safety supplies. There are capital expenditures (>\$5,000) including runway pavement repair (\$500,000).					

<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	1	1	1	0	1
Airport Communications Manager	1	1	1	0	1
Airport Director	1	1	1	0	1
Airport Program Manager	1	1	1	0	1
Airport Operations/ ARFF Battalion Chief	0	0	1	0	1
Airport Operations/ ARFF Lead Worker	3	3	3	0	3
Airport Operations/ ARFF Specialist	6	6	6	0	6
Airport Operations/ ARFF Manager	1	1	0	0	0
Airport Operations Technician (Temp)	1	1	1	0	1
Maintenance Worker I	0	0	1	0	1
<b>Total</b>	<b>14.5</b>	<b>14.5</b>	<b>15.5</b>	<b>0</b>	<b>15.5</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
Description	Amount
Runway Pavement Repair	\$ 500,000
	<b>\$ 500,000</b>

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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 Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 373,529	\$ 578,883	\$ 578,883	\$ 552,892	\$ (25,991)
Contractuals	144,627	211,622	211,622	282,122	70,500
Commodities	144,445	152,306	152,306	150,136	(2,170)
Capital	12,500	1,155,000	1,155,000	65,000	(1,090,000)
<b>Total</b>	<b>\$ 675,101</b>	<b>\$ 2,097,811</b>	<b>\$ 2,097,811</b>	<b>\$ 1,050,150</b>	<b>\$ (1,047,661)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 523,680	\$ 1,776,309	\$ 1,776,309	\$ 748,648	\$ (1,027,661)
Parking Compliance	144,349	167,378	167,378	132,378	(35,000)
Metering and Permits	3,554	100,374	100,374	100,374	-
Parking Facilities	3,518	3,750	3,750	3,750	-
Parking District Capital	-	50,000	50,000	65,000	15,000
<b>Total</b>	<b>\$ 675,101</b>	<b>\$ 2,097,811</b>	<b>\$ 2,097,811</b>	<b>\$ 1,050,150</b>	<b>\$ (1,047,661)</b>
<b>Source of Funding:</b>					
Parking District Fund				\$ 1,050,150	
				<b>\$ 1,050,150</b>	
<b>Commentary:</b>					
The Parking District operating budget has increased by 4%. There are capital expenditures of \$65,000, resulting in an overall net decrease of 50%. The personnel services decrease of 4% is mainly due to merits and benefit increases offset by various vacant positions being filled at a lower cost than budgeted. The contractuals increase of 33% is mainly due to one-time expenditures for consultant services for a curbside management plan. Commodities decreased by 1% mainly due to an increase in work order credits. There is major capital (>\$5,000) including kiosk replacements (\$15,000), and street, curb, and gutter construction (\$50,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Parking Manager	1	1	1	0	1
Parking Aide	5	5	5	0	5
Parking Aide Lead	1	1	1	0	1
Total	7	7	7	0	7
<b>New Personnel:</b>					
None					
<b>Capital:</b>					
Description	Amount				
Kiosk Replacements	\$ 15,000				
Street, Curb and Gutter Construction	50,000				
	<b>\$ 65,000</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 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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Section 300 - Water Services Administration					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 377,690	\$ 802,477	\$ 802,477	828,328	\$ 25,851
Contractuals	2,857,352	1,338,602	1,838,602	1,880,245	541,643
Commodities	7,144	16,400	16,400	23,150	6,750
Capital	-	5,000	5,000	-	(5,000)
<b>Total</b>	<b>\$ 3,242,186</b>	<b>\$ 2,162,479</b>	<b>\$ 2,662,479</b>	<b>\$ 2,731,723</b>	<b>\$ 569,244</b>
Expenditures by Program:					
General Administration	\$ 3,240,681	\$ 1,857,456	\$ 2,357,456	\$ 2,422,762	\$ 565,306
Water Commission	696	1,080	1,080	1,160	80
Operations Management	809	303,943	303,943	307,801	3,858
<b>Total</b>	<b>\$ 3,242,186</b>	<b>\$ 2,162,479</b>	<b>\$ 2,662,479</b>	<b>\$ 2,731,723</b>	<b>\$ 569,244</b>
Source of Funding:					
Water Services Fund				\$ 2,731,723	
				<b>\$ 2,731,723</b>	
Commentary:					
The Water Service Administration operating budget has increased by 27%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merits and benefit increases. The contractuals increase of 40% is mainly due to increased legal expenses and radio system maintenance. Commodities increased by 41% due to parts for aging fleet, software licensing, operational supplies, gas/oil, and uniforms. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Administrative Specialist	2	2	2	0	2
Communications Aide	1	1	0	0	0
Community Engagement Specialist	0	0	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	2	0	2
<b>Total</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>0</b>	<b>7</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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## **Mission**

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

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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 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 840,941	\$ 917,961	\$ 917,961	\$ 971,384	\$ 53,423
Contractuals	3,112,117	3,256,033	3,281,033	3,409,139	153,106
Commodities	313,388	553,742	553,742	665,742	112,000
Capital	264,652	94,392	94,392	317,000	222,608
<b>Total</b>	<b>\$ 4,531,098</b>	<b>\$ 4,822,128</b>	<b>\$ 4,847,128</b>	<b>\$ 5,363,265</b>	<b>\$ 541,137</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 244,486	\$ 418,885	\$ 418,885	\$ 273,180	\$ (145,705)
Lake Mary Water Treatment Operation	1,345,925	1,652,787	1,677,787	1,558,948	(93,839)
Buildings and Grounds Maintenance	5,287	-	-	-	-
Local Wells	1,308,478	1,204,172	1,204,172	1,507,507	303,335
Lake Mary Wellfield	399,893	338,393	338,393	527,336	188,943
Woody Mountain Wellfield	1,000,754	816,696	816,696	1,190,031	373,335
Reservoirs	69,273	69,733	69,733	95,068	25,335
Inner Basin Maintenance	70,618	215,356	215,356	106,758	(108,598)
Red Gap Ranch Operation & Mgmt	4,923	25,409	25,409	25,409	-
Booster Station Administration	23,445	22,281	22,281	21,446	(835)
Zone A - RFP	1,043	1,250	1,250	1,250	-
Kinlani	2,570	2,225	2,225	2,225	-
University Highlands #1	5,139	5,045	5,045	5,045	-
Airport Booster	787	1,645	1,645	1,645	-
Amberwood Booster	5,075	6,336	6,336	6,336	-
Railroad Springs Booster	24,759	25,184	25,184	25,184	-
Inner Basin Pipeline Maintenance	18,643	16,731	16,731	15,897	(834)
<b>Total</b>	<b>\$ 4,531,098</b>	<b>\$ 4,822,128</b>	<b>\$ 4,847,128</b>	<b>\$ 5,363,265</b>	<b>\$ 541,137</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 5,363,265	
				<b>\$ 5,363,265</b>	
<b>Commentary:</b>					
<p>The Water Production operating budget has increased by 7%. There are capital expenditures of \$317,000, resulting in an overall net increase of 11%. The personnel services increase of 6% is mainly due to merits, benefit increases, and the addition of 1.0 FTE Water Services Operator. The contractuals increase of 5% is mainly due to increases in travel expenses, a chlorine generator study, maintenance costs, electricity, and potable water tank cleaning. Commodities increased by 20% mainly due to vehicle parts, tool costs, and chemical costs. There is major capital (&gt;\$5,000) which includes new chlorinators for the shop well (\$80,000), replacement valves in Lake Mary Wellfield (\$75,000), water storage tank maintenance (\$7,000), and new chlorinators and piping at Woody Mountain well booster station (\$155,000).</p>					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Maintenance Worker (Temp)	0.23	0.23	0.23	0	0.23
Water Services Manager	1	1	1	0	1
Water Services Operator	6	6	6	1	7
Water Services Supervisor	2	2	2	0	2
<b>Total</b>	<b>9.23</b>	<b>9.23</b>	<b>9.23</b>	<b>1</b>	<b>10.23</b>

**New Personnel:**

Title	FTE	Total \$ 2024-2025	Potential Offset	Net Cost 2024-2025	Future Cost
Water Services Operator	1	\$ 65,839	\$ -	\$ 65,839	\$ 65,839

**Capital:**

Description	Amount
Chlorinators and Piping Shop Well	\$ 80,000
Replacement valves Woody Mountain	75,000
Chlorinators and Piping Woody Mountain	155,000
Water Storage Tank Maintenance	7,000
	<u>\$ 317,000</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 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 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,354,683	\$ 1,509,240	\$ 1,509,240	\$ 1,469,412	\$ (39,828)
Contractuals	89,016	240,413	240,413	279,513	39,100
Commodities	653,160	505,964	505,964	597,038	91,074
Capital	226,641.00	183,602	183,602	279,500	95,898
<b>Total</b>	<b>\$ 2,323,500</b>	<b>\$ 2,439,219</b>	<b>\$ 2,439,219</b>	<b>\$ 2,625,463</b>	<b>\$ 186,244</b>
Expenditures by Program:					
General Administration	\$ 124,825	\$ 215,505	\$ 215,505	\$ 243,773	\$ 28,268
Water System Maintenance & Operation	465,465	512,253	512,253	711,153	198,900
Main & Service Line Repair	610,095	558,734	558,734	572,266	13,532
Main Ext. - Fire Hydrant & Valve	40,884	41,027	41,027	44,929	3,902
Valve & Fire Hydrant Maintenance	291,466	349,637	349,637	274,196	(75,441)
Meter Installation	635,708	602,726	602,726	611,802	9,076
Meter Repair and Testing	128,168	113,596	113,596	118,685	5,089
Blue Stake	26,889	45,741	45,741	48,659	2,918
<b>Total</b>	<b>\$ 2,323,500</b>	<b>\$ 2,439,219</b>	<b>\$ 2,439,219</b>	<b>\$ 2,625,463</b>	<b>\$ 186,244</b>
Source of Funding:					
Water Services Fund				\$ 2,625,463	
				<b>\$ 2,625,463</b>	
Commentary:					
The Water Distribution operating budget has increased by 4%. There are capital expenditures of \$279,500, resulting in an overall net increase of 8%. The personnel services decrease of 3% is mainly due to merits and benefit increases, offset by filling vacant positions at lower costs than budgeted. The contractual increase of 16% is mainly due to janitorial costs, commercial drivers license training, membership costs, and pest control service. Commodities increased by 18% mainly due to maintenance parts, tools, fleet parts, meters, fuel and oil, and general supplies. There is major capital (>\$5,000) which includes a mini excavator (\$179,500), trailer (\$25,000), roof and gutter repairs (\$25,000), concrete and asphalt (\$25,000), and heating, ventilation and air conditioning (\$25,000).					

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Utility Locator	1	1	1	0	1
Water Services Operator	14	14	14	0	14
Water Services Supervisor	1	1	1	0	1
Total	16	16	16	0	16

<b>New Personnel:</b>	None
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Capital:	
Description	Amount
Mini Excavator	\$ 179,500
Trailer	25,000
Roof and Gutter Repairs	25,000
Concrete and Asphalt Repairs	25,000
Heating, Ventilation and Air Conditioning	25,000
	<b>\$ 279,500</b>

## **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, Arizona WaterReuse Association, and the Lake Mary-Walnut Canyon Watershed Planning Group. In addition, staff review proposed water legislation and provide input to City Council. Staff ensure the water needs of new development and anticipated future growth in conjunction with the Regional Plan are met. Staff track current, committed, and projected water demands associated with Council-approved plats and report this information annually as required by Arizona Department of Water Resources (Community Water Systems and Designation of Adequate Water Supply reporting). Regional water supply and aquifer conditions are monitored under this program and staff manage the non-revenue Water Loss Control Program.

Core functions of the Water Conservation program are largely defined by the City Council-approved Water Conservation Strategic Plan and include administering the non-residential and residential water rebate and consult programs, coordinating educational activities including the annual Project WET Water Festival, the annual Arizona's Water Awareness Month each April, organizing community workshops, staffing booths at water and science events throughout the year and tracking performance of our programs. The Strategic Plan includes pursuing policy updates to improve water efficiency in building and landscaping codes. One permanent staff and two to four temporary water conservation enforcement staff are supervised by the Water Conservation Program Manager, who together coordinate the program.

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Section 304 - Water Resource Management					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 370,229	\$ 408,645	\$ 408,645	408,305	\$ (340)
Contractuals	233,849	400,250	400,250	684,250	284,000
Commodities	52,648	46,550	46,550	52,850	6,300
<b>Total</b>	<b>\$ 656,726</b>	<b>\$ 855,445</b>	<b>\$ 855,445</b>	<b>\$ 1,145,405</b>	<b>\$ 289,960</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 137,291	\$ 144,560	\$ 144,560	\$ 169,142	\$ 24,582
Water Resources	137,266	266,250	266,250	198,650	(67,600)
Water Conservation	378,369	444,635	444,635	424,113	(20,522)
Newman Canyon Stream Gauge	3,800	-	-	-	-
Drinking Water Grants	-	-	-	175,000.00	175,000
Non-Revenue Water Loss Conservation Grant	-	-	-	178,500.00	178,500
<b>Total</b>	<b>\$ 656,726</b>	<b>\$ 855,445</b>	<b>\$ 855,445</b>	<b>\$ 1,145,405</b>	<b>\$ 289,960</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 1,145,405	
				<b>\$ 1,145,405</b>	
<b>Commentary:</b>					
The Water Resource Management operating budget has increased by 34%. There are no capital expenditures. Personnel services remained relatively flat due to merits and benefit increases offset by vacant positions being filled at a lower cost than budgeted. The contractuals increase of 71% is mainly due to cell phones, utilities, advertising, a recharge permit needed for the proposed rate model, and education for staff. Commodities increased by 14% mainly due to the purchase of monitoring equipment, computer equipment, uniforms, and software. There is no major capital (>\$5,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
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>4.97</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 Arizona Department of Environmental Quality (ADEQ) Water and Sewer permits and the City Change Order Committee. Utilities asset management includes using an enterprise level Geographic Information System (GIS) linked to a computerized maintenance management system to maintain up-to-date infrastructure inventory and maintenance records. Utilities engineering evaluates capital improvement needs, including prioritization, and provides project management engineering services for capital improvement projects. Utilities staff maintain hydraulic computer models of the City's water, sewer and reclaimed infrastructure and use these tools to evaluate the needs of new development and anticipated future growth in conjunction with the Regional Plan. Staff also research customer, staff and City Council inquiries and follow up on complaints.

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Section 305 - Water Services Engineering					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 335,043	\$ 473,943	\$ 473,943	\$ 518,174	\$ 44,231
Contractuals	72,886	152,494	152,494	256,394	103,900
Commodities	11,465	8,840	8,840	31,340	22,500
<b>Total</b>	<b>\$ 419,394</b>	<b>\$ 635,277</b>	<b>\$ 635,277</b>	<b>\$ 805,908</b>	<b>\$ 170,631</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 419,394	\$ 635,277	\$ 635,277	\$ 805,908	\$ 170,631
<b>Total</b>	<b>\$ 419,394</b>	<b>\$ 635,277</b>	<b>\$ 635,277</b>	<b>\$ 805,908</b>	<b>\$ 170,631</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 805,908	
				<b>\$ 805,908</b>	
<b>Commentary:</b>					
The Water Services Engineering operating budget has increased by 27%. There are no capital expenditures. The personnel services increase of 9% is mainly due to merits, market adjustments, and benefit increases. The contractuals increase of 68% is mainly due to one-time approval of project management needs, increase to travel, certifications and trainings, and memberships. Commodities increased by 255% due to increased gas and oil, fleet maintenance and repair, and software. There is no major capital (>\$5,000).					

<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Project Manager	1	1	1	0	1
Project Manager Senior	0	0	1	0	1
Project Manager Senior Lead	0	0	1	0	1
Water Services Section Director	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	0	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>5</b>

<b>New Personnel:</b>	None
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<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 cross-connection 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 (ELAC). 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 305 - Water Services Engineering					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 335,043	\$ 473,943	\$ 473,943	\$ 518,174	\$ 44,231
Contractuals	72,886	152,494	152,494	256,394	103,900
Commodities	11,465	8,840	8,840	31,340	22,500
<b>Total</b>	<b>\$ 419,394</b>	<b>\$ 635,277</b>	<b>\$ 635,277</b>	<b>\$ 805,908</b>	<b>\$ 170,631</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 419,394	\$ 635,277	\$ 635,277	\$ 805,908	\$ 170,631
<b>Total</b>	<b>\$ 419,394</b>	<b>\$ 635,277</b>	<b>\$ 635,277</b>	<b>\$ 805,908</b>	<b>\$ 170,631</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 805,908	
				<b>\$ 805,908</b>	
<b>Commentary:</b>					
The Water Services Engineering operating budget has increased by 27%. There are no capital expenditures. The personnel services increase of 9% is mainly due to merits, market adjustments and benefit increases. The contractuals increase of 68% is mainly due to one-time approval of project management needs, increase to travel, certifications and trainings, and memberships. Commodities increased by 255% due to increased gas and oil, fleet maintenance and repair, and software. There is no major capital (>\$5,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Project Manager	1	1	1	0	1
Project Manager Senior	0	0	1	0	1
Project Manager Senior Lead	0	0	1	0	1
Water Services Section Director	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	0	1
<b>Total</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>5</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:

- Develop, maintain, expand and secure the SCADA controls which automates and give remote access to processes for all water moving through the City including water production, wastewater, and reclaimed water. The SCADA systems includes:
    - The remote equipment and interfaces with the equipment in each process
    - The SCADA Network in which the data and commands communicate through
    - The OT (Operational Technology) Servers and Clients systems that control, collect and manage data
    - The callout system that alerts operations, local and remote that there is an alarm or warning of a safety or compliance parameter out of the normal range
  - Development, maintenance and expansion of all Water Services workorder, inspection and service request CMMS (computerized maintenance management software) system
  - Develops and implements applications, databases, scripts, and hardware that allows for collecting, analyzing, storing of Water Services SCADA, OT (Operational Technology), Geographic Information System (GIS), Computerized Maintenance Management System (CMMS), water usage, and other data to allow the Water Services division to make data-driven decisions
  - Collaborates with City Information Technology (IT) to develop innovative solutions to improve efficiency through technology
  - Keep digital atlases and Water Services GIS data up to date through the addition of information from As-builts, field collection methods and Staff Knowledge
  - Manage the deployment and maintenance of IIOT (Industrial Internet of things) devices for field data collection, including temporary and portable sewer flow and level devices and drinking water and reclaim system temporary and portable pressure sensor
  - Maintains security software and databases for all Water Services facilities, including cameras and door access, to improve safety of the work environment for all Water Services employees
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Section 307 - SCADA Information Systems					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 565,461	\$ 806,812	\$ 806,812	\$ 831,666	\$ 24,854
Contractuals	88,042	115,860	222,277	204,160	88,300
Commodities	169,373	152,825	229,444	230,525	77,700
Capital	140,515	120,000	269,111	230,000	110,000
<b>Total</b>	<b>\$ 963,391</b>	<b>\$ 1,195,497</b>	<b>\$ 1,527,644</b>	<b>\$ 1,496,351</b>	<b>\$ 300,854</b>
<b>Expenditures by Program:</b>					
SCADA Tracking	\$ 659,982	\$ 653,251	\$ 985,398	\$ 798,740	\$ 145,489
GIS-Utilities	8,788	5,300	5,300	7,400	2,100
IIOT - Field Devices	18,193	3,000	3,000	15,000	12,000
Physical Security	5,111	43,000	43,000	30,000	(13,000)
Water Services Info Systems	139,621	297,166	297,166	302,862	5,696
Wildcat SCADA	114,542	161,930	161,930	189,312	27,382
Reclaimed SCADA	18,042	23,250	23,250	144,437	121,187
Rio SCADA	(888)	8,600	8,600	8,600	-
<b>Total</b>	<b>\$ 963,391</b>	<b>\$ 1,195,497</b>	<b>\$ 1,527,644</b>	<b>\$ 1,496,351</b>	<b>\$ 300,854</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 1,496,351	
				<b>\$ 1,496,351</b>	
<b>Commentary:</b>					
The SCADA Information Systems operating budget has increased by 18%. There are capital expenditures of \$230,000, resulting in an overall net increase of 25%. The personnel services increase of 3% is mainly due to merits and benefit increases. The contractuals increase of 76% is mainly due to tower maintenance, electrical maintenance, microwave lease, travel, training, security, and certifications. Commodities increase of 51% is mainly due to software and blue stake and cityworks seats. There is major capital (>\$5,000) which includes a truck (\$65,000), server upgrade (\$150,000), and facility security hardware costs (\$15,000).					

<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Operation Technology Systems Specialist	0	1	0	0	0
Water Services Analyst	3	3	3	0	3
Water Services IS Administrator	1	1	1	0	1
Water Services Program Manager	0	0	1	0	1
Water Services SCADA/IS Specialist	1	1	2	0	2
Water Services Manager	1	1	1	0	1
<b>Total</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>0</b>	<b>8</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	
Description	Amount
Truck	\$ 65,000
Server Upgrade	150,000
Facility Security Hardware Costs	15,000
	<b>\$ 230,000</b>

### **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					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 500,688	\$ 572,794	\$ 572,794	\$ 569,374	\$ (3,420)
Contractuals	1,113,095	1,181,398	1,181,398	1,164,160	(17,238)
Commodities	916,896	637,742	637,742	929,242	291,500
Capital	620,879	543,470	543,470	396,000	(147,470)
<b>Total</b>	<b>\$ 3,151,558</b>	<b>\$ 2,935,404</b>	<b>\$ 2,935,404</b>	<b>\$ 3,058,776</b>	<b>\$ 123,372</b>
Expenditures by Program:					
General Administration	\$ 199,304	\$ 483,587	\$ 483,587	\$ 348,055	\$ (135,532)
Plant Operations	1,758,196	1,570,199	1,570,199	1,698,649	128,450
Plant Maintenance	797,544	539,754	539,754	778,359	238,605
Septage Collection	997	16,150	16,150	24,650	8,500
WH Rio Maintenance	3,060	1,700	1,700	1,700	-
Solids Handling	392,457	324,014	324,014	207,363	(116,651)
<b>Total</b>	<b>\$ 3,151,558</b>	<b>\$ 2,935,404</b>	<b>\$ 2,935,404</b>	<b>\$ 3,058,776</b>	<b>\$ 123,372</b>
Source of Funding:					
Water Services Fund				\$ 3,058,776	
				<b>\$ 3,058,776</b>	
Commentary:					
The Wastewater Treatment - Wildcat operating budget has increased 11%. There are capital expenditures of \$396,000, resulting in an overall net increase of 4%. The personnel services decrease of 1% is mainly due to merits, benefit increases, addition of 1.0 FTE Water Services Operator, offset by vacant positions budgeted at a lower cost and payroll distribution changes. The contractuals decrease of 1% is mainly due to prior year one-time expenditures including heating, ventilation and air conditioning, maintenance, and fiber. Commodities increased by 46% due to the expenditures for chemicals, gas and oil, and safety supplies. There are major expenditures (>\$5,000) including Wildcat Hill road repairs (\$101,000) and chlorinator hoist and crane (\$295,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Water Services Manager	1	1	1	0	1
Water Services Operator	2	4	4	1	5
Water Services Supervisor	2	2	2	0	2
Total	5	7	7	1	8

New Personnel:					
Title	FTE	Total \$ 2024-2025	Potential Offset	Net Cost 2024-2025	Future Cost
Water Services Operator	1	\$ 65,839	\$ -	\$ 65,839	\$ 65,839

Capital:		None
Description	Amount	
Wildcat Hill Road Repairs	\$ 101,000	
Chlorinator Hoist and Crane	295,000	
	<b>\$ 396,000</b>	

## Mission

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

## Program Description

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

Section 312 - Wastewater Treatment - Rio Plant					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 479,138	\$ 652,565	\$ 652,565	\$ 661,898	\$ 9,333
Contractuals	540,476	606,496	606,496	536,468	(70,028)
Commodities	199,878	92,042	92,042	164,842	72,800
Capital	7,051	5,000	5,000	-	(5,000)
<b>Total</b>	<b>\$ 1,226,543</b>	<b>\$ 1,356,103</b>	<b>\$ 1,356,103</b>	<b>\$ 1,363,208</b>	<b>\$ 7,105</b>
Expenditures by Program:					
General Administration	\$ 164,618	\$ 238,594	\$ 238,594	\$ 196,663	\$ (41,931)
Plant Operations	542,314	476,345	476,345	598,424	122,079
Plant Maintenance	519,611	641,164	641,164	568,121	(73,043)
<b>Total</b>	<b>\$ 1,226,543</b>	<b>\$ 1,356,103</b>	<b>\$ 1,356,103</b>	<b>\$ 1,363,208</b>	<b>\$ 7,105</b>
Source of Funding:					
Water Services Fund				\$ 1,363,208	
				<b>\$ 1,363,208</b>	
Commentary:					
The Wastewater Treatment - Rio Plant operating budget has increased by 1%. There are no capital expenditures. The personnel services increase of 1% is mainly due to merits and benefit increases. The contractuals decrease of 12% is mainly due to one-time expenses of fiber, cabling, and pump rebuild in the previous fiscal year. Commodities increased by 79% due to increases in operating supplies, sewer parts, safety supplies, and fleet repairs. There are no major capital expenditures (>\$5,000).					

Authorized Personnel/Positions:	None
Capital:	None

### **Mission**

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

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### **Program Description**

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

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Section 313 - Wastewater Collection					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 657,233	\$ 846,124	\$ 846,124	\$ 814,806	\$ (31,318)
Contractuals	66,572	239,880	239,880	254,880	15,000
Commodities	170,217	219,339	219,339	251,889	32,550
Capital	-	650,000	650,000	-	(650,000)
<b>Total</b>	<b>\$ 894,022</b>	<b>\$ 1,955,343</b>	<b>\$ 1,955,343</b>	<b>\$ 1,321,575</b>	<b>\$ (633,768)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 196,468	\$ 518,288	\$ 518,288	\$ 327,524	\$ (190,764)
Service Connections	73,523	64,879	64,879	76,344	11,465
Preventive Maintenance	380,637	885,751	885,751	426,556	(459,195)
TV Inspect and Hydro Clean	156,325	196,952	196,952	203,846	6,894
Corrective Maintenance	87,069	289,473	289,473	287,305	(2,168)
<b>Total</b>	<b>\$ 894,022</b>	<b>\$ 1,955,343</b>	<b>\$ 1,955,343</b>	<b>\$ 1,321,575</b>	<b>\$ (633,768)</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 1,321,575	
				<b>\$ 1,321,575</b>	
<b>Commentary:</b>					
The Wastewater Collection operating budget has increased 1%. There are no capital expenditures. The personnel services decrease of 4% is mainly due to merits and benefit increases, offset by vacant positions budgeted at a lower cost than the previous year. The contractuals increase of 6% is mainly due to mechanical shop labor. Commodities increased by 15% due to one-time expenses including safety supplies, fleet repairs, and sewer parts. There are no major capital expenditures (>\$5,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Water Services Operator	10	10	8	0	8
Water Services Supervisor	1	1	1	0	1
Total	11	11	9	0	9
<b>New Personnel:</b>					
None					
<b>Capital:</b>					
None					

## **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					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 147,425	\$ 191,719	\$ 191,719	\$ 173,121	\$ (18,598)
Contractuals	99,178	215,870	215,870	149,850	(66,020)
Commodities	48,467	216,672	216,672	216,672	-
Capital	-	231,127	231,127	-	(231,127)
<b>Total</b>	<b>\$ 295,070</b>	<b>\$ 855,388</b>	<b>\$ 855,388</b>	<b>\$ 539,643</b>	<b>\$ (315,745)</b>
<b>Expenditures by Program:</b>					
Reclaimed Distribution	\$ 4,880	\$ 42,550	\$ 42,550	\$ 18,338	\$ (24,212)
Reclaimed Production-Wildcat	267,780	533,997	533,997	281,789	(252,208)
Reclaimed Production-Rio	22,410	278,841	278,841	239,516	(39,325)
<b>Total</b>	<b>\$ 295,070</b>	<b>\$ 855,388</b>	<b>\$ 855,388</b>	<b>\$ 539,643</b>	<b>\$ (315,745)</b>
<b>Source of Funding:</b>					
Water Services Fund				\$ 539,643	
				<b>\$ 539,643</b>	
<b>Commentary:</b>					
The Reclaimed Water operating budget has decreased by 14%. There are no capital expenditures. The personnel services decrease of 10% is mainly due to merits and benefit increases, offset by filling vacant positions at a lower rate. The contractuals decrease of 31% is mainly due to a one-time expense for tie-ins at Bushmaster Park in the previous fiscal year. Commodities remained flat. There are no capital expenditures (>\$5,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Water Services Operator	6	5	5	0	5
Water Services Supervisor	2	2	2	0	2
Total	8	7	7	0	7
<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 Stormwater section includes administration, Utility Management, Engineering/Hydrology Technical Support, Master Planning, Data Collection, Field Inspection, and Plan Review Components.

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Section 331 - Stormwater					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 747,295	\$ 1,055,523	\$ 1,058,763	\$ 1,113,709	\$ 58,186
Contractuals	1,176,806	2,453,897	2,759,061	758,606	(1,695,291)
Commodities	229,711	117,704	127,204	116,904	(800)
Capital	827,176	45,000	45,000	175,000	130,000
<b>Total</b>	<b>\$ 2,980,988</b>	<b>\$ 3,672,124</b>	<b>\$ 3,990,028</b>	<b>\$ 2,164,219</b>	<b>\$ (1,507,905)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 296,189	\$ 355,159	\$ 355,159	\$ 317,154	\$ (38,005)
Master Planning	389,513	120,089	120,089	134,089	14,000
Operations	38,440	-	12,740	181,366	181,366
Development Review	127,040	137,591	137,591	102,642	(34,949)
Inspections, Investigations & Monitoring	85,979	104,360	104,360	131,322	26,962
Floodplain Management	91,304	123,517	123,517	324,568	201,051
Open Channel & Infrastructure Maintenance	223,572	285,338	285,338	718,078	432,740
Drainage Maintenance	237,314	2,291,070	2,249,090	255,000	(2,036,070)
Pre-Season Flood Mitigation	223,276	255,000	187,660	-	(255,000)
FEMA Flood Hazard Mitigation Studies	(12,698)	-	-	-	-
DFFM - Emergency	775,784	-	-	-	-
Museum Flooding 2021	87,781	-	-	-	-
Pipeline West Flooding 2022	417,494	-	414,484	-	-
<b>Total</b>	<b>\$ 2,980,988</b>	<b>\$ 3,672,124</b>	<b>\$ 3,990,028</b>	<b>\$ 2,164,219</b>	<b>\$ (1,507,905)</b>
<b>Source of Funding:</b>					
Stormwater Fund				\$ 2,164,219	
				<b>\$ 2,164,219</b>	
<b>Commentary:</b>					
The Stormwater operating budget has decreased by 45%. There are capital expenditures of \$175,000, resulting in an overall net decrease of 41%. The personnel services increase of 6% is mainly due to merits, market adjustments, and benefit increases. Contractuals decrease of 69% is mainly due to a one-time allocation for stormwater maintenance from the previous fiscal year. Commodities decrease of 1% is mainly due to the one-time allocation for computer equipment in the previous fiscal year. There is major capital (>\$5,000) which includes one vehicle (\$175,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Project Manager	1	1	1	0	1
Project Manager Senior	3	3	2	0	2
Water Services Manager	1	1	0	0	0
Water Services Operator	0	0	4	0	4
Water Services Section Director	0	0	1	0	1
Water Services Supervisor	0	0	1	0	1
Total	5	5	9	0	9
<b>New Personnel:</b>					
None					
<b>Capital:</b>					
Description	Amount				
Truck	\$ 175,000				
	\$ 175,000				

## **Mission**

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

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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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Section 401 - Council and Commissions					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 498,124	\$ 568,594	\$ 598,594	\$ 853,272	\$ 284,678
Contractuals	53,502	87,804	87,804	83,553	(4,251)
Commodities	26,152	6,145	6,145	6,145	-
Total	\$ 577,778	\$ 662,543	\$ 692,543	\$ 942,970	\$ 280,427
Expenditures by Program:					
General Administration	\$ 577,699	\$ 662,543	\$ 692,543	\$ 942,970	\$ 280,427
Boards and Commissions	79	-	-	-	-
Total	\$ 577,778	\$ 662,543	\$ 692,543	\$ 942,970	\$ 280,427
Source of Funding:					
General Fund				\$ 855,342	
Library Fund				10,415	
Highway User Revenue Fund				10,327	
Transportation Fund				2,482	
Parking District Fund				1,288	
Water Resource and Infrastructure Protection				1,141	
Water Services Fund				31,066	
Stormwater Fund				3,384	
Solid Waste Fund				21,543	
SEMS Fund				1,684	
Airport Fund				4,298	
				\$ 942,970	
Commentary:					
The Council and Commissions operating budget has increased by 42%. There are no capital expenditures. The personnel services increase of 50% is mainly due to newly approved Council salaries as well as benefit increases. The contractuals decrease of 5% is mainly due to a reduction in memberships. Commodities remained flat year over year. There is no major capital (>\$5,000).					
Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Councilmember	6	6	6	0	6
Mayor	1	1	1	0	1
	7	7	7	0	7
New Personnel:					
None					
Capital:					
None					

**Program Description**

This section accounts for all expenditures that are not specifically allocable to individual divisions or programs. Examples including property and liability insurance, service partner contracts, unemployment insurance, audit fees, miscellaneous studies and capital equipment that benefit various departments. Costs of this division are allocated to the respective departments based on a cost allocation formulation.

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Section 402 - Non-Departmental					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ (1,082,250)	\$ (600,000)	\$ (600,000)	\$ 100,000	\$ 700,000
Contractuals	3,001,062	6,799,322	6,799,322	3,300,713	(3,498,609)
Commodities	69,340	39,000	39,000	48,000	9,000
Capital	2,456,372	12,257,154	12,257,154	2,400,000	(9,857,154)
<b>Total</b>	<b>\$ 4,444,524</b>	<b>\$ 18,495,476</b>	<b>\$ 18,495,476</b>	<b>\$ 5,848,713</b>	<b>\$ (12,646,763)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 1,347,725	\$ 4,716,835	\$ 4,716,835	\$ 384,335	\$ (4,332,500)
Service Partner Agencies	1,110,384	1,310,205	1,310,205	1,360,370	50,165
Employee Benefits	58,679	9,000	9,000	18,000	9,000
Insurance	715,192	2,315,192	2,315,192	715,192	(1,600,000)
Consultants	237,558	422,740	422,740	174,800	(247,940)
John Wesley Powell Study	138,333	4,423,547	4,423,547	-	(4,423,547)
ARPA - CLFRF Coronavirus Local Fiscal Recover	836,653	5,297,957	5,297,957	3,196,016	(2,101,941)
<b>Total</b>	<b>\$ 4,444,524</b>	<b>\$ 18,495,476</b>	<b>\$ 18,495,476</b>	<b>\$ 5,848,713</b>	<b>\$ (12,646,763)</b>
<b>Source of Funding:</b>					
General Fund				\$ 5,359,625	
Library Fund				60,566	
Highway User Revenue Fund				65,121	
Transportation Fund				9,693	
Parking District Fund				8,039	
Water Resource and Infrastructure Protection				7,326	
Water Services Fund				182,305	
Stormwater Fund				13,357	
Solid Waste Fund				122,519	
SEMS Fund				10,683	
Airport Fund				9,479	
				<b>\$ 5,848,713</b>	
<b>Commentary:</b>					
The Non-Departmental operating budget has decreased by 62%. There are capital expenditures of \$2,400,000, resulting in an overall net decrease of 68%. Personnel services decreased 117% due to market adjustments. Contractuals decrease of 65% is mainly due to prior year one-time expenditures related to American Rescue Plan Act (ARPA) funds and a one-time insurance damage claims from the prior year. Commodities increase of 23% is due to a one-time increase in the employee EcoPass program. There is major capital (>\$5,000 ) which includes the Montalvo Project (\$2,400,000).					
<b>Authorized Personnel/Positions:</b> None					
<b>New Personnel:</b> None					
<b>Capital:</b>					
Description	Amount				
Montalvo Project	\$ 2,400,000				
	\$ 2,400,000				

## Mission

Getting you where you want to go. Our Vision: Leading the way with sustainable transportation that connects our communities and provides value for our residents.

## Program Description

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

Section 404 - Transit					
Expenditures by Category:	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Contractuals	\$ 6,462,515	\$ 9,086,099	\$ 9,086,099	\$ 13,603,868	\$ 4,517,769
<b>Total</b>	<b>\$ 6,462,515</b>	<b>\$ 9,086,099</b>	<b>\$ 9,086,099</b>	<b>\$ 13,603,868</b>	<b>\$ 4,517,769</b>
Expenditures by Program:					
Transit Contribution	\$ 6,462,515	\$ 9,086,099	\$ 9,086,099	\$ 13,603,868	\$ 4,517,769
<b>Total</b>	<b>\$ 6,462,515</b>	<b>\$ 9,086,099</b>	<b>\$ 9,086,099</b>	<b>\$ 13,603,868</b>	<b>\$ 4,517,769</b>
Source of Funding:					
Transportation Fund				\$ 13,603,868	
				<b>\$ 13,603,868</b>	
Commentary:					
The Transit operating budget has increased 50% over the prior year budget. The City contracts with NAIPTA to run the Transit System and contributes monthly to the system based on the budget appropriated by the NAIPTA Board and the City Council.					
Authorized Personnel/Positions:	None				
New Personnel:	None				
Capital:	None				



## **Mission**

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

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## **Program Description**

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

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Section 102 - Engineering					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 1,850,792	\$ 2,361,542	\$ 2,361,542	\$ 230,472	\$ (2,131,070)
Contractuals	204,448	320,922	320,922	23,595	(297,327)
Commodities	(309,286)	(301,076)	(301,076)	6,433	307,509
Capital	53,542	106,458	106,458	-	(106,458)
<b>Total</b>	<b>\$ 1,799,496</b>	<b>\$ 2,487,846</b>	<b>\$ 2,487,846</b>	<b>\$ 260,500</b>	<b>\$ (2,227,346)</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 245,807	\$ 275,878	\$ 275,878	\$ 252,235	\$ (23,643)
Transportation Engineering	463,790	656,438	656,438	6,050	(650,388)
Development Engineering	516,277	714,044	714,044	(650)	(714,694)
Public Works Inspection	573,613	841,486	841,486	2,865	(838,621)
Materials Testing	9	-	-	-	-
<b>Total</b>	<b>\$ 1,799,496</b>	<b>\$ 2,487,846</b>	<b>\$ 2,487,846</b>	<b>260,500</b>	<b>\$ (2,227,346)</b>
<b>Source of Funding:</b>					
General Fund				\$ (307,874)	
Highway User Revenue Fund				498,541	
Transportation Fund				69,833	
				<b>\$ 260,500</b>	
<b>Commentary:</b>					
The Engineering operating budget has decreased by 89%. There are no capital expenditures. The personnel services decrease of 90% is mainly due to merits, market adjustments, and benefit increases offset by Development and Transportation Engineering programs becoming new sections. The contractuals and commodities decrease of 93% and 102% respectively are mainly due to Development and Transportation Engineering programs becoming new sections. There is no major capital (>\$5,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	1	1	1	0	1
City Engineer	1	1	1	0	1
Total	2	2	2	0	2
<b>New Personnel:</b>					
None					
<b>Capital:</b>					
None					

Section 123 - Development Engineering					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ -	\$ -	\$ -	\$ 1,317,413	1,317,413
Contractuals	-	-	-	247,274	247,274
Commodities	-	-	-	(45,733)	(45,733)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,518,954</b>	<b>\$ 1,518,954</b>
Expenditures by Program:					
Development Engineering	\$ -	\$ -	\$ -	\$ 772,455	\$ 772,455
Public Works Inspection	-	-	-	746,499	746,499
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,518,954</b>	<b>\$ 1,518,954</b>
Source of Funding:					
General Fund				\$ 1,518,954	
				<b>\$ 1,518,954</b>	
Commentary:					
The Development Engineering program was reorganized to a new section for fiscal year 2025. There are no capital expenditures. Personnel services saw increases due to merits, market adjustments, and benefit increases. Contractuals and commodities remained flat year over year. There is no major capital (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
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	2	2	2	0	2
Project Manager Senior	2	2	2	0	2
Total	12	12	12	0	12

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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Section 124 - Transportation Engineering					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ -	\$ -	\$ -	\$ 909,375	\$ 909,375
Contractuals	-	-	-	13,850	13,850
Commodities	-	-	-	(296,607)	(296,607)
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 626,618</b>	<b>\$ 626,618</b>
<b>Expenditures by Program:</b>					
Traffic Engineering	\$ -	\$ -	\$ -	\$ 382,422	\$ 382,422
Active Transportation Planning	-	-	-	244,196	244,196
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 626,618</b>	<b>\$ 626,618</b>
<b>Source of Funding:</b>					
General Fund				\$ 626,618	
				<b>\$ 626,618</b>	
<b>Commentary:</b>					
The Transportation Engineering program was reorganized to a new section for fiscal year 2025. There are no capital expenditures. Personnel services saw increases due to merits, market adjustments, and benefit increases. Contractuals and commodities remained flat year over year. There is no major capital (>\$5,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Transportation Director/Traffic Engineer	1	1	1	0	1
Transportation Engineer Associate	1	1	1	0	1
Transportation Engineer Senior	2	2	1	0	1
Transportation Engineer Senior Lead	0	0	1	0	1
Transportation Planner	1	1	2	0	2
Transportation Planner Senior	1	1	0	0	0
Transportation Planner Senior Lead	0	0	1	0	1
Transportation Technician (Temp)	0.48	0.48	0.48	0	0.48
<b>Total</b>	<b>6.48</b>	<b>6.48</b>	<b>7.48</b>	<b>0</b>	<b>7.48</b>
<b>New Personnel:</b>					
None					
<b>Capital:</b>					
None					

### **Mission**

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

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Section 103 - Capital Improvements					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 999,500	\$ 1,161,091	\$ 1,161,091	\$ 1,243,260	\$ 82,169
Contractuals	8,142	17,769	17,769	16,469	(1,300)
Commodities	(1,130,496)	(1,305,925)	(1,305,925)	(1,405,925)	(100,000)
Capital	-	-	-	70,000	70,000
<b>Total</b>	<b>\$ (122,854)</b>	<b>\$ (127,065)</b>	<b>\$ (127,065)</b>	<b>\$ (76,196)</b>	<b>\$ 50,869</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 16,227	\$ 28,919	\$ 28,919	\$ 25,119	\$ (3,800)
Capital Improvement Engineering	(168,016)	(155,984)	(155,984)	(101,315)	54,669
5 Year Capital Program Development	28,935	-	-	-	-
<b>Total</b>	<b>\$ (122,854)</b>	<b>\$ (127,065)</b>	<b>\$ (127,065)</b>	<b>\$ (76,196)</b>	<b>\$ 50,869</b>
<b>Source of Funding:</b>					
General Fund				\$ (76,196)	
				<b>\$ (76,196)</b>	
<b>Commentary:</b>					
The Capital Improvements operating budget has increased by 15%. There are capital expenditures of \$70,000, resulting in an overall net decrease of 40%. The personnel services increase of 7% is mainly due to merits, market adjustments, and benefit increases. The contractuals decrease of 7% is due to a decrease in education and training. Commodities increased by 8% mainly due to increased work order charge outs. There is capital greater than (\$5,000) which includes a replacement vehicle (\$70,000).					
<b>Authorized Personnel/Positions:</b>					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Capital Improvements Engineer	1	1	1	0	1
Project Manager	3	3	3	0	3
Project Manager Senior	3	3	3	0	3
Project Manager Senior Lead	2	2	2	0	2
Total	9	9	9	0	9
<b>New Personnel:</b>					
None					
<b>Capital:</b>					
Description	Amount				
Replacement Vehicle	\$ 70,000				
	\$ 70,000				

## **Mission**

The mission of the Parks, Recreation, Open Space, and Events (PROSE) Division is to connect our community through people, parks, natural areas, and programs. Our vision is to create unique experiences and places to play. Our values are Community Enrichment, All Inclusive, Authenticity, and Conservation.

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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 Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 2,030,251	\$ 2,630,499	\$ 2,630,499	\$ 2,764,480	\$ 133,981
Contractuals	689,767	1,067,331	1,067,331	942,885	(124,446)
Commodities	405,570	574,568	574,568	551,587	(22,981)
Capital	635,909	667,888	667,888	430,000	(237,888)
<b>Total</b>	<b>\$ 3,761,497</b>	<b>\$ 4,940,286</b>	<b>\$ 4,940,286</b>	<b>\$ 4,688,952</b>	<b>\$ (251,334)</b>
Expenditures by Program:					
General Administration	\$ 113,370	\$ 537,475	\$ 537,475	\$ 569,811	\$ 32,336
Park Grounds Maintenance	1,020,674	1,305,659	1,305,659	951,944	(353,715)
Park Buildings and Facility Maintenance	29,568	35,781	35,781	111,477	75,696
BBB - Streetscape/Median Maintenance	325,750	339,787	339,787	349,526	9,739
Right-of-Way/ Median	88,925	127,717	127,717	119,600	(8,117)
FUTS Trail System	168,617	298,457	298,457	221,567	(76,890)
Heritage Square Maintenance	10,791	48,466	48,466	35,955	(12,511)
BBB Recreation Fields	1,353,000	1,668,112	1,668,112	1,615,818	(52,294)
Downtown/Plaza Maintenance	6,731	6,190	6,190	104,753	98,563
Non-Park Grounds and Landscapes	138,065	200,003	200,003	186,608	(13,395)
Cemetery	309,747	372,639	372,639	421,893	49,254
Nate Avery Trail Enhancements	196,259	-	-	-	-
<b>Total</b>	<b>\$ 3,761,497</b>	<b>\$ 4,940,286</b>	<b>\$ 4,940,286</b>	<b>\$ 4,688,952</b>	<b>\$ (251,334)</b>
Source of Funding:					
General Fund				\$ 4,688,952	
				<b>\$ 4,688,952</b>	
Commentary:					
<p>The Parks operating budget has remained flat year over year. There are capital expenditures of \$430,000, resulting in an overall net decrease of 5%. The personnel services increase of 5% is mainly due to merits, market adjustments, and benefit increases. The contractuals decrease of 12% is mainly due to a decrease in consultation services. Commodities decreased by 3% due to a decrease in maintenance and related expenditures. There are major capital expenditures (&gt;\$5,000) including Cemetery improvements (\$40,000), Cheshire Park improvements (\$20,000), Thorpe Park sidewalk replacement (\$70,000), Butler Avenue sitting areas demolition (\$75,000), University Heights improvements (\$20,000), new signs (\$20,000), park amenities (\$20,000), park maintenance shop improvements (\$65,000), and replacement dump truck (\$100,000).</p>					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Park Ranger	0	0	1	0	1
Parks Maintenance Worker	12	12	12	0	12
Parks Maintenance Worker (Temp)	7.67	7.67	5.39	0	5.39
Parks Manager	1	1	1	0	1
Parks Technician	10	10	10	0	10
Parks Supervisor	4	4	4	0	4
<b>Total</b>	<b>34.67</b>	<b>34.67</b>	<b>33.39</b>	<b>0</b>	<b>33.39</b>

<b>New Personnel:</b>	None
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Capital:	
Description	Amount
Cemetery Improvements	\$ 40,000
Cheshire Park Improvements	20,000
Thorpe Park Sidewalk Replacements	70,000
Butler Avenue Sitting Areas Demolition	75,000
University Heights Park Improvements	20,000
Parks Signs	20,000
Park Amenities	20,000
Parks Maintenance Shop Improvements	65,000
Replacement Dump Truck	100,000
Total	<u>\$ 430,000</u>

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## **Mission**

The mission of the Parks, Recreation, Open Space, and Events (PROSE) Division is to connect our community through people, parks, natural areas, and programs. Our vision is to create unique experiences and places to play. Our values are Community Enrichment, All Inclusive, Authenticity, and Conservation.

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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, and the Joe C. Montoya Community and Senior Center. The Events and Marketing program organizes family-friendly events for all to enjoy and facilitates special event facility use permits for organizations and individuals to conduct events on City property. The Athletics program organizes sports leagues for both youth and adults and permits many local and out of town sport organizations to utilize local fields for leagues and tournaments. The section prides itself on providing meaningful activities and programs for everyone regardless of income or ability.

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Section 156 - Recreation					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 3,102,328	\$ 3,450,672	\$ 3,450,672	\$ 3,344,339	\$ (106,333)
Contractuals	950,409	917,381	917,381	1,139,222	221,841
Commodities	379,766	342,165	342,165	339,140	(3,025)
Capital	57,583	320,554	320,554	275,000	(45,554)
<b>Total</b>	<b>\$ 4,490,086</b>	<b>\$ 5,030,772</b>	<b>\$ 5,030,772</b>	<b>\$ 5,097,701</b>	<b>\$ 66,929</b>
<b>Expenditures by Program:</b>					
General Administration	\$ 639,328	\$ 774,527	\$ 774,527	\$ 554,657	\$ (219,870)
Community Events	185,222	230,971	230,971	456,371	225,400
Adult Athletics	336,300	403,456	403,456	297,507	(105,949)
Jay Lively Activity Center	784,439	697,443	697,443	927,578	230,135
Aquaplex	1,986,640	2,303,098	2,303,098	2,170,781	(132,317)
Joe C Montoya Community and Sr Center	296,536	309,077	309,077	299,145	(9,932)
Hal Jensen Recreation Center	247,336	292,200	292,200	371,662	79,462
Cogdill Recreation Center	14,285	20,000	20,000	20,000	-
<b>Total</b>	<b>\$ 4,490,086</b>	<b>\$ 5,030,772</b>	<b>\$ 5,030,772</b>	<b>\$ 5,097,701</b>	<b>\$ 66,929</b>
<b>Source of Funding:</b>					
General Fund				\$ 5,097,701	
				<b>\$ 5,097,701</b>	
<b>Commentary:</b>					
The Recreation operating budget has increased by 2%. There are capital expenditures of \$275,000, resulting in an overall net increase of 1%. Personnel services decrease of 1% is mainly due to merits, market adjustments, and benefit increases, offset by a decrease of .32 FTE in Recreation Temporaries. The contractuals increase of 24% is mainly due to additional funding for the 4th of July celebration. Commodities remained relatively flat year over year. There is major capital expenditures (>\$5,000) which includes recreation equipment (\$55,000), and the replacement of the ice resurfacer (\$220,000).					

<b>Authorized Personnel/Positions:</b>			Current	Changes	Proposed
Title	2021-2022	2022-2023	2023-2024	2024-2025	2024-2025
Administrative Specialist	2	2	2	0	2
Assistant Parks and Recreation Director	0	1	1	0	1
Events and Marketing Coordinator	0	0	1	0	1
Head Lifeguard	2	2	2	0	2
Parks, Recreation, Open Space & Events Director	1	1	1	0	1
Recreation Coordinator I	5	5	4	0	4
Recreation Coordinator II	4	4	4	0	4
Recreation Manager	1	1	1	1	2
Recreation Program Assistant	0.5	0.5	0.5	0	0.5
Recreation Supervisor	5	5	5	(1)	4
Recreation Temporaries	38.68	37.67	37.67	(0.32)	37.35
<b>Total</b>	<b>59.18</b>	<b>59.17</b>	<b>59.17</b>	<b>(0.32)</b>	<b>58.85</b>

<b>New Personnel:</b>	None
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<b>Capital:</b>	
Description	Amount
Recreation Equipment	\$ 55,000
Ice Resurfacer Replacement	220,000
	<b>\$ 275,000</b>

## Mission

The mission of the Parks, Recreation, Open Space, and Events (PROSE) Division is to connect our community through people, parks, natural areas, and programs. Our vision is to create unique experiences and places to play. Our values are Community Enrichment, All Inclusive, Authenticity, and Conservation.

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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					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 170,016	\$ 247,994	\$ 247,994	\$ 320,692	\$ 72,698
Contractuals	38,658	2,234,650	690,650	190,524	(2,044,126)
Commodities	7,187	49,595	49,595	5,700	(43,895)
Capital	-	32,956	32,956	-	(32,956)
<b>Total</b>	<b>\$ 215,861</b>	<b>\$ 2,565,195</b>	<b>\$ 1,021,195</b>	<b>\$ 516,916</b>	<b>\$ (2,048,279)</b>
Expenditures by Program:					
Open Space Maintenance	\$ 178,076	\$ 235,456	\$ 235,456	\$ 366,192	\$ 130,736
AFG Observatory Mesa	-	32,956	32,956	-	(32,956)
Kahtoola	-	8,000	8,000	-	(8,000)
Open Space Grants	-	1,829,330	285,330	150,724	(1,678,606)
Picture Canyon Malapai	772	39,228	39,228	-	(39,228)
Picture Canyon Trail Repair	6,400	154,070	154,070	-	(154,070)
Open Space Education	30,613	46,395	46,395	-	(46,395)
DFFM - IPG 22S-702	-	108,260	108,260	-	(108,260)
DFFM - IPG 22-701	-	111,500	111,500	-	(111,500)
<b>Total</b>	<b>\$ 215,861</b>	<b>\$ 2,565,195</b>	<b>\$ 1,021,195</b>	<b>\$ 516,916</b>	<b>\$ (2,048,279)</b>
Source of Funding:					
General Fund				\$ 516,916	
				<b>\$ 516,916</b>	
Commentary:					
The Open Space operating budget has decreased by 80%. There are no capital expenditures. The personnel services increase of 29% is mainly due to merits, benefit increases, and the mid-year addition of .88 FTE Open Space Coordinator (Temp) position. The contractuals decrease of 91% is mainly due to a decrease in expenditures related to anticipated grants that were not awarded. Commodities decreased by 89% due to a decrease in expenditures related to anticipated grants that were not awarded. There are no capital expenditures (>\$5,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Open Space Coordinator	0	1	1	0	1
Open Space Coordinator (Temp)	0	1	1	(0.12)	0.88
Open Space Specialist	1	0	0	0	0
Open Space Supervisor	0	1	1	0	1
Total	1	3	3	(0.12)	2.88

<b>New Personnel:</b>	None
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<b>Capital:</b>	None
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## Mission

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

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## Program Description

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

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

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

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Section 170 - Sustainability					
Expenditures by Category:					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 626,117	\$ 934,218	\$ 840,402	\$ 1,142,426	\$ 208,208
Contractuals	386,214	9,365,650	9,242,466	16,618,384	7,252,734
Commodities	104,959	295,041	295,041	129,896	(165,145)
Capital	-	-	-	49,000	49,000
<b>Total</b>	<b>\$ 1,117,290</b>	<b>\$ 10,594,909</b>	<b>\$ 10,377,909</b>	<b>\$ 17,939,706</b>	<b>\$ 7,344,797</b>
Expenditures by Program:					
Sustainability	\$ 733,420	\$ 767,847	\$ 767,847	\$ 843,812	\$ 75,965
Energy Contracts	20,000	20,000	20,000	-	(20,000)
Community Stewards	23,431	141,753	141,753	261,450	119,697
Materials Management	89,088	184,546	184,546	265,455	80,909
Climate and Energy	78,775	294,672	294,672	290,372	(4,300)
Neighborhood Sustainability Grants	-	-	-	75,000	75,000
Non-EMF Sustainability Programing	170,076	1,453,073	1,324,730	228,368	(1,224,705)
Electric Vehicle Charging Stations	-	-	-	30,000	30,000
Department of Energy Program Grant	-	-	-	60,373	60,373
APS HEPA Filter Program	2,500	7,733,018	7,644,361	-	(7,733,018)
Sustainability Grants - Misc	-	-	-	15,634,876	15,634,876
Moore Foundation Grant	-	-	-	250,000	250,000
<b>Total</b>	<b>\$ 1,117,290</b>	<b>\$ 10,594,909</b>	<b>\$ 10,377,909</b>	<b>\$ 17,939,706</b>	<b>\$ 7,344,797</b>
Source of Funding:					
SEMS Fund				\$ 17,939,706	
				<b>\$ 17,939,706</b>	
Commentary:					
The Sustainability operating budget has increased by 69%. There are capital expenditures of \$49,000, resulting in an overall increase of 69%. The personnel services increase of 22% is mainly due to merits, benefit increases, reclassifications, and the addition of .86 FTE Sustainability Specialist. The contractuals increase of 77% is mainly due to an increase in funding related to grants supporting climate action. Commodities decreased by 56% mainly due to one-time funding for electric charging stations from the prior year which was partially offset by one-time spending related to e-bikes. There is major capital expenditures (>\$5,000) which includes facility improvements (\$49,000).					

Authorized Personnel/Positions:					
Title	2021-2022	2022-2023	Current 2023-2024	Changes 2024-2025	Proposed 2024-2025
Administrative Specialist	0	0	0.49	0	0.49
Climate Program Manager	1	1	0	1	1
Climate Section Director	0	0	1	0	1
Community Stewards Coordinator	0	0	1	0	1
Sustainability Analyst	1	3	3	(1)	2
Sustainability Coordinator I	3	1	1	0	1
Sustainability Coordinator II	0	1	1	0	1
Sustainability Director	1	1	1	0	1
Sustainability Manager	0	0	0	1	1
Sustainability Specialist	2	2	1	0.86	1.86
Sustainability Supervisor	0	0	2	(1)	1
Volunteer and Event Coordinator	1	1	0	0	0
<b>Total</b>	<b>9</b>	<b>10</b>	<b>11.49</b>	<b>0.86</b>	<b>12.35</b>

New Personnel:					
Title	FTE	Total \$ 2024-2025	Potential Offset	Net Cost 2024-2025	Future Cost
Sustainability Specialist	0.86	\$ 54,426	\$ 30,508	\$ 23,918	\$ 23,918

Capital:	
Description	Amount
Facility Improvements	\$ 49,000
	<b>\$ 49,000</b>

Section 171 - Environmental Management					
<b>Expenditures by Category:</b>					
	Actual Expenditures 2022-2023	Adopted Budget 2023-2024	Estimated Expenditures 2023-2024	Proposed Budget 2024-2025	Budget-Budget Variance
Personnel Services	\$ 86,761	\$ 198,581	\$ 198,581	\$ 19,962	\$ (178,619)
Contractuals	5,846	25,055	25,055	3,820	(21,235)
Commodities	4,304	6,506	6,506	3,115	(3,391)
<b>Total</b>	<b>\$ 96,911</b>	<b>\$ 230,142</b>	<b>\$ 230,142</b>	<b>\$ 26,897</b>	<b>\$ (203,245)</b>
<b>Expenditures by Program:</b>					
Environmental Management	\$ 96,911	\$ 230,142	\$ 230,142	\$ 26,897	\$ (203,245)
<b>Total</b>	<b>\$ 96,911</b>	<b>\$ 230,142</b>	<b>\$ 230,142</b>	<b>\$ 26,897</b>	<b>\$ (203,245)</b>
<b>Source of Funding:</b>					
SEMS Fund				\$ 26,897	
				\$ 26,897	
<b>Commentary:</b>					
The Environmental Management operating budget has decreased by 88%. There are no capital expenditures. The personnel services decrease of 90% is mainly due to changes in payroll distributions. Contractuals decreased by 84% mainly due to base budget reallocations to support personnel costs in the Sustainability section. Commodities decreased by 52% mainly due to base budget reallocations to support personnel costs in the Sustainability section. There is no major capital (>\$5,000 ).					

<b>Authorized Personnel/Positions:</b>	None
<b>New Personnel:</b>	None
<b>Capital:</b>	None



**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
Beginning Balance	\$ -	-	-	-	-	-	-	-
Resources								
Debt	55,920,345	21,419,702	57,701,469	155,051,362	32,323,431	7,896,415	7,961,154	282,353,533
Grants	63,675,687	50,434,277	37,651,444	31,130,879	17,524,424	12,345,381	68,832,099	217,918,504
Pay-as-you-go	140,631,626	129,119,481	92,300,000	62,339,327	47,770,545	34,453,373	53,637,296	419,620,022
Total Resources	260,227,658	200,973,460	187,652,913	248,521,568	97,618,400	54,695,169	130,430,549	919,892,059
Expenditures								
General Government	50,519,622	44,970,389	41,979,451	81,208,719	24,656,000	11,155,000	14,241,000	218,210,559
Streets/Transportation	92,272,237	72,585,044	75,706,696	111,954,257	25,392,530	16,630,184	87,934,182	390,202,893
Tourism (BBB)	80,000	80,000	622,750	-	-	-	-	702,750
Arts and Science (BBB)	310,000	310,000	250,000	425,000	325,000	375,000	200,000	1,885,000
Recreation (BBB)	1,820,642	1,820,642	2,160,000	1,000,000	1,500,000	1,500,000	-	7,980,642
Beautification (BBB)	2,713,655	2,713,655	2,695,000	1,650,000	2,425,000	1,755,000	1,745,000	12,983,655
Drinking Water	29,247,696	27,996,935	17,713,488	15,785,000	15,137,305	7,230,000	11,355,000	95,217,728
Wastewater	31,716,357	16,487,170	4,130,104	13,145,000	7,750,000	2,060,000	5,355,000	48,927,274
Reclaimed Water	2,061,195	757,775	536,634	3,140,000	1,965,000	-	-	6,399,409
Stormwater	22,446,259	10,938,234	22,303,068	3,778,592	14,967,565	7,639,985	1,900,367	61,527,811
Solid Waste	10,087,481	7,801,419	3,525,000	50,000	200,000	4,850,000	4,950,000	21,376,419
Airport	16,952,514	14,512,197	16,030,722	16,385,000	3,300,000	1,500,000	2,750,000	54,477,919
Total Expenditures	260,227,658	200,973,460	187,652,913	248,521,568	97,618,400	54,695,169	130,430,549	919,892,059
Ending Balance	\$ -	-	-	-	-	-	-	-

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>General Government</b>								
General Fund								
Fiber	\$ 16,170,000	16,170,000	-	-	-	-	-	16,170,000
City Hall Improvements	-	-	1,550,000	-	-	-	-	1,550,000
Public Safety Expansion - Design	-	-	250,000	-	-	-	-	250,000
Aquaplex Siding Project	-	-	1,500,000	-	-	-	-	1,500,000
Buffalo Park Accessibility	-	47,693	-	-	-	-	-	47,693
Thorpe Park Restrooms	109,513	-	-	-	-	-	-	-
Cemetery Columbarium	-	13,440	-	-	-	-	-	13,440
Thorpe Park Annex	100,000	100,000	-	-	-	-	-	100,000
Observatory Mesa	32,956	32,956	-	-	-	-	-	32,956
Butler Avenue Sitting Area Project	-	-	75,000	-	-	-	-	75,000
Montalvo Project	-	-	2,400,000	-	-	-	-	2,400,000
Housing and Community Services Fund								
Land Acquisition	-	-	500,000	-	-	-	-	500,000
Library Fund								
Windows Replacements - Downtown	-	-	2,000,000	-	-	-	-	2,000,000
Boiler Replacements - Downtown	235,000	414,215	-	-	-	-	-	414,215
Parking District Fund								
Property Acquisition	1,000,000	1,000,000	-	-	-	-	-	1,000,000
Street Curb and Gutter Reconstruction	40,000	40,000	50,000	40,000	-	-	-	130,000
Capital Projects Funds								
Non GO Bond Projects								
USGS Buildings	449,625	199,625	-	47,450,000	5,061,000	50,000	-	52,760,625
USGS Renovations	1,000,000	1,000,000	2,000,000	-	-	-	-	3,000,000
Courthouse Parking Structure	25,000	25,000	3,763,784	-	-	-	-	3,788,784
Downtown Mile	4,152,143	4,182,695	6,955,000	11,605,000	11,405,000	11,105,000	14,241,000	59,493,695
GO Bond Projects								
FUTS/Open Space Land Acquisition	2,095,986	1,495,986	169,318	-	-	-	-	1,665,304
Proposition 441								
Arroyo Seco Inlet	80,520	116,843	746,752	-	-	-	-	863,595
Arroyo Seco-Dortha Channel	992,590	1,992,590	3,140,724	-	-	-	-	5,133,314
Dortha/Arroyo Seco Grant	1,000,000	-	-	-	-	-	-	-

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>General Government</b>								
Capital Projects Funds - Continued								
Property Acquisition	\$ -	2,200,000	-	-	-	-	-	2,200,000
Cedar Crossing	104,437	104,437	1,759,744	-	-	-	-	1,864,181
Cedar-Linda Vista Channel	2,559,852	2,359,852	1,725,298	-	-	-	-	4,085,150
Linda Vista Crossing	377,104	577,104	847,371	-	-	-	-	1,424,475
Grandview	5,853,826	6,500,372	-	-	-	-	-	6,500,372
Killip Inlet	300,000	300,000	3,357,363	-	-	-	-	3,657,363
Killip Outlet	-	1,059,734	-	-	-	-	-	1,059,734
Parkway Basins	50,000	39,379	-	-	-	-	-	39,379
The Wedge	5,985,470	1,842,868	2,705,203	5,201,585	-	-	-	9,749,656
Wildcat Digesters	1,750,000	1,750,000	3,983,894	5,540,000	5,040,000	-	-	16,313,894
Wildcat Pumps	2,500,000	550,000	2,500,000	2,000,000	-	-	-	5,050,000
Wildcat Co-Generation	3,000,000	300,000	-	2,700,000	1,850,000	-	-	4,850,000
Generators	455,600	455,600	-	1,022,900	800,000	-	-	2,278,500
Turbo Blowers	100,000	100,000	-	840,000	500,000	-	-	1,440,000
Proposition 442								
Public Housing Redevelopment	-	-	-	4,809,234	-	-	-	4,809,234
<b>Total General Government</b>	<b>\$ 50,519,622</b>	<b>44,970,389</b>	<b>41,979,451</b>	<b>81,208,719</b>	<b>24,656,000</b>	<b>11,155,000</b>	<b>14,241,000</b>	<b>218,210,559</b>
Debt	25,920,345	21,419,702	10,426,862	66,733,645	12,531,000	50,000	-	111,161,209
Pay as You Go	8,141,325	6,389,242	19,816,051	4,495,169	4,221,674	4,110,625	5,271,447	44,304,208
Grant	16,457,952	17,161,445	11,736,538	9,979,905	7,903,326	6,994,375	8,969,553	62,745,142

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>Streets / Transportation</b>								
Streets - HURF								
Reserve for Improvements	\$ -	-	-	50,000	50,000	50,000	50,000	200,000
Minor Transportation Improvements	196,625	196,625	50,000	50,000	50,000	50,000	50,000	446,625
Sidewalk Replacement Program	593,547	589,054	200,000	200,000	200,000	200,000	200,000	1,589,054
Annual Street Maintenance	6,208,843	6,152,792	2,100,000	2,100,000	2,100,000	2,100,000	2,100,000	16,652,792
Dirt Road Construction	-	-	-	2,277,352	-	-	-	2,277,352
Sunnyside	1,690,000	1,690,000	-	-	-	-	-	1,690,000
Guardrail Repairs/Replacements	-	-	-	-	-	-	1,000,000	1,000,000
Sidewalk Repairs/Replacements	-	-	-	-	-	-	2,000,000	2,000,000
Bridge Repairs/Replacements	-	-	-	-	-	-	5,000,000	5,000,000
Transportation Tax Funded								
Beulah Extension	10,800,000	8,958,199	7,839,900	-	-	-	-	16,798,099
Switzer/Turquoise Roundabout	5,000	5,000	-	-	-	-	-	5,000
Road Repair and Street Safety								
Pavement Overlay Program	7,435,232	7,003,581	8,500,000	8,500,000	7,000,000	7,500,000	8,400,000	46,903,581
Utility Replacements/Overlay	-	-	-	-	2,000,000	1,000,000	1,000,000	4,000,000
Coconino Estates	1,700,000	1,700,000	-	-	-	-	-	1,700,000
Lone Tree Railroad Overpass								
Lone Tree Railroad Overpass	30,564,159	27,392,159	17,500,159	45,100,000	5,080,000	50,000	-	95,122,318
Roadway, Pedestrian, Bicycle and Safety Improvements								
New Street Projects								
4th Street/JWP Extension	1,136,057	386,057	10,000,000	34,806,375	-	-	-	45,192,432
JWP - Lake Mary to Airport	-	-	-	-	-	-	14,502,000	14,502,000
Street Widening Projects								
Butler -Fourth Improvements	2,087,231	638,936	12,000,000	3,386,342	-	-	-	16,025,278
Butler to O'Leary	26,325	3,172,000	7,108,000	450,000	10,000	-	-	10,740,000
O'Leary to Pine Knoll	-	-	-	-	-	1,000,000	1,906,000	2,906,000
Pine Knoll to Powell	-	-	-	-	-	-	20,037,000	20,037,000
Complete Street Conversion	-	-	-	-	-	-	10,000,000	10,000,000
Street Operations								
Signal and Traffic Management	509,370	109,370	-	462,685	462,684	462,684	462,682	1,960,105
San Francisco/Franklin Signal	-	-	400,000	-	-	-	-	400,000
Smokerise Highway 89	-	-	687,685	-	-	-	-	687,685
Soliere-Fanning Wash Crossing	-	-	250,000	-	-	-	-	250,000
Transportation Master Plan	-	-	250,000	-	-	-	-	250,000

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>Streets / Transportation</b>								
Street Operations - Continued								
Southside Curbs	\$ -	-	-	265,008	-	-	-	265,008
Lockett/Fourth Street Roundabout	5,205,370	6,460,670	250,000	-	-	-	-	6,710,670
Intersection Improvements	50,000	50,000	-	470,000	300,000	50,000	300,000	1,170,000
Quiet Zone Modifications	100,000	-	308,880	300,000	-	-	-	608,880
Dark Sky Lighting	1,358,570	1,358,570	1,480,720	1,000,000	1,000,000	1,000,000	1,000,000	6,839,290
Neighborhood Plans	250,000	-	-	250,000	-	-	250,000	500,000
West Route 66	-	-	350,000	1,000,000	-	1,350,000	-	2,700,000
Corridor Studies	-	-	-	125,000	-	-	-	125,000
Boulder Pointe Traffic Calming	386,700	374,367	100,000	-	-	-	-	474,367
Traffic Technology Grant	3,000,000	-	-	-	-	-	-	-
Country Club/Oakmont	115,000	115,000	400,000	1,700,000	-	-	-	2,215,000
Southwest RAISE Grant	10,000,000	-	-	-	-	-	-	-
La Plaza Vieja Traffic Calming	700,000	700,000	300,000	-	-	-	-	1,000,000
John Wesley Powell / I-17 Bridge	2,000,000	-	-	-	-	-	-	-
Bicycle and Pedestrian Projects								
General Planning	146,000	146,000	149,000	152,000	155,000	158,000	162,000	922,000
FUTS Reserve	100,000	-	-	-	-	-	-	-
Project Pre-design	348,430	157,913	200,000	-	-	-	-	357,913
FUTS Asphalt Repair	250,000	250,000	1,000,000	250,000	250,000	250,000	250,000	2,250,000
Vision Zero Action Plan	250,000	250,000	-	-	-	-	-	250,000
Flagstaff Urban Trail System								
FUTS Signing	-	50,000	-	20,000	-	-	-	70,000
Cedar Trail	35,000	35,000	-	43,000	-	-	-	78,000
Switzer Canyon Trail	2,385,740	2,385,740	900,000	-	-	-	-	3,285,740
Foxglenn Trail	10,000	10,000	140,000	1,296,000	-	-	-	1,446,000
Spot Improvements	100,000	100,000	-	100,000	100,000	100,000	-	400,000
Single Track/Forest	-	-	100,000	80,000	80,000	80,000	-	340,000
Mountain View Access	-	-	50,000	379,000	-	-	-	429,000
Bow and Arrow Trail Tunnel	450,000	225,000	90,000	-	-	-	-	315,000
Brannen Access	-	-	-	-	88,000	-	-	88,000
Sawmill Trail	-	-	-	164,000	-	-	-	164,000
High Country Trail	-	-	-	-	-	257,000	-	257,000
Linda Vista Trail	-	-	-	-	-	-	310,000	310,000
Marshall Trail	-	-	-	-	-	-	647,000	647,000
Route 66 Trail	-	-	-	-	-	-	305,000	305,000

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>Streets / Transportation</b>								
Bicycle and Pedestrian - Continued								
Lake Mary Trail	\$ -	-	-	-	-	-	271,000	271,000
Santa Fe Trail	-	-	-	-	-	-	2,276,000	2,276,000
FUTS Trail Construction	-	-	-	-	-	-	5,000,000	5,000,000
Sidewalks								
Sidewalk Infill Program	-	-	360,000	360,000	400,000	-	760,000	1,880,000
Fourth Street Sidewalks	100,000	100,000	-	395,000	-	-	395,000	890,000
Yale Street Sidewalks	81,000	81,000	-	-	-	-	-	81,000
Linda Vista Sidewalks	-	-	548,000	-	-	-	-	548,000
Fort Valley Road Sidewalks	-	-	-	-	-	-	604,000	604,000
Steves/Lakin Sidewalks	-	-	-	-	-	-	329,000	329,000
San Francisco St. Sidewalks	-	-	-	-	-	-	596,000	596,000
University Plaza/Thompson	-	-	-	-	-	-	460,000	460,000
Bikeways								
Bikeway Signing	50,000	49,368	120,000	130,000	-	-	-	299,368
Bicycle Parking	-	-	20,000	22,000	-	-	-	42,000
Bike Lane Striping Program	150,000	150,000	105,000	-	-	-	-	255,000
Sinclair Ridge FUTS	80,000	80,000	-	-	-	-	-	80,000
Protected Intersections								
Butler and San Francisco	200,000	200,000	-	-	-	-	-	200,000
Butler and Beaver	200,000	200,000	-	-	-	-	-	200,000
Butler Avenue Complete Streets	-	-	1,000,000	5,507,495	5,507,494	-	-	12,014,989
Bikeway Spot Improvements	40,000	40,000	-	-	-	-	-	40,000
Bike Routes	80,000	-	-	-	-	-	-	-
Country Club Advisory Lanes	65,000	-	-	-	-	-	-	-
Bicycle Boulevard	-	-	-	100,000	100,000	100,000	-	300,000
Lynch Cummings Bikeway	-	-	-	-	-	85,000	-	85,000
Bikeway Implementation	-	-	-	-	-	-	2,000,000	2,000,000
Highway 180	-	-	-	-	-	-	524,000	524,000
Enhance Beacon Crossings								
Butler Avenue at O'Leary	125,373	125,373	-	-	-	-	-	125,373
Humphreys Street at Fine	-	-	-	-	-	562,500	-	562,500
Woodlands Village FUTS	-	-	-	-	-	-	562,500	562,500
Enhanced Crossings	-	-	-	-	-	-	4,000,000	4,000,000
First/Last Mile Grant								
Bicycle Projects	241,000	239,116	169,352	-	-	-	-	408,468

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>Streets / Transportation</b>								
Bicycle and Pedestrian - Continued								
Pedestrian Projects	\$ 87,000	85,115	405,000	238,000	234,352	-	-	962,467
General Imp and Partnerships								
Reserve for Improvements	348,236	348,236	150,000	100,000	100,000	100,000	100,000	898,236
HSIP Program	106,429	106,290	-	-	-	-	-	106,290
Traffic Engineering	125,000	118,513	125,000	125,000	125,000	125,000	125,000	743,513
<b>Total Streets / Transportation</b>	<b>\$ 92,272,237</b>	<b>72,585,044</b>	<b>75,706,696</b>	<b>111,954,257</b>	<b>25,392,530</b>	<b>16,630,184</b>	<b>87,934,182</b>	<b>390,202,893</b>
Debt	20,000,000	-	29,800,000	83,192,717	4,900,000	-	-	117,892,717
Pay as you go	55,834,613	70,047,420	44,806,696	24,355,544	16,086,535	16,630,184	32,395,182	204,321,561
Grant	16,437,624	2,537,624	1,100,000	4,405,996	4,405,995	-	55,539,000	67,988,615

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>BBB Funds</b>								
<b>Beautification</b>								
City Hall Lawn	\$ -	-	-	-	350,000	-	-	350,000
North Edge - Milton/Route 66	-	-	-	-	300,000	-	-	300,000
Train Station Platform	-	-	-	-	-	350,000	-	350,000
Urban Forest	-	-	100,000	-	-	-	-	100,000
Downtown Green	200,000	200,000	50,000	-	-	-	-	250,000
Downtown Tree Wells	50,000	50,000	50,000	-	-	-	-	100,000
Buffalo Park Parking	-	-	-	-	-	-	345,000	345,000
Downtown Paver Redo	-	-	50,000	-	-	280,000	-	330,000
Southside Green Space	33,000	33,000	-	-	-	-	-	33,000
Phoenix-San Francisco to Mikes Pike	75,000	75,000	25,000	-	-	-	75,000	175,000
Phoenix Parking Plaza	487,000	487,000	-	-	25,000	-	-	512,000
Milton and Butler Drainage	-	-	-	-	-	-	250,000	250,000
McAllister Route 66 Interpretive	-	-	-	-	-	100,000	-	100,000
Route 66 Interpretive Trail	79,881	79,881	-	-	-	-	-	79,881
Aspen Bike/Ped Enhancements	116,224	116,224	-	-	-	-	-	116,224
Switzer Canyon Roundabout	250,000	250,000	150,000	-	-	-	-	400,000
Lunar Landing Plaza	-	-	-	-	-	-	375,000	375,000
ADOT Sites	-	-	100,000	-	-	-	-	100,000
ADOT Beautification	90,000	90,000	-	-	-	-	-	90,000
Eastside Neighborhoods	-	-	-	-	250,000	-	-	250,000
School Walkways	-	-	100,000	-	-	-	-	100,000
Pluto Piece	-	-	-	-	-	200,000	-	200,000
Mural Initiative	50,000	50,000	10,000	-	-	-	-	60,000
Playground Beautification	25,000	25,000	50,000	-	-	-	-	75,000
Beautification - Route 66/Ponderosa	-	-	150,000	-	-	-	-	150,000
Beautification - Route 66/Verde	-	-	150,000	-	-	-	-	150,000
Indigenous Representation Base	25,000	25,000	-	-	-	250,000	-	275,000
Rio de Flag	50,000	50,000	-	500,000	500,000	-	-	1,050,000
Fourth Street/Lockett Roundabout	-	-	400,000	-	-	-	-	400,000
Saturn Gates	-	-	-	-	-	75,000	-	75,000
Expanded Use of Right-of-Way	38,550	38,550	-	-	-	-	-	38,550
Lone Tree Overpass	550,000	550,000	750,000	-	-	-	-	1,300,000
Fourth Street Bridge (Phase 2)	-	-	-	300,000	-	-	-	300,000
Butler Roundabout Improvements	5,000	5,000	-	-	400,000	-	-	405,000
Beautification - Housing	5,000	5,000	-	-	-	-	100,000	105,000



**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>BBB Funds</b>								
<b>Beautification - Continued</b>								
Lone Tree - Pine Knoll to JWP	\$ 5,000	5,000	-	-	-	-	100,000	105,000
Downtown Mile - Underpasses	5,000	5,000	-	-	100,000	-	-	105,000
Spruce Wash Wedge	-	-	50,000	350,000	-	-	-	400,000
Portland Loo	-	-	10,000	-	-	-	-	10,000
Phone Booth Library	20,000	20,000	-	-	-	-	-	20,000
Future Projects	554,000	554,000	500,000	500,000	500,000	500,000	500,000	3,054,000
	2,713,655	2,713,655	2,695,000	1,650,000	2,425,000	1,755,000	1,745,000	12,983,655
<b>Tourism</b>								
Fiber to Visitor Center	80,000	80,000	-	-	-	-	-	80,000
Visitor Center Express - Airport	-	-	122,750	-	-	-	-	122,750
Visitor Center Driving Icing Project	-	-	500,000	-	-	-	-	500,000
	80,000	80,000	622,750	-	-	-	-	702,750
<b>Arts and Science</b>								
Moon Landing Sculpture/ Art	-	-	-	-	-	-	100,000	100,000
Santa Fe Pluto Sculpture	-	-	-	-	-	100,000	-	100,000
Mural Initiative/ Alley Art	-	-	-	250,000	-	-	-	250,000
Neighborhood Plans Art Projects	60,000	60,000	10,000	-	-	-	-	70,000
Eastside Neighborhoods	5,000	5,000	30,000	-	-	-	-	35,000
Indigenous Representation	175,000	175,000	-	-	50,000	-	-	225,000
Indoor Art	-	-	-	-	50,000	-	-	50,000
Artwork at Transportation Center	15,000	15,000	5,000	-	50,000	-	-	70,000
Rio de Flag Artwork	-	-	50,000	25,000	50,000	-	-	125,000
Multicultural Park Sculpture Exhibit	-	-	125,000	125,000	50,000	200,000	-	500,000
FUTS Trail Sculpture	5,000	5,000	5,000	-	50,000	50,000	50,000	160,000
Contingency for Future Projects	50,000	50,000	25,000	25,000	25,000	25,000	50,000	200,000
	310,000	310,000	250,000	425,000	325,000	375,000	200,000	1,885,000
<b>Recreation</b>								
Heritage Square Restroom	250,000	250,000	-	-	-	-	-	250,000
Ponderosa Park Reconstruction	300,000	300,000	700,000	-	-	-	-	1,000,000
Hal Jensen HVAC in Gym	-	-	100,000	-	-	-	-	100,000
Cheshire Park Expansion	-	-	-	1,000,000	-	-	-	1,000,000
Continental Park Expansion	-	-	-	-	1,500,000	1,500,000	-	3,000,000

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>BBB Funds</b>								
<b>Recreation - Continued</b>								
Sports Courts	\$ 920,642	920,642	-	-	-	-	-	920,642
Thorpe Park Annex	-	-	200,000	-	-	-	-	200,000
West Side Park Project	350,000	350,000	1,160,000	-	-	-	-	1,510,000
	1,820,642	1,820,642	2,160,000	1,000,000	1,500,000	1,500,000	-	7,980,642
<b>Total BBB Funds</b>	\$ 4,924,297	4,924,297	5,727,750	3,075,000	4,250,000	3,630,000	1,945,000	23,552,047
Debt	-	-	-	-	-	-	-	-
Pay as you go	4,724,297	4,724,297	5,377,750	3,075,000	4,250,000	3,630,000	1,945,000	23,002,047
Grant	200,000	200,000	350,000	-	-	-	-	550,000

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>Water Services</b>								
<b>Drinking Water</b>								
Beulah/University Waterline	\$ 404,103	404,103	-	-	-	-	-	404,103
Rio de Flag Flood Control Project	1,725,000	1,725,000	-	550,000	297,305	-	-	2,572,305
Aging Water Infrastructure	266,000	46,432	69,700	200,000	200,000	900,000	1,000,000	2,416,132
Water Vault/PRV Replacements	475,512	475,512	250,000	200,000	200,000	200,000	200,000	1,525,512
Radio Read Meter Replacements	800,000	800,000	1,300,000	300,000	300,000	300,000	300,000	3,300,000
Reserve for Improvements	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
Water System Master Plan	134,561	116,042	-	-	-	-	150,000	266,042
Water Rate Study	187,000	170,520	-	-	-	-	75,000	245,520
New Well and Pumphouse	148,619	148,619	-	1,100,000	-	3,200,000	-	4,448,619
Coconino Estates - Bundle #4	938,807	938,807	-	-	-	-	-	938,807
Lake Mary Flocculations	4,392,905	4,389,994	3,000,000	4,800,000	-	-	-	12,189,994
Soliere Waterline 12" Upsizing	3,377,150	3,215,613	-	-	-	-	-	3,215,613
Lake Mary Land Acquisition	-	-	-	-	-	-	3,000,000	3,000,000
McAllister Well Design	148,912	148,912	-	-	-	-	-	148,912
Switzer Canyon Line Phase 4	5,593,506	5,447,544	1,210,000	10,000	10,000	-	-	6,677,544
Switzer Canyon Line Phase 5	-	-	500,000	2,500,000	4,000,000	-	-	7,000,000
Water Energy Efficiency Upgrades	100,000	100,000	100,000	100,000	100,000	100,000	-	500,000
Water Resources Master Plan	145,000	139,365	-	-	-	-	-	139,365
1st Ave Waterline Replacement	249,750	249,750	-	-	-	-	-	249,750
Fort Tuthill Well	772,083	769,217	-	3,320,000	3,500,000	-	-	7,589,217
Inner Basin - Waterline	8,178,788	7,501,505	8,178,788	-	-	-	-	15,680,293
Inner Basin - Schultz/Reservoir	-	-	-	-	200,000	-	-	200,000
Inner Basin - Spring Box/Collection	-	-	-	-	-	200,000	-	200,000
Zone B Storage	50,000	50,000	-	-	500,000	500,000	-	1,050,000
Lake Mary Dam Repairs	150,000	150,000	100,000	-	-	-	-	250,000
Red Gap Hydrogeologic Study	-	-	300,000	-	-	-	500,000	800,000
SCADA Well Upgrades	60,000	60,000	30,000	30,000	30,000	30,000	30,000	210,000
Red Gap Ranch ROW Survey	-	-	75,000	75,000	-	-	500,000	650,000
Red Gap Ranch Water Study	-	-	-	400,000	-	-	-	400,000
JW Powell Waterline Oversize	-	-	1,150,000	1,150,000	-	-	-	2,300,000
Lake Mary Raw Water Pipeline	50,000	50,000	500,000	450,000	5,000,000	-	2,000,000	8,000,000
Woody Mountain Wellfield	-	-	-	-	-	1,500,000	500,000	2,000,000
UV at Lake Mary Water Treatment	-	-	150,000	-	-	-	-	150,000
Eastside Shop New Building	-	300,000	500,000	200,000	-	-	-	1,000,000

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>Water Services</b>								
<b>Drinking Water - Continued</b>								
Railroad Springs #3 Storage Tank	\$ -	-	-	-	-	-	300,000	300,000
Fort Tuthill Waterline Loop - Phase 2	-	-	-	-	-	-	2,000,000	2,000,000
Pine Del Waterline Upsizing	-	-	-	-	-	-	500,000	500,000
Fort Valley Shopping Center	-	-	-	100,000	500,000	-	-	600,000
UPM Building	600,000	300,000	-	-	-	-	-	300,000
	29,247,696	27,996,935	17,713,488	15,785,000	15,137,305	7,230,000	11,355,000	95,217,728
<b>Wastewater</b>								
Beulah/University Sewer Extension	300,000	300,000	-	-	-	-	-	300,000
Master Plan	-	-	-	-	400,000	-	-	400,000
Energy Efficiency Program	206,637	206,637	-	-	-	-	-	206,637
East Railhead Upsizing	-	-	-	-	-	-	500,000	500,000
Rio Two Bar Screens	515,917	515,917	-	-	-	-	-	515,917
Aging Sewer Replacements	-	-	-	100,000	-	1,100,000	1,135,000	2,335,000
Reserve for Improvements	300,000	295,000	265,000	300,000	300,000	300,000	300,000	1,760,000
Rio de Flag Sewer Relocations	3,300,000	3,300,000	-	945,000	-	-	-	4,245,000
Coconino Estates - Bundle #4	875,276	875,276	-	-	-	-	-	875,276
Sewer Rate Study	25,000	22,605	-	-	50,000	-	-	72,605
First Ave/Route 66 Sewer Replace	500,990	497,698	-	-	-	-	-	497,698
Country Club Interceptor to Wildcat	300,000	300,000	2,000,000	6,000,000	2,000,000	-	-	10,300,000
Rio Solids Treatment	22,618,500	8,500,000	-	5,500,000	5,000,000	-	2,500,000	21,500,000
Sewer Collection AIR Assessments	50,000	50,000	-	-	-	-	-	50,000
Wildcat New Electric/Fiber Upgrade	-	-	250,000	-	-	-	-	250,000
Wildcat Roof Replacement	1,000,000	400,000	-	-	-	-	-	400,000
Wildcat UV Disinfection	500,000	-	-	-	-	-	-	-
Rio Main Motor Control Centers	-	-	-	300,000	-	-	-	300,000
BNSF Sewer Relocations	474,037	474,037	1,365,104	-	-	-	-	1,839,141
Facility Master Plan Update	750,000	750,000	-	-	-	-	400,000	1,150,000
East Industrial Sewer Improvements	-	-	-	-	-	-	520,000	520,000
Sunnyside Trunk Upsizing	-	-	-	-	-	260,000	-	260,000
Ponderosa Parkway/McMillan Mesa	-	-	-	-	-	400,000	-	400,000
Rio de Flag Fiber Upgrade	-	-	250,000	-	-	-	-	250,000
	31,716,357	16,487,170	4,130,104	13,145,000	7,750,000	2,060,000	5,355,000	48,927,274
<b>Reclaimed Water</b>								
8" Bottleneck - Reclaimed Line	1,521,983	220,000	-	2,700,000	1,900,000	-	-	4,820,000

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>Water Services</b>								
<b>Reclaimed Water - Continued</b>								
Rio Reclaim Water PRV Relocate	\$ -	-	80,000	200,000	-	-	-	280,000
Rate Study - Reclaimed Portion	25,000	23,563	-	-	25,000	-	-	48,563
Reclaim Water Meters/Vaults	-	-	25,000	200,000	-	-	-	225,000
Rio Reclaimed Pump Valve	40,000	40,000	-	40,000	40,000	-	-	120,000
BNSF Reclaimed Relocations	474,212	474,212	431,634	-	-	-	-	905,846
	2,061,195	757,775	536,634	3,140,000	1,965,000	-	-	6,399,409
<b>Stormwater</b>								
Rio de Flag	1,246,856	1,451,749	20,550,637	1,290,000	7,417,000	200,000	170,000	31,079,386
Side Drain Lateral Santa Fe Ave	-	-	570,583	834,763	1,594,654	-	-	3,000,000
Stormwater Capital Reserve	209,000	159,000	218,405	218,405	218,405	218,405	218,405	1,251,025
Spot Improvements	156,000	156,000	150,000	150,000	150,000	150,000	150,000	906,000
Wildwood Drainage Project	-	-	413,443	-	-	-	-	413,443
Reserve for Future Improvements	14,474,607	-	-	-	-	-	-	-
Steves Boulevard Wash at Soliere	-	-	-	570,583	596,259	-	-	1,166,842
Columbia Circle	-	-	-	-	-	950,667	-	950,667
Spruce Avenue Wash Dortha	487,786	164,946	-	-	-	-	-	164,946
Spruce Wash Resiliency 4th/Butler	148,602	148,602	400,000	-	-	-	-	548,602
Killip Retention Basin	-	109,320	-	-	-	-	-	109,320
Schultz Creek at Highway 180	5,093,290	8,000,000	-	-	-	-	-	8,000,000
Schultz Creek Stabilization	630,118	698,617	-	-	-	-	-	698,617
Fanning Drive Wash at Route 66	-	-	-	655,215	798,816	1,045,969	-	2,500,000
Fanning Wash at Steves Boulevard	-	-	-	59,626	934,636	976,695	-	1,970,957
Switzer Canyon Flood Detention	-	-	-	-	-	1,638,038	1,361,962	3,000,000
Fanning Wash Channel Capacity	-	-	-	-	1,419,633	1,483,516	-	2,903,149
Mobile Haven Drainage Ditch	-	-	-	-	1,252,145	-	-	1,252,145
Smokerise Neighborhood Drain	-	-	-	-	-	976,695	-	976,695
Shadow Mtn/Monte Vista Drainage	-	-	-	-	586,017	-	-	586,017
Big Fill Lake	-	50,000	-	-	-	-	-	50,000
	22,446,259	10,938,234	22,303,068	3,778,592	14,967,565	7,639,985	1,900,367	61,527,811
<b>Total Water Services</b>	\$ 85,471,507	56,180,114	44,683,294	35,848,592	39,819,870	16,929,985	18,610,367	212,072,222

Debt	10,000,000	-	17,474,607	5,125,000	14,892,431	3,846,415	3,961,154	45,299,607
Pay as you go	60,038,999	39,393,540	17,933,504	29,606,109	22,682,336	9,232,564	12,952,742	131,800,795
Grant	15,432,508	16,786,574	9,275,183	1,117,483	2,245,103	3,851,006	1,696,471	34,971,820

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
<b>Solid Waste</b>								
Design/Permits - Cell D Preparation	\$ 48,000	32,000	-	-	-	-	-	32,000
Cell D Module I Construction	-	45,619	125,000	-	-	-	-	170,619
Excavation of Cell	1,069,481	322,553	-	-	-	-	-	322,553
Construction of Landfill Cells	250,000	250,000	2,400,000	-	-	-	-	2,650,000
Phase II: Cell D Excavation	3,000,000	2,500,000	-	-	-	-	-	2,500,000
Module II: Cell D Excavation	-	-	-	-	-	4,000,000	-	4,000,000
Module II: Cell D Construction	-	-	-	-	-	50,000	4,150,000	4,200,000
Cell D Gas Collection Pipes/Headers	-	-	-	50,000	50,000	50,000	50,000	200,000
Litter Control Perimeter Fence	550,000	-	-	-	-	-	-	-
Materials Recovery Facility Const	750,000	375,000	-	-	-	-	-	375,000
NEPA Review	40,000	40,000	-	-	-	-	-	40,000
Landfill Road								
On-Site Well	80,000	-	-	-	-	-	-	-
Roadway	4,300,000	4,236,247	1,000,000	-	-	-	-	5,236,247
Collections Satellite Barn	-	-	-	-	150,000	750,000	750,000	1,650,000
<b>Total Solid Waste</b>	<b>\$ 10,087,481</b>	<b>7,801,419</b>	<b>3,525,000</b>	<b>50,000</b>	<b>200,000</b>	<b>4,850,000</b>	<b>4,950,000</b>	<b>21,376,419</b>

Debt	-	-	-	-	-	4,000,000	4,000,000	8,000,000
Pay as you go	10,087,481	7,801,419	3,525,000	50,000	200,000	850,000	950,000	13,376,419
Grants	-	-	-	-	-	-	-	-

**City of Flagstaff**  
**Capital Improvement Program Summary**  
**Fiscal Year 2023-2024 - Fiscal Year 2028-2029**

**Airport**

	Budget 2023-2024	Estimate 2023-2024	Budget 2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	Total Plan
Drainage Improvement Design	\$ 161,615	22,052	-	-	-	-	-	22,052
Multi Use Building - Design	715,399	530,644	-	-	-	-	-	530,644
Multi Use Building - Construction	11,000,000	11,000,000	13,780,722	-	-	-	-	24,780,722
Land Acquisition	2,750,000	2,200,000	-	-	-	-	-	2,200,000
Taxiway - Apron W - Design	800,000	-	1,000,000	-	-	-	-	1,000,000
Taxiway W - Rehab and Relocate	-	-	-	11,650,000	-	-	-	11,650,000
Taxiway A Rehabilitate	-	-	-	-	-	-	750,000	750,000
Upgrade Perimeter Road Phase I	200,000	-	-	-	-	-	-	-
ADOT Future - Runway Rehab	-	-	500,000	-	-	-	-	500,000
ADOT Environmental Assessment	750,000	759,501	-	-	-	-	-	759,501
Runway Reconstruction Study	-	-	750,000	-	-	-	-	750,000
FAA AIP Infrastructure Law 2022	430,500	-	-	-	-	-	-	-
FAA AIP Infrastructure Law 2023	145,000	-	-	-	-	-	-	-
FAA BIL Terminal Accessibility	-	-	-	300,000	-	-	-	300,000
FAA BIL Terminal Expansion	-	-	-	4,435,000	-	-	-	4,435,000
Design/Construct Westplex Taxilane	-	-	-	-	3,300,000	-	-	3,300,000
Design/Construct Runway Lighting	-	-	-	-	-	1,500,000	-	1,500,000
Design Runway Reconstruction	-	-	-	-	-	-	2,000,000	2,000,000
<b>Total Airport</b>	<b>\$ 16,952,514</b>	<b>14,512,197</b>	<b>16,030,722</b>	<b>16,385,000</b>	<b>3,300,000</b>	<b>1,500,000</b>	<b>2,750,000</b>	<b>54,477,919</b>

Debt	-	-	-	-	-	-	-	-
Pay as you go	1,804,911	763,563	840,999	757,505	330,000	-	122,925	2,814,992
Grant	15,147,603	13,748,634	15,189,723	15,627,495	2,970,000	1,500,000	2,627,075	51,662,927

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2024-2025**

The following is a list of projects that currently do not have a funding source and therefore are unfunded City Capital projects at this time. This list is updated annually as changes in funding occur as well as changes in priorities for the City

**General Government**

**Information Technology**

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

**Fire Department**

Live Fire Burn Box, Exterior Staircase and Paint	225,000
Training Center Classroom/ Apparatus Storage, Locker Rooms, Offices	4,000,000
CARE Unit/Dispatch Facility and Land	3,500,000
Station 1 - Bunk Dorm Room Additions	275,000
Station 2 - Bunk Dorm Rooms Additions	275,000
Station 3 - Bunk Dorm Rooms Additions	275,000
Battalion Chief Living Quarters and Office	375,000
Station 7 - Planning and Engineering - 6-8 Acre Campus	8,000,000
John Wesley Powell Administrative Offices	2,000,000
John Wesley Powell - Wildland Wildfire Management Station	2,000,000
Station Single Tones and Pre-emption Hardware	500,000
Station 2 - Concrete Redesign and Replacement	250,000
Station 2 - Rock Wall Erosion Protection	750,000
Signal Pre-emption	965,000
	<u>23,390,000</u>

**Police Department**

LEAF Expansion - Garage/Barracks	4,500,000
Roof Replacement (LEAF)	1,000,000
	<u>5,500,000</u>

**Municipal Facilities**

Records Storage Facility	2,000,000
City Hall Main Entry Redesign	2,000,000
City Hall Window Replacements	4,600,000
Core Services - Building #4 (Facilities)	6,000,000
Core Services - Building #5 (Equipment Barn/Training Facility)	6,000,000
Repurposing of Decommissioned City Facilities	TBD
Downtown Connection Center Parking Structure	TBD
Old Courthouse Redevelopment Parking	TBD
Courthouse Parking	5,500,000
	<u>26,100,000</u>

**Flagstaff Housing Authority**

Public Housing Redevelopment	170,000,000
	<u>170,000,000</u>

**Total General Government 238,990,000**

**Parks, Recreation, Open Space and Events (PROSE)**

**Parks**

Cemetery Roadway Repair and Replacement	350,000
Cemetery Veterans Section Expansion and Cremains Plots	200,000



**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2024-2025**

**Parks - Continued**

Christensen Park Development	\$ 7,000,000
Clay Basin Park Development	13,750,000
Continental Regional Park Development (Includes Girls Softball Complex)	20,000,000
Field Lighting Upgrade to LED	750,000
FUTS Asphalt Repair and Replace Program (9 Miles)	6,500,000
Lake Mary Regional Park Development	30,000,000
Splash Pad Development	500,000
Sport Courts Development	300,000
Thorpe Park Planning, Design and Development	5,000,000
Wheeler Park Electrical Repairs	120,000
	84,470,000

**Recreation**

Aquaplex Kids Club Outdoor Play Area	60,000
Aquaplex Competitive Lap Pool - 25 to 50 Meter	20,000,000
Jay Lively Cooling Tower Replacement	1,000,000
Jay Lively Chiller Replacement	1,000,000
Joe C Montoya Expansion	500,000
Snow Play Area	6,000,000
Jay Lively Second Sheet of Ice	15,000,000
Special Events Facility/Venue	6,000,000
	49,560,000

**Open Space**

Picture Canyon Improvements	1,300,000
McMillan Mesa Improvements	200,000
Observatory Mesa Trail Plan Implementation	2,700,000
Property Acquisition to Preserve Additional Sensitive Areas and Add Connectivity:	
Walnut Canyon Regional Preserve (Sections 22, 28, 30)	22,000,000
Priority Connector 1A (Walnut Canyon to Fort Tuthill)	11,500,000
Priority Connector 1C (Observatory Mesa to McMillan Mesa)	5,100,000
Priority Connector 1D (Picture Canyon to Walnut Canyon)	6,100,000
Priority Connector 1E (Observatory Mesa to Fort Tuthill)	9,500,000
Priority Connector 1F (Inner-city McMillan Mesa to Walnut Canyon)	8,400,000
	66,800,000

**Total PROSE            200,830,000**

**Economic Vitality**

**Parking**

Additional Downtown District Parking Inventory	20,000,000
	20,000,000

**Airport**

Multi-level Airport Paid Parking Garage	25,000,000
Hangar	TBD
	25,000,000

**Library**

Downtown Library Window Replacements	1,500,000
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**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2024-2025**

**Library - Continued**

New Eastside Library Building	\$ 30,000,000
	<hr/> 31,500,000
<b>Total Economic Vitality</b>	<b>76,500,000</b>

**Water Services**

**Drinking Water**

Aging Infrastructure	20,000,000
New Wells and Pumphouse	14,600,000
Inner Basin Spring Box Collection	4,200,000
North Reservoir Treatment Plant	1,200,000
Main Tank Rehabilitation	1,200,000
Christmas Tree Tank Rehabilitation	500,000
Paradise Tank Rehabilitation	500,000
Red Gap Ranch Pipeline 100% Design	12,000,000
Red Gap Ranch Pipeline Construction	260,000,000
Lake Mary Raw Water Pipeline	16,000,000
Woody Mountain Powerline Burial	1,500,000
Bonito Load Out Station	750,000
Kinlani Tank Rehabilitation	100,000
Inner Basin Diesel Engine Replacements (IB#9, IB#11, IB#14)	150,000
Flow Meter Replacements	500,000
Inner Basin Pipeline Assessment/Design	500,000
Inner Basin Pipeline Rehabilitation	8,200,000
Lake Mary Treatment Plant Chlorine Dioxide Generator Replacement	200,000
Tuthill Booster Station Rehabilitation	300,000
	<hr/> 342,400,000

**Wastewater**

Rio de Flag Water Reclamation Plant Projects	
Influent Grit Removal	750,000
Wildcat Hill Water Reclamation Plant Projects	
Improve Baffling and Weirs at Secondary Clarifiers	480,000
Add Post Anoxic Zone	2,152,000
Add Initial Anaerobic Zone	2,400,000
Wastewater Treatment Plant Expansion - Design and Construction	220,000,000
Headworks Motor Control Center (MCC) and Rehab	2,372,439
Rio MCC	3,600,000
Septage/Grease Station	5,400,000
	<hr/> 237,154,439

**Wastewater Collection/Reclaim Distribution**

Solids Handling	9,100,000
Wildcat Ultraviolet	6,000,000
Aging Infrastructure	700,000
Flagstaff Interceptor (Butler to Continental Country Club)	5,600,000
	<hr/> 21,400,000

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2024-2025**

**Reclaim**

Recharge and Recovery Project	\$ 500,000
Water System Expansion - Westside	4,500,000
Water Line Loop - Foxglenn Park to Continental/Wildcat Hill	12,800,000
Buffalo Park Chlorine Building Upgrade	2,100,000
Rio Pressure Reducing Valve Station Relocate	750,000
8" Bottleneck- Additional Funds	1,500,000
Wildcat Hill Reclaim Pump Station Upgrade	4,500,000
Rio Reclaim Booster Pump Station - Upgrades	600,000
Master Radio Tower - Rio de Flag	200,000
Cemex and County Yard Flow Monitoring Stations	450,000
Bushmaster Booster Station, Pump and Automatic Valve	500,000
Rio Reclaim Distribution System Upgrades	350,000
Reclaim Meter and Vault Upgrades (Program)	500,000
	29,250,000

**Stormwater**

West Street Wash Storm Sewer	8,400,000
Switzer Canyon Wash Upper Reach	6,210,000
Switzer Canyon Wash Lower Reach (Huntington Drive Area)	2,400,000
Fanning Wash Channel Capacity Improvements	2,990,000
South Mount Elden Flood Mitigation	3,450,000
Spruce Wash Tunnel Between Killip and Route 66	46,000,000
Hospital Hill Storm Drains	1,687,500
Mobile Haven Drainage Ditch Improvement	1,575,000
Mobile Haven Drainage Ditch Improvement	675,000
Darleen Drive Drainage Improvement	337,500
Smokerise Neighborhood Drainage Improvements	1,125,000
University Heights Drainage Improvements	3,375,000
Leroux Avenue at Rio de Flag Low Water Crossing	787,500
Mead Lane Street Drainage Improvement	2,300,000
Rio de Flag Culvert Improvements Near Flagstaff Mall	9,200,000
	90,512,500

**Total Water Services 720,716,939**

**City Engineering**

**Transportation**

Yale/Plaza Way/Metz Walk Backage Road	3,000,000
Sunnyside Neighborhood Improvements	4,900,000
Riordan Ranch Street Backage Road	2,000,000
Lone Tree - Pine Knoll to John Wesley Powell (I-40 Traffic Interchange)	150,000,000
Steves Boulevard / Lakin Realignment	1,550,000
Milton Road Corridor Improvements (ADOT Partnership)	44,603,600
Woody Mountain Loop - Route 66 to I-40	22,190,000
I-40/Woody Mountain Road Traffic Interchange	57,154,000
East Butler Avenue Extension to Section 20	15,000,000
Empire Avenue Extension to East Route 66	10,700,000
Ponderosa Parkway Extension (Route 66 to the North)	9,753,000
Linda Vista Extension (Fanning to Kaspar)	9,872,000
Sidewalks	15,439,830

**City of Flagstaff**  
**Unfunded Capital Improvements**  
**Fiscal Year 2024-2025**

**Transportation - Continued**

FUTS Trails	\$ 22,732,000
Enhanced Crossings	12,690,000
Bridges and Tunnels	57,120,000
Bicycle and Pedestrian Projects from Active Transportation Master Plan	67,000,000
	<hr/> 505,704,430

**Total City Engineering 505,704,430**

**Total Unfunded Projects \$ 1,742,741,369**

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**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>City Manager</b>						
Administrative Specialist	0	1	0	0	0	0
City Clerk	1	1	0	0	0	0
City Manager	1	1	1	1	0	1
City Records Coordinator	1	1	0	0	0	0
Community Engagement Specialist	0	1	0	0	0	0
Coordinator for Indigenous Initiatives	1	1	0	0	0	0
Deputy City Clerk	1	1	0	0	0	0
Deputy City Manager	2	1	1	1	0	1
Deputy City Manager Senior	0	1	1	1	0	1
Executive Assistant I	1	1	0	0	0	0
Executive Assistant to Mayor and Council	1	1	0	0	0	0
Management Analyst	2	2	0	0	0	0
Public Affairs Director	1	1	0	0	0	0
Total	12	14	3	3	0	3
<b>Human Resources</b>						
Administrative Specialist	1	1	1	0	0	0
Classification and Compensation Program Manager	0	0	1	1	0	1
Deputy Human Resources Director	0	0	0	0	1	1
Human Resources Analyst	3	3	3	3	1	4
Human Resources Analyst Senior	0	0	0	1	0	1
Human Resources and Risk Management Director	1	1	1	1	0	1
Human Resources Generalist	2	2	2	2	0	2
Human Resources Manager	2	2	2	1	0	1
Human Resources Recruiter	1	1	1	1	0	1
Recruitment Manager	0	0	0	1	(1)	0
Senior Administrative Specialist	0	0	0	1	0	1
Total	10	10	11	12	1	13
<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>						
Deputy IT Director	0	1	1	1	0	1
IT Administrator	5	6	7	7	0	7
IT Analyst	3	4	5	5	0	5
IT Director	1	1	1	1	0	1
GIS Analyst I	0	0	0	1	0	1
IT Information Security Officer	1	1	0	0	0	0
IT Manager	4	3	3	3	0	3
IT Specialist	2	2	2	1	0	1
IT Supervisor	0	0	0	1	0	1
IT Technician	1	1	1	1	0	1
Total	17	19	20	21	0	21
<b>City Attorney</b>						
Administrative Specialist	4	0	0	0	0	0
Administrative Specialist Lead Worker	1	0	0	0	0	0
Assistant City Attorney I	4	0	0	0	0	0
Assistant City Attorney III	0	4	4	4	(1)	3
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
Deputy City Prosecutor	0	0	0	0	1	1

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>City Attorney - Continued</b>						
Executive Assistant	1	0	0	0	0	0
Executive Assistant I	0	1	1	1	0	1
Executive Assistant II	0	1	1	1	0	1
Legal Specialist	0	2	2	2	0	2
Senior Assistant City Attorney I	4	0	0	0	0	0
Senior Assistant City Attorney III	0	4	4	4	0	4
Victim Services Specialist	0	2	2	2	0	2
Water Attorney	1	1	1	1	(1)	0
Total	18	18	18	18	(1)	17
<b>Municipal Court</b>						
Administrative Assistant	3	0	0	0	0	0
Collection Specialist	3	3	2	2	0	2
Court Administrator	1	1	1	1	0	1
Court Assistant	0	3	3	0	0	0
Court Generalist	0	0	2	2	0	2
Court Finance Specialist	0.8	0.8	0.8	0.8	0	0.8
Court Information Systems Coordinator	2	2	2	2	0	2
Court Interpreter	1	1	1	1	0	1
Court Judicial Specialist	8.25	0	0	0	0	0
Court Judicial Specialist I	0	1.75	1.75	4.75	0	4.75
Court Judicial Specialist II	0	6.5	5.5	5.5	0	5.5
Court Judicial Specialist III	0	0	2	2	0	2
Court Training Specialist	1	1	1	1	0	1
Deputy Court Administrator	2	2	2	2	0	2
Jury Services Specialist	1	1	0	0	0	0
Magistrate	2	2	2	2	0	2
On-Call Magistrate	0.5	0.5	0.5	0.5	0.2	0.7
Presiding Magistrate	1	1	1	1	0	1
Probation Service Specialist	1	1	1	1	0	1
Warrant Officer	2	2	1	1	0	1
Total	29.55	29.55	29.55	29.55	0.2	29.75
<b>Communication and Civic Engagement</b>						
Administrative Specialist	0	0	1	1	0	1
City Clerk	0	0	1	1	0	1
City Records Coordinator	0	0	1	1	0	1
Community Engagement Specialist	0	0	1	1	0	1
Coordinator for Indigenous Initiatives	0	0	1	1	0	1
Deputy City Clerk	0	0	1	1	0	1
Digital Media Specialist	0	0	1	1	0	1
Executive Assistant I	0	0	1	1	0	1
Executive Assistant to Mayor and Council	0	0	1	1	0	1
Management Analyst	0	0	1	1	0	1
Public Affairs Director	0	0	1	1	0	1
Total	0	0	11	11	0	11
<b>Management Services</b>						
Business 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	2	2	2	0	2
Contract Specialist	1	1	0	0	0	0

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>Purchasing - Continued</b>						
Grants and Contracts Assistant	1	1	0	0	0	0
Grants and Contracts Manager	1	1	0	0	0	0
Grants Specialist	1	1	0	0	0	0
Purchasing Director	1	1	1	1	0	1
Purchasing Manager	1	1	1	1	0	1
Procurement Specialist	2	0	0	0	0	0
Procurement Specialist Senior	0	2	2	2	0	2
Total	10	11	7	7	0	7
<b>Customer Service</b>						
Administrative Specialist	5	0	0	0	0	0
Billing Manager	1	1	1	1	0	1
Billing Specialist	2	2	2	2	0	2
Collections Administrator	0	0	0	1	0	1
Collections Specialist	1	1	1	0	0	0
Customer Service Director	1	1	1	1	0	1
Customer Service Manager	1	1	1	1	0	1
Customer Service Representative	0	2	2	2	0	2
Customer Service Representative Senior	0	3	3	3	0	3
Customer Service Supervisor	1	1	1	1	0	1
Finance Specialist	1	1	1	1	0	1
Licensing Specialist	1	1	1	1	0	1
Meter Technician I	2	2	2	2	0	2
Meter Technician II	2	2	2	2	0	2
Meter Technician Supervisor	1	1	1	1	0	1
Revenue Analyst/ Auditor	1	1	1	0	0	0
Total	20	20	20	19	0	19
<b>Finance</b>						
Accountant	4	2	2	1	0	1
Accountant Senior	0	2	2	3	0	3
Accounts Specialist	1	0	0	0	0	0
Assistant Budget Manager	0	0	0	1	0	1
Assistant Finance Director	1	1	1	1	0	1
Assistant Finance Manager	1	1	1	1	0	1
Budget Analyst	0	0	0	2	0	2
Budget Director	0	0	0	0	1	1
Finance Clerk	2	2	2	2	0	2
Finance Director	1	1	1	1	0	1
Finance Specialist	1	2	2	3	0	3
Finance Specialist (Temp)	0.5	0.5	0.5	0	0	0
Payroll Coordinator	1	1	1	1	0	1
Payroll Manager	1	1	1	1	0	1
Payroll Specialist	1	1	1	1	0	1
Total	14.5	14.5	14.5	18	1	19
<b>Grants, Contracts and Emergency Management</b>						
Administrative Specialist	0	0	0	1	0	1
Emergency Program Manager	0	0	1	1	0	1
Grants and Contracts Manager	0	0	1	1	0	1
Grants and Contracts Specialist	0	0	3	3	0	3
Grants, Contracts and Emergency Management Director	0	0	1	1	0	1
Total	0	0	6	7	0	7
<b>Fire Operations</b>						
Administrative Specialist	2	1	1	1	0	1

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>Fire Operations - Continued</b>						
Assistant Fire Marshal	0	1	1	1	0	1
Deputy Fire Chief	3	3	3	3	0	3
Fire Battalion Chief	3	3	4	4	1	5
Fire Captain	21	24	24	25	(1)	24
Fire Chief	1	1	1	1	0	1
Fire Engineer	21	21	21	21	0	21
Fire Fighter	36	36	36	36	0	36
Fire Inspector	2	1	1	1	0	1
Management Analyst	0	1	1	1	0	1
Regional Fire Training Coordinator	1	1	0	0	0	0
Total	90	93	93	94	0	94
<b>Fire Grants</b>						
Fire Fighter	0	6	6	6	0	6
Total	0	6	6	6	0	6
<b>Water Resource &amp; Infrastructure Protection</b>						
Fire Battalion Chief	0	1	1	1	0	1
Wildland Community Risk Reduction Specialist	1	1	1	1	0	1
Wildland Fire Fighter	0	0	2	2	0	2
Wildland Fire Operations Captain	0	1	1	1	0	1
Wildland Fire Operations Engineer	0	1	2	2	0	2
Wildland Fire Crew Member	0	3	0	0	0	0
Wildland Fire Crew Member Senior	0	1	0	0	0	0
Wildland Fire Manager	1	0	0	0	0	0
Wildland Fire Supervisor	1	0	0	0	0	0
Wildland Forest Health Supervisor	1	1	1	1	0	1
Total	4	9	8	8	0	8
<b>Police Operations</b>						
Administrative Specialist	13	3	3	3	0	3
Animal Control Officer	2	2	2	2	0	2
Deputy Police Chief	2	2	2	2	0	2
Evidence Technician	2	2	2	2	0	2
Police Aides	3	3	3	6	1	7
Police Chief	1	1	1	1	0	1
Police Communications Manager	1	1	1	1	0	1
Police Corporal/Detective	19	0	0	0	0	0
Police Crime Analyst	1	1	1	1	0	1
Police Emergency Communication Specialist	24	24	24	24	0	24
Police Emergency Communication Supervisor	6	6	6	6	0	6
Police Lieutenant	4	4	4	4	0	4
Police Officer	73	94	94	94	0	94
Police Records Lead	0	1	1	1	0	1
Police Records Supervisor	1	1	1	1	0	1
Police Records Technician	0	9	9	9	0	9
Police Sergeant	14	14	15	15	0	15
Police Special Services Supervisor	1	1	1	1	0	1
Police Support Services Manager	1	1	1	1	0	1
Property Control Coordinator	1	1	1	1	0	1
Police Training Coordinator	1	1	1	1	0	1
Total	170	172	173	176	1	177
<b>Police Grants</b>						
Administrative Specialist	1	1	1	0	0	0
Police Crime Analyst	0	0	0	1	0	1



**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>Police Grants - Continued</b>						
Police Officer	5	3	3	3	0	3
Police Sergeant	1	1	1	1	0	1
Total	7	5	5	5	0	5
<b>Community Development Administration</b>						
Administrative Specialist	1	1	1	1	0	1
Assistant Real Estate Manager	0	0	0	1	0	1
Community Development Director	1	1	1	1	0	1
Real Estate Manager	1	1	1	1	0	1
Real Estate Specialist	1	1	1	1	0	1
Total	4	4	4	5	0	5
<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	0	0	0	0
Building Inspector	7	7	0	0	0	0
Building Official	1	1	0	0	0	0
Building Permit Technician	1	1	0	0	0	0
Building Plans Examiner	3	3	0	0	0	0
Code Compliance Manager	1	1	0	0	0	0
Code Compliance Officer I	1	1	0	0	0	0
Code Compliance Officer II	2	2	0	0	0	0
Comprehensive/Neighborhood Planning Manager	1	1	1	1	0	1
Current Planning Manager	1	1	1	1	0	1
Development Services Manager	1	1	1	1	0	1
Development Services Specialist	1	1	1	1	0	1
Neighborhood Planner	1	1	1	0	0	0
Planner	0	2	2	2	0	2
Planner Senior	0	2	2	3	0	3
Planning Development Manager	4	0	0	0	0	0
Planning Director	1	1	1	1	0	1
Zoning Code Manager	1	1	1	1	0	1
Total	31	31	14	14	0	14
<b>Housing</b>						
Assistant Housing Director	0	1	1	1	0	1
Housing Analyst	1	1	1	0	0	0
Housing and Grants Administrator	1	1	1	1	0	1
Housing Director	1	1	1	1	0	1
Housing Manager	1	0	0	0	0	0
Housing Planning Manager	0	0	0	1	0	1
Housing Planner	0	0	0	1	0	1
Housing Program Manager	1	1	1	1	0	1
Housing Rehabilitation Specialist	1	0	0	0	0	0
Housing Specialist	1	1	1	1	0	1
Total	7	6	6	7	0	7
<b>Flagstaff Housing Authority</b>						
Administrative Specialist	2	2	2	2	0	2
Assistant Housing Director	0	1	1	1	0	1
Housing Manager	3	3	3	3	0	3
Housing Navigator	0	1	1	1	0	1
Finance Manager	1	0	0	0	0	0
Finance Specialist	1	1	1	1	0	1
Housing Services Specialist	5	3	3	3	0	3

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>Flagstaff Housing Authority - Continued</b>						
Housing Services Specialist Lead	0	2	2	2	0	2
Maintenance Coordinator	1	0	0	0	0	0
Maintenance Lead Worker	2	3	3	3	0	3
Maintenance Worker	7	0	0	0	0	0
Maintenance Worker I	0	3	3	3	0	3
Maintenance Worker II	0	3	3	3	0	3
Maintenance Worker/Inspector	0	1	1	1	0	1
Occupancy Specialist	0	1	1	1	0	1
Total	22	24	24	24	0	24
<b>Building Safety and Code Compliance</b>						
Building Inspection Manager	0	0	1	1	0	1
Building Inspector	0	0	7	7	0	7
Building Official	0	0	1	1	0	1
Building Permit Technician	0	0	1	1	0	1
Building Plans Examiner	0	0	3	3	0	3
Code Compliance Manager	0	0	1	1	0	1
Code Compliance Officer I	0	0	1	1	0	1
Code Compliance Officer II	0	0	2	2	0	2
Total	0	0	17	17	0	17
<b>Public Works Administration</b>						
Business Systems Analyst	0	0	1	1	0	1
Project Manager	1	0	1	1	0	1
Project Manager Senior	0	1	1	1	0	1
Public Works Director	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Total	3	3	5	5	0	5
<b>Facilities Maintenance</b>						
Environmental Specialist	1	1	1	1	0	1
Facility Maintenance Manager	1	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Maintenance Technician I	0	3	3	3	0	3
Maintenance Technician II	0	4	4	4	0	4
Maintenance Technician III	0	2	2	3	0	3
Maintenance Technician (Temp)	0	0.5	0.5	0.5	0	0.5
Maintenance Worker	8.5	0	0	0	0	0
Maintenance Worker Lead Worker	1	0	0	0	0	0
Total	12.5	12.5	12.5	13.5	0	13.5
<b>Fleet Management</b>						
Buyer	1	1	1	1	0	1
Fleet Services Specialist	1	1	1	1	0	1
Mechanic I	3	3	3	3	0	3
Mechanic II	4	4	4	5	0	5
Mechanic Assistant/Lube Technician	1	1	1	1	0	1
Mechanic Lead Worker	1	1	1	1	0	1
Parts Specialist	1	1	1	1	0	1
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	1	1	1	1	0	1
Welder Technician	1	1	1	1	0	1
Total	15	15	15	16	0	16
<b>Street Maintenance and Repairs</b>						
Administrative Specialist	1	1	1	1	0	1

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>Street Maintenance and Repairs - Continued</b>						
Equipment Operators	15	0	0	0	0	0
Maintenance Worker	8	0	0	0	0	0
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	4	4	4	4	0	4
Street Light Technician II	0	0	2	2	0	2
Street Operations Technician I	0	8	8	8	0	8
Street Operations Technician II	0	8	8	8	0	8
Street Operations Technician III	0	9	9	9	0	9
Street Operations Technician (Temp)	1.27	1.27	1.27	1.27	0	1.27
Traffic Signal Technician I	0	1	1	1	0	1
Traffic Signal Technician II	1	1	1	1	0	1
Total	32.27	35.27	37.27	37.27	0	37.27
<b>Solid Waste - Landfill</b>						
Administrative Assistant	0.5	0.5	0	0	0	0
Administrative Lead Worker	0	0	0	1	0	1
Administrative Specialist	2	2	3	2	0	2
Equipment Operator	4	0	0	0	0	0
Equipment Operator I	0	0	0	1	0	1
Equipment Operator III	0	4	4	4	0	4
Landfill Environmental Assistant	2	2	2	2	0	2
Landfill Environmental Program Specialist	1	1	1	1	0	1
Project Manager	2	1	1	1	0	1
Project Manager Senior	0	1	1	1	0	1
Public Works Manager	1	1	1	1	0	1
Public Works Section Director	1	1	1	1	0	1
Public Works Supervisor	1	1	1	1	0	1
Solid Waste Lead Worker	1	1	1	1	0	1
Total	15.5	15.5	16	17	0	17
<b>Solid Waste - Collections</b>						
Administrative Specialist	2	2	2	2	0	2
Customer Relations Supervisor	1	0	0	0	0	0
Equipment Operator	23	0	0	0	0	0
Equipment Operator I	0	3	3	3	0	3
Equipment Operator II	0	9	9	9	0	9
Equipment Operator III	0	11	11	11	0	11
Program Assistant	0.5	1	1	1	0	1
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	2	2	2	2	2	4
Solid Waste Lead Worker	2	2	2	2	(2)	0
Total	31.5	31	31	31	0	31
<b>Library - City</b>						
Administrative Specialist	2	2	2	2	(1)	1
Collections Specialist	1	1	1	1	0	1
Deputy Library Director	2	2	2	2	0	2
Executive Assistant II	1	1	1	1	0	1
IT Analyst	1	1	1	1	0	1
Librarian	3	3	3	3	1	4
Library Clerk	7	7	7	7	0	7
Library Clerk (Temp)	3.07	3.55	3.55	3.55	0	3.55
Library Director	1	1	1	1	0	1
Library Page	1.5	1.5	1.5	1	0	1
Library Page (Temp)	1.25	1.25	1.25	1.25	0	1.25

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>Library - City - Continued</b>						
Library Specialist	12.55	12.55	12.55	13.05	0	13.05
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	46.03	46.03	46.03	0	46.03
<b>Library - County</b>						
Application Support Specialist II	1	1	1	1	0	1
IT Analyst	0	0	0	1	0	1
IT Manager Library	1	1	1	1	0	1
Librarian	1	1	1	1	0	1
Library Clerk	0.63	0.63	0.63	0.63	0	0.63
Library Clerk (Temp)	0.88	0.88	0.88	0.88	0	0.88
Library Specialist	2.25	2.25	2.25	3.25	0	3.25
Library Specialist (Temp)	0.09	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	2.88	2.88	3	0	3
Marketing Specialist	0	0	0	1	(1)	0
Total	9.73	9.73	9.73	12.85	(1)	11.85
<b>Community Investment</b>						
Administrative Specialist	1	1	1	0	0	0
Beautification and Public Art Project Administrator	0	0	0	1	0	1
Beautification General Administrator	0	0	1	0	0	0
Beautification, Arts and Science Manager	1	1	1	1	0	1
Beautification, Arts and Science Project Administrator	1	1	1	1	0	1
Community Investment Director	1	1	1	1	0	1
Economic Vitality Director	1	1	1	1	0	1
Executive Assistant I	0	0	0	1	0	1
Total	5	5	6	6	0	6
<b>Economic Development</b>						
Economic Development Administrator	1	1	1	1	0	1
Business Retention and Expansion Manager	1	1	1	0	0	0
Economic Development Manager	0	0	0	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	0	0	0
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 and Media Relations Project Manager	0	0	0	1	0	1
Marketing Specialist	1	1	1	1	0	1
Sales Manager	0	0	0	0	1	1
Sales Specialist	1	1	1	1	(1)	0
Total	11	11	11	11	0	11
<b>Visitor Services</b>						
Administrative Specialist	3.5	0	0	0	0	0
Visitor Center Manager	1	1	1	1	0	1
Visitor Services Assistant (Temp)	1.65	1.65	1.65	1.65	0.4	2.05
Visitor Services Specialist	0	3	3	3	1	4

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>Visitor Services - Continued</b>						
Visitor Services Specialist (Temp)	0	0.5	0.5	0.5	0	0.5
Total	6.15	6.15	6.15	6.15	1.4	7.55
<b>Airport Operations</b>						
Administrative Specialist	1	1	1	1	0	1
Airport Communications Manager	0	1	1	1	0	1
Airport Director	1	1	1	1	0	1
Airport Program Manager	1	1	1	1	0	1
Airport Operations/ ARFF Battalion Chief	0	0	0	1	0	1
Airport Operations/ ARFF Lead Worker	3	3	3	3	0	3
Airport Operations/ ARFF Specialist	6	6	6	6	0	6
Airport Operations/ ARFF Manager	1	1	1	0	0	0
Airport Operations Technician (Temp)	0.5	0.5	0.5	0.5	0	0.5
Maintenance Worker I	0	0	0	1	0	1
Total	13.5	14.5	14.5	15.5	0	15.5
<b>Parking District</b>						
Parking Manager	1	1	1	1	0	1
Parking Aide	4	5	5	5	0	5
Parking Aide Lead	1	1	1	1	0	1
Total	6	7	7	7	0	7
<b>Water Services Administration</b>						
Administrative Specialist	2	2	2	2	0	2
Communications Aide	0.96	1	1	0	0	0
Community Engagement Specialist	0	0	0	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	2	0	2
Total	5.96	6	6	7	0	7
<b>Water Production</b>						
Maintenance Worker (Temp)	0.23	0.23	0.23	0.23	0	0.23
MSW Operations	4	0	0	0	0	0
MSW Maintenance	2	0	0	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Operator	0	6	6	6	1	7
Water Services Supervisor	2	2	2	2	0	2
Total	9.23	9.23	9.23	9.23	1	10.23
<b>Water Distribution</b>						
MSW - Water Services Tech	14	0	0	0	0	0
Utility Locator	1	1	1	1	0	1
Water Services Operator	0	14	14	14	0	14
Water Services Supervisor	1	1	1	1	0	1
Total	16	16	16	16	0	16
<b>Water Resource Management</b>						
Water Conservation Enforcement Aide (Temp)	1.49	1.49	1.49	1.49	0	1.49
Water Conservation Specialist	1	1	1	1	0	1
Water Resources Technician (Temp)	0.48	0.48	0.48	0.48	0	0.48
Water Services Manager	1	1	1	1	0	1
Water Services Program Manager	1	1	1	1	0	1
Total	4.97	4.97	4.97	4.97	0	4.97

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>Water Services Engineering</b>						
Project Manager	1	1	1	1	0	1
Project Manager Senior	0	0	0	1	0	1
Project Manager Senior Lead	0	0	0	1	0	1
Water Services Section Director	1	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	1	0	1
Total	3	3	3	5	0	5
<b>Regulatory Compliance</b>						
Industrial Pretreat Inspector	2	2	2	2	0	2
Laboratory Technician	0	0	3	3	0	3
MSW - Laboratory	3	0	0	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Operator	0	3	0	0	0	0
Water Services Program Manager	1	1	1	1	0	1
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	1	0	0	0
Water Services Analyst	0	3	3	3	0	3
Water Services IS Administrator	1	1	1	1	0	1
Water Services Program Manager	0	0	0	1	0	1
Water Services SCADA/IS Specialist	1	1	1	2	0	2
Water Services Manager	1	1	1	1	0	1
Water Services Supervisor	3	0	0	0	0	0
Total	6	6	7	8	0	8
<b>Wastewater Treatment</b>						
MSW - Operations	4	0	0	0	0	0
Water Services Manager	1	1	1	1	0	1
Water Services Operator	0	2	4	4	1	5
Water Services Supervisor	2	2	2	2	0	2
Total	7	5	7	7	1	8
<b>Wastewater Collection</b>						
MSW- Water Services Technician	8	0	0	0	0	0
Water Services Operator	0	10	10	8	0	8
Water Services Supervisor	1	1	1	1	0	1
Total	9	11	11	9	0	9
<b>Reclaimed Water</b>						
MSW - Maintenance	3	0	0	0	0	0
MSW - Operations	1	0	0	0	0	0
Water Services Operator	0	6	5	5	0	5
Water Services Supervisor	2	2	2	2	0	2
Total	6	8	7	7	0	7
<b>Stormwater</b>						
MSW- Water Services Technician	2	0	0	0	0	0
Project Manager	3	1	1	1	0	1
Project Manager Senior	0	3	3	2	0	2
Water Services Manager	1	1	1	0	0	0
Water Services Operator	0	0	0	4	0	4
Water Services Section Director	0	0	0	1	0	1
Water Services Supervisor	0	0	0	1	0	1

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>Stormwater - Continued</b>						
Watershed Specialist	1	0	0	0	0	0
Total	7	5	5	9	0	9
<b>Engineering Administration</b>						
Administrative Specialist	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1
Total	2	2	2	2	0	2
<b>Capital Improvements</b>						
Capital Improvements Engineer	1	1	1	1	0	1
Project Manager	8	3	3	3	0	3
Project Manager Senior	0	3	3	3	0	3
Project Manager Senior Lead	0	2	2	2	0	2
Total	9	9	9	9	0	9
<b>Development Engineering</b>						
Construction Inspector	5	5	5	5	0	5
Construction Manager	1	1	1	1	0	1
Development Engineer	1	1	1	1	0	1
Engineering Specialist	1	1	1	1	0	1
Project Manager	9	2	2	2	0	2
Project Manager Senior	0	2	2	2	0	2
Total	17	12	12	12	0	12
<b>Transportation Engineering</b>						
Transportation Director/Traffic Engineer	1	1	1	1	0	1
Transportation Engineer Associate	0	1	1	1	0	1
Transportation Engineer Senior	0	2	2	1	0	1
Transportation Engineer Senior Lead	0	0	0	1	0	1
Transportation Planner	0	1	1	2	0	2
Transportation Planner Senior	0	1	1	0	0	0
Transportation Planner Senior Lead	0	0	0	1	0	1
Transportation Technician (Temp)	0	0.48	0.48	0.48	0	0.48
Total	1	6.48	6.48	7.48	0	7.48
<b>Parks</b>						
Park Ranger	0	0	0	1	0	1
Parks Maintenance Worker	22	12	12	12	0	12
Parks Maintenance Worker (Temp)	7.67	7.67	7.67	5.39	0	5.39
Parks Manager	1	1	1	1	0	1
Parks Technician	0	10	10	10	0	10
Parks Supervisor	4	4	4	4	0	4
Total	34.67	34.67	34.67	33.39	0	33.39
<b>Recreation</b>						
Administrative Specialist	2	2	2	2	0	2
Assistant Parks and Recreation Director	0	0	1	1	0	1
Events and Marketing Coordinator	0	0	0	1	0	1
Head Lifeguard	2	2	2	2	0	2
Parks, Recreation, Open Space & Events Director	0	1	1	1	0	1
Public Works Section Director	1	0	0	0	0	0
Recreation Coordinator	9	0	0	0	0	0
Recreation Coordinator I	0	5	5	4	0	4
Recreation Coordinator II	0	4	4	4	0	4
Recreation Manager	1	1	1	1	1	2
Recreation Program Assistant	0.5	0.5	0.5	0.5	0	0.5

**City of Flagstaff**  
**Authorized Personnel/Position Summary**

Section	2020-2021	2021-2022	2022-2023	2023-2024	Add/Delete 2024-2025	Adopted 2024-2025
<b>Recreation - Continued</b>						
Recreation Supervisor	5	5	5	5	(1)	4
Recreation Temporaries	38.68	38.68	37.67	37.67	(0.32)	37.35
Total	59.18	59.18	59.17	59.17	(0.32)	58.85
<b>Open Space</b>						
Open Space Coordinator	0	0	1	1	0	1
Open Space Coordinator (Temp)	0	0	1	1	(0.12)	0.88
Open Space Specialist	1	1	0	0	0	0
Open Space Supervisor	0	0	1	1	0	1
Total	1	1	3	3	(0.12)	2.88
<b>Sustainability</b>						
Administrative Assistant	1	0	0	0	0	0
Administrative Specialist	0	0	0	0.49	0	0.49
Climate and Energy Coordinator	1	0	0	0	0	0
Climate Engagement Coordinator	0.49	0	0	0	0	0
Climate Program Manager	0	1	1	0	1	1
Climate Section Director	0	0	0	1	0	1
Community Stewards Coordinator	0	0	0	1	0	1
Sustainability Analyst	0	1	3	3	(1)	2
Sustainability Coordinator I	0	3	1	1	0	1
Sustainability Coordinator II	0	0	1	1	0	1
Sustainability Director	1	1	1	1	0	1
Sustainability Manager	0	0	0	0	1	1
Sustainability Specialist	2	2	2	1	0.86	1.86
Sustainability Supervisor	0	0	0	2	(1)	1
Volunteer and Event Coordinator	1	1	1	0	0	0
Waste Reduction and Food Systems Coordinator	1	0	0	0	0	0
Total	7.49	9	10	11.49	0.86	12.35
<b>Council</b>						
Councilmember	6	6	6	6	0	6
Mayor	1	1	1	1	0	1
Total	7	7	7	7	0	7
<b>Grand Total</b>	900.25	927.26	941.75	967.58	5.02	972.60





# Color of Money – Fund Accounting

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

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

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



## Special Revenue Funds

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

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



## Enterprise Funds

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

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



## Capital Project Funds

Used to account for major capital acquisition separate from ongoing operations

- |   |  |
|---|--|
| <ul style="list-style-type: none"><li>• Restricted Funding Sources -Voter Approved Bonds, Grants, Third Party Restricted Fees</li><li>• General Obligation Bond Projects:<ul style="list-style-type: none"><li>» FUTS/Open Space</li><li>» Watershed Protection</li></ul></li></ul> | <ul style="list-style-type: none"><li>» Courthouse</li><li>» Prop 441 &amp; 442 (Infrastructure &amp; Housing)</li><li>• USGS campus expansion</li><li>• Downtown Mile</li></ul> |
|---|--|



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



### **Debt Service Funds**

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

- **Restricted revenues**
  - » **General obligation bond fund – Secondary Property Tax**
  - » **Pension Bond Fund - Transfers from General Fund, Water Resource & Infrastructure Protection Fund & Airport**



### **General Fund**

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

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

#### **General Fund Revenues include:**

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



# Resource Toolkit

## User Fees



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

## Rates



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

## Property Tax

### Primary Property Tax




- Rate adopted by City Council to impose a levy
- State restrictions on annual increase in levy 2%
- FY 2024-2025 capacity is up to 10%, \$740,000 levy increase


### Secondary Property Tax




- Voters must authorize using secondary property tax
- Only used to pay general obligation bond debt
- Rate must match the current amount of debt service requirements
- State limits total general obligation debt outstanding

## Transaction Privilege Taxes/Sales Taxes

- General Fund Sales Tax 1% 
  - Voter approval is required
  - 10-year approval, can change with voter approval
  - Effective through June 30, 2035
  - Next election November 2032
  - No tax on food and residential rentals
  - Can increase rates with voter approval

- Transportation Sales Taxes 
  - Voter approval is required
  - No tax on food and residential rentals
  - Can increase rates with voter approval

Tax Type	Rate	Last Voter Approval	End Date	# of Years
Roadway, Pedestrian, Bicycle, and Safety	0.426%	Nov. 2018	06/30/2041	20
Road Repair and Street Safety	0.330%	Nov. 2014	12/31/2034	20
Transit Services	0.295%	Nov. 2016	06/30/2030	20
Lone Tree Overpass	0.230%	Nov. 2018	06/30/2039	10

- Bed, Board and Beverage Taxes 
  - Voter approval is required
  - 2% additional sales tax on restaurants/bars, Hotels, motels, short-term rental
  - 15-year approval, can change with voter approval
  - Effective through May 31, 2028
  - Next election November 2024
  - Can increase rates with voter approval

#### Debt Options



- Require a future resource to pay obligations
- Revenue obligations
  - Only sales tax backed bonds require voter approval
  - Backed by various tax and fee revenues
  - Examples: Business Incubator, Water, Wastewater, Road Repair and Street Safety
- Certificates of Participation
  - No voter authorization required
  - Pledges assets of the City, lease purchase agreements
  - Payment resources vary
  - Examples: Core Service Facility, Courthouse, Public Safety Pensions
- Loans
  - No voter authorization required, unless using secondary property tax
  - Water Infrastructure Finance Authority of Arizona (WIFA)
  - Examples: Water, Wastewater and Stormwater
- Capital Leases
  - No voter authorization required
  - Purchase of equipment and smaller capital improvements
  - Examples: Solar equipment, copier, parking kiosks, airport hangers
- Special Improvement District Bonds
  - No voter authorization required
  - Development tool for delivering major infrastructure enhancements
  - Obligation to pay is on the property owners, based on benefits
  - Backed with the full faith of the City, default issues
  - Examples: Downtown, Aspen Place, possible John Wesley Powell

### Development Fees (Impact Fees)



- Public Safety renewed in Fall 2020
- Revisit every five years to address new growth and evaluate through Development Growth model and Infrastructure Improvement plan
- Study budgeted for \$75,000 on integrating development agreements into impact fees
- Other areas allowed are libraries, parks, recreation facilities, street facilities, water, wastewater, stormwater

### Capacity Fees



- Fees allowed for Water, Wastewater and Stormwater infrastructure growth

### Grants



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

### State and Federal Appropriations



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

### Color of Money



General Fund



Special Revenue Funds



Enterprise Funds