CITY COUNCIL BUDGET RETREAT
AGENDA

CITY COUNCIL BUDGET RETREAT - DAY 2
FRIDAY
APRIL 25, 2025

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 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. All comments submitted via email will be considered written comments and will be documented in the record as such.

---

1. **Call to Order**

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this work session, the City Council may vote to go into executive session, which will not be open to the public, for 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 SWEET
COUNCILMEMBER ASLAN
COUNCILMEMBER GARCIA
COUNCILMEMBER HOUSE
COUNCILMEMBER MATTHEWS
COUNCILMEMBER SPENCE

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

MISSION STATEMENT

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

LAND ACKNOWLEDGEMENT

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

4. City Council FY 2025-2026 Budget Retreat

Present City Manager's Recommended Budget for the Fiscal Year 2025-2026 and receive Council direction.

5. Adjournment

CERTIFICATE OF POSTING OF NOTICE

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

Dated this _____ day of _____, 2025.

_____
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 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.

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Stacy Saltzburg, City Clerk

Date: 04/16/2025

Meeting Date: 04/25/2025

TITLE:
City Council FY 2025-2026 Budget Retreat

DESIRED OUTCOME:

Present City Manager's Recommended Budget for the Fiscal Year 2025-2026 and receive Council direction.

Executive Summary:

The budget for the City of Flagstaff is the policy document that reflects the goals and objectives of the City Council. This retreat is set for staff to present the City Manager's Recommended Budget. The main goal of the retreat is for the City Council to review and provide final direction on the FY 2025-26 City Budget.

Information:

Attached to the staff summary are several documents to help the discussion including the Detailed Agenda and Presentation.

Attachments:

Detailed Agenda
Presentation
Color of Money
City Manager Recommended Budget

City Council Budget Retreat
April 24 – 25, 2025
Detailed Agenda

Day 1: April 24, 2025

Time	Duration (min)	Topic	Staff
8:30am	10	Welcome and Overview • Retreat Protocol	Greg Clifton
8:40am	15	Overview • Agenda • Timeline • Approach • Color of Money	Heidi Derryberry
8:55am	20	Revenue Updates	Rick Tadder
9:15am	45	Investing in Employees • February Retreat Refresher • Personnel Recommendations • Compensation and Benefits	Sarah Sorne
10:00am	**15**	**Break**	
10:15am	15	Employee Advisory Committee (EAC)	Seth Gregar
10:30am	90	New Budget Appropriations • Summary - Total Budget Requests • General Fund • Summary – Budget Requests by Alignment • Highlights of Recommended Budget Requests ➢ Most Aligned ➢ More Aligned ➢ Less Aligned ➢ Least Aligned	Brandi Suda Heidi Derryberry Shannon Anderson Joanne Keene Rebecca Sayers Scott Overton
12:00pm	**30**	**Lunch**	
12:30pm	30	New Budget Appropriations - Continued • Carbon Neutrality Plan • Housing 10 Year Plan	Nicole Antonopoulos Sarah Darr
1:00pm	5	Capital Improvement Program (CIP) • Summary	Joanne Keene
1:05pm	60	Key Community Priorities: • Overview • High Performing Governance • Safe & Healthy Community • Inclusive & Engaged Community	John Comer CJ Perry Mark Gaillard Michelle McNulty
2:05pm	**10**	**Break**	
2:15pm	75	Key Community Priorities - Continued: • Sustainable, Innovative Infrastructure • Robust Resilient Economy • Livable Community • Environmental Stewardship • PBB Objectives Check In	Paul Mood Heidi Hansen Sean Connolly Nicole Antonopoulos Rick Tadder
3:30pm	15	Public Comment on FY 2025-26 Recommended Budget	

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

City Council Budget Retreat
April 24 – 25, 2025
Detailed Agenda

Day 2: April 25, 2025

Time	Duration (min)	Topic	Staff
8:30am	15	Opening and Overview	Greg Clifton

8:45am	90	Financial Planning for Future Consideration
		• Overview
		• Fund Health
		• Resource Toolbox
		• Planning Considerations
		  o Downtown Enhancements
		  o Public Safety
		  o Wastewater Plant
			Rick Tadder
			Shannon Anderson
			Heidi Hansen
			Mark Gaillard
			Greg Clifton
			Lee Williams

10:15am	**15**	**Break**	
10:30am	60	Council Parking Lot (Adds/Deletes) and Discussion	Greg Clifton
11:30am	15	Public Comment on FY 2025-2026 Recommended Budget	
11:45am	15	Review and Confirm Council Direction	Greg Clifton
12:00pm	**30**	**Lunch**	

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

The Budget Team

CITY OF FLAGSTAFF

Budget Retreat
April 24th & 25th, 2025

The Budget Team

CITY OF FLAGSTAFF

Welcome and Overview

Retreat Protocol

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

The Budget Team

CITY OF FLAGSTAFF

Overview

Agenda – Day 1

- Overview
- Revenue Updates
- Investing in Employees
- Employee Advisory Committee
- New Budget Appropriations
- Capital Improvement Program
- Key Community Priorities

Agenda – Day 2

- Opening and Overview
- Key Community Priorities
- Financial Planning for Future Consideration
- Council Parking Lot (Adds/Deletes) and Discussion

Budget Timeline

The Budget Team
CITY OF FLAGSTAFF



Budget Approach

- ✓Compensation and benefits
- ✓Key Community Priorities and Objectives
- ✓Infrastructure needs
- ✓Carbon Neutrality Plan
- ✓Housing 10-Year Plan

Color of Money

The Budget Team
CITY OF FLAGSTAFF

Color of Money – Fund Accounting

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

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

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

Special Revenue Funds

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

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

Enterprise Funds

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

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

Capital Project Funds

Used to account for major capital acquisition separate from ongoing operations

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

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

The Budget Team

CITY OF FLAGSTAFF

Revenue Updates

Revenue Update – General Fund

The Budget Team
CITY OF FLAGSTAFF

General Fund Sales Tax Revenues							
Category	FY 2024-25 Budget	FY 2024-25 February Est.	Estmate vs Budget	FY 2024-245 April Est.	Change from February	FY 2025-26 Budget	Change from February
Sales Taxes							
Utilities	$ 1,280,100	$ 1,304,000	$ 23,900	$ 1,316,000	$ 12,000	$ 1,342,300	$ 12,200
Telecommunications	183,600	170,000	(13,600)	164,000	(6,000)	165,600	(6,100)
Restaurant/Bars	4,059,600	4,111,000	51,400	4,105,000	(6,000)	4,228,200	(6,100)
Amusements	114,100	131,000	16,900	131,000	-	134,900	-
Commercial Rental	1,343,300	1,375,000	31,700	1,382,000	7,000	1,423,500	7,200
Personal Property Rental	878,700	975,000	96,300	967,000	(8,000)	996,000	(8,300)
Contracting	2,900,000	3,060,000	160,000	3,090,000	30,000	3,120,900	30,300
Retail	14,847,000	14,585,000	(262,000)	14,554,000	(31,000)	14,845,100	(31,600)
Marketplace Retail	1,201,900	1,345,000	143,100	1,332,000	(13,000)	1,385,300	(13,500)
Hotel/Motel/STR	2,185,500	2,137,000	(48,500)	2,134,000	(3,000)	2,155,300	(3,100)
Miscellaneous	104,100	83,600	(20,500)	82,500	(1,100)	83,100	(1,100)
Use Tax	1,850,000	1,825,000	(25,000)	1,818,000	(7,000)	1,872,500	(7,300)
Sales Taxes Total	**$ 30,947,900**	**$ 31,101,600**	**$ 153,700**	**$ 31,075,500**	**$ (26,100)**	**$ 31,752,700**	**$ (27,400)**

Revenue Update – General Fund

The Budget Team
CITY OF FLAGSTAFF

General Fund State Shared Revenues							
Category	FY 2024-25 Budget	FY 2024-25 February Est.	Estmate vs Budget	FY 2024-245 April Est.	Change from February	FY 2025-26 Budget	Change from Estimate
State Shared Sales Tax	$ 11,628,000	$ 11,440,000	$ (188,000)	$ 11,600,000	$ 160,000	$ 11,855,200	$ 163,500
State Shared Urban Revenue	15,996,000	16,292,000	296,000	16,292,000	-	15,062,100	-
Auto Lieu Tax	4,343,000	4,520,000	177,000	4,630,000	110,000	4,722,600	112,200
Total	**$ 31,967,000**	**$ 32,252,000**	**$ 285,000**	**$ 32,522,000**	**$ 270,000**	**$ 31,639,900**	**$ 275,700**

Revenue Update – General Fund

- Intentionally left blank

The Budget Team

CITY OF FLAGSTAFF

Investing in Employees

February Retreat Refresher

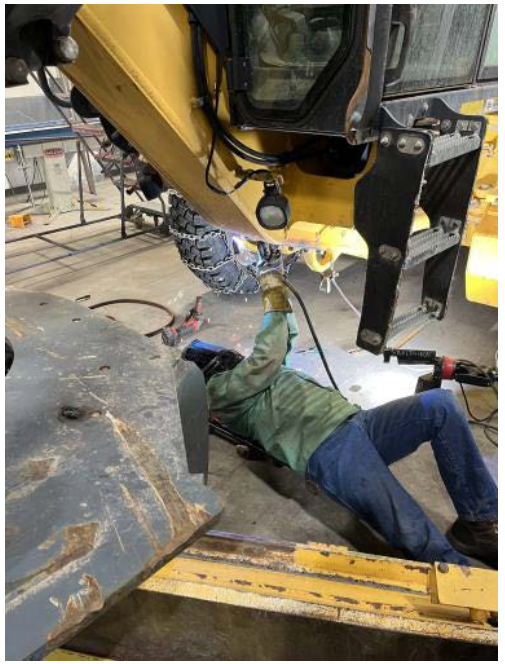
- Vacancy Rate
  - April 2025 = 12.03%
  - January 2025 = 12.25%
  - 2024: 13.20%
  - 2022: 11.15%
  - 2021: 17.07%
  - 2020: 12.01%
- Budgeted full-time equivalent (FTE) (not including Temporary and Council): 905.20
    - Unfilled FTE: 109.17
- Turnover Rate
  - January-November 2024 = 12.7%

February Retreat Refresher

- Current Job Postings: **22**
  - FlagstaffCityCareers.com
- Current Requisitions: **49**
- Time to Fill: **77** days (averaged 57.4 days in March 2025)
  - Peer Average: 127 days
- Applications: **1,521** (up 7% from this time last year)
  - Up **30%** overall in 2024!

Personnel Recommendations

- General Fund
  - IT Manager (1.0 FTE) - Information Technology (1X)
  - Senior Assistant City Attorney III (1.0 FTE) - City Attorney
  - Fire Captain – Dispatch (1.0 FTE) - Fire (1X)
  - Mechanic II (1.0 FTE) - Public Works



Personnel Recommendations

- Library
  - Library Clerk – Temp (.20 FTE) - Forest Lakes (1X)
  - Library Clerk – Temp (.25 FTE) - Grand Canyon
- Water Services
  - Water Services Supervisor (1.0 FTE)
  - Water Resources Specialist (1.0 FTE)
- Sustainability
  - Administrative Specialist – Temp (.49 FTE)
  - Community Services Coordinator (1.0 FTE)

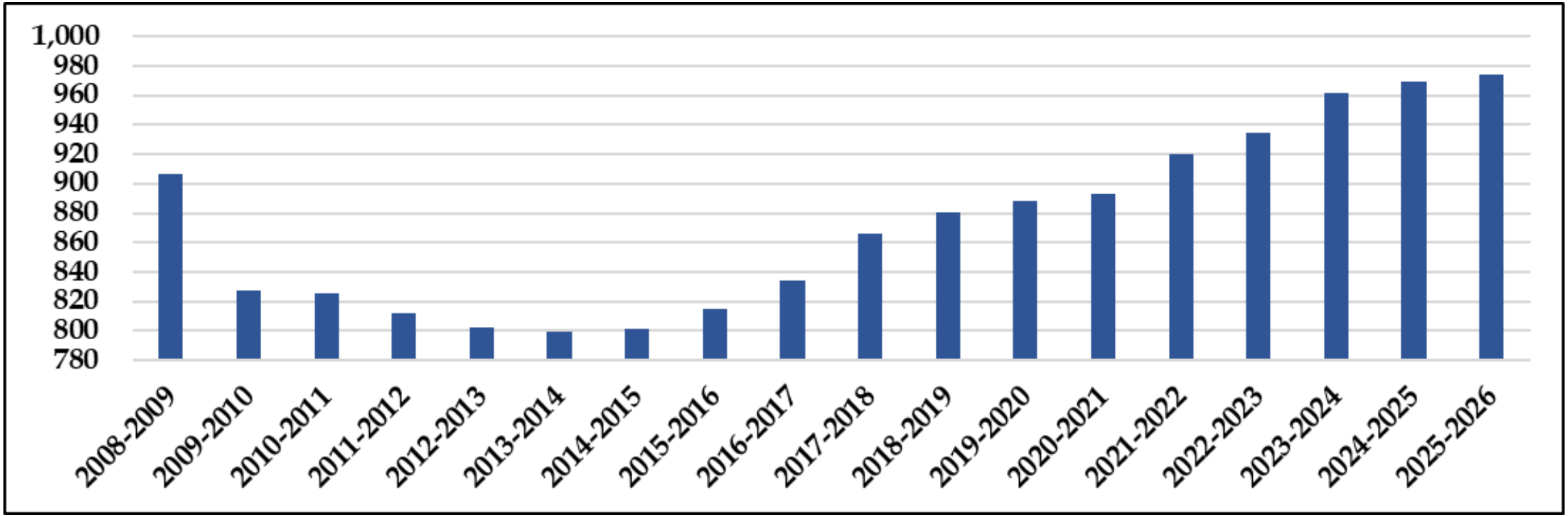
Reclassifications

- General Fund
  - Nine positions
- Water Services
  - One position
- Sustainability
  - Two positions



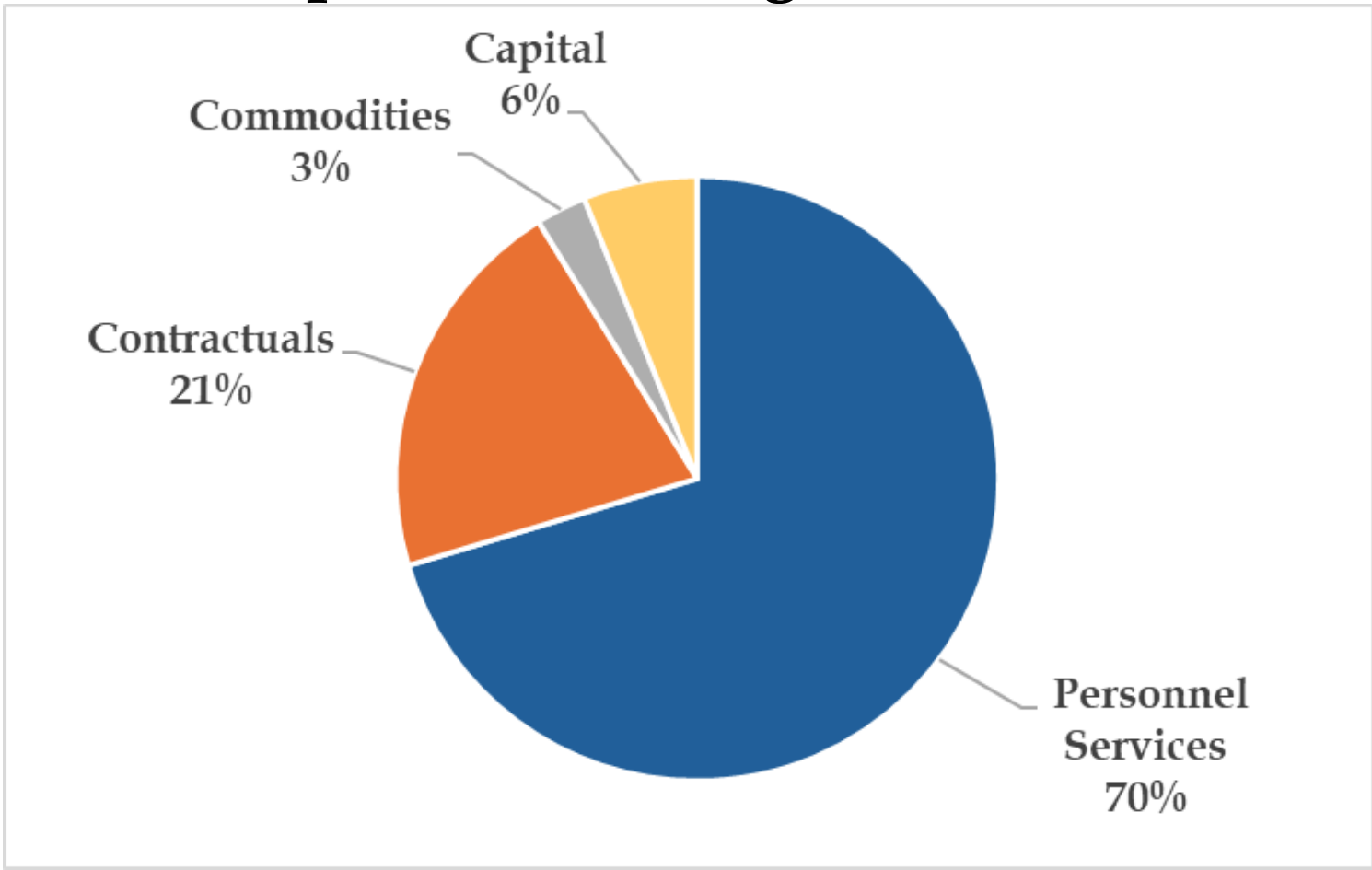


Staffing History (Full-time Equivalents)



FY 2025-2026 Proposed Budget by Category

General Fund Expenditure Budget



Budget Approach

Compensation and Benefits

- ✓ Continuing to identify recruitment opportunities to ensure competitiveness with other organizations with a continued focus on market pay
- ✓ Pay plan advancement in your specific pay plan is predictable and important to keep up with rising costs and compensate employees with good and strong performances
- ✓ Maintaining cost share levels for benefit coverage contributions
- ✓ Continuing to address starting wage to be higher than the local minimum wage

Compensation Recommendations

The Budget Team
CITY OF FLAGSTAFF

Market Adjustments

- Based on feedback from Employee Advisory Committee, divisions and Human Resources
- Funded adjustments to continue moving positions closer to market
- Identified the final 25% of positions
  - Audited all positions to ensure all are reviewed
  - Includes 33 positions/76 FTEs
  - Allocated funding in FY 2025-26 for those at least 7.5% behind market

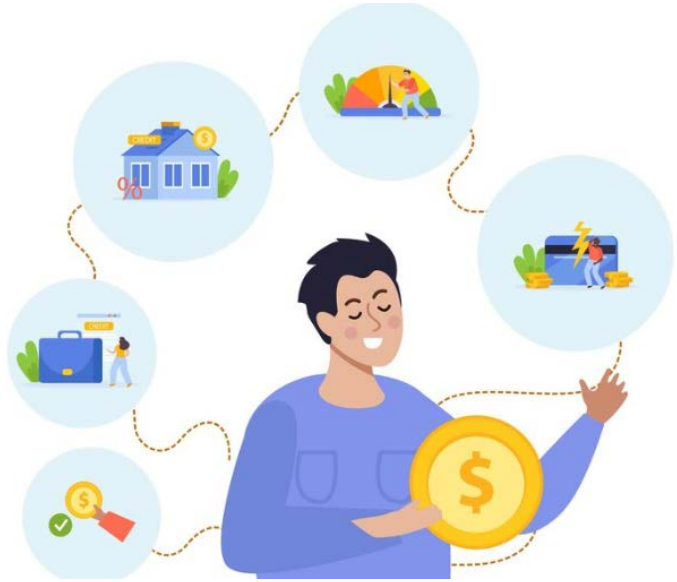
Compensation Recommendations

The Budget Team
CITY OF FLAGSTAFF

Market Adjustments

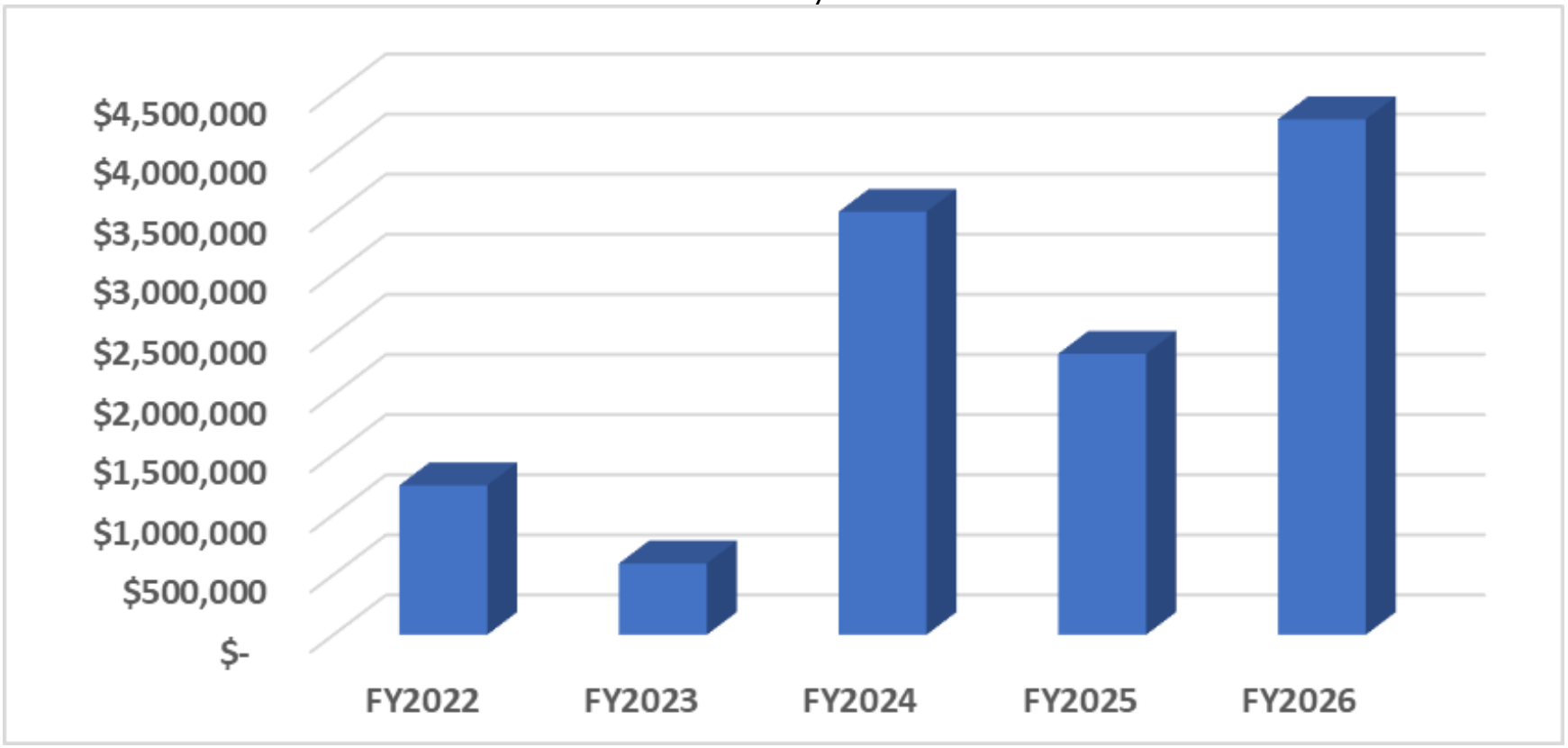
- Regular Pay Plan: $1,715,000
- Police Step Plan: $950,000
- Fire Step Plan: $1,620,000

Total Estimate: $4,285,000



Market Adjustments

- Total investment for market adjustments
  - $ 12.0M over the last five years



Benefit Recommendations

Medical Insurance

- Total recommended investment: $100,000
  - Maintained cost share for all employees
  - Competitive rates for employees to cover dependents
    - On par with other public agencies (i.e. Coconino County)



Benefit Recommendations

The Budget Team
CITY OF FLAGSTAFF

Benefits – Other

- Dental – enhanced options with a three-tier structure
- Vision – enhanced options with a three-tier structure
- ASRS rate decrease – 12.27% to 12.00%
- PSPRS – minor adjustments to Public Safety
- Citywide tuition assistance - $43,000
- Ecopass Program - $18,000
- Maintaining Employer Assisted Housing Program
- Enhanced mental health support

In Summary

The Budget Team
CITY OF FLAGSTAFF

Total recommended compensation and benefits commitment: $4.4 million

- ✓Market adjustments - $4.3 million
- ✓Maintain cost share for all medical plans - $100,000
- ✓Reminder – pay for performance and step increases are fully funded



The Budget Team

CITY OF FLAGSTAFF

Break

The Budget Team

CITY OF FLAGSTAFF

Employee Advisory Committee

EAC Update

✓Market adjustments for the last 25% of positions

✓Maintained medical cost sharing for employees

- Increase in parental leave



The Budget Team

CITY OF FLAGSTAFF

New Budget Appropriations

Summary – Total Budget Requests

The Budget Team
CITY OF FLAGSTAFF

Total General Fund Budget Requests	Ongoing	One-Time
Personnel (excludes merits, market adjustment & employee benefits)	$ 4,980,517	$ 1,209,400
Other Budget Requests	9,122,143	27,853,822
Total Requests	$ 14,102,660	$ 29,063,222

Total All Other Budget Requests	Ongoing	One-Time
Personnel (excludes merits, market adjustment & employee benefits)	$ 944,513	$ 60,205
Other Budget Requests	12,944,645	37,574,261
Total Requests	$ 13,889,158	$ 37,634,466

Total All Funds	$ 27,991,818	$ 66,697,688

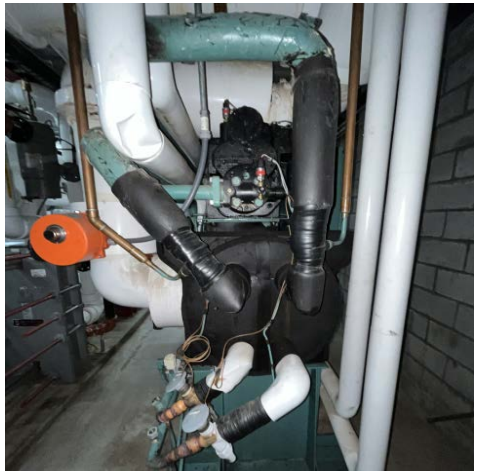
Employee Investments – General Fund

Summary of Employee Investments – General Fund	Ongoing
Merit and Pay for Performance	$ 2,100,000
Market Adjustments (Regular, Fire and Police Pay Plans)	3,512,000
Medical Insurance	70,000
Total Employee Investments	**$ 5,682,000**



Infrastructure – General Fund

Summary of Infrastructure – General Fund	One-Time
Fleet	$ 1,018,000
Facilities - Facility Improvements	2,880,000
Facilities – New	2,092,000
Information Technology – Software Modernization	5,477,000
Total Infrastructure	**$ 11,467,000**







Summary – General Fund

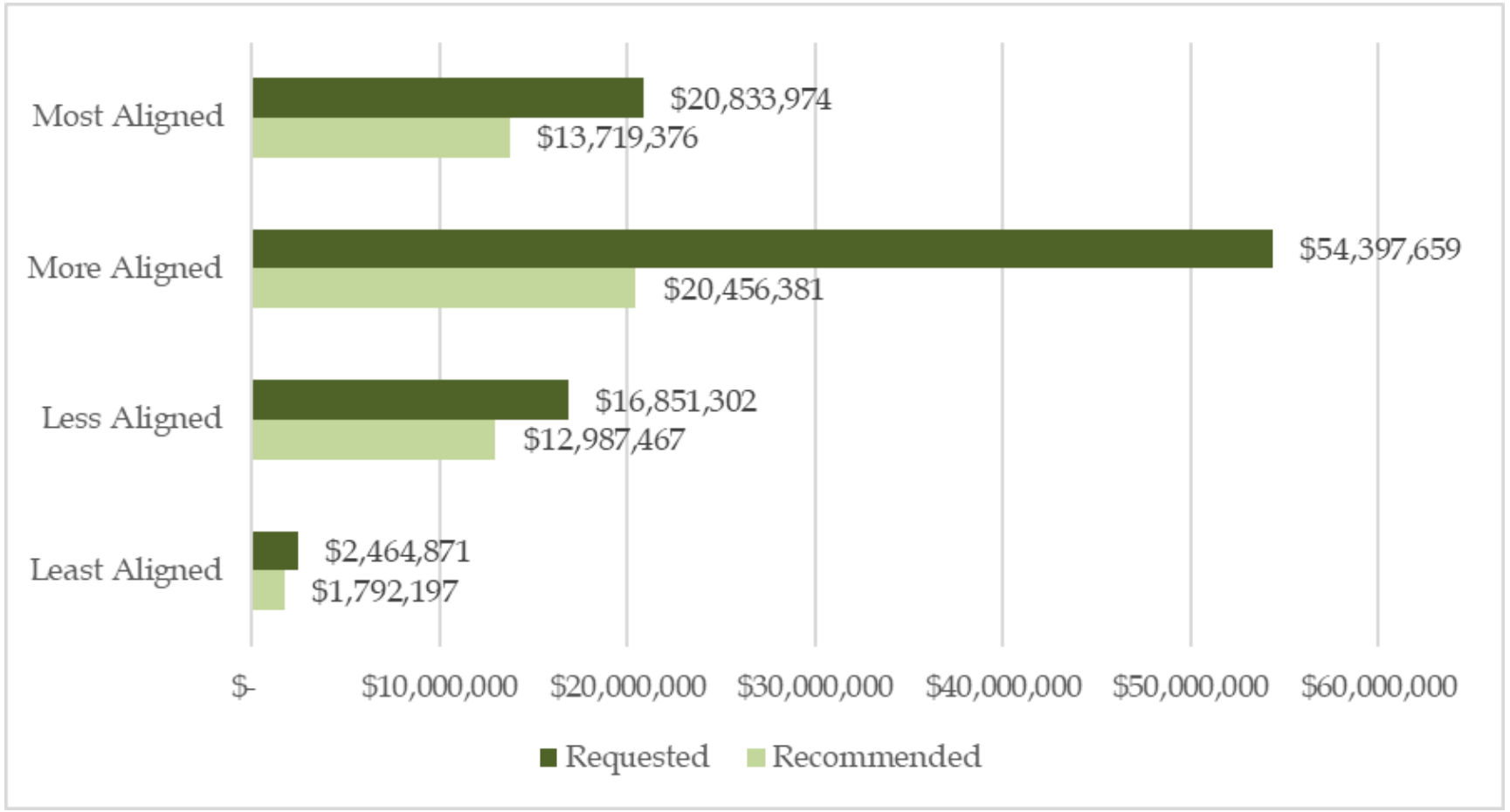
Summary – General Fund	Ongoing	One-Time
Available FY 2025-26 – February Retreat	$ 1,990,000	$ 11,190,000
Other Sources/Projected Savings	1,585,000	3,053,000
Revenue Projection Updates	425,000	840,000
Funding Set Aside	2,100,000	11,401,000
Total Available FY 2025-26	6,100,000	26,484,000
Approved Budget Requests and Fixed Costs		
Investing in Employees	5,682,000	0
Infrastructure Investments	0	11,467,000
All Other Approved Budget Requests (Net)	309,000	7,742,000
Support for Other Funds	108,000	7,276,000
Total Available	$ 1,000	$ (1,000)

Note: No Primary Property Tax levy increase, except new construction.

Priority Based Budget Alignment

- Measures 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 less aligned and least aligned
- Most Aligned Programs: Top scoring 25% of programs
- Least Aligned Programs: Bottom scoring 25% of programs

Total Budget Requests – All Funds

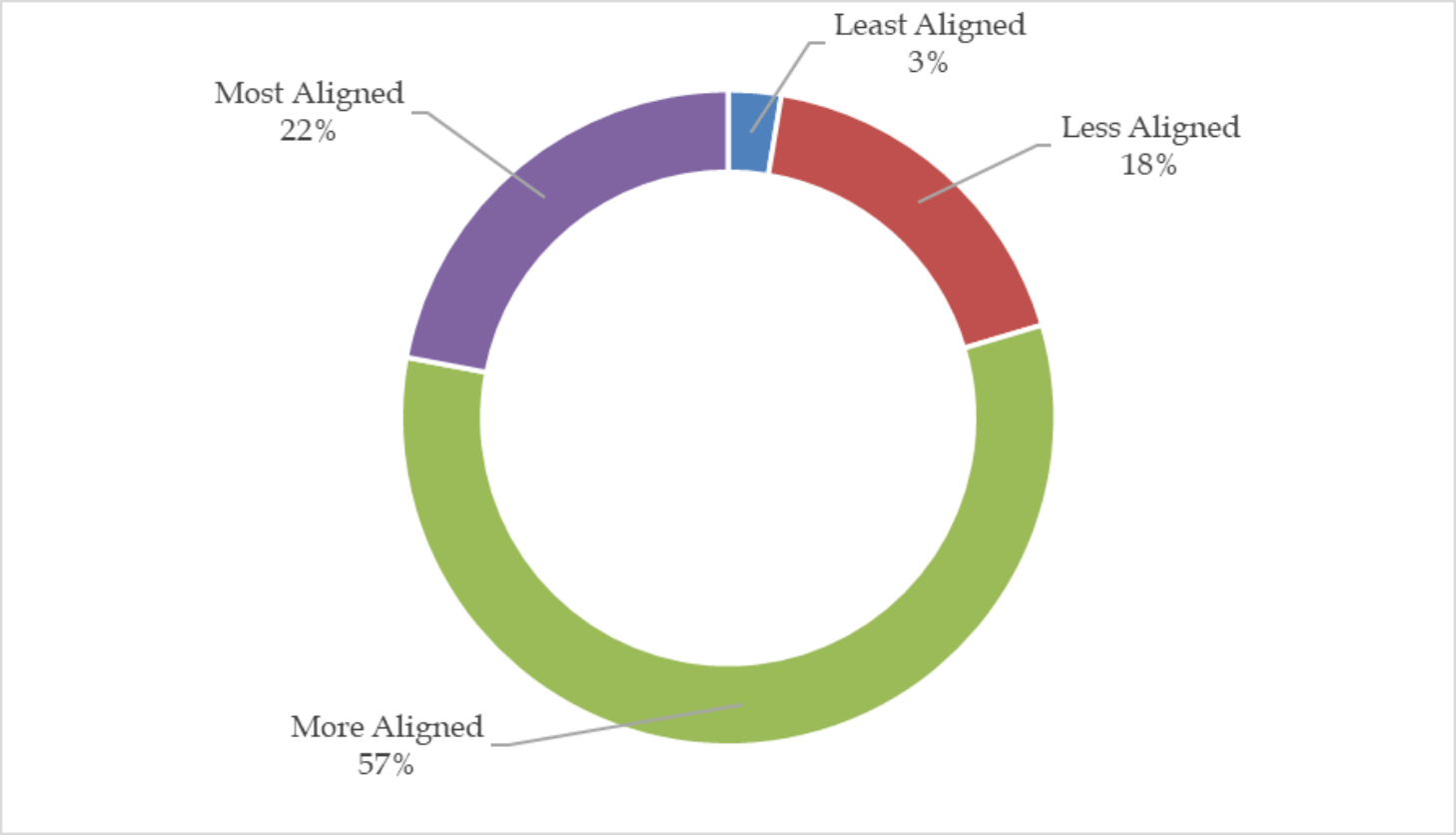


Total Requested:
$94,547,806

Total Recommended:
$48,955,421

*Excludes Capital Improvement Program (CIP) and reclassifications

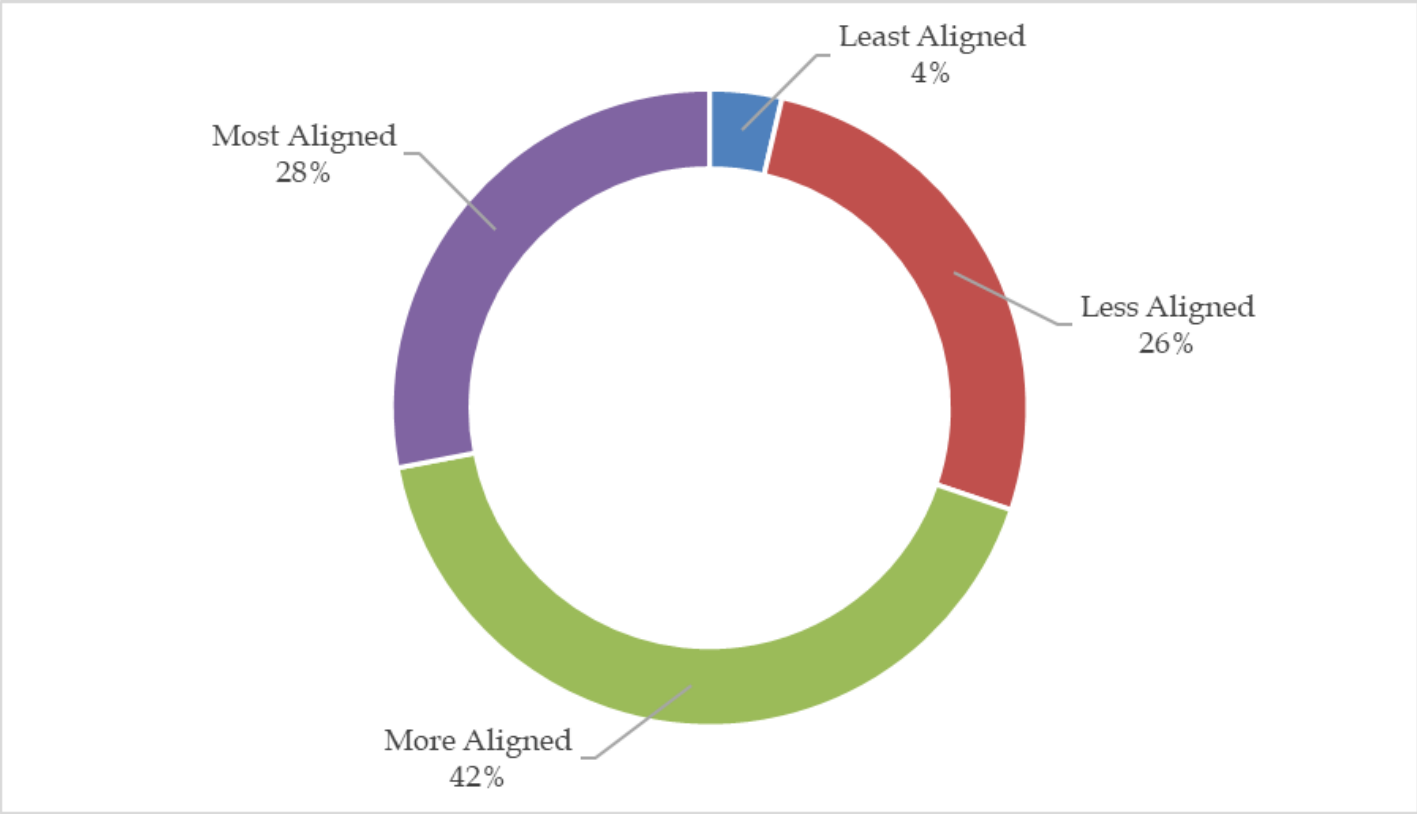
Operating Requests by Alignment



Alignment	Total Requested
Most Aligned	$ 20,833,974
More Aligned	54,397,659
Less Aligned	16,851,302
Least Aligned	2,464,871
Total	**$ 94,547,806**

*Excludes Capital Improvement Program (CIP) and reclassifications

Recommendations by Alignment



Alignment	Total Recommended
Most Aligned	$ 13,719,376
More Aligned	20,456,381
Less Aligned	12,987,467
Least Aligned	1,792,197
Total	$ 48,955,421

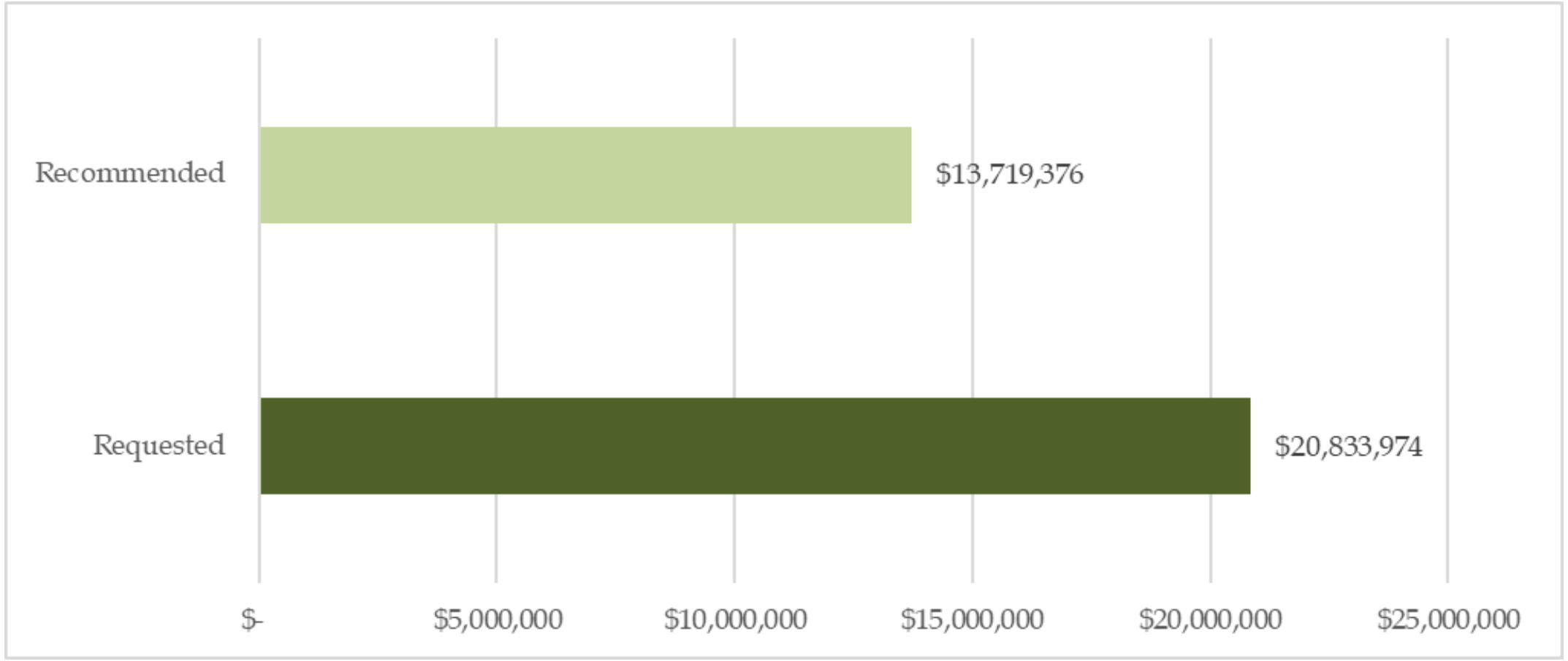
*Excludes Capital Improvement Program (CIP) and reclassifications

Requests and Recommendations

Alignment	Total Requested	Total Recommended	Percent Approved
Most Aligned	$ 20,833,974	$ 13,719,376	66%
More Aligned	54,397,659	20,456,381	38%
Less Aligned	16,851,302	12,987,467	77%
Least Aligned	2,464,871	1,792,197	73%
Total	**$ 94,547,806**	**$ 48,955,421**	**52%**

*Excludes Capital Improvement Program (CIP) and reclassifications

Most Aligned



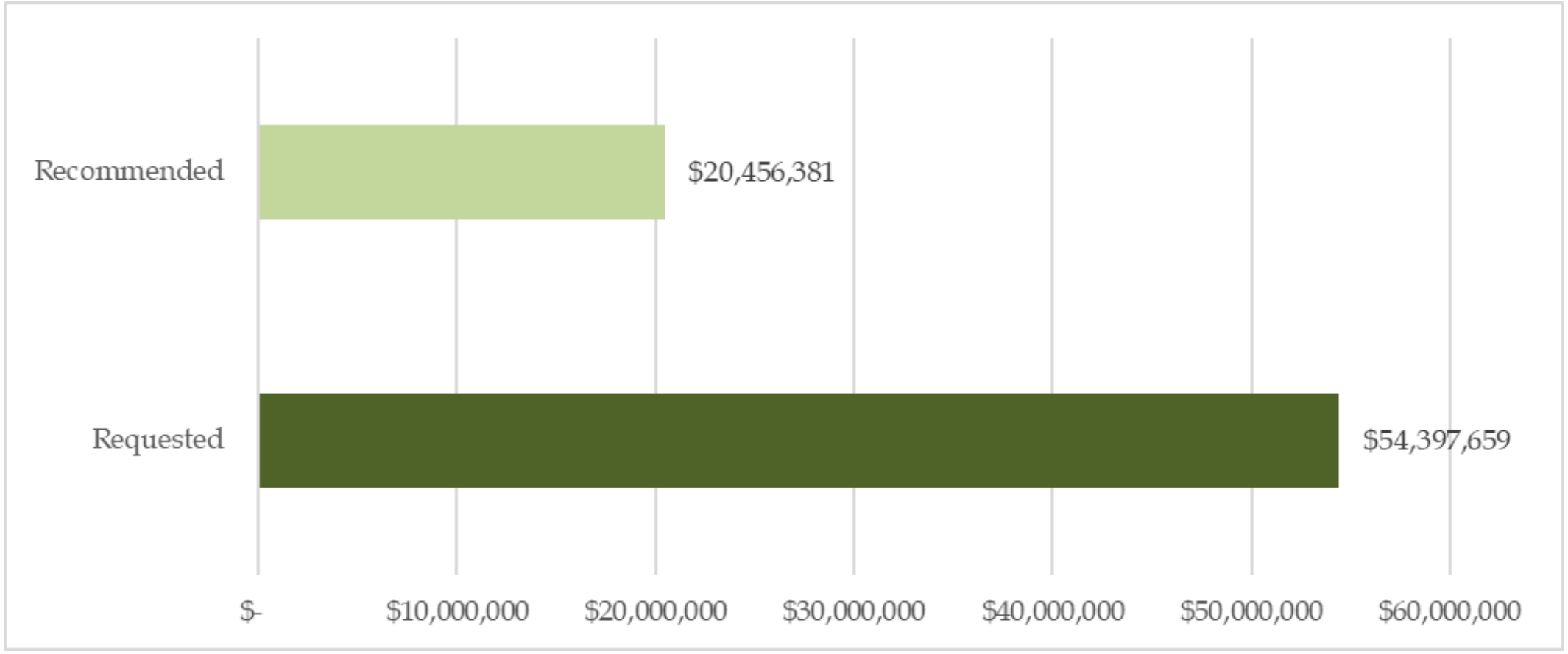
Most Aligned

Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Airport Long Range Planning		$ 0	$ 31,100
Enterprise Software Management		0	2,329,718
Fire Suppression		0	1,211,218
GIS Services		0	141,169
Infrastructure Management		0	165,689
Regional Plan Update and Management		0	32,148
Stormwater Infrastructure Maintenance		130,925	0

Most Aligned

Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Street Maintenance		$ 0	$ 575,000
Wastewater Collections Maintenance & Repair		36,093	381,000
Wells Production, Operations and Maintenance		640,300	0
Wildcat Hill Water Reclamation Plant Operations		342,712	166,235
Wildfire Management		0	1,064,350

More Aligned



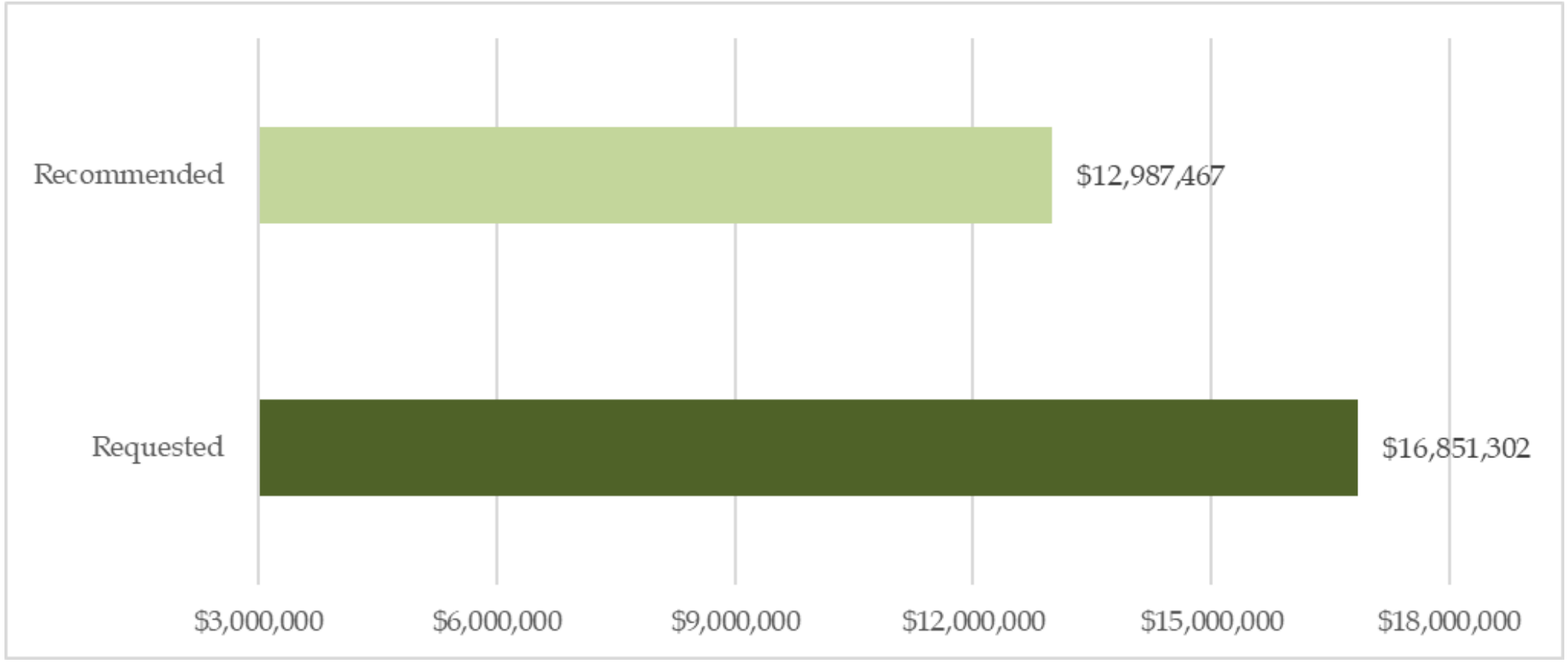
More Aligned

Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Affordable Housing Unit Creation		$ 0	$ 544,667
City Facilities Capital Renewal		0	2,110,099
Carbon Neutrality Plan Implementation		1,393	303,925
Community-focused Resilience and Mobilization		32,113	538,525
Criminal Investigations		0	205,375
Emergency and Non-Emergency Uniform Response		0	1,626,655
Medical Response		0	1,254,862

More Aligned

Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Residential Trash Collection		$ 0	$ 850,000
Snow Operations		0	415,500
Traffic Signals		0	220,000
Water Services Information Systems		184,198	0
Wildfire Response		0	102,936

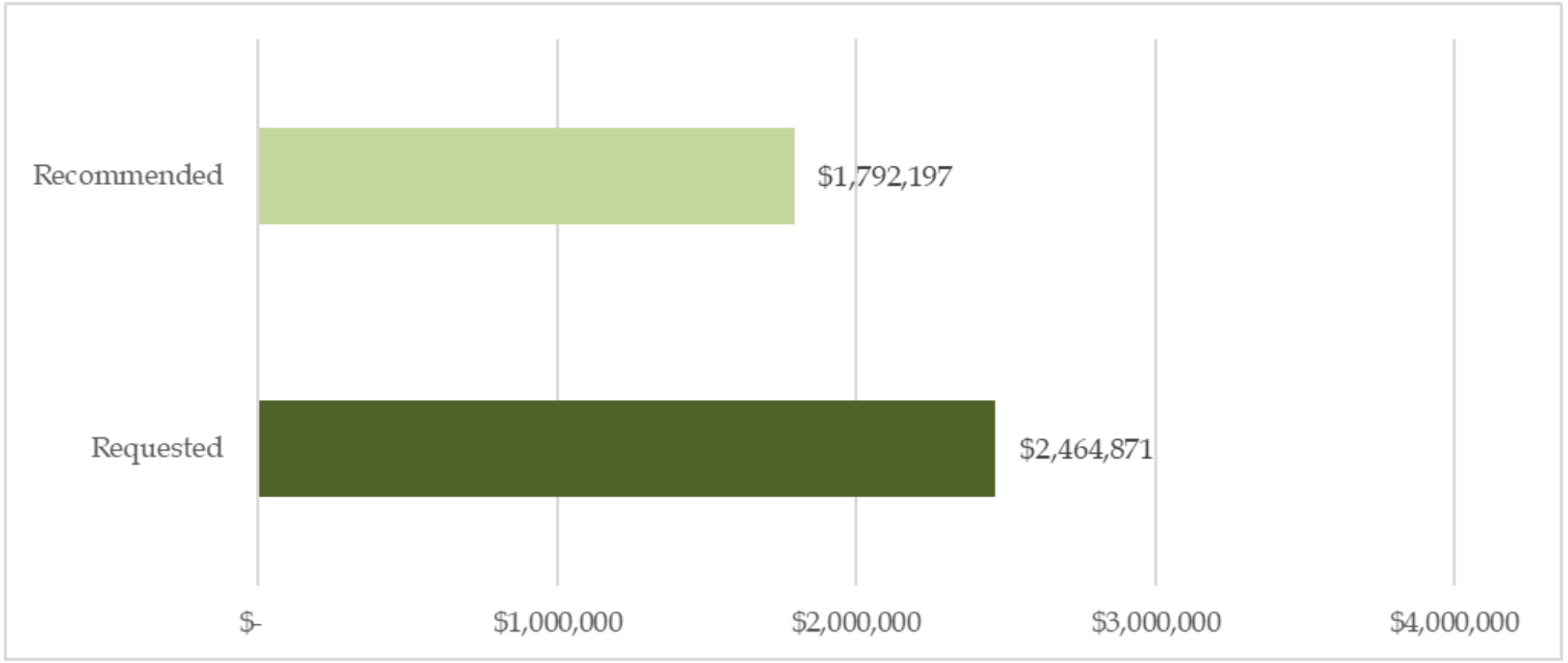
Less Aligned



Less Aligned

Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Art and Science Community Funding		$ 48,000	$ 570,000
City Facilities Security and Access Control		0	240,099
Housing Voucher Programs - Direct Rental Assistance		5,000,000	0
Incubation and Acceleration Business Support		17,268	515,000
Cemetery Grounds Maintenance		0	290,324
Visitor Center Concierge Service		4,632	70,400

Least Aligned



Least Aligned

Highlights of Recommended Requests By Priority Based Budget Program	Color of Money	Ongoing	One-Time
Election Management		$ 0	$ 150,700
Airport Facility & Building Maintenance		0	153,500
Community Events Operations and Management		0	212,500
Special Projects		0	90,602

The Budget Team

CITY OF FLAGSTAFF

Lunch

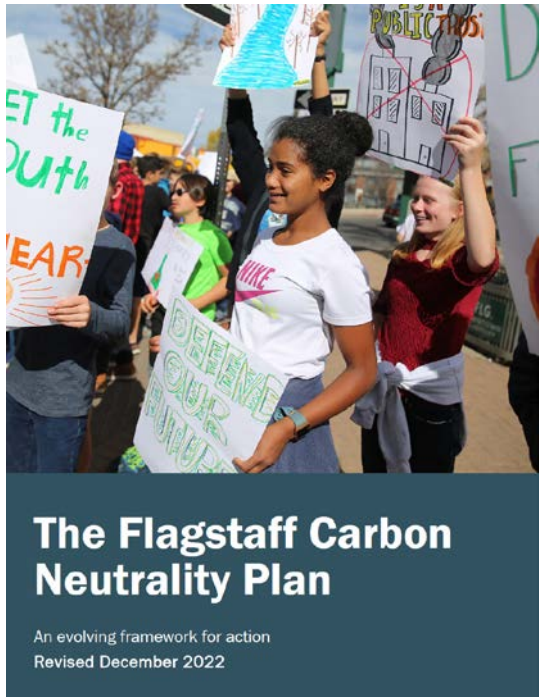
Carbon Neutrality Plan (CNP)

The Budget Team

Staff are 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
2. Benefits
   - Accountability to climate commitments
   - Tracking new funding investment
   - Education and capacity building

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



Climate Action New Funding

Total recommended investment in climate action: **$2,651,609**

5% of recommended funding requests

$ 1,356,774 in budget requests that **advance** the CNP

$ 1,199,835 in budget requests that **align** with the CNP

Highlights:

- Fleet – education and training on electric vehicles **$7,500**
- Sustainability – Installation of fast charger for City fleet **$300,000**
- Fire/Sustainability – Home hardening pilot **$100,000**
- Housing – Incentive pay for affordable housing **$250,000**

Housing 10 Year Plan Investments

The Budget Team
CITY OF FLAGSTAFF

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

- Incentive policy for Affordable Housing - $250,000



Housing 10 Year Plan Investments

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

- Land acquisition/unit preservation - $250,000
- Employer Assisted Housing Program (EAH) - $75,331
- **Bond Programs**
  - Homebuyer assistance - $7,000,000
  - Rental Incentive Bond Program - $5,000,000
  - Redevelop City Owned Land - $5,000,000
  - Adaptive Reuse Program - $3,000,000

    (Also Preserve 1: Encourage the adaptive reuse of buildings)

Housing 10 Year Plan Investments

Connect 2.4: Educate the community

- Outreach Engagement Coordinator (one-time) - $30,000



The Budget Team

CITY OF FLAGSTAFF

Capital Improvement Program

Summary

Program	FY 2024-25 Estimate	FY 2025-26 Budget	FY 2027-30 Projection
General Government	$ 33,873,874	$ 49,303,891	$ 131,046,755
Streets/Transportation	53,189,116	65,345,990	286,039,485
BBB	7,127,219	4,893,743	14,073,000
Water Services	35,125,169	61,125,082	192,233,563
Solid Waste	3,753,590	30,000	6,460,000
Airport	781,636	11,268,374	43,368,146
Total	$ 133,850,604	$ 191,967,080	$ 673,220,949

The Budget Team

CITY OF FLAGSTAFF

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.

Definitions

ALTERNATIVE RESPONSE MODEL –
Responding to appropriate 911 calls with a behavioral health professional and the ability to provide culturally sensitive care to those in crisis or needing mental health or substance use assistance

ACTIVE TRANSPORTATION –
The transport of people or goods through non-motorized means, based around human physical activity

COMMUNITY PARTNERS –
Governmental, nonprofit, and private organizations in the Flagstaff community that work with the City of Flagstaff to implement its programs, projects, and/or services

ENVIRONMENTAL JUSTICE –
The just distribution of the benefits of climate protection and alleviation of unequal burdens created by climate change

INFRASTRUCTURE –
The basic physical structures and facilities needed for the operation of the City (i.e. buildings, transportation networks, parks, various water networks, etc.)

MULTIMODAL TRANSPORTATION –
Interconnected transportation system that accommodates multiple modes of transportation, including walking, bicycling, public transportation systems, and driving

RESILIENT NEIGHBORHOOD –
A community with the capacity to anticipate, accommodate, and positively adapt and thrive amidst changing climate conditions, while building systems of equity, connection, and empowerment

SOCIAL EQUITY –
Actively working to counteract systemic inequalities to ensure that social services are delivered equitably and everyone in a community has access to the same opportunities and outcomes

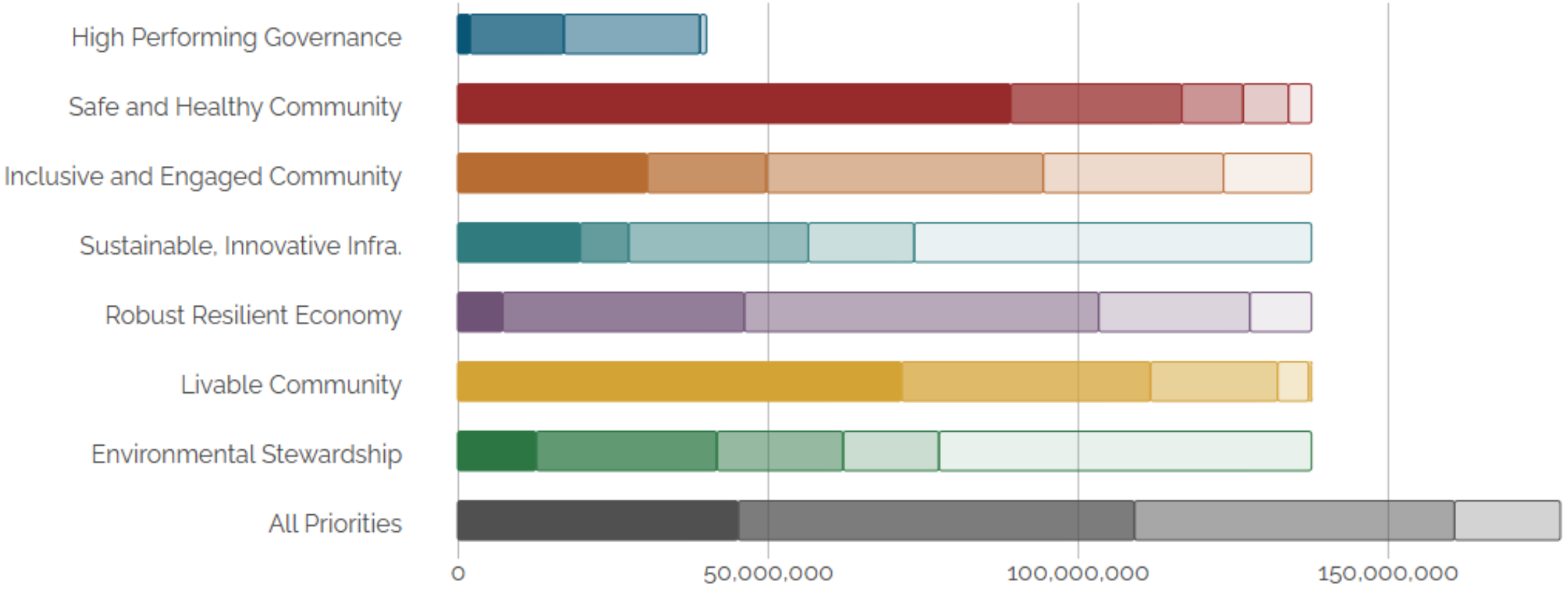
SOCIAL INFRASTRUCTURE –
The background structures and systems that allow social, economic, cultural and political life to happen, including social services, transportation, housing, education, and healthcare

SOCIAL JUSTICE –
Fair and compassionate distribution of wealth, opportunities, and privileges

SOCIAL SERVICES –
Programs and services that provide support and assistance to improve the well-being of individuals, families, and communities

TRAUMA-INFORMED –
Understanding and considering the pervasive nature of trauma from exposure to abuse, neglect, discrimination, violence, or other adverse experiences and promoting environments of healing and recovery

Key Community Priorities - Base Budget Only



Represents the FY 2024-25 Base/Ongoing Operating Budget



High Performing Governance

The Budget Team
CITY OF FLAGSTAFF

High Performing Governance Objectives:

- 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
- Provide employees with the necessary tools, training, support, and compensation

High Performing Governance

- Modernize Applications and Business Transformation
  - Overhaul of many core City enterprise applications
  - Review of core business processes
  - Implement procurement and contract management software to assist with streamlining and efficiencies
- Upgrade existing software
  - Upgrade water meter reading software for enhanced reporting, leak detection, with customer water consumption portal planned for future implementation
  - Replace records management system (RMS) and computer aided dispatch (CAD) system maintenance to ensure uninterrupted emergency response and records operations

High Performing Governance

- Centralize drone program
- Review and update development codes to keep up with best standards and to achieve key housing and climate goals
- Market the City of Flagstaff as an employer of choice
- Market adjustments for many pay plans
- Create baseline cancer screening for Firefighters
- Provide public safety mental health services
- Invest in public-facing volunteer portal to increase volunteerism





High Performing Governance

- Enhance short-term rental license management through streamlined electronic applications, complaint tracking, and compliance monitoring
- Allocate resources to support upcoming code changes
- Provide funding for the Council initiative fund
- Invest in staff training to increase knowledge that is highly beneficial to the organization and growth of staff
- Stay informed of updates and news affecting the federal and state grant management community given recent policy direction



High Performing Governance

The Budget Team
CITY OF FLAGSTAFF

- Increase communication and collaboration with divisions on current and future grant needs while providing guidance during the grant cycle
- Strengthen transparency and accountability with the body-worn camera program to reinforcing trust
- Uphold hiring standards and safeguard the integrity of the police workforce with background check software

High Performing Governance

- Department-issued cellphones to enhance efficiency, ensure compliance, and support secure, consistent communication
- Conduct a Police Department staffing study to support strategic planning and resource alignment
- Support academy recruits to ensure a stable pipeline of trained officers, strengthen the workforce and support long-term staffing resilience





Safe and Healthy Community

The Budget Team
CITY OF FLAGSTAFF

Safe and Healthy Community Objectives:

- 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 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

Safe and Healthy Community

- Fund Fire Academy for medical testing, overtime, personal protective equipment, and specialized gear
- Increase funding for Public Safety apparatus and vehicle maintenance to ensure units stay in a ready state
- Commit to alternate response programs and resources
- Increase funding for medical supplies and aged specialized fire and emergency medical services equipment
- Launch a home hardening pilot program to accelerate wildfire protection in the residential sector
- Increase support of the High Country Training Academy

Safe and Healthy Community

- Dedicate funding to downtown alleyway snow removal
- Build out a one-acre expansion of Citizen's Cemetery
- Further development of the new Highland Mesa Park and Cheshire Park expansion
- Initiate the first five years of capital project funding for open space, funded from the Bed, Board, and Beverage tax
- Improve the safety and performance of buildings with weatherization rebates in the residential sector



Safe and Healthy Community

- Complete the Airport Emergency Plan
- Update the Continuity of Operations Plan and the Continuity of Government Plan
- Administer and enhance the Emergency Alert System (RAVE)
- Partner with community stakeholders when impacting the emergency management
- Ensure dispatchers provide accurate, lifesaving instructions during medical emergencies with use of guide cards
- Sustain the license plate recognition system to improve the ability to proactively address crime and respond swiftly



Inclusive and Engaged Community

The Budget Team
CITY OF FLAGSTAFF

Inclusive and Engaged Community Objectives:

- Proactively foster community representation and civic engagement by enhancing opportunities for public involvement, in line with best practices
- Advance social equity 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

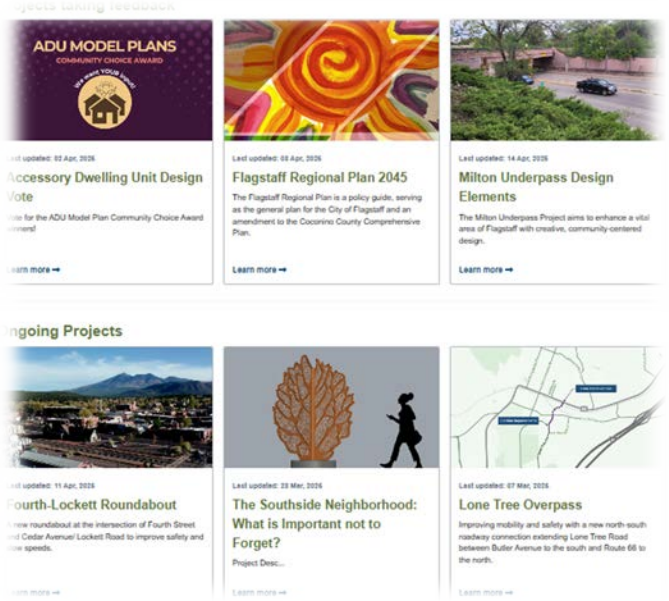
Inclusive and Engaged Community

- Increase collection, programs, and internet accessibility for city and county libraries
- Increase neighborhood sustainability grants to support impactful community driven projects
- Work toward the 10-minute access to a park and/or open space goal and implementing a connected system
- Engage volunteers for cultural site monitoring, protection, and invasive weed removal



Inclusive and Engaged Community

- Outreach for the Regional Plan update (Regional Plan 2045) and the upcoming ballot initiative
- Support for the annual Mexican Mobile Consulate event
- Expand implementation of the Connect Flagstaff platform for City engagement initiatives and include partner organizations such as Mountain Line and Metro Plan
- Increase the accessibility of the City's website and other digital communications

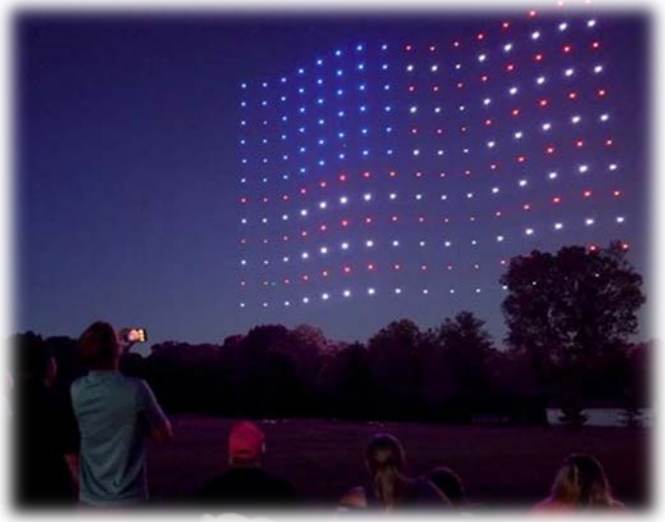


Inclusive and Engaged Community

- Grow the City's presence and following on a variety of social media channels
- Enhance the use of Spidr Tech for victim engagement by providing equitable access
- Provide inclusive programming including a 4th of July drone show and regional Flagstaff Pow-Wow







The Budget Team

CITY OF FLAGSTAFF

Break

Sustainable and Innovative Infrastructure

Sustainable and Innovative Infrastructure Objectives:

- 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

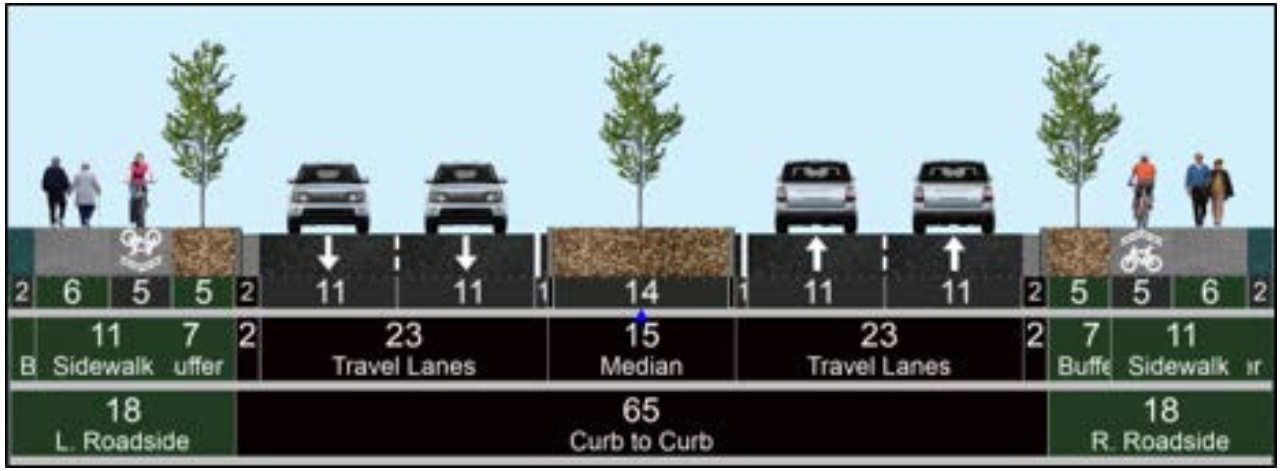
Sustainable and Innovative Infrastructure

- Implement an aircraft operations tracking software
- Improve wildlife hazard mitigation at the Airport
- Invest in electric vehicle fast charging infrastructure for City fleet
- Plan for future construction of Fire and Police facilities
- Maintain City facilities to deliver services
  - Jay Lively chillers
  - NACET building improvements
  - Airport infrastructure
  - Fire station maintenance



Sustainable and Innovative Infrastructure

- Inclusion of bike and pedestrian infrastructure in major projects
- Provide dark sky compliant lighting fixtures through the streetlight luminaire replacement program
- Replace and maintain approximately eight miles of asphalt Flagstaff Urban Trails System (FUTS)





Robust and Resilient Economy

The Budget Team
CITY OF FLAGSTAFF

Robust and Resilient Economy Objectives:

- 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 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



Robust and Resilient Economy

The Budget Team
CITY OF FLAGSTAFF

- Efforts to celebrate the Route 66 Centennial and America's 250th birthday
- Beautification efforts with hanging flower baskets, murals, and more
- Attract and support a second airline
- Incentive programs to assist with business attraction, expansion and retention
- Support for the Green Business Bootcamp
- Plan workshops to educate on building code changes

Livable Community

Livable Community Objectives:

- 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

Livable Community

- Increase in grants being offered to local non-profits and artists through our lead agency partnership
- Improve cultural site preservation and trail maintenance at Picture Canyon with the completion of the Arizona Recreational Trails program grant
- Increase recreational opportunities for children and families with day-camps, sports camps, and increased Aquaplex hours to include Sundays



Livable Community

- Increase Housing Choice Vouchers by 50, if approved by Department of Housing and Urban Development
- Fund the Incentive Policy for Affordable Housing
- Fund the Employee Assisted Housing Program
- Fund land acquisition and dwelling unit preservation to create and preserve housing units
- Plan development on City owned land designated for affordable housing
- Increase community education and marketing



Environmental Stewardship

Environmental Stewardship Objectives:

- 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

Environmental Stewardship

- Encourage giving back through Discover Flagstaff's campaign – Flagstaff Local, My Actions Matter
- Expand residential food scraps drop-off composting program
- Promote Flagstaff's parks, recreation amenities, open spaces, and events as available and welcome to all to explore healthy environments and natural resources
- Expand community garden resources and urban farm incubator initiative



Environmental Stewardship

- Support wildfire mitigation and watershed protection through grant opportunities
- Implement a Sustainable Procurement Policy and Sustainable Procurement Code
- Solicit for an on-call contract to procure electric vehicles



The Budget Team

CITY OF FLAGSTAFF

Priority Based Budgeting Priorities and Objectives Check - In

Priorities and Objectives Updates

- 2019:
  - Council work session helped develop and define the first Priorities and Objectives, adopted November 2019
- 2020:
  - Staff completed community outreach and provided recommended adjustments of the Objectives to Council, adopted November 2020
- 2023:
  - Council work session to discuss and make updates to the Objectives
  - Staff took Council updates and completed extensive community outreach
  - Recommended changes presented to Council, adopted November 2023
- 2025 – ?

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.

Priorities and Objectives

Important to revisit priorities periodically

- Evolving community needs
- Opportunity for stakeholder input
- Organizational changes



Possible Approaches

Amend Existing Priorities

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

Start From Scratch

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

Possible Processes

Community to Council

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

Council to Community

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

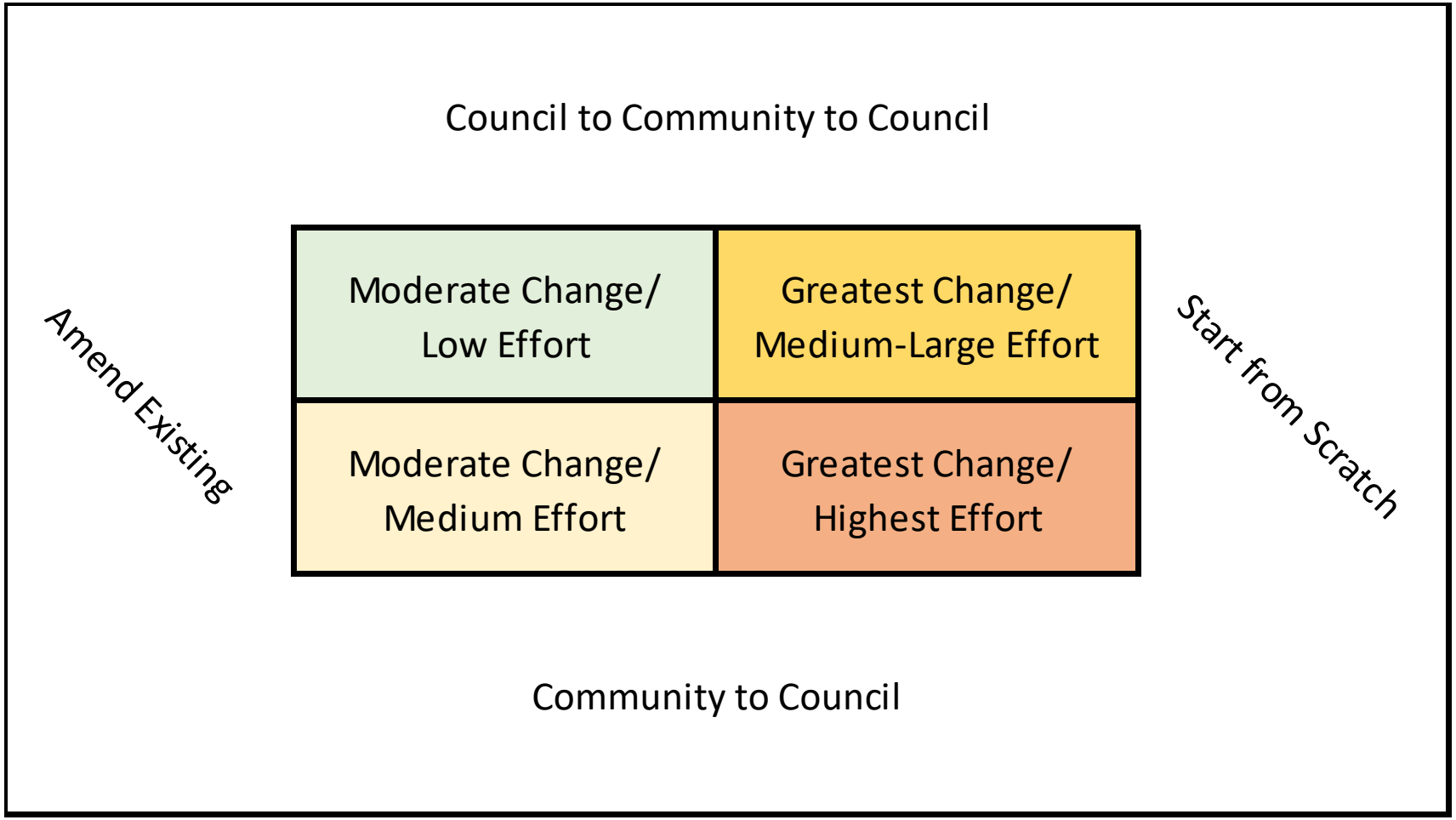
Outreach

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



Council Direction

The Budget Team
CITY OF FLAGSTAFF



The Budget Team

CITY OF FLAGSTAFF

Public Participation

The Budget Team

CITY OF FLAGSTAFF

Day 1
Wrap Up

The Budget Team

CITY OF FLAGSTAFF

Day 2
Opening and Overview

The Budget Team

CITY OF FLAGSTAFF

Financial Planning for Future Consideration

The Budget Team
CITY OF FLAGSTAFF



Council Budget Considerations

The Budget Team
CITY OF FLAGSTAFF

- Investing in Employees 

- Competitive Salaries 

- Core Services Equipment and Staff 

- Public Safety Mental Health 

Council Budget Considerations

The Budget Team
CITY OF FLAGSTAFF

- Fire Resources including Wildland Fire



- Housing Support to Execute Programs



- Climate and Firewise



- Transform Downtown



Council Budget Considerations

The Budget Team
CITY OF FLAGSTAFF

- Childcare and Early Childhood Education





- Infrastructure Maintenance and Improvements



- Use City-owned Land for Housing







- Purchase Land for Housing







General Fund

- Positive Notes
  - Diverse mix of revenue resources, 1/3 sales tax, 1/3 shared revenue, 1/3 property tax and other
  - Revenue growth continues to meet expectations
  - Significant investment in employee compensation
  - Healthy fund balance, at or above 20% over next 10-years
  - Significant one-time resources have been available last four budget years
  - Primary property tax capacity available
- Areas of Concerns
  - Cost of wage growth, market pay (ALL FUNDS)
  - Limited ability to fund ongoing and new program needs
  - Portion of annual operation budgets are funded with one-time approval ($2.4M+)
  - Increased need for Fleet replacement funding, (electric vehicles and fire apparatus)
  - Significant additional resources needed for facility maintenance and repairs

Special Revenue Funds

- Highway User Revenue Fund
  - Positives – Snow operations and efficiencies very good, streetlighting progress, concrete program making positive year-round progress, equipment is advancing, strong fund balance (greater than 20% policy)
  - Areas of concerns – Technician staffing, cost of added service areas and multimodal service expectations (winter and summer), growing community demands of right-of-way vegetation management, economic based revenue volatility and electric vehicle impacts
- Transportation Funds
  - Positives – Good revenue growth, grant funding opportunities, healthy fund balance
  - Areas of concerns – Significant escalating construction costs, property acquisitions
- Water Resource and Infrastructure Protection Funds
  - Positives – Proactive management of wildlands, grant matching resource,
  - Areas of concerns – The wildfire risk is increasing necessitating additional funding and evolution of the program, staffing and operating costs are outpacing revenues

Special Revenue Funds

- Library Fund
  - Positives – County tax increases are likely, addressing major infrastructure improvements
  - Areas of concerns – Market adjustment impacts, limited resources for operating and capital needs
- BBB Funds
  - Positives – BBB tax renewal, delivering a lot of projects and programming
  - Areas of concerns – revenue growth slowing down
- Parking District Fund
  - Positives – Parking lock box growing, increased parking enforcement (booting)
  - Areas of concerns – Cost of parking infrastructure, reduction in parking

Enterprise Funds

- Solid Waste Fund
  - Positives – Recycling continues, actively managing within resources
  - Areas of concerns – Stability and costs of recycling program, expensive equipment, operating costs outpacing revenues, service level reduction to balance the fund
- Sustainability and Environmental Management
  - Positives – Advancement in technologies, revenue growth is occurring
  - Areas of concerns – Increasing need to provide services to the community, funding for the Carbon Neutrality Plan, legislative restrictions, and recent policy impact on grant opportunities
- Airport Fund
  - Positives – Federal funding, new airport lease, evaluating other revenue opportunities
  - Areas of Concern – Increased need for General Fund support for increased need for operations and maintenance, need for a second airline to regain enterprise fund status

Enterprise Funds

- Water Funds
  - Positives – Rate study approved and implemented, big investments in stormwater infrastructure, downtown mile grant
  - Areas of concerns – Significant escalation in construction costs
- Flagstaff Housing Authority Funds
  - Positives – Advancing voter approved bond programs, additional vouchers
  - Areas of concern – Potential impacts to Federal budget, uncertainty of HUD staffing and support under current administration, aging public housing infrastructure, new vouchers (staffing)

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

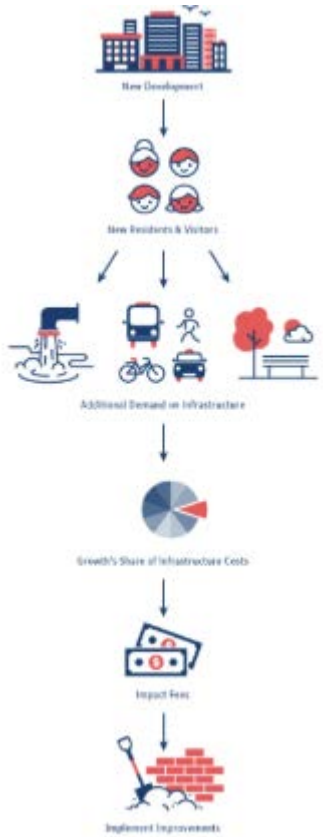
Resource Toolbox

- 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

Development Impact Fees

- Fee for a new or proposed development project
- Proportional share of the cost of necessary public services
- Calculated based on adopted infrastructure improvement plan, to be renewed in FY 2025-26
- Flagstaff has impact fees for public safety facilities, apparatus/vehicles, communication equipment, and development impact fee reports
- Impact fees cover growth related capital expansion not maintenance of effort



Development Impact Fees

What can't impact fees pay for?

- Administrative, maintenance or operating costs of the municipality
- Construction, acquisition or expansion of public facilities or assets other than necessary public services or facility expansions identified in the infrastructure improvement plan
- Repair, operation or maintenance of existing or new necessary public services or facility expansions
- Upgrading, updating, expanding, correcting, or replacing existing necessary public services to serve existing development in order to meet stricture safety, efficiency, environmental or regulatory standards
- Upgrading, updating, expanding, correcting or replacing existing necessary public services to provide a higher level of service to existing development

Transaction Privilege Tax

- Also known as sales tax
- Voter approval required
- Dedicated or unrestricted
- Sunset or no sunset date
- Half of Arizona cities have a rate of 3.00% or higher
- 1% tax produces $30M
  - 0.1% is $3M
  - 0.25% is $7.5M

	Effective July 1, 2025		
Tax Purpose	Base Rate	w/BBB	Expiration Date
Transaction Privilege Tax	1.000%	1.000%	06/30/2035
Bed, Board and Beverage (BBB)	n/a	2.000%	06/30/2043
Transportation Tax	0.426%	0.426%	06/30/2041
Road Repair and Street Safety	0.330%	0.330%	12/31/2034
RT66/Butler Overpass	0.230%	0.230%	06/30/2039
Transit Tax	0.500%	0.500%	06/30/2040
Total City Sales Tax	2.486%	4.486%	
Coconino County	1.300%	1.300%	
State	5.600%	5.600%	
	6.900%	6.900%	
Total Tax Rate	9.386%	11.386%	

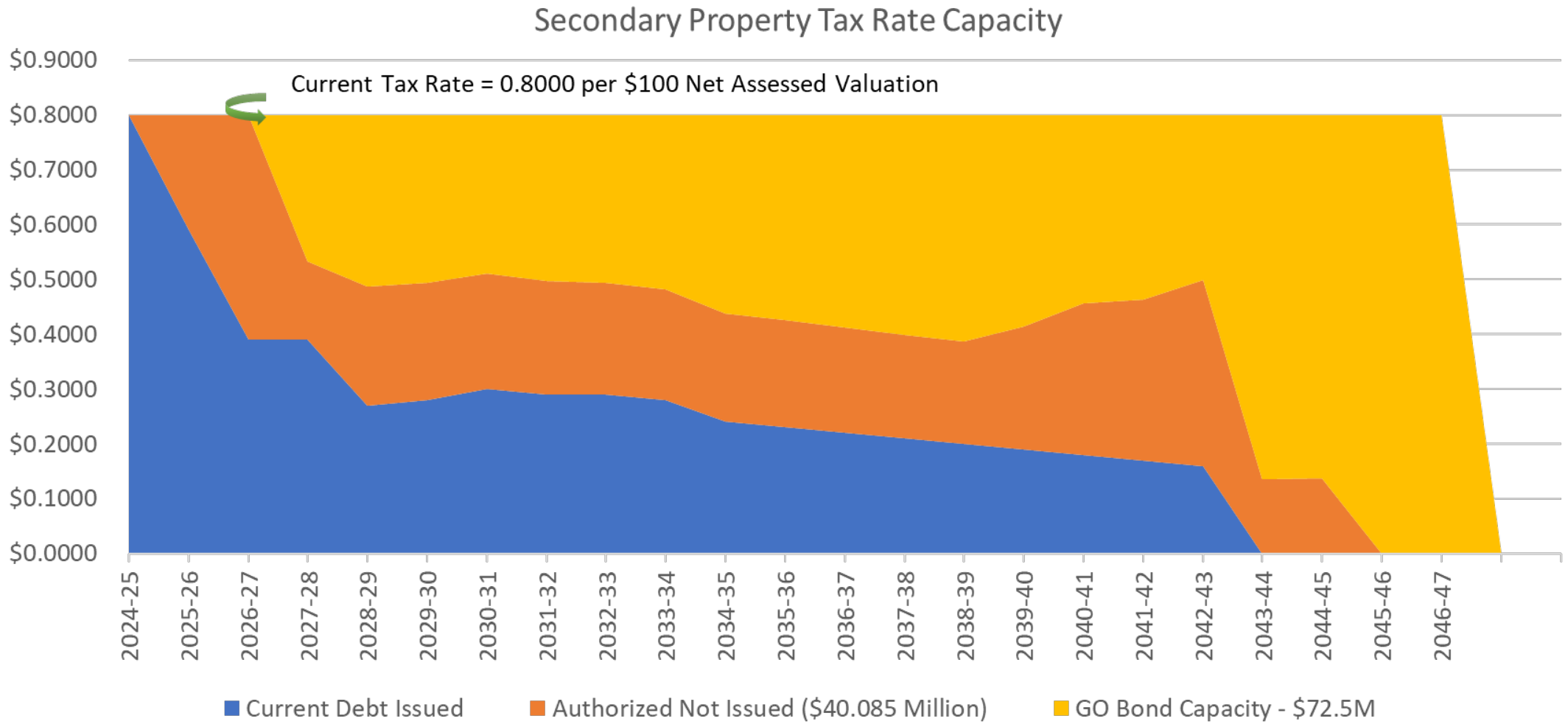
Secondary Property Tax and General Obligation (GO) Bonds

- Voter approval required
- Levy secondary property tax for payment
- Secondary property tax can only be used to pay back GO bonds
- Legal limits – assessed valuations (state statute)
  - 20% Limitation is $303M: Water, sewer, artificial lighting, parks, open space, recreational facilities, public safety, law enforcement, fire and emergency services and street and transportation facilities
  - 6% Limitation is $100M: Everything else (i.e., Housing)

Secondary Property Tax and General Obligation (GO) Bonds

- Current rate is 0.8000 per $100 of assessed valuation
  - Current policy to remain at or below 0.8000 rate based on promises made during past elections
  - The City is allowed to go above this rate for the purpose of paying debt
- Based on current projection of assessed valuations
  - Estimated capacity $72.5M under current rate policy
  - Uses capacity through FY 2046-47
- Authorized but unissued GO debt is $40.085M
- Additional capacity added annually as debt paid off

Secondary Property Tax and General Obligation (GO) Bonds



Primary Property Tax

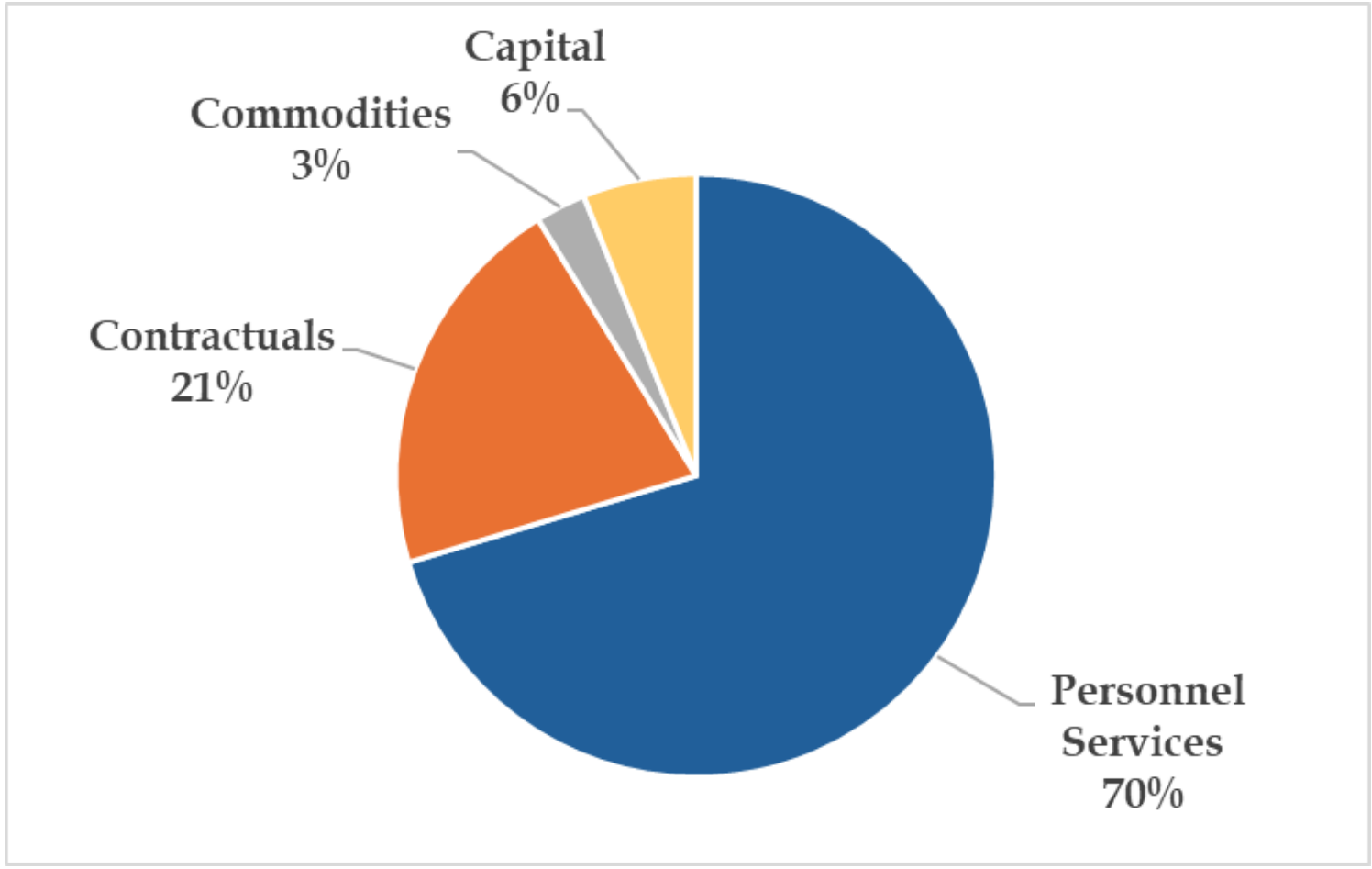
- Unrestricted use
- Current primary property tax levy supports General Fund operations
- Rate adopted by City Council to impose a levy
- State restrictions on annual increase in levy of 2%
- FY 2025-26 capacity up to 12%, approximately $912K
- If Council direction is to increase the tax, City will follow Truth in Taxation requirements for tax adoption

General Fund 10-Year History

Budget Year	One-Time Capacity	Ongoing Capacity
Estimated FY 2025-26	$26,484,000	$6,100,000
FY 2024-25	$12,261,000	$6,177,000
FY 2023-24	$24,019,000	$6,390,000
FY 2022-23	$14,353,900	$5,490,000
FY 2021-22	$10,978,000	$2,940,000
FY 2020-21	$4,521,294	$2,935,250
FY 2019-20	$3,748,000	$2,129,000
FY 2018-19	$4,062,000	$3,280,000
FY 2017-18	$2,138,000	$2,312,000
FY 2016-17	$2,451,000	$2,617,000

General Fund Expenditures

FY 2025-26



Potential Future Considerations

- Downtown Enhancements
- Public Safety
- Wastewater Treatment Plant



Downtown Enhancements

Request:

- Downtown Business Alliance (DBA) has requested resources to enhance the upkeep of the downtown area
- Potential to hire a third party for:
  - Enhanced restroom maintenance
  - Graffiti removal
  - Snow removal in sidewalks and alleys
  - Painting of infrastructure
  - Enhanced trash service
  - Power washing and weed removal
  - Other – to be negotiated



Downtown Enhancements

Request:

- Approximate annual cost: $500,000 proposed
- Five-year consideration proposed
- There have been ongoing discussions with City leadership, Economic Vitality, PROSE, Public Works, Management Services and others throughout the year on how best to support downtown



Downtown Enhancements



Possible Solution:

- Amend existing intergovernmental agreement (IGA) with FDBIRD
- Support the enhancements through DBA contracted with a third-party vendor
- Consider increasing parking rates as well as fund allocations from City divisions

Potential Fund Allocations:

•Park Flag – increase Parking kiosk Fee
•Economic Vitality- Tourism and Beautification funding
•PROSE – General Fund restroom cleaning

Downtown Enhancements

The Budget Team
CITY OF FLAGSTAFF

ParkFlag Increase Timeline:

4/25 - Council budget discussion (current)
6/27 - Rate analysis report
7/4 - 60-day public notice posts
Summer – Commission meetings and community outreach
9/2 - 1st read of ordinance
9/16 - 2nd read of ordinance
9/16 - Execution of IGA – using one-time funds
March 2026 - Adopted rate effective date



Downtown Enhancements

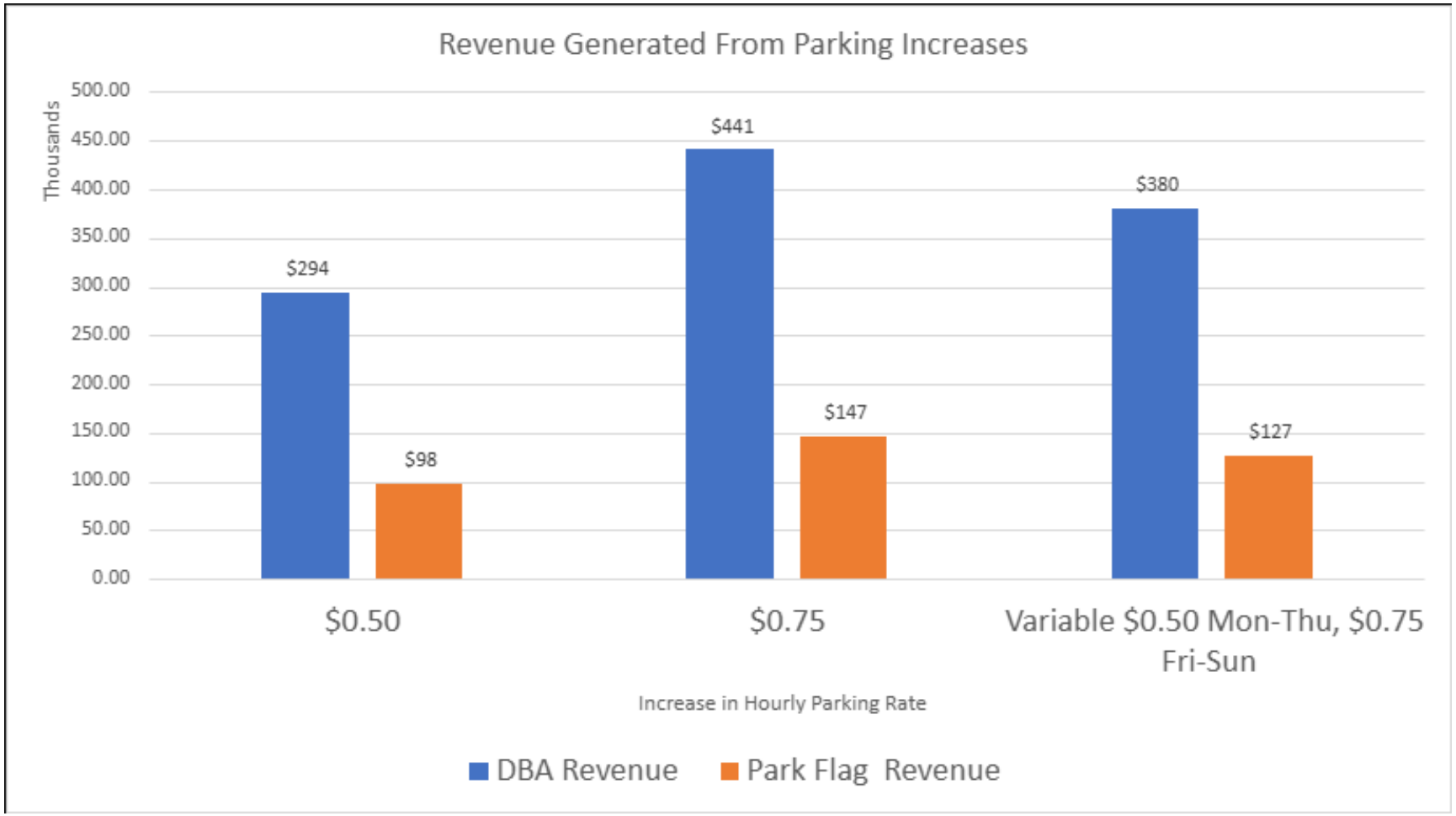
The Budget Team
CITY OF FLAGSTAFF

Parking Fee Considerations:

- 20% of parking fee goes to Lockbox
- 11% of parking fee pays credit card charges
- 75% of parking fee increase could be dedicated towards downtown enhancements
- 25% of parking fee to covers Park Flag expenses
- Estimates based off 100% of 2024 use
- Potential Parking Fee Options
  - $0.50 per hour increase
  - $0.75 per hour increase
  - $0.50 per hour Mon-Thu and $0.75 per hour Fri-Sun



Downtown Enhancements





Downtown Enhancements

Bed, Board, and Beverage (BBB) funding:

Beautification:

- Pressure washing - $35,000
- Downtown Green Program - $50,000
- Fee for service - $10,000

Tourism:

- Holiday lighting/decorations - $47,500
- Sponsorships - $5,000
- Clean Team - $49,500
- Pressure washing - $35,000
- Downtown alley snow removal - $50,000

General Fund funding:

PROSE:

- Restroom cleaning - $8,625



Approximate Total - $290,625

Note: Downtown Green is every five years @ $250,000

Downtown Enhancements

Other Considerations:

- Parking fee increases are estimated based on calendar year 2024 actuals
- Parking ordinance may need to be amended
- Possible gaps could occur if there is a downturn in parking use, a recession, or global pandemics
- Equipment and operational changes will be required if the increment of increase is $.50 or $.75 since our cash kiosks do not currently accept coins
- BBB funds would need to be looked at to ensure activities are consistent with ordinance purpose
- Payment and reporting requirements will need to be further discussed



Public Safety

The Budget Team
CITY OF FLAGSTAFF

Staffing	Equipment/Technology	Facilities
• Police and Fire response staffing • Support staff for Fire • Professional staff for Police • Occupational medical services	• Heart smart fire station alerting • Body worn technology integration • Replacement apparatus • Emergency medical service supplies and equipment • Data aggregation and dissemination • Technology/systems efficiencies	• Wildfire management station • Police substation • Completion of fire training center • Fire Station 7 • Fire Administration • Public Safety apparatus storage

Public Safety

The Budget Team
CITY OF FLAGSTAFF

Alternative Funding for Public Safety City Overview

City/Town	Alt Funding	Details
Cave Creek	✗	Sales tax funds contracted services.
Glendale	Yes	Dedicated Pubilic Safety Tax (PST); a3.3 %l S3% 9₁ₜ-Al ("intded, 0%, Pnltíc;ʲ"4ɛ"). Amended in 2009: S0.44% split in Police. 49%, Fire (40%), and Spe⁵ ⊦rex.
Goodyear	✗	Staff-level discussions about future possible sales tax funds
Mesa	Yes	Staff-level discussions about future possible sales tax funds res،sihle.
Phoenix	Yes	0.23% public safety sales tax passed 4 years ago
Proscott	Yes	Two public safety initiatives Since 1988 used to seoml dept.
Scottsdale	Yes	Sales tax supports policedept. only After Fire dept, newer▫reducting initiatives.
Yuma	Yes	Safety tax in place for 20+ years, generates ◦2.8 M/year Funds used for poi-lice/fire salary enhancements, pody cams, and new officer-hires.
Jefferson City, MO	Yes	0.25% sales tax approved in 2021-generates «2.8.M/l year. Funds-used for pide/fire salary enhancements, body cams, aned new officer hires
Benton County, WA	Yes	0.3% sales tax since 2014: generates S 8.M+/year, Supports police staffing, drug/gang prevention, specialized courts (e.g.. mental health)
Frederick, CO	Yes	Sales tax increase approved in 2019. Supports hiring officers/supervisors, tech upgrades, new equipment, and community outreach programs

Public Safety

Funding

- Design for facilities in FY 2026-27 budget
- Ongoing capacity needs
- Potential funding strategies
  - Sales Tax, GO Bond, Water Resource and Infrastructure Protection Fee

Wastewater Treatment Plant

History

- Wildcat Hill Water Reclamation Plant (WRP)
  - Built 1979, liquid capacity 6 million gallons per day (MGD)
  - Average daily flow 4.5 MGD
- Rio de Flag WRP
  - Built 1996, liquid capacity 4 MGD
  - Average daily flow 2.3 MGD
- Combined liquid capacity 10 MGD



Wastewater Treatment Plant

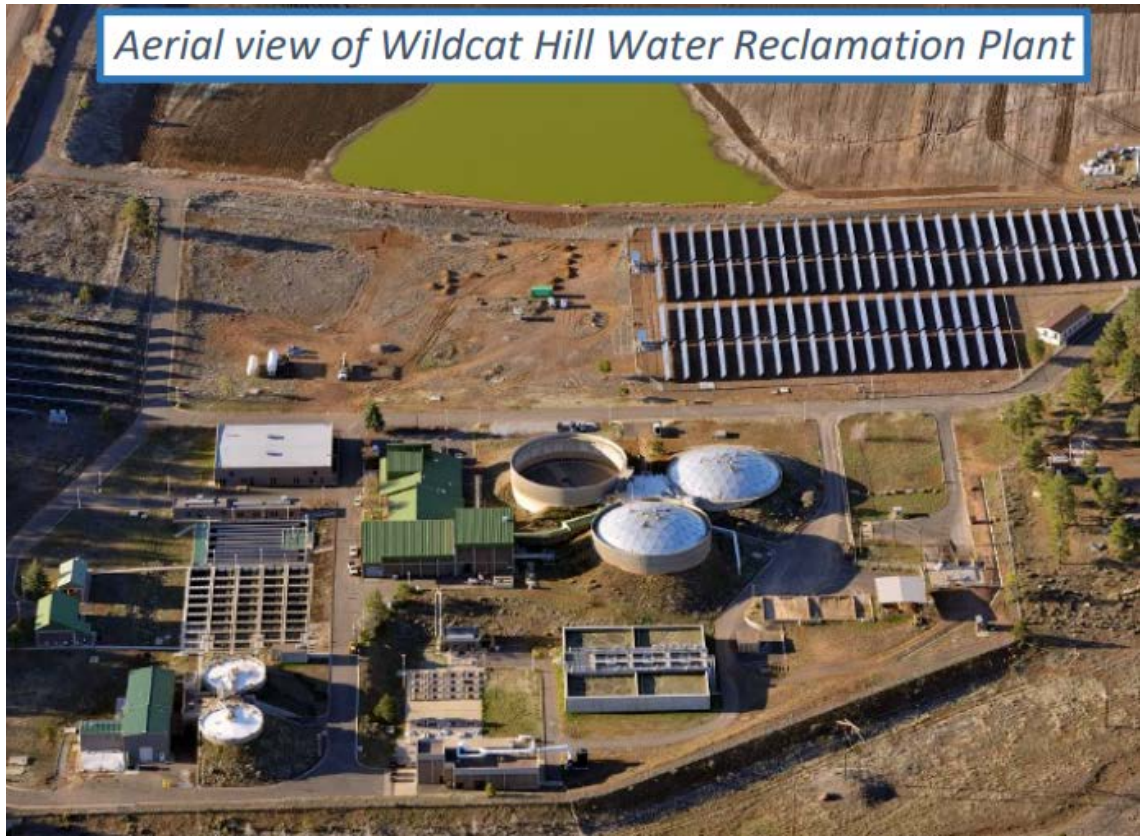
- Why?
- Water conservation
  - Incredible work
  - National and State awards
- Low flow fixtures save water but…
- Likely deferred the need already



138

Wastewater Treatment Plant

- Construction cost estimates are $25-$30 per gallon in today's dollars
- Need for 10 MGD plant to match current capacity with an estimated cost of $250-$300M
- Estimated need to match future demand is 14 MGD with an estimated cost of $350-$420M



139

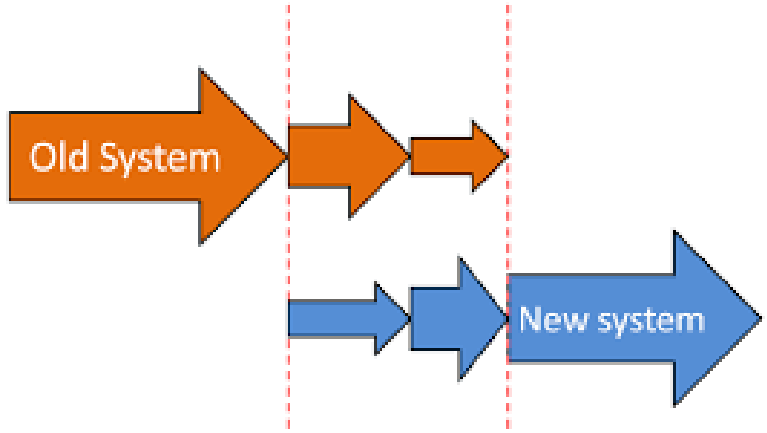
Wastewater Treatment Plant

All at once

- Ease of operations
- Potentially less expensive in the long run
  - $300M currently
  - $420M at buildout

Phased approach

- Running two plants
- Could add cost
  - $75M per cell

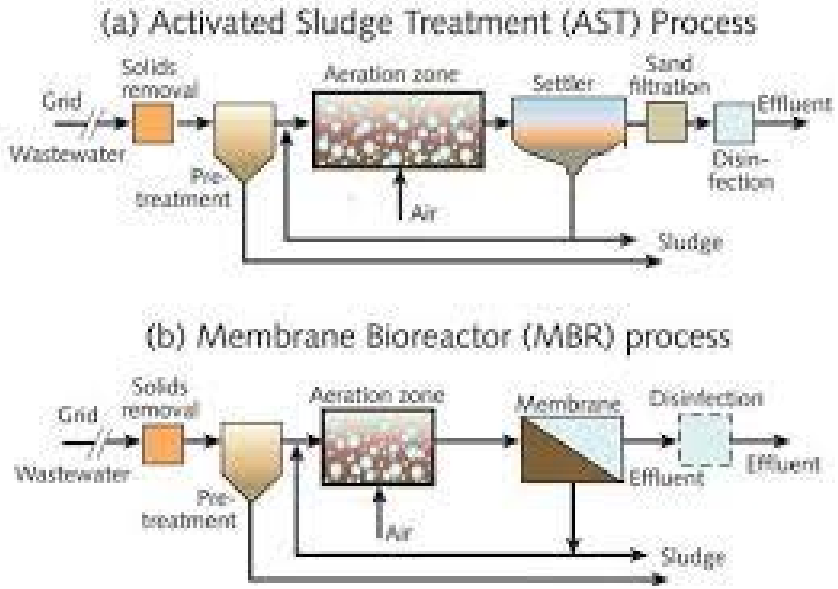


140

Wastewater Treatment Plant

Treatment Options

- Conventional
- Conventional + Integrated Fixed Film Activate Sludge at Wildcat
- Conventional - Bardenpho at Rio
- Membrane Biological Reactor (MBR)



141

Wastewater Treatment Plant

Membrane Biological Reactor (MBR)

- Recommended technology as precursor to advanced water treatment
- Operators would learn new process
- Can be phased
  - 2.5 MGD increments
- Apache Junction and Kyrene plants



Wastewater Treatment Plant

Funding

- Design in 10-Year Capital Improvement Program (CIP)
- Current rate structure does not support construction
- Potential funding strategies
  - GO Bond, Revenue Debt, Sales Tax, Rates
- Potential grant opportunities (aging infrastructure)
  - Water Resources Development Act (WRDA)
  - New plant design on an approved list of projects but not funded ($5M)

Future Considerations Discussion

- Potential funding sources available in the Resource Toolbox
- Identified currently available or ability to build future capacity
- Shared some future considerations
- Council Discussion
  - Other considerations
  - Interest in continued exploration

The Budget Team

CITY OF FLAGSTAFF

Break

The Budget Team

CITY OF FLAGSTAFF

Council Parking Lot Adds/Deletes Discussion

The Budget Team

CITY OF FLAGSTAFF

Public Participation

The Budget Team

CITY OF FLAGSTAFF

Review and Confirm Council Direction

The Budget Team

CITY OF FLAGSTAFF

Lunch



The Budget Team

CITY OF FLAGSTAFF

Color of Money – Fund Accounting

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

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

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

Special Revenue Funds

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

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

Enterprise Funds

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

- **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**
  - » **Prop 441 & 442 (Infrastructure & Housing)**
- **USGS campus expansion**
- Downtown Mile

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**

Annual Budget and Financial Plan

Fiscal Year 2025-2026
City of Flagstaff, Arizona

DRAFT

City Council

Becky Daggett, Mayor
Miranda Sweet, Vice-Mayor
Austin Aslin
Anthony Garcia
Khara House
Lori Matthews
David Spencer

Budget Team

Greg Clifton, City Manager
Shannon Anderson, Senior Deputy City Manager
Joanne Keene, Deputy City Manager
Nicole Antonopoulos, Sustainability Director
Jennifer Caputo, Deputy Human Resources and Risk Management Director
Scott Overton, Public Works Director
Rebecca Sayers, Parks, Recreation, Open Space and Events Director
Rick Tadder, Management Services Director
Brandi Suda, Finance Director
Heidi Derryberry, Assistant Finance Director
John Comer, Assistant Budget Manager
Seth Gregar, EAC Representative
Jared Wotasik, EAC Representative

Prepared By

Brandi Suda, Finance Director
Heidi Derryberry, Assistant Finance Director
John Comer, Assistant Budget Manager
Tom Johnson, Senior Accountant
Anne Thompson, Senior Accountant
Glorice Thousand, Senior Accountant
Tammy Ryan, Budget Analyst
Amir Saya, Budget Analyst

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Flagstaff
Arizona

For the Fiscal Year Beginning

July 01, 2024

Christopher P. Morrill

Executive Director

DRAFT

Table of Contents

Introduction

Title Page 1
Budget Award 2
Table of Contents 3
Users Guide 7
City of Flagstaff Organization Chart 8
City of Flagstaff Organization Chart Presented by Section 9
City Council 10

Transmittal

Mission, Vision, and Values 17
Key Communities Priorities and Objectives 17

Budget Overview

Financial Resources Available 19
Total Appropriations 19
Operating Expenditures by Division 20
Budget Format and Process 22
- Format 22
- Relationship between Funds, Divisions, and Sections 23
- Budget Process 24
- Budget Calendar 25

Fund Summaries
- General Fund 27
- Housing and Community Services Fund 28
- COVID Relief Fund 28
- Library Fund 29
- Highway User Revenue Fund 30
- Transportation Fund 31
- Bed, Board and Beverage Funds 32
- Parking District Fund 35
- Water Resource and Infrastructure Protection Fund 36
- Water Services Funds 37
- Solid Waste Fund 41
- Sustainability and Environmental Management Fund 42
- Airport Fund 43
- Flagstaff Housing Authority 44

Five-Year Projections by Fund 44
Revenues
- All Funds – Federal and State Grants 49
- General Fund 49
- Highway User Revenue Fund 53
- BBB Funds 54
- Enterprise Funds 55

Capital Budget
- Relationship Between Operating and Capital Budget 59
- Capital Improvement Plan 60
- Capital Plan Implications 61

DRAFT

Financial Summaries

Schedule A: Total Resources and Appropriations Summary 63
Schedule A-1: Total Resources and Appropriations Summary 64
Schedule B: Expenditure Limitation and Tax Levy Information 65
Schedule C: Revenues Other Than Property Taxes 66
Schedule C-1: Schedule of Grant Revenues 72
Schedule D: Transfers and Proceeds from Other Sources 75
Schedule D-1: Schedule of Transfers Descriptions 76
Schedule E: Appropriations by Fund 78
Schedule E-1: Budget by Divisions and Sections 82
Schedule F: Budget Summary by Division of Expenditures 85
Schedule H: Summary of Operating Capital 88
Schedule I: Summary of Capital Improvement Program 90
Schedule J: Debt Service Requirements 94
Schedule K: Five-Year Plans
- General Fund 95
- Housing and Community Services Fund 98
- COVID Relief 99
- Library Fund 100
- Transportation Fund 102
- Beautification Fund 103
- Economic Development Fund 104
- Tourism Fund 105
- Arts and Science Fund 106
- BBB Recreation Fund 107
- Parking District Fund 108
- Water Resource and Infrastructure Protection Fund 109
- General Obligation Bond Fund 110
- Secondary Property Tax Fund 111
- Pension Debt Service Fund 112
- Perpetual Care 113
- Capital Projects Fund (Non GO Funded Projects) 114
- Capital Projects Fund (GO Bond) 115
- Drinking Water Fund 116
- Wastewater Fund 117
- Reclaimed Water Fund 118
- Stormwater Fund 119
- Solid Waste Fund 120
- Sustainability and Environmental Management Fund 121
- Airport Fund 122
- Flagstaff Housing Authority Fund 123

Division Detail

General Administration
- City Manager Division (011) 124
- Human Resources Division (012) 126
- Risk Management (013) 128
- Information Technology (014) 130
- City Attorney Division (015) 132
- Flagstaff Municipal Court Division (016) 134
- Communication and Civic Engagement (017) 136

Management Services
- Management Services (031) 138

DRAFT

Purchasing (032) 139
Customer Service (033) 141
Finance (034) 143
Grants, Contracts and Emergency Management (039) 145
Budget (040) 147
Fire
Fire (051) 148
Fire Grants (052) 150
Fire Watershed Protection (053) 151
Police
Police (061) 152
Police Grants (062) 154
Community Development
Community Development Administration (101) 155
Planning & Development Services (104) 157
Housing (105) 159
Community Housing Services (106) 161
Community Housing Grants (107) 162
Community Development Block Grants (108) 163
Flagstaff Housing Authority (109) 164
Building Safety and Code Compliance (122) 166
Public Works
Public Works Administration (151) 168
Facilities Maintenance (152) 169
USGS Campus (153) 171
Fleet Services (154) 172
Street Maintenance (161) 175
Solid Waste - Landfill (165) 177
Solid Waste - Collections (166) 179
Transfer Station Operations (168) 180
Economic Vitality
Library City Direct (035) 181
Library County Direct (036/037) 183
Library Grants and County-wide Projects (038) 184
Community Investment (201) 185
Economic Development (213) 186
Beautification (211) 187
Tourism (214) 189
Visitor Services (215) 191
Arts and Science (216) 193
Airport (221) 195
Parking District (231) 197
Water Services
Water Services Administration (300) 199
Water Production (301) 201
Water Distribution (303) 203
Water Resource Management (304) 205
Water Services Engineering (305) 207
Regulatory Compliance (306) 209
SCADA Information Systems (307) 211
Wastewater Treatment - Wildcat (311) 213
Wastewater Treatment – Rio Plant (312) 215
Wastewater Collection (313) 216
Reclaimed Water (321) 218

DRAFT

Stormwater (331) 219
Non-Departmental
Council and Commissions (401) 221
Non-Departmental (402) 222
NAIPTA-Transit (404) 223
Engineering and Capital Improvements
Engineering (102) 224
Capital Improvements (103) 225
Development Engineering (123) 226
Transportation Engineering (123) 228
Parks, Recreation, Open Space and Events
Parks (155) 229
Recreation (156) 231
Events (157) 233
Open Space (159) 235
Sustainability
Sustainability (170) 237
Environmental Management (171) 239

Capital Improvement Program
Capital Improvement Program Summary 240
Unfunded Capital Projects (Schedule) 255

Appendices
Authorized Personnel/Position Summary 261

DRAFT

User's Guide

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

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

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

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

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

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

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

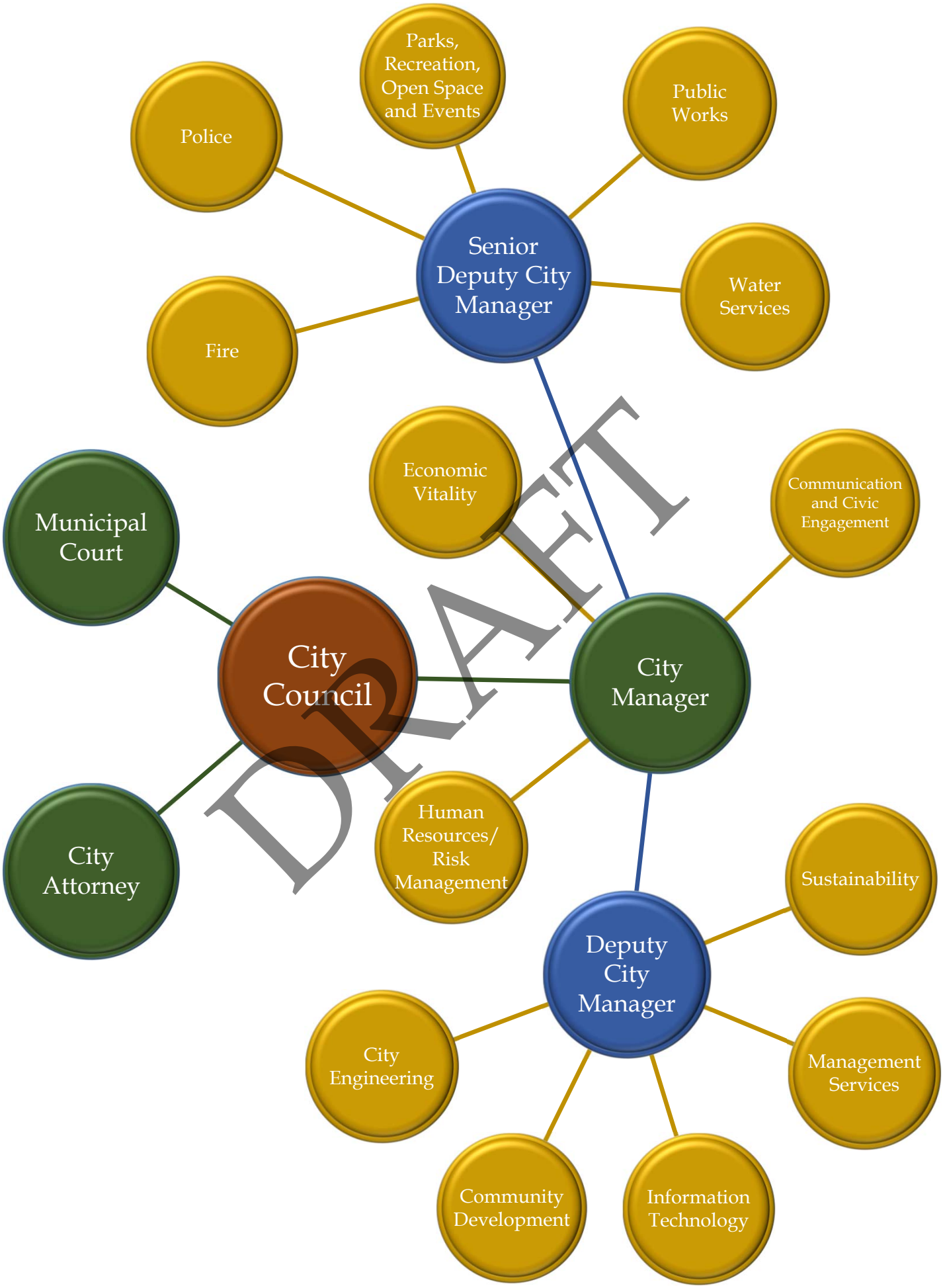
Capital Improvements - The current year portion of the five-year capital improvement program is listed, along with location maps and funding source. A more detailed project-planning sheet is available in the separately published five-year Capital Budget and Capital Improvement Plan.

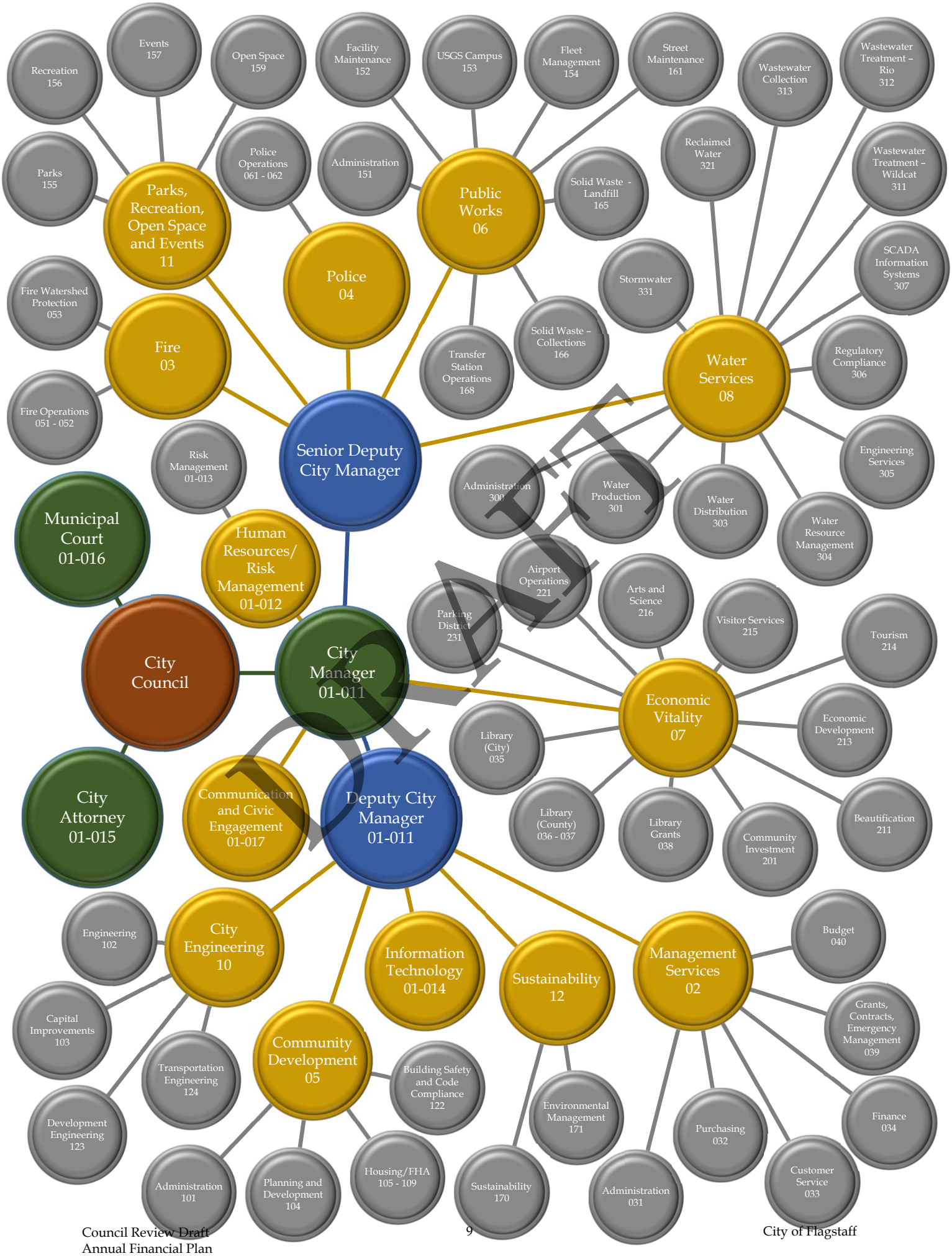
Community Profile – The community profile section includes information related to the City of Flagstaff, e.g., history, economic information, and services.

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

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

DRAFT


Parks, Recreation, Open Space and Events
Police
Public Works
Senior Deputy City Manager
Water Services
Fire
Economic Vitality
Communication and Civic Engagement
Municipal Court
City Council
City Manager
City Attorney
Human Resources/ Risk Management
Sustainability
Deputy City Manager
City Engineering
Management Services
Community Development
Information Technology
DRAFT


Recreation 156
Events 157
Open Space 159
Facility Maintenance 152
USGS Campus 153
Fleet Management 154
Street Maintenance 161
Wastewater Collection 313
Wastewater Treatment – Rio 312
Parks 155
Police Operations 061 - 062
Administration 151
Reclaimed Water 321
Wastewater Treatment – Wildcat 311
Parks, Recreation, Open Space and Events 11
Public Works 06
Solid Waste - Landfill 165
Police 04
Stormwater 331
SCADA Information Systems 307
Fire Watershed Protection 053
Fire 03
Transfer Station Operations 168
Solid Waste – Collections 166
Water Services 08
Regulatory Compliance 306
Fire Operations 051 - 052
Risk Management 01-013
Senior Deputy City Manager
Administration 300
Water Production 301
Water Distribution 303
Water Resource Management 304
Engineering Services 305
Municipal Court 01-016
Human Resources/ Risk Management 01-012
Airport Operations 221
Arts and Science 216
Visitor Services 215
Tourism 214
Parking District 231
City Council
City Manager 01-011
Economic Vitality 07
Economic Development 213
Library (City) 035
City Attorney 01-015
Communication and Civic Engagement 01-017
Deputy City Manager 01-011
Library (County) 036 - 037
Library Grants 038
Community Investment 201
Beautification 211
Engineering 102
City Engineering 10
Information Technology 01-014
Sustainability 12
Management Services 02
Budget 040
Capital Improvements 103
Grants, Contracts, Emergency Management 039
Transportation Engineering 124
Community Development 05
Building Safety and Code Compliance 122
Environmental Management 171
Finance 034
Development Engineering 123
Purchasing 032
Administration 101
Planning and Development 104
Housing/FHA 105 - 109
Sustainability 170
Administration 031
Customer Service 033



Mayor Becky Daggett

Elected to City Council 2020 and Mayor 2022

Biography

I'm deeply committed to Flagstaff and have spent more than twenty years creating good public policy, protecting open space, enacting smart growth strategies, supporting local businesses, and strengthening support for the arts and education throughout northern Arizona.

My guiding principles have always been—and will continue to be—focused on inclusivity, thoughtful decision making, generosity of spirit, hard work, and honest conversations. I won't duck the difficult decisions and I will always do what I think is best after careful consideration and investigation.

Professional Experience

- Northern Arizona Outreach Coordinator, Outlaw Dirty Money
- Interim Executive Director, Flagstaff Arts Council
- Outreach Coordinator, Grand Canyon Trust
- Communications Director, Flagstaff Family Food Center
- Executive Director, Flagstaff Arts and Leadership Academy
- Business Retention and Expansion Manager, City of Flagstaff
- Executive Director, Friends of Flagstaff's Future

Boards, Volunteer, and Leadership

Current

- Program for New Mayors, Bloomberg Center for Cities at Harvard University
- Flinn-Brown Fellow, Arizona Center for Civic Leadership

Former

- Co-Chair, Governor's Growing Smarter Oversight Council, Arizona
- Member, City of Flagstaff Bond Advisory Task Force
- Member, City of Flagstaff Charter Review Committee
- Member, Northern Arizona Intergovernmental Public Transportation Authority Citizens Review Commission
- Member, Arizona Commission on the Arts Grant Review Committee
- Member, City of Flagstaff Community Development Block Grant Review Committee
- Flagstaff Leadership Program
- Board Member: Theatrikos Theatre Company, Flagstaff Arts Council, Grand Canyon Wolf Recovery Project, High Country Human

Education

- Master of Arts in Sustainable Communities, Northern Arizona University
- Bachelor of Science in Public Relations, Northern Arizona University

DRAFT



Vice Mayor Miranda Sweet

Elected to City Council 2020 and 2024
miranda.sweet@flagstaffaz.gov

With nearly 25 years of experience as a small business owner, Vice Mayor Miranda Sweet has been a dedicated advocate for Flagstaff's growth, sustainability, and community engagement. Her leadership spans multiple boards and commissions, reflecting a commitment to regional collaboration and public service.

As Vice Mayor, she plays a pivotal role in city planning and development, serving as Chair of the MetroPlan Board, on the regional council for NACOG, and serving on the RTAC Board, MountainLine Board, and NAMWUA Board. She serves as Council liaison for the BPAC (Beautification and Public Arts Commission) and the Water commission. Her involvement in organizing City-County Huddles and the Mobile Haven Neighborhood Group highlights her dedication to fostering communication and unity among the community. Her efforts in addressing housing challenges led to the initiation of the Habitat Starter Homes Project at Timber Sky.

Beyond public service, Vice Mayor Miranda Sweet is an accomplished athlete, having completed a half Ironman. Recognized for her leadership and entrepreneurial accomplishments, she was honored as a nominee for the Athena Award. Her passion for community-driven solutions and unwavering commitment to Flagstaff's future continue to shape her work as a leader and advocate.

DRAFT



Councilmember Khara House

Appointed to City Council 2022
khara.house@flagstaffaz.gov

Biography
Khara House was appointed to the Flagstaff City Council in May 2022. Khara came to Flagstaff in 2009 to study English at Northern Arizona University (NAU), graduating in 2011. After teaching at NAU, Khara began a career in multifamily housing in 2013. Her passion for service and community engagement has led to membership with National Association for the Advancement of Colored People Flagstaff, Coconino County's African Diaspora Advisory Council, the Southside Community Association, National Alliance on Mental Illness Flagstaff, Flagstaff Young Professionals, and several other community and service organizations. Prior to her appointment to Council, Khara served on the City's Commission on Diversity Awareness and Housing Commission.

Education
Khara earned a bachelor's degree in English at Messiah University (formerly Messiah College) in Pennsylvania and completed her master's degree in English at Northern Arizona University.

Interests & Values
Khara believes in making a difference in her community and hopes to have a positive impact on others and society. Her studies in English were inspired by a lifelong love of reading and writing. She is also a devoted lover of movies, music (and karaoke), and the arts. Her background in education and championing diversity, equity and inclusion continue to reflect in community conversations, organizational diversity, equity and inclusion training, and occasional poetry workshops. Khara is a passionate advocate for mental and behavioral health awareness and acceptance, diversity, housing, and meaningful community engagement. Most of all, Khara values altruism, desiring more than anything else to be of service, elevate the voices that often go unheard in the community, and create lasting and meaningful partnerships and relationships to cultivate thriving community.

Personal Note
It is my humblest honor to have the opportunity to serve the people of Flagstaff. I moved to this community in 2009 and immediately fell in love. As proud as I am to call Flagstaff my home, I am even more deeply passionate about recognizing Flagstaff as home for so many diverse, unique, and essential voices, cultures, and perspectives. I love Flagstaff, and I love the people that make up this community: I hope that heart for this community shines forth as I work to serve you well, listen to and elevate your voices, and help build bridges to make this community stronger and more beautiful.

DRAFT



Councilmember Lori Matthews

Elected to City Council 2022

Background

Lori earned a Master's in Business Administration from the University of Phoenix in 2007 while continuing her career as a business relationship manager and commercial lender. Lori moved to Flagstaff in 2011 to be closer to her aging parents as well as her grandchildren who live in the Phoenix area. Lori immediately got involved in the Flagstaff community and joined the Board of Directors for the Flagstaff Shelter Services (FSS). In 2013 after Lori ended a successful career in business banking, she decided to start a business consulting firm providing chief financial officer services to small and mid-sized businesses. At the same time the FSS was challenged to fill the Executive Director position, so she volunteered to serve as Interim Executive Director while a nationwide search was conducted to permanently fill this position. During this time, Lori raised funds beyond the prior budget goals which allowed the shelter to extend its overnight services year-round and extend its services to women for the first time in its history. During her time at FSS Lori identified a gap in services provided to the homeless working poor.

In 2015, Lori started ANEW Living - a transitional housing program for the homeless working poor. ANEW Living enjoys an annual 85% success rate in ending their client's homelessness as they move up and into permanent housing after completing their program. Lori retired from her consulting firm in 2019.

Personal Note

I have always had a passion for serving my community which inspired me to run for Flagstaff City Council. I have always had an open-door policy. I am very accessible and willing to listen to anyone's ideas, concerns, or complaints if it is presented respectfully and constructively. City Council members are representatives of the community they serve. We can only achieve unity if we continue to listen to our community.

DRAFT



Councilmember Austin Aslan

Elected to City Council 2018 and 2022
austin.aslan@flagstaffaz.gov

Biography
Councilmember Aslan was elected to a four-year term on the Flagstaff City Council in November 2018. Austin was born and raised in Arizona. He grew up the son of a firefighter in Prescott, and himself became a certified Emergency Medical Technician (EMT), working as an Advanced Life Support (ALS) first responder for Life line Ambulance.

Education and Research
Austin received a bachelor's degree in Wildlife Biology at the University of Arizona and earned a master's degree in Conservation Biology at the University of Hawaii, Hilo. His research on rare Hawaiian plants located on the high slopes of Mauna Loa volcano won him a pair of destroyed hiking boots, a tattered rain jacket, and a National Science Foundation Graduate Research Fellowship.

Writing
Austin has coupled his passion for writing with a career as a successful novelist. His debut Random House novel, The Islands at the End of the World, was named a Best Book of 2014 by Kirkus Reviews. It was ranked by The Guardian as a top-ten climate fiction read and is listed by BookRiot as a top 100 must-read book in the category of young adult science fiction. He's currently penning several action and environmentally themed middle-grade series with Harper Collins.

"I hold a fundamental belief that Flagstaff is capable-and poised-to challenge the status quo and to take the steps necessary to turn our small city into a shining example of sustainability and social and environmental justice. And during a period when our national atmosphere is somewhat poisoned politically, our Council can provide a model of how to debate our viewpoints with mutual respect".

DRAFT



Councilmember Anthony Garcia

Elected to City Council 2024
Anthony.garcia@flagstaffaz.gov

Biography

Anthony Garcia is a third-generation son of Flagstaff. As a homegrown Arizonan born and raised, he is uniquely positioned to provide a true local's perspective to our Flagstaff City Council. This is a perspective that provides historical authenticity and values the preservation of our cultural, environmental and ecological heritage.

Leadership

2010-2011 Arizona Daily Sun Editorial Advisory board member
2017-2024 Beautification and Public Art Commissioner, serving 5 of those years as Chairman
2018-2019 Climate Ambassador for the City of Flagstaff
2020-2024 Friends of Flagstaffs Future board member
2022-2024 Sunnyside Neighborhood Association Sub-Committee Chair
2011-2024 Coconino Center for the Arts various Boards, Committees and Artist Selection Panels
2023-2024 Regional Plan 2045 final draft Committee Vice-Chairman

Values

Building partnerships starts with a willingness to communicate. Creating bridges to a solution is at the core of what good policy making is built upon. My goal is not only to be the voice of the like-minded but also to reach out in understanding those with differences that we can learn from. Most issues require creative solutions to find a common ground. Mutual respect builds equity. Until we are all represented there will be gaps in the system. Our job is to fill those gaps.

Personal Note

I do this for the people. The people of Flagstaff are extremely resilient, highly innovative, boldly talented and built, not just to survive, but also to thrive. That's what makes Flagstaff, Flagstaff. It's the people. These souls that create the atmosphere mixed with the sweet caress of mother nature's beauty. Yes, I was born and raised here but this is why I will remain here until the end. Flagstaff just has a great spirit that promotes positivity and progression. It's that Flagstaff vibe. We call it, Flagstaff Love.

DRAFT



Councilmember David Spence

Elected to City Council 2024
David.spence@flagstaffaz.gov

David Spence is a healthcare professional who spent time working for Indian Health Service before retiring in 2002. He has completed four assignments for Doctors without Borders, including a trip to Sierra Leone in 2015 during the height of the Ebola epidemic.

Currently, he volunteers at Poore Medical Clinic.

In 2019, Spence was awarded the title of the Daily Sun's Male Citizen of the Year for his volunteer efforts in and out of the medical field.

As well as healthcare, Spence volunteers for Northern Arizona Climate Change Alliance and Citizens' Climate Lobby. He is passionate about climate action in Flagstaff and said climate action was the reason he decided to run for city council in the first place.

He highlighted affordable housing, water rights issues and water conservation as the top three issues that Flagstaff and northern Arizona is facing right now.

"I am certainly wanting Flagstaff to be a leader in climate mitigation," he said. "In other words, lowering our carbon footprint and restoration in the forest to prevent flooding, prevent fires."

DRAFT

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

DRAFT

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

DRAFT

Budget Overview

The City of Flagstaff FY 2025-26 Financial Plan presents a fiscally sound and balanced budget that maintains the integrity of the City's financial condition while still meeting the service level demands of a community that expects quality services. The Financial Plan balances not only financially, but also equally as important, balances the allocation of resources among operating requirements, capital needs, debt burden, and strong reserves for future needs and contingencies.

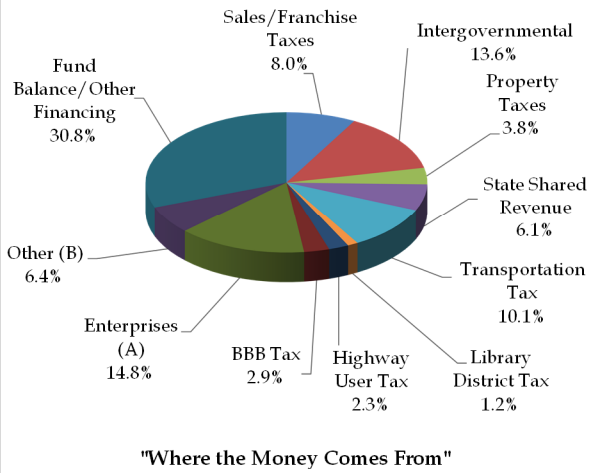
This section briefly describes the documents *Format and Process*; *Assumptions and Strategies* which formed the working parameters of the budget development; *Fund Summaries*; highlights of *Appropriations*, *Revenues* and *Capital Improvements Plan (CIP)*; and *Debt Structure*, which are the operating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

Financial Resources Available

Sales/Franchise Taxes	$ 35,052,200	8.0%
Intergovernmental	59,669,580	13.6%
Property Taxes	16,764,664	3.8%
State Shared Revenue	26,917,300	6.1%
Transportation Tax	44,431,900	10.1%
Library District Tax	5,076,467	1.2%
Highway User Tax	10,282,505	2.3%
BBB Tax	12,785,400	2.9%
Enterprises (A)	65,284,277	14.8%
Other (B)	27,985,415	6.4%
Fund Balance/Other Financing	135,955,761	30.8%
	$ 440,205,469	100.0%

Enterprises (A):	
Drinking Water	$ 21,666,278
Wastewater	15,274,729
Reclaimed Water	1,194,116
Stormwater	7,465,378
Solid Waste	14,859,298
SEMS	1,507,068
Airport	1,317,410
Flagstaff Housing Authority	2,000,000
	$ 65,284,277

Other Revenue (B):	
Licenses and Permits	$ 3,267,880
Vehicle License Tax	4,722,600
Charges for Services	2,988,426
Fines and Forfeits	775,562
Rents	2,711,352
Investment Earnings	5,739,365
Miscellaneous	7,780,230
	$ 27,985,415



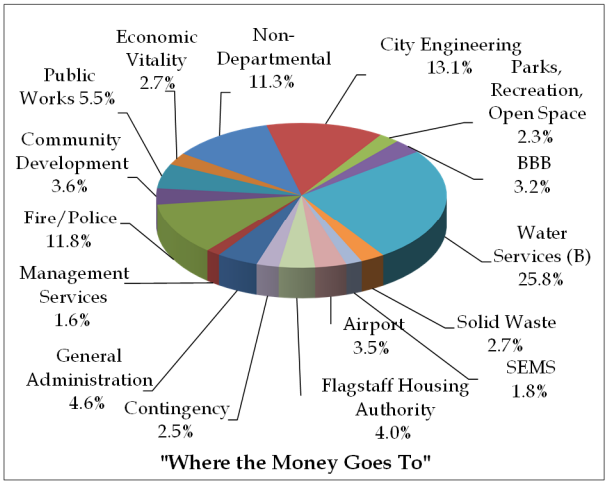
"Where the Money Comes From"

Total Appropriations

General Administration	$ 20,263,807	4.6%
Management Services	6,852,582	1.6%
Fire/Police	51,906,879	11.8%
Community Development	15,685,615	3.6%
Public Works	24,390,352	5.5%
Economic Vitality	11,768,882	2.7%
Non-Departmental	49,570,924	11.3%
City Engineering	57,877,926	13.1%
Parks, Recreation, Open Space	10,166,957	2.3%
Bed, Board and Beverage (A)	13,901,673	3.2%
Water Services (B)	113,593,825	25.8%
Solid Waste	11,991,670	2.7%
SEMS	7,911,985	1.8%
Airport	15,315,994	3.5%
Flagstaff Housing Authority	17,811,148	4.0%
Contingency	11,195,250	2.5%
	$ 440,205,469	100.0%

Bed, Board and Beverage (BBB) Tax Funds (A):	
Beautification	$ 3,280,636
Economic Development	2,021,879
Tourism	4,190,794
Arts and Science	1,568,606
Recreation	2,839,758
	$ 13,901,673

Water Services (B):	
Drinking Water	$ 35,038,276
Wastewater	32,433,938
Reclaimed Water	811,888
Stormwater	45,309,723
	$ 113,593,825

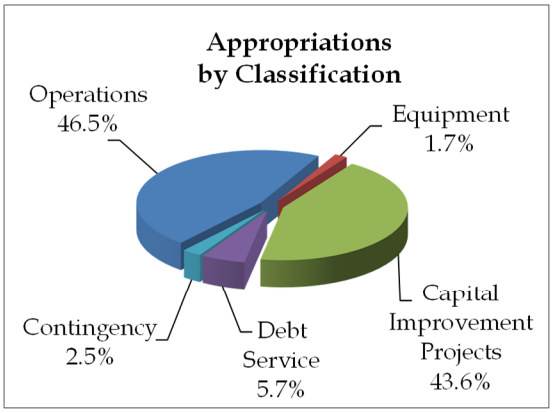


"Where the Money Goes To"

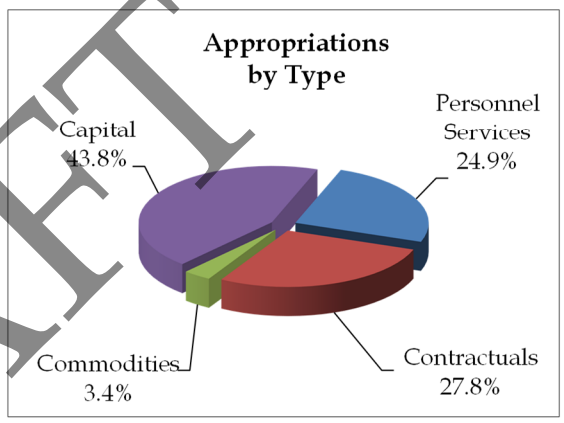
DRAFT

The following graphs depict total appropriations for the FY 2025-26 budget by major classifications and types.

Appropriations by Classification		
Operations	$	204,684,501
Equipment		7,472,520
Capital Improvement Projects		191,967,080
Debt Service		24,886,118
Contingency		11,195,250
	$	440,205,469



Appropriations by Type		
Personnel Services	$	109,692,878
Contractuals		122,508,086
Commodities		15,110,355
Capital		192,894,150
	$	440,205,469

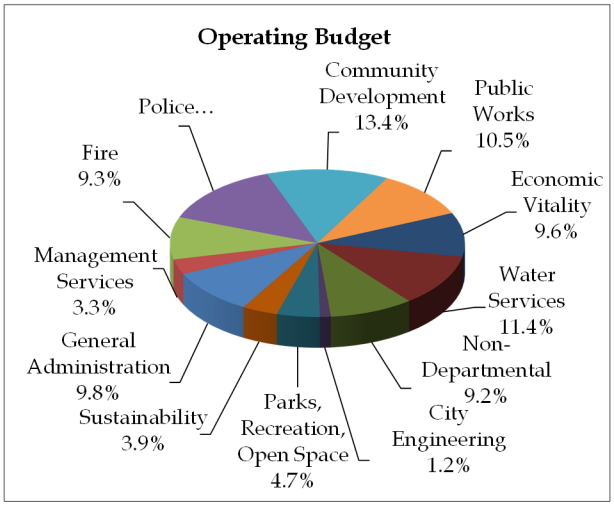


DRAFT

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	$	20,210,333
Management Services		6,787,582
Fire		19,042,834
Police		28,039,545
Community Development		27,372,674
Public Works		21,462,642
Economic Vitality		19,746,985
Water Services		23,290,096
Non-Departmental		18,838,532
City Engineering		2,456,936
Parks, Recreation, Open Space		9,524,357
Sustainability		7,911,985
	$	204,684,501
* Exclusive of Debt Service	$	24,886,118



General Administration activities comprise 9.8% of the budget ($20.2 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 3.3% of the operating budget ($6.8 million). The division encompasses those activities that provide administrative support and services including Purchasing, Customer Service, Finance, Budget and Grants, Contracts, and Emergency Management.

Fire Department services comprise 9.3% of the operating budget ($19.0 million). The division's public safety programs provide both personal safety in the community with proactive attention to preventable disasters and sense of well-being through timely emergency response.

Police Department activities comprise 13.7% of the operating budget ($28.0 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 13.4% of the operating budget ($27.4 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 10.5% of the operating budget ($21.5 million) excluding the debt service requirements for solid waste of approximately ($217,000). The services provided include solid waste operations, maintenance of all public facilities and public infrastructure including streets and fleet services.

Economic Vitality activities comprise 9.6% of the operating budget ($19.7 million) excluding debt service requirements for the Business Incubator of approximately $245,000 and Parking District of approximately $115,000. The division includes the following sections: Library, Community Investment, Tourism and Visitor Center, Airport, Arts and Science, Urban Design, Streetscape, Parking District and Economic Development.

Water Services comprise 11.4% of the operating budget ($23.3 million), excluding $5.0 million in debt service requirements. There is one administrative section responsible for management of Drinking Water, Wastewater, Reclaimed Water and Stormwater activities. Drinking water, wastewater and reclaimed operations provide services that promote a clean and healthy community by providing a safe water supply and proper waste disposal.

Non-Departmental operations comprise 9.2% of the budget ($18.8 million) exclusive of $19.3 million in debt service requirements. The Council and Commission, Transit, and Non-departmental budgets account for expenditures that benefit City operations.

City Engineering comprises 1.2% of the operating budget ($2.5 million). The services in this division include Engineering and Capital Improvements.

Parks, Recreation, Open Space and Events comprises 4.7% of the operating budget ($9.5 million). The services in this division include Parks, Recreation, Open Space management and Events.

Sustainability comprises 3.9% of the operating budget ($7.9 million). The services in this division include Sustainability and Environmental Management.

DRAFT

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.

DRAFT

Relationship Between Funds, Divisions and Sections

Fund Type	Fund	Division	Section
Governmental	(All Modified Accrual Accounting)		
General	General *	City Manager	City Manager
		Human Resources	Human Resources
		Risk Management	Risk Management
		Information Technology	Information Technology
		City Attorney	Legal
		Municipal Court	Municipal Court
		Communucation and Civic Engagment	Communucation and Civic Engagment
		Management Services	Management Services Administration Purchasing Revenue Finance Grants, Contracts and Emergency Mgmt. Budget
		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 Events
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

DRAFT

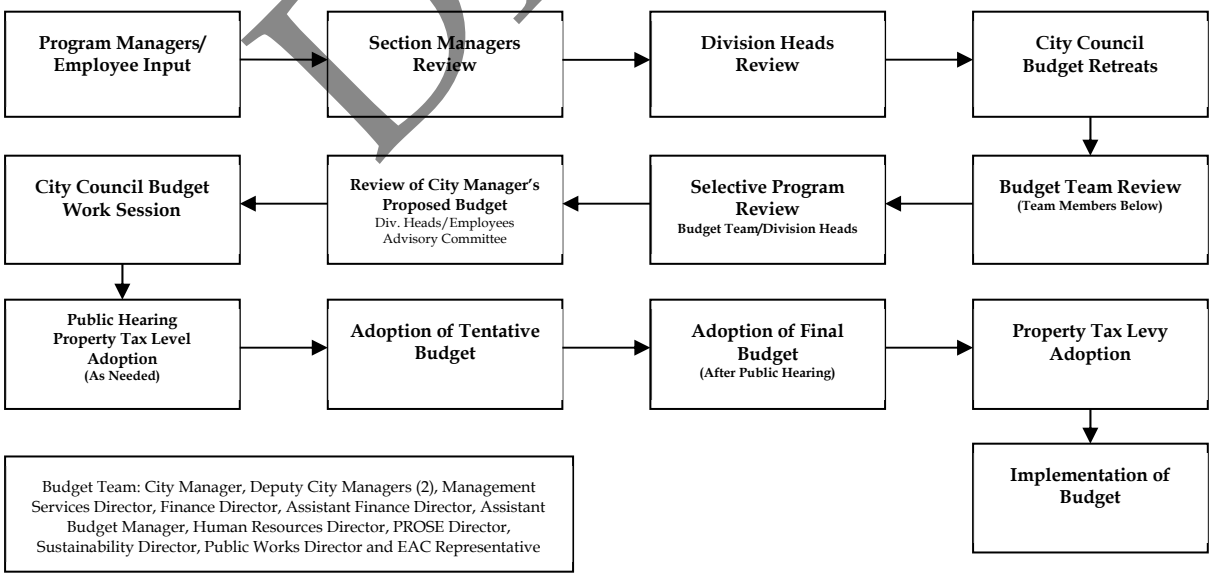
Relationship Between Funds, Divisions and Sections			
Debt Service	GO Bond Fund	Non-Departmental	Debt Service
	Secondary Property Tax	Non-Departmental	Debt Service
	Pension Bonds*	Non-Departmental	Debt Service
Permanent	Perpetual Care	Non-Departmental	Perpetual Care
Capital Projects	GO Capital Projects 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 2023-2024 ACFR

DRAFT

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

July 31	Budget Team Retreat
December 19	Budget Module Available
January 13	Final Budget System Input
January 30-31	Council Budget Retreat
February 18 to March 7	Review with Division Directors and the Budget Team
March 27	Capital Improvement Retreat
April 24 - 25	Council Study Sessions Proposed Budget Available to Public
June 3	Tentative Budget Hearing (Public) and Tentative Budget Adoption
June 17	Final Budget Hearing and Final Budget Adoption
June 17	Property Tax Levy (1st Reading)
July 1	Property Tax Levy Adoption

DRAFT

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 17, 2025. 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 2021-22 budget year.

The City Manager's Proposed Budget reflects the total funds appropriated ($440,205,469). Certain exclusions are allowed by the state [e.g., bond proceeds, debt service, grants] in computing the Expenditure Limitation ($248,767,277) 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.

DRAFT

Fund Summaries

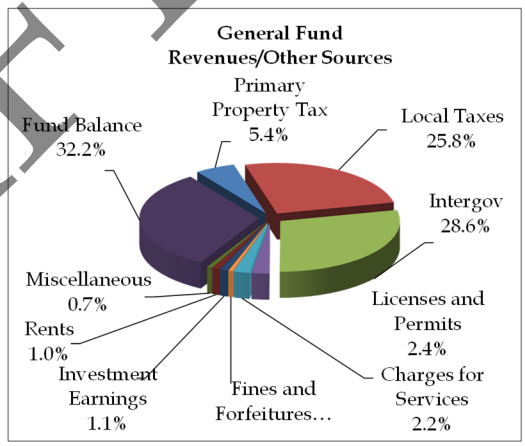
General Fund

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.

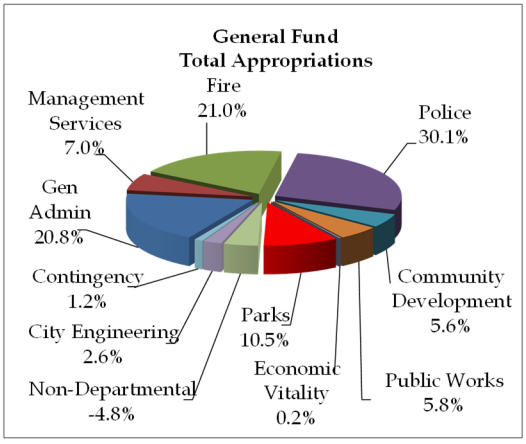
Total resources available for expenditures for FY 2025-26 are $133.5 million including the estimated beginning fund balance of $59 million. A substantial portion of General Fund resources come from the following revenue categories: local sales taxes, franchise taxes, and intergovernmental revenues. Specific 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 21.1%. Fund balance has decreased compared to FY 2024-25 due to the completion of several projects, increases to operating expenditures, and one-time expenditures anticipated in FY 2025-26.

Revenues/Other Sources		Estimated FY 2024-25	Budget FY 2025-26
Primary Property Tax	$	7,277,180	7,216,000
Local Taxes		33,701,500	34,434,200
Intergovernmental (Grants)		4,702,049	4,687,427
Intergovernmental (Other)		34,451,218	33,491,794
Licenses and Permits		4,613,081	3,267,880
Charges for Services		3,688,787	2,958,426
Fines and Forfeitures		770,503	775,562
Rents		1,378,688	1,378,988
Investment Earnings		2,886,543	1,470,180
Miscellaneous		583,388	815,858
Fund Balance, Net of Transfers		75,203,618	43,011,957
	$	169,256,555	133,508,272



Appropriations		Estimated FY 2024-25	Budget FY 2025-26
General Administration	$	19,645,502	20,263,807
Management Services		6,879,890	6,852,582
Fire		22,177,422	20,399,256
Police		27,208,851	29,309,545
Community Development		5,495,385	5,404,185
Public Works		9,636,118	5,615,120
Economic Vitality		213,451	156,305
Non-Departmental		3,409,516	(4,638,970)
City Engineering		2,354,908	2,516,936
Parks, Receation, Open Space		11,313,114	10,166,957
Contingency		1,989,000	1,194,000
	$	110,323,157	97,239,723



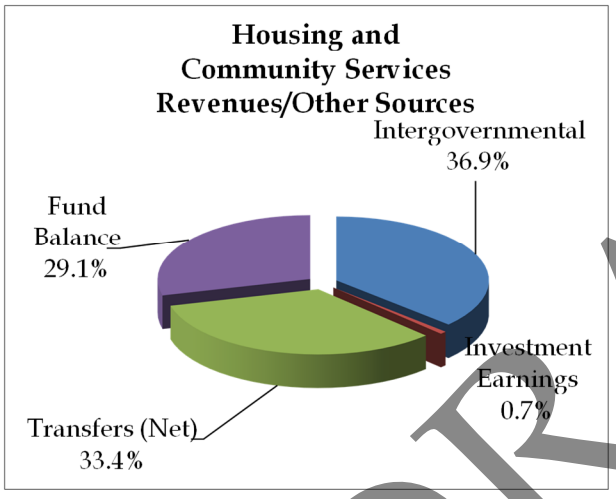
General Fund total appropriations compared to year-end estimates have decreased by 11.9%. The General Fund ongoing revenues and expenses are structurally balanced in the five-year plan. Unrestricted fund balance is estimated at a minimum of 20.0% of operating revenues over the next five years. Restricted fund balance is estimated at $8.2 million at the end of FY 2025-26. The financial position of the General Fund remains balanced.

DRAFT

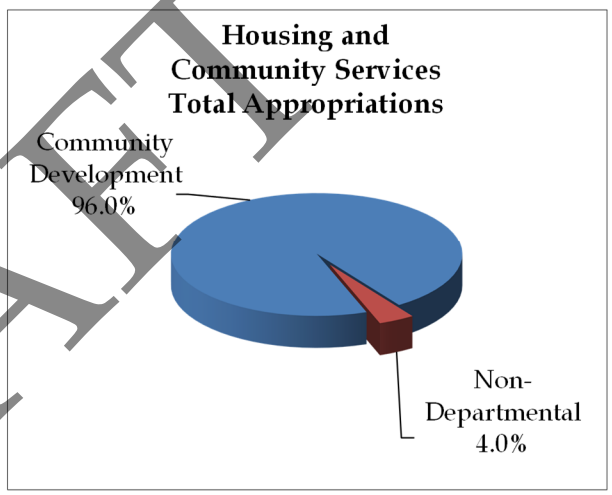
Housing and Community Services Fund

This fund finances activities in conjunction with the Community Development Block Grant (CDBG) program and affordable housing activities. There is $1.3 million appropriated to this activity for FY 2025-26. Expenditures in this fund include $413,000 in CDBG grants.

Revenues/Other Sources		
Intergovernmental	$	565,852
Investment Earnings		11,182
Transfers (Net)		514,000
Fund Balance		447,294
	$	1,538,328



Appropriations		
Community Development	$	1,252,350
Non-Departmental		52,833
	$	1,305,183



DRAFT

COVID Relief Fund

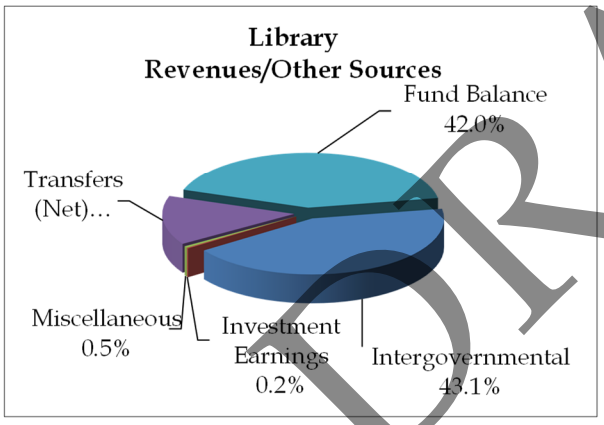
The COVID Relief fund was created in FY 2019-2020 to capture the AZ Cares funding the City received. This fund also captures the funding received from the American Rescue Plan funding. Funds were fully expended in FY-24-25 and there is no FY 2025-26 Budget.

Library Fund

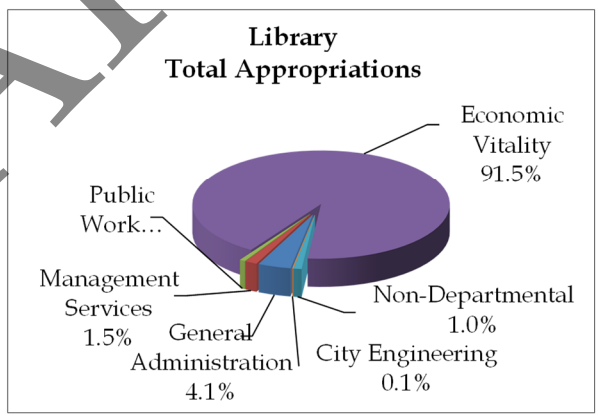
The City operates a joint City-County Public Library which includes auxiliary programs in outlying county locations and a bookmobile service. The intergovernmental agreement between the City, the County and related district libraries provide a funding formula for the distribution of the tax. The formula 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 $5.1 million of the funding for library operations comes from the library district tax, with an additional amount as a pass-through to district libraries. An additional $1.6 million in funding is a transfer from the General Fund, and $112,000 from the Tourism Fund, to further support the Flagstaff libraries.

Revenues/Other Sources		
Intergovernmental	$	5,101,467
Investment Earnings		26,843
Miscellaneous		58,291
Transfers (Net)		1,684,121
Fund Balance		4,967,449
	$	11,838,171



Appropriations		
General Administration	$	365,976
Management Services		130,621
Public Works		64,572
Economic Vitality		8,164,470
Non-Departmental		88,376
City Engineering		13,253
Contingency		100,000
	$	8,927,268



DRAFT

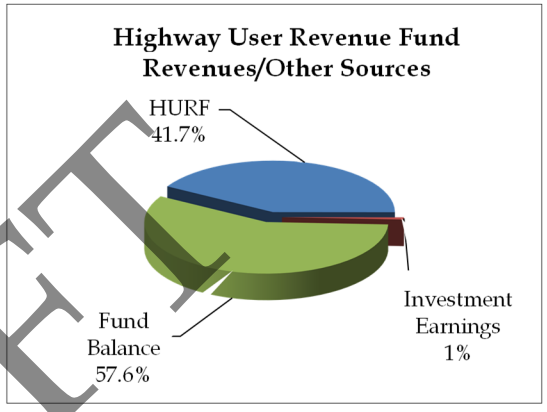
Highway User Revenue Fund

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

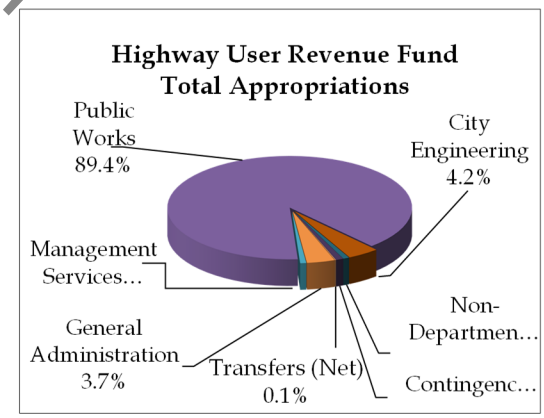
HURF revenues have seen steady growth over the past four fiscal years. The first quarter of FY 2024-25 saw lower revenue compared to the prior year, but subsequent months have shown revenue growth, leading to an estimated budget overage of 1% at year-end. For FY 2025-26, revenue is expected to increase 1% above current year estimates.

Appropriations total approximately $10.2 million in FY 2025-26 which includes streets operation as well as the annual pavement maintenance program, sidewalk program, and other street related projects.

Revenues/Other Sources		
HURF	$	10,282,505
Investment Earnings		170,000
Fund Balance		14,193,452
	$	24,645,957



Appropriations		
General Administration	$	378,676
Management Services		86,025
Public Works		9,074,786
City Engineering		429,830
Non-Departmental		78,588
Contingency		100,000
Transfers (Net)		8,000
	$	10,155,905



DRAFT

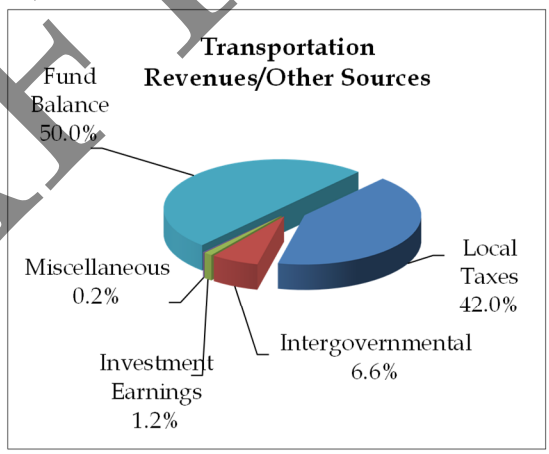
Transportation Fund

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. In FY 2018-2019, voters approved an additional tax for the Lone Tree Overpass and extended the Roadway, Pedestrian, Bicycle, and Safety improvements. In November 2024, voters approved the transit services portion of the was renewed and increased to 0.500% effective July 1, 2025.

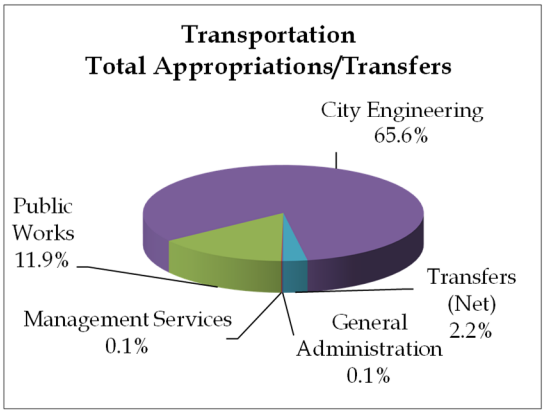
Projects	Voter Authorization	Valid Through	Rate	FY 2025-26 Revenues
Transit Service Enhancements	FY 2024-25	FY 2039-40	0.500	$ 14,950,200
Road Repair and Street Safety	FY 2014-15	FY 2034-35	0.330	9,867,100
Lone Tree Overpass	FY 2018-19	FY 2038-39	0.230	6,877,100
Roadway, Pedestrian, Bicycle and Safety	FY 2018-19	FY 2039-40	0.426	12,737,500
Total			1.486	$ 44,431,900

Appropriations total $84.8 million in FY 2025-26. Appropriations include $15.6 million for transit operations and capital projects, $1.5 million for debt service, $10.4 million for road repair and street safety projects, $19.6 million for Lone Tree overpass, and $35.8 million for roadway, pedestrian, bicycle, and safety improvements.

Revenues/Other Sources		
Local Taxes	$	44,431,900
Intergovernmental		7,000,000
Miscellaneous		200,000
Investment Earnings		1,322,000
Fund Balance		52,904,663
	$	105,858,563



Appropriations/Transfers		
General Administration	$	77,088
Management Services		83,326
Public Works		10,117,318
Non-Departmental		17,054,903
City Engineering		55,600,270
Transfers (Net)		1,872,773
	$	84,805,678



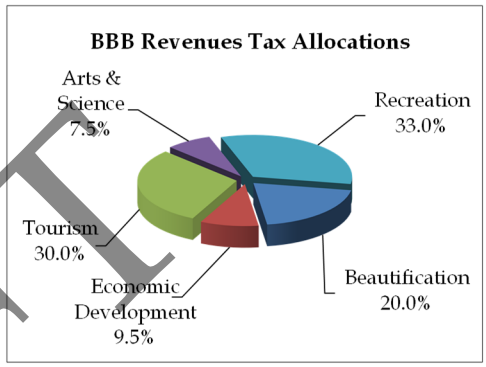
DRAFT

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. In the 2024 general election, voters extended the tax to June 30, 2043. 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 2025-26 is projected to increase over FY 2024-25 budget. Activities funded with 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.

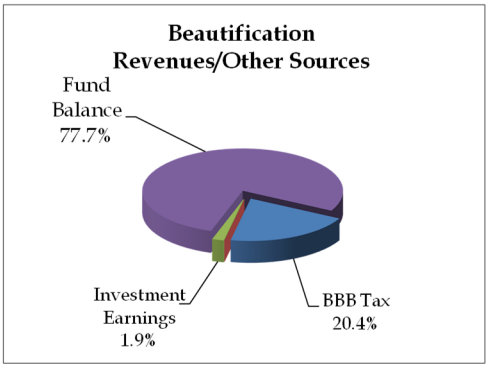
	Budget FY 2024-25	Estimate FY 2024-25	Budget FY 2025-26
Beautification	$ 2,498,000	2,499,200	2,557,100
Economic Development	1,186,600	1,187,100	1,214,600
Tourism	3,747,100	3,748,800	3,835,600
Arts & Science	936,800	937,200	958,900
Recreation	4,121,800	4,123,700	4,219,200
	$ 12,490,300	12,496,000	12,785,400



Beautification Fund: Total resources available for the Beautification Fund activities amount to $12.5 million. Expenditures from this fund are primarily for beautification operations and a variety of capital improvement projects. Some of the major projects include the Spruce Wash Wedge, Water Tank Mural at Buffalo Park, Eastside Streetscape Beautification, and Huntington and Ponderosa Gabion Wall. A full project listing is available in the Capital Improvements section. The $702,399 net transfers include a transfer to the General Fund used primarily for maintenance of streetscapes, a transfer to Sustainability and Environmental Management for litter control efforts, and a transfer to Transportation for the Lone Tree Overpass beautification project.

Revenues/Other Sources	
BBB Tax	$ 2,557,100
Investment Earnings	243,000
Fund Balance	9,707,684
	$ 12,507,784

Appropriations/Transfers	
Economic Vitality	$ 3,280,636
Contingency	10,000
Transfers (Net)	702,399
	$ 3,993,035

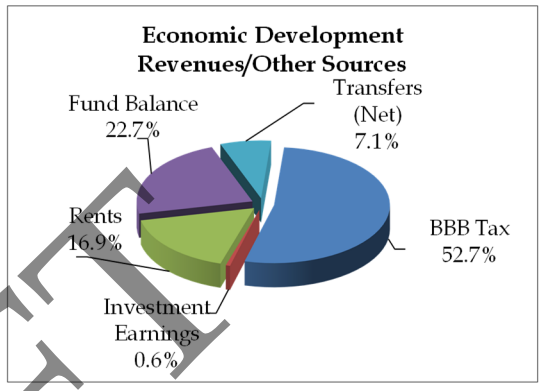


DRAFT

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.

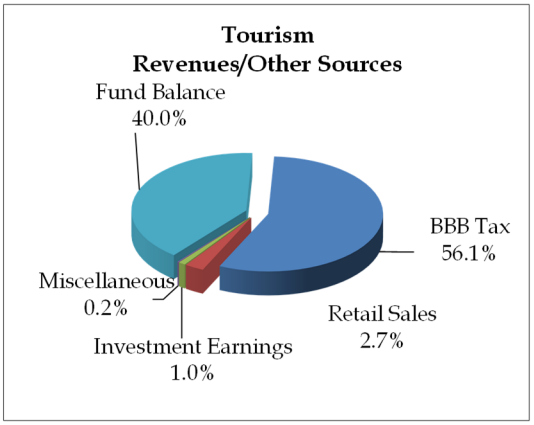
The City will continue to seek targeted industries to relocate to the community. Those industries will be complementary to existing businesses or will be supportive of community goals. Total revenues and other sources available are approximately $2.3 million, of which $1.2 million is from the BBB dedicated tax for economic development, lease revenue of $390,000 and fund balance of $523,000.

Revenues/Other Sources		
BBB Tax	$	1,214,600
Investment Earnings		13,063
Rents		389,965
Fund Balance		522,504
Transfers (Net)		164,725
	$	2,304,857
Appropriations/Transfers		
Economic Vitality	$	2,021,879
Contingency		45,000
	$	2,066,879



Tourism Fund: Total resources available in FY 2025-26 are approximately $6.8 million, of which an estimated $3.8 million is from the BBB tax. The total appropriations are approximately $4.2 million, which includes $3.4 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 $694,000 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.

Revenues/Other Sources		
BBB Tax	$	3,835,600
Retail Sales		183,717
Investment Earnings		68,232
Miscellaneous		16,676
Fund Balance		2,729,266
	$	6,833,491
Appropriations/Transfers		
Economic Vitality	$	4,190,794
Transfers (Net)		759,194
Contingency		175,000
	$	5,124,988

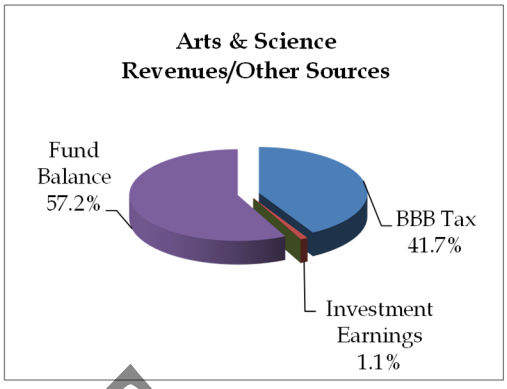


DRAFT

Arts and Science Fund: Total revenues and other sources available for Arts and Science activities are approximately $2.3 million, including estimated revenues from the BBB tax of $959,000. Expenditures include public art for $288,000 and service partner contracts for $1,129,000.

Revenues/Other Sources		
BBB Tax	$	958,900
Investment Earnings		26,000
Fund Balance		1,316,893
	$	2,301,793

Appropriations		
Economic Vitality	$	1,568,606
Contingency		10,000
	$	1,578,606

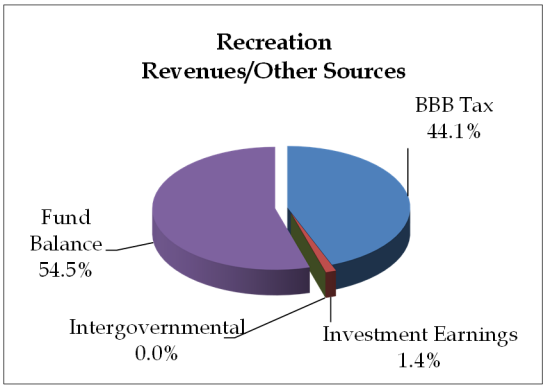


Recreation Fund: Total resources available for recreation activities are approximately $9.6 million, including estimated revenues from the BBB tax of $4.2 million.

There are total appropriations in the amount of approximately $5.4 million in FY 2025-26 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 2025-26, 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 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, $980,000 for Sports Courts and $1,500,000 for Cheshire Park.

Revenues/Other Sources		
BBB Tax	$	4,219,200
Investment Earnings		131,000
Fund Balance		5,220,118
	$	9,570,318

Appropriations/Transfers		
Parks, Recreation, Open Space and Events	$	2,839,758
Transfers (Net)		2,574,189
	$	5,413,947



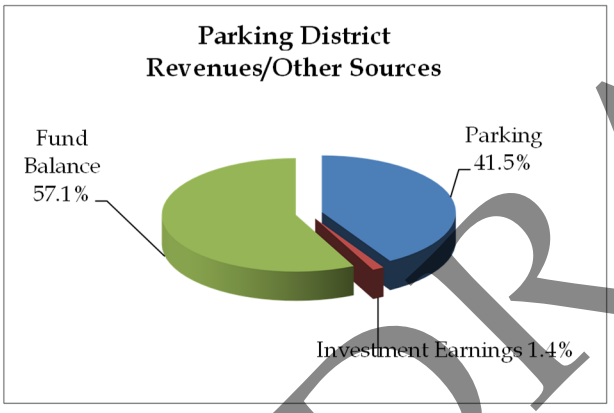
DRAFT

Parking District Fund

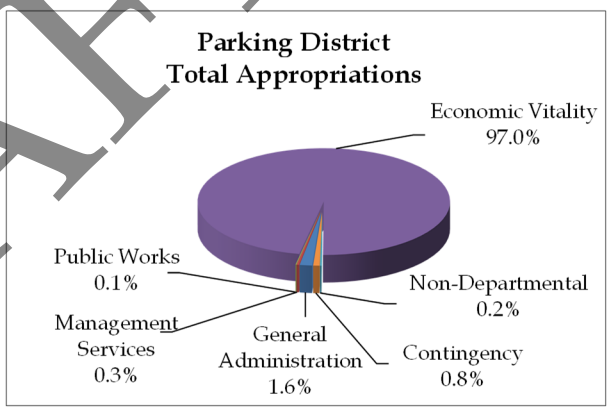
The Parking District Fund was created in FY 2016-17. City Ordinance 2016-05 was approved by City Council and created a special revenue fund for revenue generated by the implementation of the Comprehensive Parking Management Program. Of the revenue generated in this fund, 20% is reserved for the acquisition and development of new public parking spaces in the downtown area.

Total resources available for FY 2025-26 are approximately $4.4 million which includes $1.8 million in parking revenues and $2.5 million of fund balance. Total appropriations for the fund are approximately $3.6 million, which includes $1.5 million for parking operations, $1.9 million for capital and a contingency of $30,000.

Revenues/Other Sources		
Parking	$	1,840,988
Investment Earnings		63,400
Fund Balance		2,535,460
	$	4,439,848



Appropriations		
General Administration	$	57,216
Management Services		12,089
Public Works		309
Economic Vitality		3,448,107
Non-Departmental		7,130
Contingency		30,000
	$	3,554,851

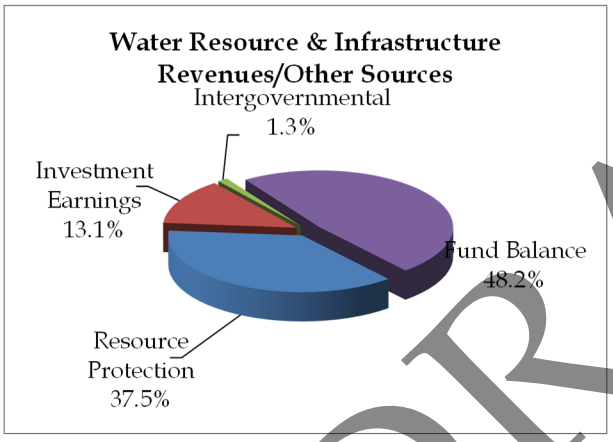


DRAFT

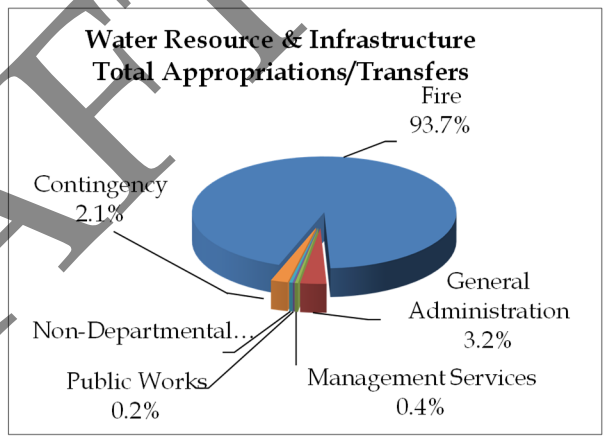
Water Resource & Infrastructure Protection Fund

In FY 2019-20, 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 2025-26 includes $1.3 million in Water Resource Protection Fees and $450,000 related to grant funding. Total appropriations for the fund are approximately $2.4 million which is for operations and grant funded projects.

Revenues/Other Sources		
Resource Protection	$	1,276,295
Intergovernmental		447,500
Investment Earnings		40,950
Fund Balance		1,638,011
Transfers (Net)		473,857
	$	3,876,613



Appropriations		
Fire	$	2,198,078
General Administration		74,525
Management Services		10,236
Public Works		4,299
Non-Departmental		8,881
Contingency		50,000
	$	2,346,019



DRAFT

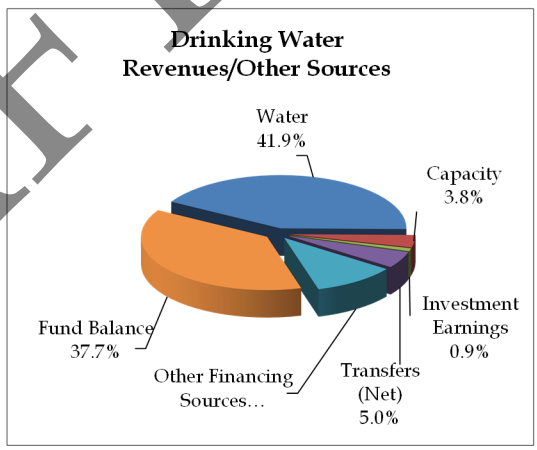
Water Services Funds

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.

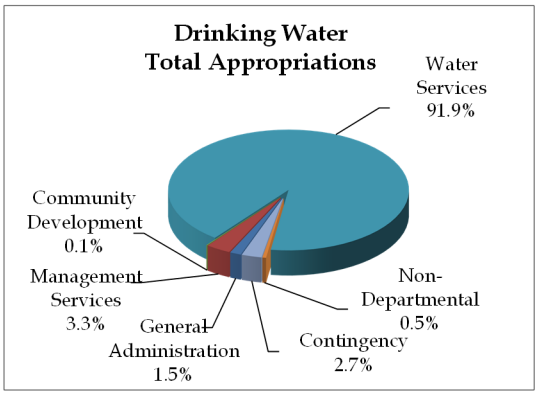
Stormwater had a significant rate increase effective April 1, 2023, with scheduled increases of 12% annually through FY 2027-28. The most recent rate model update for Drinking Water, Wastewater, and Reclaimed Water was completed in FY 2023-24. The rate model demonstrated a need for a rate increase, which was approved by City Council with an effective date of September 1, 2024.

Drinking Water: Total appropriations relating to direct costs for the water operations are approximately $38.1 million. Water fees are the major source of revenue supporting water operations. Revenue estimates total approximately $21.7 million for water sales.

Revenues/Other Sources		
Water	$	19,872,511
Capacity		1,793,767
Investment Earnings		447,273
Rents		5,150
Other Financing Sources		5,104,634
Transfers (Net)		2,384,752
Fund Balance		17,890,936
	$	47,499,023



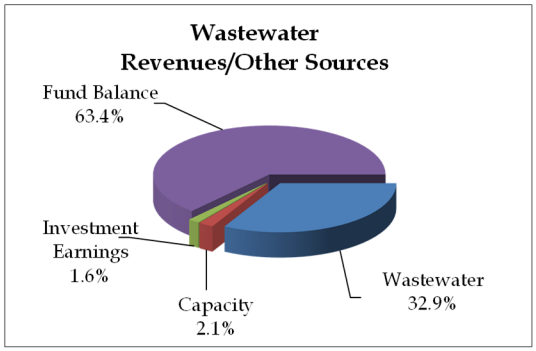
Appropriations		
General Administration	$	573,234
Management Services		1,270,384
Community Development		20,617
Public Works		11,468
Water Services		35,038,276
Non-Departmental		182,797
Contingency		1,000,000
	$	38,096,776



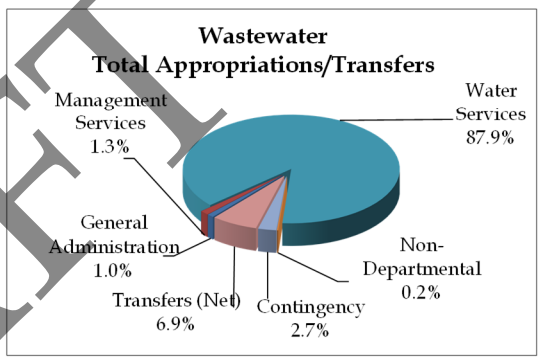
DRAFT

Wastewater: Total appropriations and transfers relating to the direct costs for the wastewater operations are approximately $29.5 million. Wastewater (sewer) fees are the major source of revenue supporting wastewater operations. Revenue estimates total approximately $15.3 million in wastewater charges.

Revenues/Other Sources		
Wastewater	$	14,374,983
Capacity		899,746
Investment Earnings		693,000
Fund Balance		27,709,822
	$	43,677,551



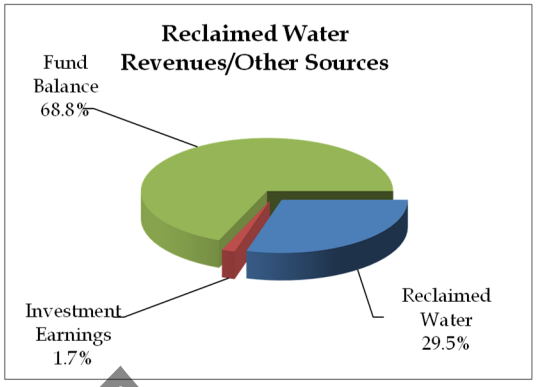
Appropriations/Transfers		
General Administration	$	288,675
Management Services		374,201
Public Works		11,038
Water Services		25,950,044
Non-Departmental		63,643
Contingency		800,000
Transfers (Net)		2,032,548
	$	29,520,149



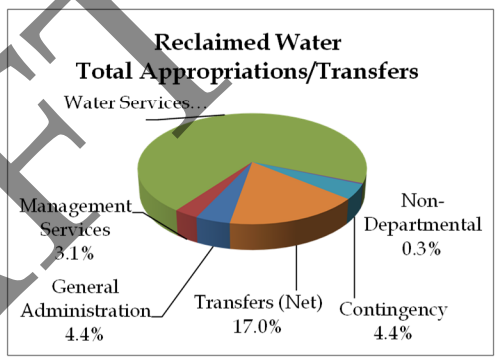
DRAFT

Reclaimed Water: Total appropriations and transfers related to the direct cost for the reclaimed water operations are $1.1 million. Reclaimed water usage fees are the major source of revenue supporting these operations. Revenue estimates a total of $1.2 million in reclaimed water charges.

Revenues/Other Sources		
Reclaimed Water	$	1,194,116
Investment Earnings		69,513
Fund Balance		2,780,514
	$	4,044,143



Appropriations/Transfers		
General Administration	$	50,861
Management Services		35,966
Water Services		811,888
Non-Departmental		3,920
Contingency		50,000
Transfers (Net)		194,736
	$	1,147,371

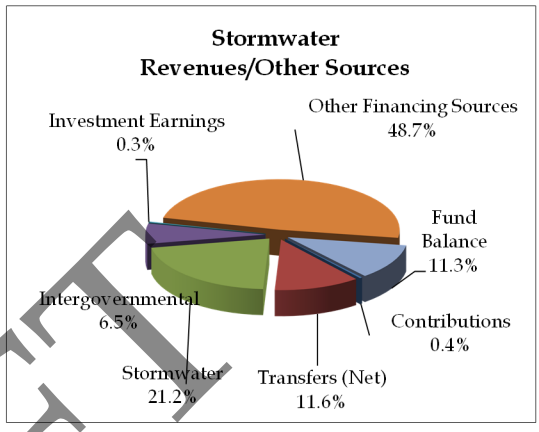


DRAFT

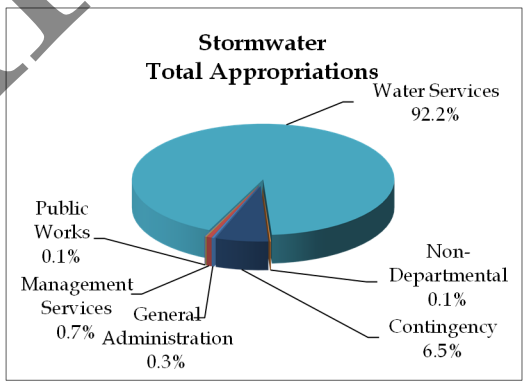
Stormwater: The Stormwater Fund was initiated as a response to enhanced National Pollutant Discharge Elimination System (NPDES) Stormwater requirements affecting all communities with populations greater than 50,000 as of March 2003. The City of Flagstaff worked with consultants to design a program that 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 $35.1 million for FY 2025-26. Total appropriations of $30.7 million include general drainage maintenance, pre-season flood mitigation, Rio de Flag flood control project, spot improvements, and the Spruce Wash Resiliency project.

Revenues/Other Sources		
Stormwater	$	7,465,378
Intergovernmental		2,272,063
Investment Earnings		99,529
Contributions		125,000
Other Financing Sources		17,125,000
Fund Balance		3,981,151
Transfers (Net)		4,073,958
	$	35,142,079



Appropriations		
General Administration	$	93,938
Management Services		199,132
Community Development		34,752
Public Works		2,714
Water Services		28,383,256
Non-Departmental		32,759
Contingency		2,000,000
	$	30,746,551



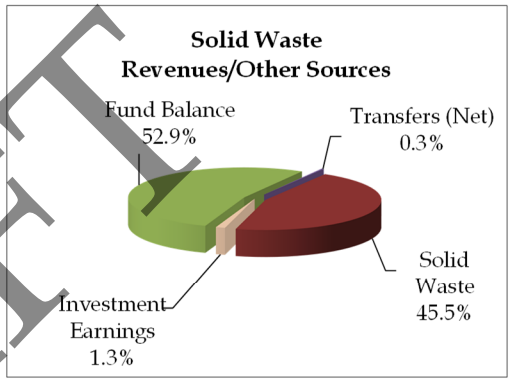
DRAFT

Solid Waste Fund

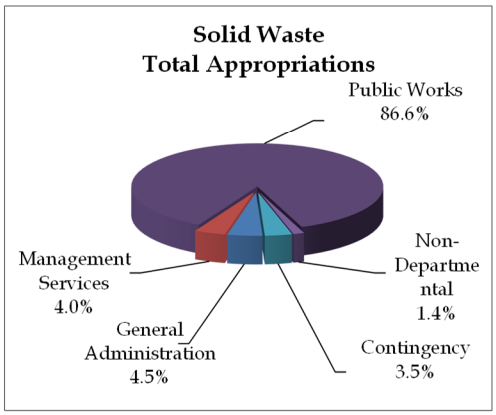
Total financial sources available are approximately $32.6 million. User fees are the major revenue source of solid waste disposal operations. The user fees are comprised of eight major customer services areas (residential sanitation, curbside recycling, commercial sanitation, hoist and haul, landfill dumping, inert materials pit, commercial recycling, and hazardous waste) with different rates for each category based on cost of service. $14.3 million of the $17.2 million Solid Waste fund balance is restricted for closure and post closure cost of the landfill.

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. City Council approved annual rate increases over five years. The last increase was effective January 1, 2023.

Revenues/Other Sources		
Solid Waste	$	14,859,298
Investment Earnings		430,000
Fund Balance		17,196,104
Transfers (Net)		126,570
	$	32,611,972



Appropriations		
General Administration	$	640,778
Management Services		558,581
Public Works		12,198,615
Non-Departmental		193,646
Contingency		500,000
	$	14,091,620

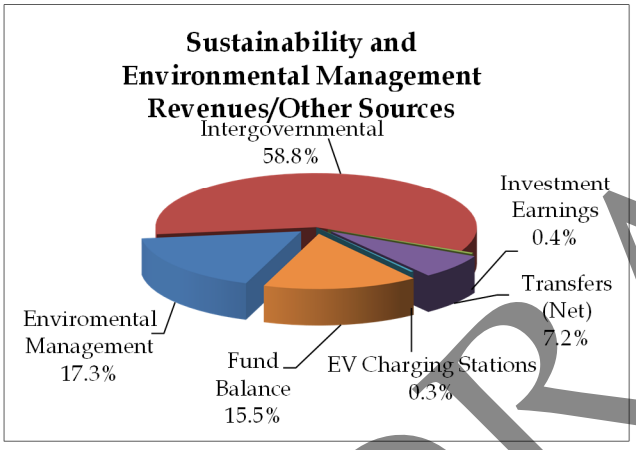


DRAFT

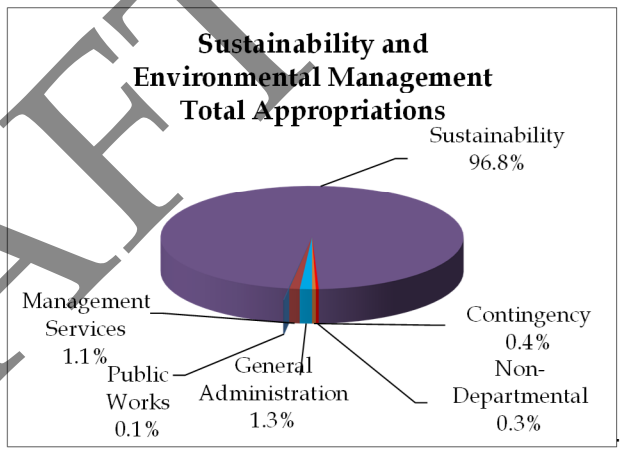
Sustainability and Environmental Management Fund

Total revenues and other sources available are approximately $8.6 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 the cost of operations.

Revenues/Other Sources		
Enviromental Management	$	1,507,068
Intergovernmental		5,072,500
Investment Earnings		33,000
EV Charging Stations		30,000
Transfers (Net)		621,396
Fund Balance		1,336,332
	$	8,600,296



Appropriations		
General Administration	$	103,564
Management Services		86,997
Public Works		8,458
Sustainability		7,911,985
Non-Departmental		25,063
Contingency		30,000
	$	8,166,067



DRAFT

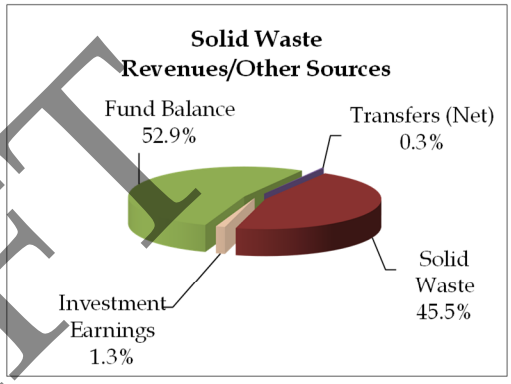
Airport Fund

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.

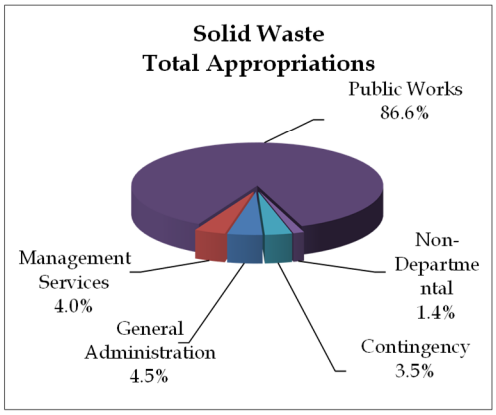
Total revenues and other sources available are approximately $17.8 million. All revenues generated by the airport will be expended for the capital or operating costs of the airport, the local airport system, or other local facilities which are owned or operated by the owner or operator of the airport and directly related to the actual transportation of passengers or property.

Total appropriations related to the direct cost for the airport operations are approximately $15.9 million. Airport related fees are the major source of revenue supporting operations while grant funding opportunities from FAA and ADOT contribute to capital projects and purchases.

Revenues/Other Sources		
Solid Waste	$	14,859,298
Investment Earnings		430,000
Fund Balance		17,196,104
Transfers (Net)		126,570
	$	32,611,972



Appropriations		
General Administration	$	640,778
Management Services		558,581
Public Works		12,198,615
Non-Departmental		193,646
Contingency		500,000
	$	14,091,620



DRAFT

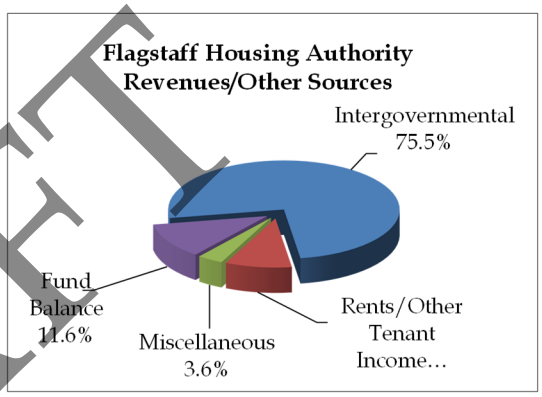
Flagstaff Housing Authority

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 $21.6 million. Intergovernmental revenue from the US Department of Housing and Urban Development comprises 75.5% of funding, or $16.3 million. Rental income represents rent charges based on resident family income per Federal regulations. Miscellaneous income is primarily pass-through and administrative fee income for Housing Choice Vouchers which the Housing Authority administers locally for other housing agencies and management of Flagstaff Housing Corporation. These portable vouchers are under HUD contract with other housing agencies, and FHA administers the vouchers locally, for which FHA earns an administrative fee.

Revenues/Other Sources		
Intergovernmental	$	16,290,620
Rents/Other Tenant Income		2,000,000
Miscellaneous		770,042
Fund Balance		2,521,526
	$	21,582,188

Appropriations		
Community Development	$	17,811,148
Contingency		1,001,250
	$	18,812,398



DRAFT

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 38% 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 funds balance is projected to decrease by 48% 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 41% 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 increases by 2% due to a reduction in capital 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 60% in FY 2025-26 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 and neighborhood beautification. 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 2025-26, the Beautification fund balance decreases by 12% due to the completion of various capital projects.

DRAFT

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, and the Business Incubator and Accelerator. The Economic Development fund balance is estimated to decrease by 54% due to slightly 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 37% 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 45% due to the completion of various capital art projects and increases in expenditures for service partner contracts and for leadership workshops and festivals.

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 20% due to an increase in planned capital expenditures.

ParkFlag – Parking District

This fund was established in FY 2016-17 to account for revenue collection and tracking of expenditures for the downtown parking district. The ParkFlag fund balance is estimated to decrease by 65% in FY 2025-26 mainly due to capital expenditures for additional parking spaces.

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 decrease by 7% due to capital expenditures and other one-time planned expenditures.

General Obligation Bond

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

Secondary Property Tax

This fund represents the collection of secondary property tax revenue and the subsequent payment of debt service related to voter authorized General Obligation bonds. The five-year projection uses the current assessed valuation figures from the County to estimate property taxes that will be available for debt service expenditures. The projection assumes additional voter authorization will be issued in the future within the existing tax rate. This allows the City to smooth long-term secondary property tax rates, so a level tax rate is maintained from year-to-year. The Secondary Property Tax fund balance increased by 9% due to the timing of debt service payments.

DRAFT

Pension Bond

This fund is set up for repayment of bonds issued to pay 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 decreased by 23% as the reserve fund set aside a contingency.

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 5% 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 47% in FY 2025-26 due to a large, planned investment in capital projects.

Wastewater

As a City enterprise fund, this fund is managed on a self-sustaining basis. The five-year projections show that ongoing expenditures, capital improvements, and debt service requirements are being met with user fees, fund balance, grants, bonds, and interest earnings. In addition to the five-year projections, the City uses a rate model to balance future operations and capital requirements with anticipated revenues over a ten-year period. The Wastewater fund balance decreases by 49% in FY 2025-26 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 increases by 4% in FY 2025-26 due to timing of planned investment in capital projects in future years.

DRAFT

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 increases by 10% in FY 2025-26 due to the timing of planned investment in capital projects in future years.

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 an 8% increase in fund balance due to a decrease in capital expenditures to ensure a structural balanced 5 year plan.

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 68% decrease for FY 2025-26 due to strategic one-time investments to further advance the Carbon Neutrality Plan.

Airport

This enterprise fund is responsible for the operations of the Flagstaff Pulliam Airport. Most of the revenues are grants related to continued expansion and capital improvements, operating expenditures at the airport, and lease revenues. The capital improvement plan is based on annual updates coordinated with the FAA and ADOT. The Airport fund balance anticipates a decrease of 6% in FY 2025-26 due to a elimination of Federal operating grant funding and significant increase in needed maintenance at the Airport

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 2025-26, the City anticipates the FHA fund balance to increase by 10%.

DRAFT

Revenues

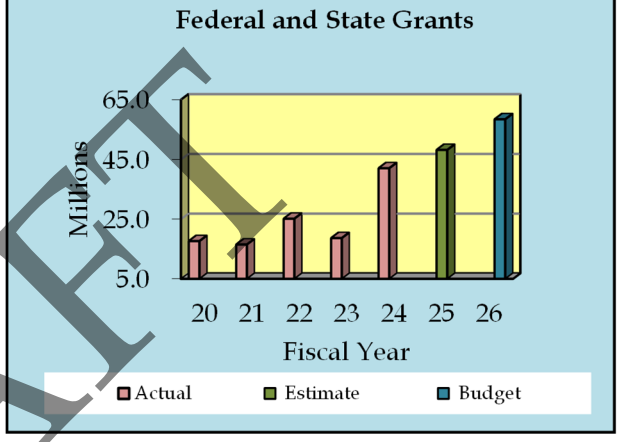
All Funds

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.

Federal and State Grants

FY	Amount	% Change
19-20	$ 17,632,679	107.6%
20-21	16,492,628	-6.5%
21-22	25,135,677	52.4%
22-23	18,646,154	-25.8%
23-24	42,041,968	125.5%
24-25	48,172,013	14.6%
25-26	58,435,686	21.3%



Projects funded by Federal and State grants in FY 2025-26 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 2021-22, the City received $15.2 million in American Rescue Plan Act funding. In FY 2024-25, the City received a state appropriation for Stormwater flooding mitigation and Department of Forestry and Fire Management grant for the Inner Basin Waterline repair and replacement.

General Fund

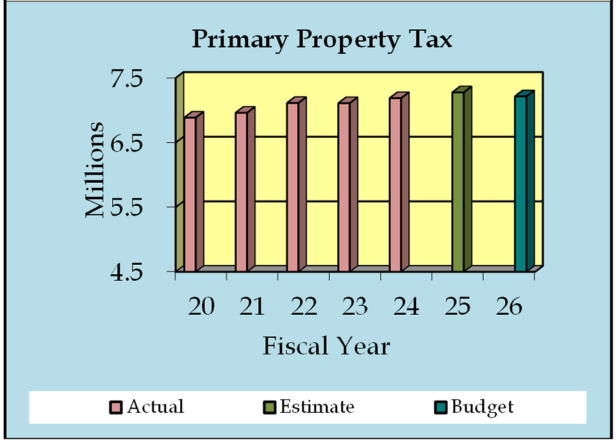
Property Tax Receipts Current, Primary

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 the full cash value of the assessed property as determined by the Coconino County Assessors' Office.

Primary Property Tax

FY	Amount	% Change
19-20	$ 6,885,856	2.3%
20-21	6,961,062	1.1%
21-22	7,112,567	2.2%
22-23	7,109,977	0.0%
23-24	7,187,667	1.1%
24-25	7,277,180	1.2%
25-26	7,216,000	-0.8%



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 2017-18 and FY 2018-19, the levy increase was approved for 7% each year for a total of 14%. In FY 2019-20, the levy was increased 2%. FY 2020-21 through 2025-26 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 $5.6 million dollars to the assessed valuation and existing primary property tax values increased by 5.3%.

DRAFT

City Sales Tax (Transaction Privilege Tax)

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

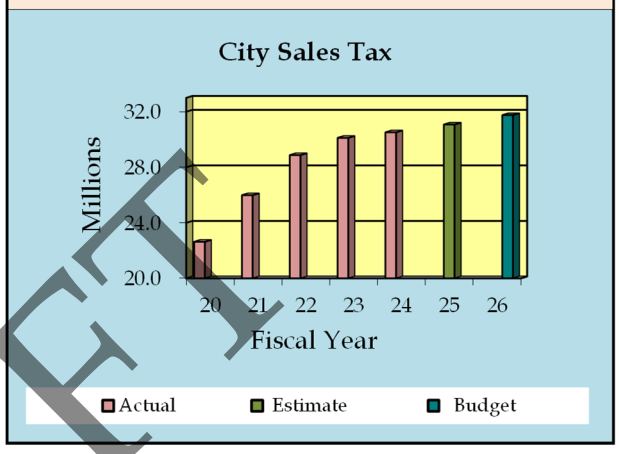
Tax currently sunsets June 2035.

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.

FY 2019-20 through FY 2021-22 saw significant growth due to a quick recovery from the COVID-19 pandemic and significant inflation, with slower revenue growth in FY 2023-24 through FY 2024-25 and moderate growth projected in FY 2025-26.

City Sales Tax

FY	Amount	% Change
19-20	$ 22,630,096	11.0%
20-21	25,987,602	14.8%
21-22	28,872,464	11.1%
22-23	30,115,183	4.3%
23-24	30,513,446	1.3%
24-25	31,075,500	1.8%
25-26	31,752,700	2.2%



State Sales Tax

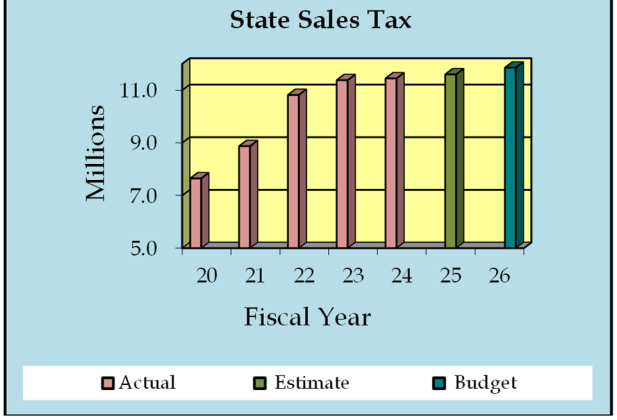
Legal Authority: Arizona Revised Statutes Section 42 - 1341 (D).

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 2016-17, the state adjusted the proportionate share of state population based on annual estimates provided by the Census Bureau. FY 2020-21 and FY 2021-22 saw significant growth due to a quick recovery from COVID-19 pandemic and significant inflation, with slower revenue growth in FY 2023-24 through FY2024-25 and moderate growth projected in FY 2025-26.

State Sales Tax

FY	Amount	% Change
19-20	$ 7,649,078	5.4%
20-21	8,874,787	16.0%
21-22	10,818,328	21.9%
22-23	11,380,585	5.2%
23-24	11,447,923	0.6%
24-25	11,600,000	1.3%
25-26	11,855,200	2.2%



DRAFT

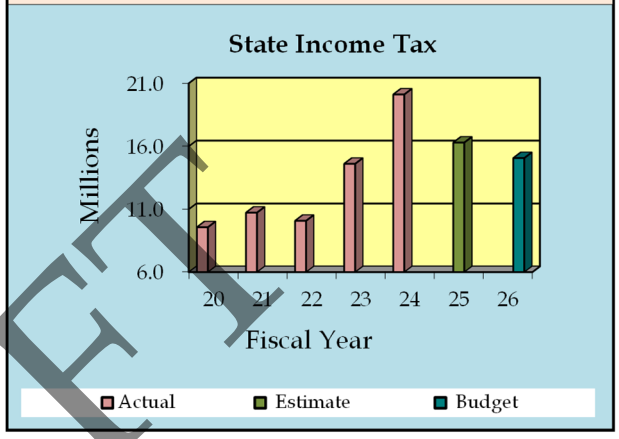
State Income Tax (Revenue Sharing)

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 2016-17, 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 2023-24, 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.

State Income Tax

FY	Amount	% Change
19-20	$ 9,564,616	9.7%
20-21	10,723,978	12.1%
21-22	10,075,723	-6.0%
22-23	14,604,933	45.0%
23-24	20,114,712	37.7%
24-25	16,292,000	-19.0%
25-26	15,062,100	-7.5%



The decrease in FY 2021-22 is due to the COVID-19 pandemic and a time extension for income tax returns. Revenues rebounded in FY 2022-23 following the pandemic. The FY 2023-24 revenue increases are due to an increase in the city share of state income taxes from 15% to 18%. As projected, we expect a sharp decline in revenues in FY 2024-25 and a additional decrease in FY 2025-26 due the full implementation of the flat income tax rate.

Franchise Tax

Legal Authority: Flagstaff Charter and City Code Article XII.

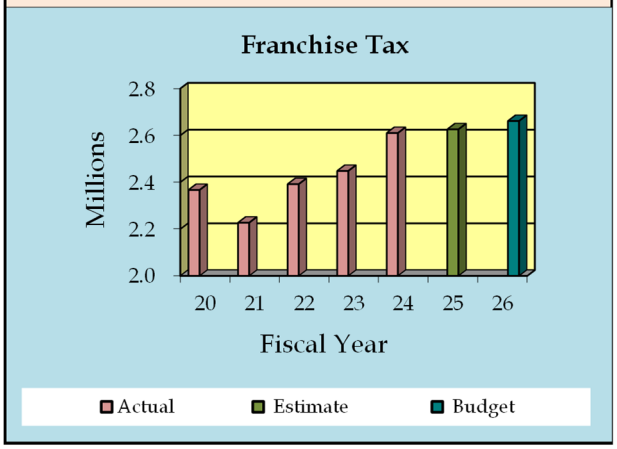
Arizona Public Service (APS): Resolution 2009-52 (expires 8-21-2036), Unisource Energy Services: Ordinance 1879 (expires 10-3-2020), US West, MCI, US Sprint, Central Corp, A T & T: Ordinance 585 and NPG: Resolution 2006-72 (expired 12-31-2016, has been extended and is in the process of renewing).

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. The decline in FY 2020-21 is due to the COVID-19 pandemic with less businesses being open and operating at lower capacities. Revenue rebounded in FY 2021-22, and with minor increase in FY 2022-23 and a larger increase in FY 2023-24. Only slight growth is expected in FY 2025-26.

Franchise Tax

FY	Amount	% Change
19-20	$ 2,366,918	-3.3%
20-21	2,227,051	-5.9%
21-22	2,391,796	7.4%
22-23	2,448,202	2.4%
23-24	2,610,212	6.6%
24-25	2,626,000	0.6%
25-26	2,661,500	1.4%



DRAFT

Fines and Forfeitures

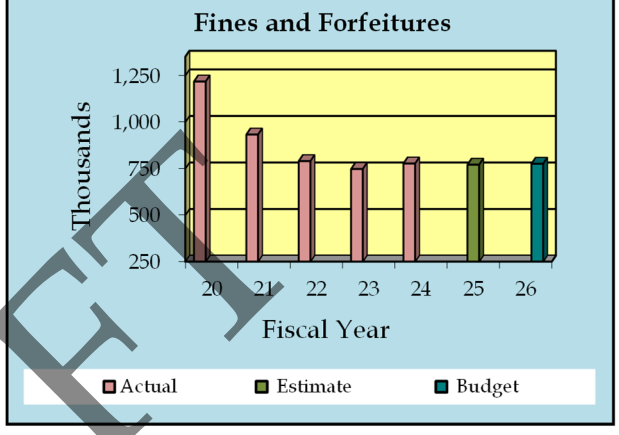
Legal Authority: Arizona Revised Statutes, Rules of Criminal Procedure and City Code, Title 1, Chapter 15, Section 8.

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

Revenues vary on an annual basis dependent upon the mix of criminal and civil cases handled by the court system in any year as well as the fee structure in place at the time of the case. The allocation of the fines is prescribed by the Superior Court, usually annually, and/or the Flagstaff Municipal Court (dependent upon the type of case). The significant decrease in FY 2020-21 was due to the inability to adjudicate in-person cases because of the COVID-19 pandemic. This revenue has started to recover; however, it is not expected to increase significantly due to the reduced number of citations filed in court.

Fines and Forfeitures

FY	Amount	% Change
19-20	$ 1,217,309	-14.0%
20-21	932,593	-23.4%
21-22	789,818	-15.3%
22-23	747,456	-5.4%
23-24	776,922	3.9%
24-25	770,503	-0.8%
25-26	775,562	0.7%



Auto in Lieu Tax

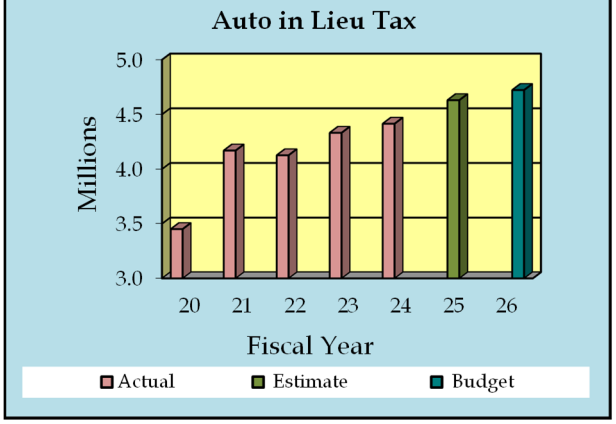
Legal Authority: Arizona Revised Statutes Section 28 - 1591 (c).

Description: 25% of the net receipts from vehicle licensing collected by the State are 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 2020-21 to changes in consumer spending during the pandemic. We are experiencing and anticipating continued slow revenue growth.

Auto in Lieu Tax

FY	Amount	% Change
19-20	$ 3,450,585	0.7%
20-21	4,169,172	20.8%
21-22	4,125,915	-1.0%
22-23	4,331,329	5.0%
23-24	4,414,392	1.9%
24-25	4,630,000	4.9%
25-26	4,722,600	2.0%



DRAFT

Special Revenue Funds

Highway User Revenue Fund

Highway User Tax

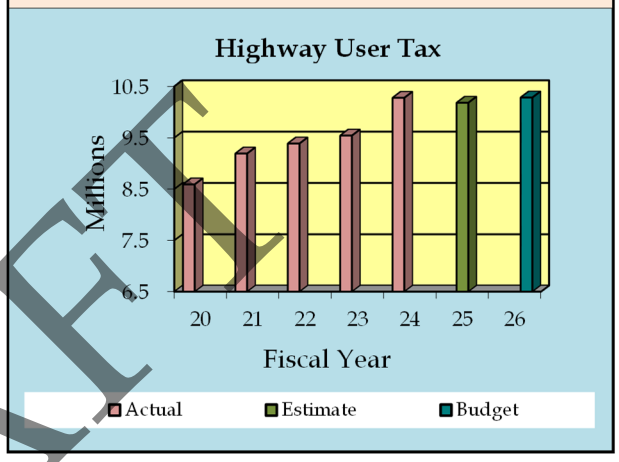
Legal Authority: Arizona Revised Statutes Section 28 - 1598 (B.4), (for method of distribution see ARS 28-1598 (D.3).

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 from FY 2019-20. During FY 2023-24 HURF revenue saw a large increase due mostly to lower gas prices. For FY 2024-25, revenue is expected to decrease slightly and in future years revenues are expected to increase at a minimal amount.

Highway User Tax

FY	Amount	% Change
19-20	$ 8,589,536	1.5%
20-21	9,191,151	7.0%
21-22	9,386,281	2.1%
22-23	9,540,729	1.6%
23-24	10,276,958	7.7%
24-25	10,180,698	-0.9%
25-26	10,282,505	1.0%



Transportation Tax

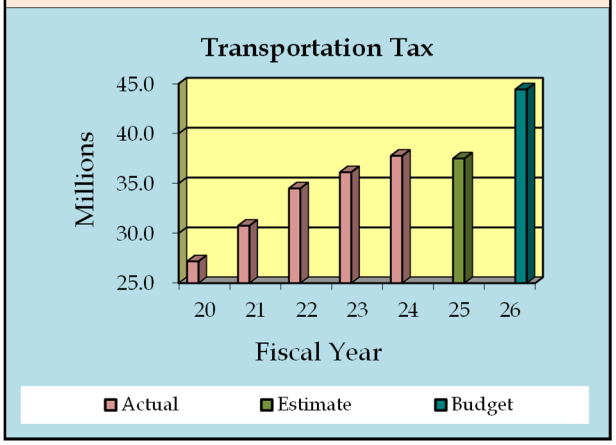
Legal Authority: Ordinance 2014-34 approved by voters November 2014, Resolution 2016-25 approved by voters November 2016 and Resolution 2019-01 approved by voters November 2018. Voters approved a rate increase in November 2024 which will go into effect in July 2025.

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. Voters approved a rate increase starting in FY 2025-26 additional public transit services. The new rate is listed below. The City anticipates the revenue to increase by 18.5% in FY 2025-26 is due to the rate increase.

Transportation Tax Rate Breakdown	
Transit Services	0.500%
Road Repair and Street Safety	0.330%
Lone Tree Overpass	0.230%
Roadway, Pedestrian, Bicycle and Safety	0.426%
Total	1.486%

Transportation Tax

FY	Amount	% Change
19-20	$ 27,184,606	30.9%
20-21	30,757,600	13.1%
21-22	34,502,818	12.2%
22-23	36,123,898	4.7%
23-24	37,771,819	4.6%
24-25	37,503,300	-0.7%
25-26	44,431,900	18.5%



DRAFT

Bed, Board, and Beverage Funds

Bed, Board, and Beverage Tax

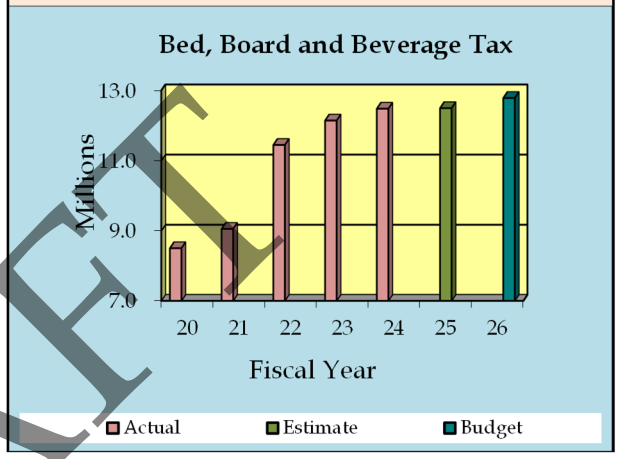
Legal Authority: Ordinance 1902, Reauthorized by voters May 2010 and November 2024, extended by vote to June 30, 2043.

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 significantly in FY 2021-22. High inflation has contributed to growth in FY 2021-22 and FY 2022-23. Revenues are projected to increase in FY 2025-26 by 2.3%.

Bed, Board and Beverage Tax

FY	Amount	% Change
19-20	$ 8,500,702	-3.9%
20-21	9,051,526	6.5%
21-22	11,446,072	26.5%
22-23	12,142,089	6.1%
23-24	12,480,576	2.8%
24-25	12,496,000	0.1%
25-26	12,785,400	2.3%



DRAFT

Enterprise Funds

Drinking Water Sales

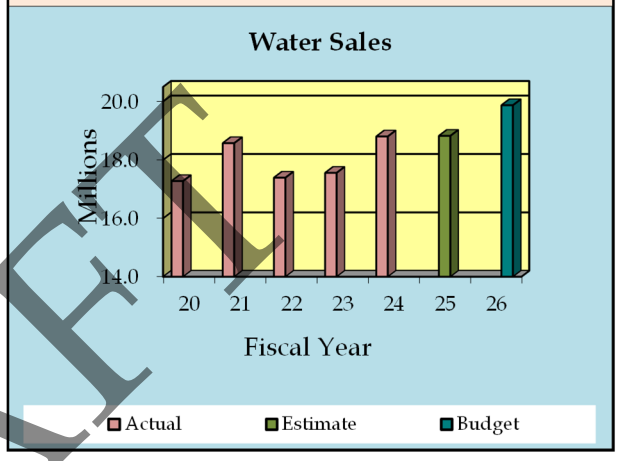
Legal Authority: City Code, Title 7, Chapter 3, Section 11.

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 changed 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. The most recent rate study was completed in FY 2023-24. The rate model demonstrated a need for a rate increase, which was approved by City Council with an effective date of September 1, 2024 with annual increases over the next 5 years.

Water Sales

FY	Amount	% Change
19-20	$ 17,274,819	7.1%
20-21	18,573,705	7.5%
21-22	17,391,374	-6.4%
22-23	17,556,298	0.9%
23-24	18,803,336	7.1%
24-25	18,823,872	0.1%
25-26	19,872,511	5.6%



Wastewater Service Charges

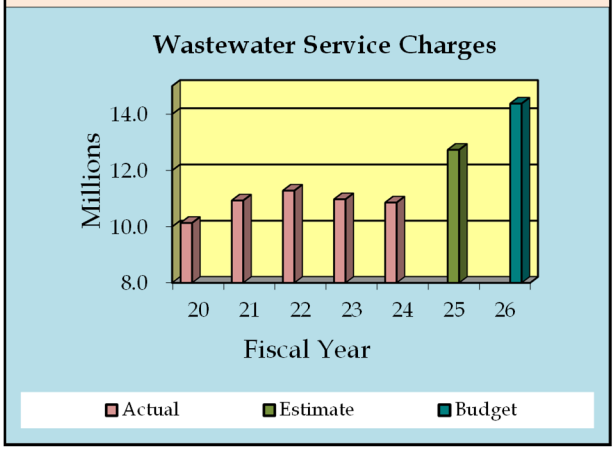
Legal Authority: City Code, Title 7, Chapter 2, Section 39.

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.

A rate study was completed in FY 2023-24. The rate model demonstrated a need for a rate increase, which was approved by City Council with an effective date of September 1, 2024 with annual increases over the next 5 years.

Wastewater Service Charges

FY:	Amount	% Change
19-20	$ 10,130,079	-0.5%
20-21	10,928,522	7.9%
21-22	11,279,127	3.2%
22-23	10,972,011	-2.7%
23-24	10,855,489	-1.1%
24-25	12,731,060	17.3%
25-26	14,374,983	12.9%



DRAFT

Reclaimed Water Sales

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

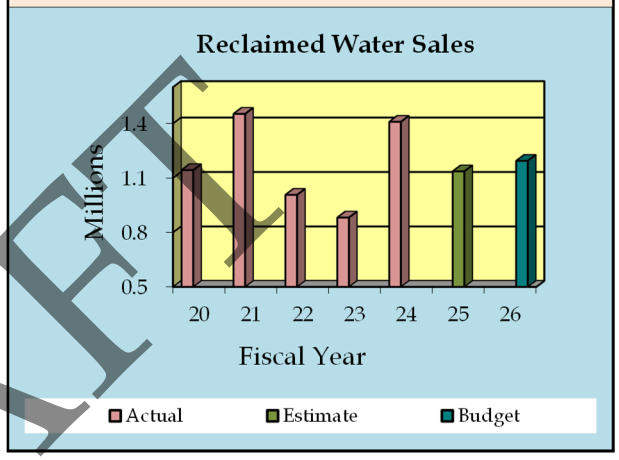
Description: The principal revenue for operating and managing the City's reclaimed water system is derived from rates and charges for reclaimed water usage. Monthly reclaimed water bills consist of 1) a base charge based on meter size and 2) charge based on actual reclaimed water consumption by customer 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 was completed in FY 2023-24. The rate model demonstrated a need for a rate increase, which was approved by the City Council with an effective date of September 1, 2024 with annual increases over the next 5 years.

The decrease of 30% in reclaimed water sales for FY 2021-22 is the result of decreased demands due to reduced use by a commercial customer and increased spring snow in 2022. The increases in FY 2020-21 and FY 2023-24 were mainly due to weather shifts.

Reclaimed Water Sales

FY	Amount	% Change
19-20	$ 1,143,183	24.5%
20-21	1,453,038	27.1%
21-22	1,006,874	-30.7%
22-23	881,884	-12.4%
23-24	1,409,252	59.8%
24-25	1,136,320	-19.4%
25-26	1,194,116	5.1%



DRAFT

Stormwater

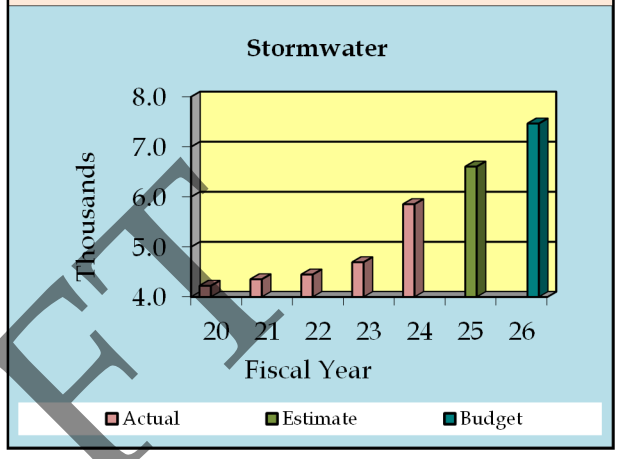
Legal Authority: City Code, Title 12, Chapter 2, Section 3.

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 FY2019-20 due to City Council adopting a new rate effective July 1, 2019. City Council adopted new rates in FY 2022-23 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.

Stormwater

FY	Amount	% Change
19-20	$ 4,223,387	61.3%
20-21	4,353,907	3.1%
21-22	4,448,571	2.2%
22-23	4,694,775	5.5%
23-24	5,853,947	24.7%
24-25	6,605,395	12.8%
25-26	7,465,378	13.0%



Solid Waste

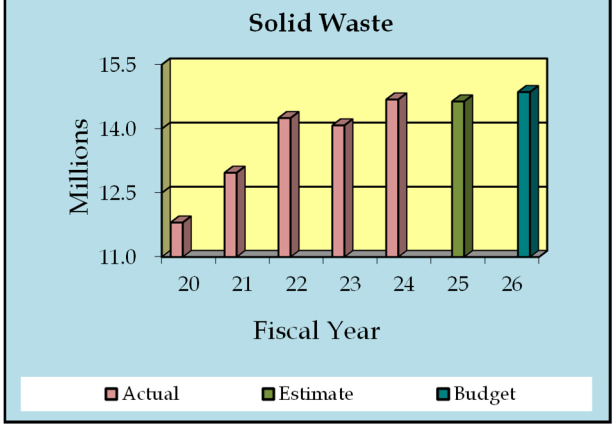
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9.

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 FY 2020-21 and FY 2021-22 increases are due to a rate increase in residential collection charges and moderate growth. Landfill revenue was higher than expected in FY 2021-22 due to a stormwater flood response project and has stayed relatively flat since then with a 1.5% growth expectation for FY 2025-26.

Solid Waste

FY	Amount	% Change
19-20	$ 11,806,809	1.9%
20-21	12,971,880	9.9%
21-22	14,251,357	9.9%
22-23	14,079,747	-1.2%
23-24	14,685,783	4.3%
24-25	14,639,761	-0.3%
25-26	14,859,298	1.5%



DRAFT

Sustainability and Environmental Management

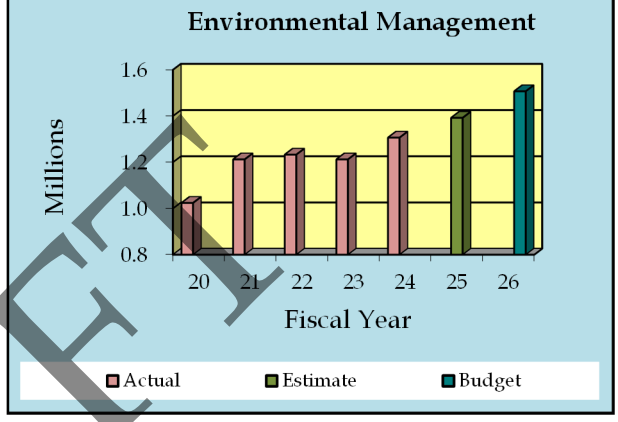
Legal Authority: City Code, Title 7, Chapter 4, Sections 8-9.

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 2020-21 was the result of restructuring the environmental service fee rate. FY 2022-23 had a decline due to similar decreases in water and solid waste fees for that period which fund the environmental management fee. Since FY 2023-24 and into the future, we have experienced and anticipate increases in revenues due mainly to increases in the stormwater, water and wastewater rates.

Environmental Management

FY	Amount	% Change
19-20	$ 1,023,927	0.4%
20-21	1,212,258	18.4%
21-22	1,232,875	1.7%
22-23	1,212,211	-1.7%
23-24	1,306,532	7.8%
24-25	1,392,236	6.6%
25-26	1,507,068	8.2%



Airport

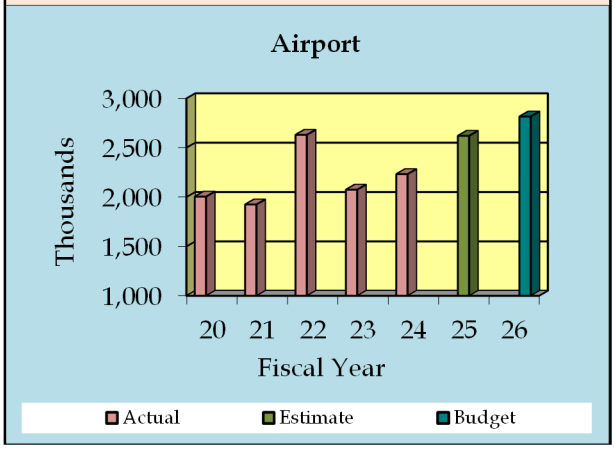
Legal Authority: City Code, Title 8, Chapter 6, Sections 1-8.

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

The significant decrease in FY 2019-20 and FY 2020-21 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 2022-23 was due to the termination of service by United Airlines. The increase in FY 2023-24 was due to new charges for paid parking. The significant increase in FY 2025-26 is due to the re-establishment of Passenger Facilities Charges.

Airport

FY	Amount	% Change
19-20	$ 2,004,579	-5.5%
20-21	1,925,081	-4.0%
21-22	2,630,738	36.7%
22-23	2,075,109	-21.1%
23-24	2,232,680	7.6%
24-25	2,620,809	17.4%
25-26	2,816,071	7.5%



DRAFT

Housing Authority

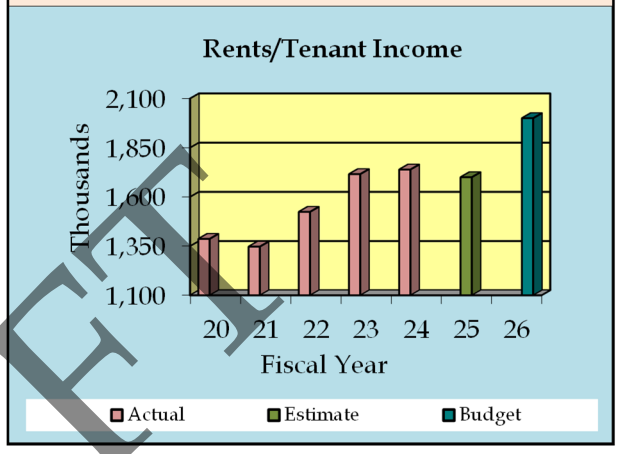
Legal Authority: U.S. Housing Act of 1937, as amended, and Title 24 Code of Federal Regulations.

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 2025-26.

Rents/Tenant Income

FY	Amount	% Change
19-20	$ 1,386,652	0.0%
20-21	1,347,277	-2.8%
21-22	1,523,994	13.1%
22-23	1,715,691	12.6%
23-24	1,738,960	1.4%
24-25	1,700,000	-2.2%
25-26	2,000,000	17.6%



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 will be 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

DRAFT

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 2025-26 Capital Improvement Plan

The City's budget for FY 2025-26 includes capital improvement projects totaling $192 million. Project funding includes approximately $29.9 million in grants and $42 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

DRAFT

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-six projects are scheduled for FY 2025-26 for a total of $49.3 million. Major projects and equipment include Arroyo Seco-Dortha Channel, Downtown Mile, Courthouse Parking Structure, Cedar–Linda Vista Channel, The Wedge, Public Housing Redevelopment, 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. A total of thirty-eight Streets/Transportation projects are scheduled for FY 2025-26 at a budgeted cost of $65.3 million using Transportation Tax funding.

Bed, Board, and Beverage (BBB) – Four categories make up the BBB Funds Capital Projects for FY 2025-26. Arts and Science includes five projects at a budged cost of $285,000. Recreation includes two projects at a budgeted cost of $2.5 million. Beautification includes eight projects at a budgeted cost of $2.1 million. Tourism has no projects budgeted in FY 25/26. Major projects include the Cheshire Park Track and Field, Sports Courts at Bushmaster Park, Spruce Wash Wedge, and Huntington Gabion and Ponderosa/Verde Route 66 Landscape.

Water Services – Thirty-six projects are scheduled for FY 2025-26 for a total budget of $61.1 million. Major projects for water, wastewater, reclaimed water, and stormwater include Rio Flood Storm Water Project, Rio de Flag Sewer Relocations, Lake Mary Flocculations, Rio Solids Treatment, Side Drain Lateral at Santa Fe Avenue, and Country Club Interceptor to Wildcat.

Solid Waste – One project, Module II: Cell D Excavation Design, is budgeted at a cost of $30,000 is scheduled for FY 2025-26.

Airport – Five projects are scheduled for FY 2025-26 for a total budget of $11.3 million. Major projects include Design and Construction of a Multi-Use Building, Airport Pavement Management System, and Terminal Accessibility Improvements.

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 with $2.8 million remaining to be issued, and November 2022 in the amount of $55.1 million with $40.4 million remaining to be issued.

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 2023-24. 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 September 1, 2024, with rate increases annually for five years.

DRAFT

BBB Sales Taxes: The voters approved a 2% BBB tax in 1988 with a ten-year sunset provision. The tax was renewed an additional fifteen years in March 1996 and 2010, extending the tax to March 2028. In November 2024, voters approved an extension to June 30, 2043. Capital projects currently underway include streetscapes along corridors as well as various recreation and arts and science projects.

Transportation Taxes: In November 2014, voters approved a 0.33% tax dedicated for Road Repair and Street Safety projects. In November 2016, voters approved a 0.295% tax dedicated to transit. In November 2018, voters approved an additional 0.23% tax for the Lone Tree Overpass project and a 0.426% tax for roadway, pedestrian, bicycle and safety improvements. In November 2024, voters approved increasing the transit portion of the tax to 0.50%. The total current transportation tax rate is 1.486%.

DRAFT

City of Flagstaff
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2025-2026

The final opportunity for public input on the City of Flagstaff Fiscal Year 2025-2026 budget will occur on June 17, 2025 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		Sch	Funds							
			General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Permanent Fund	Enterprise Funds	Internal Service Funds	Total All Funds
2025	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	113,568,260	172,842,029	19,790,763	66,417,956	0	206,813,764	0	579,432,772
2025	Actual Expenditures/Expenses**	E	110,323,159	116,914,608	24,175,816	36,998,076	0	119,951,145	0	408,362,804
2026	Beginning Fund Balance/(Deficit) or Net Position/(Deficit) at July 1***		58,933,398	96,182,794	24,826,381	11,212,801	470,064	75,509,167	0	267,134,605
2026	Primary Property Tax Levy	B	7,264,408	0	0	0		0	0	7,264,408
2026	Secondary Property Tax Levy	B	0	0	9,500,256	0		0	0	9,500,256
2026	Estimated Revenues Other than Property Taxes	C	83,231,907	64,454,086	249,000	34,936,540	22,559	104,590,952	0	287,485,044
2026	Other Financing Sources	D	0	22,242,140	0	0	0	22,229,634	0	44,471,774
2026	Other Financing (Uses)	D	0	0	0	0	0	0	0	0
2026	Interfund Transfers In	D	3,424,055	3,372,313	17,540,609	3,867,177	0	10,046,347	0	38,250,501
2026	Interfund Transfers (Out)	D	19,345,496	6,452,165	8,833,470	0	0	3,619,370	0	38,250,501
2026	Line 11: Reduction for Fund Balance Reserved for Future Budget Year Expenditures									
Less:	Maintained for Future Debt Retirement									0
	Maintained for Future Capital Projects									0
	Maintained for Future Financial Stability									0
	Maintained for Future Retirement Contributions									0
2026	Total Financial Resources Available		133,508,272	179,799,168	43,282,776	50,016,518	492,623	208,756,730	0	615,856,087
2026	Budgeted Expenditures/Expenses	E	97,239,723	123,355,804	21,540,609	43,848,773	0	154,220,560	0	440,205,469

Expenditure Limitation Comparison	2025	2026
1. Budgeted Expenditures/Expenses	$ 579,432,772	$ 440,205,469
2. Add/Subtract: Estimated Net Reconciling Items	0	0
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	579,432,772	440,205,469
4. Less: Estimated Exclusions	337,738,251	202,100,047
5. Amount Subject to the Expenditure Limitation	$ 241,694,521	$ 238,105,422
6. EEC Expenditure Limitation	$ 242,261,037	$ 248,767,277

DRAFT

☐ 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 beginning fund balance/(deficit) or net position/(deficit) amounts except for nonspendable amounts (e.g., prepaids and inventories) or amounts 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 2025-2026

	Unreserved Fund Balance/ Retained Earnings at 7/1/2025	Estimated Revenues and Other Financing Sources 2025-2026	Interfund Transfers 2025-2026 In	Interfund Transfers 2025-2026 Out	Total Financial Resources Available 2025-2026	Operations	Capital Outlay (Equip/CIP)	Debt Service	Reserves/ Contingencies	Total Appropriations 2025-2026	Fund Balance 6/30/2026
General Fund	$ 58,933,398	90,496,315	3,424,055	(19,345,496)	133,508,272	88,188,900	7,555,285	301,538	1,194,000	97,239,723	36,268,549
Special Revenue Funds:											
Housing and Comm Services	447,294	577,034	514,000	-	1,538,328	1,055,183	250,000	-	-	1,305,183	233,145
Library	4,967,449	5,186,601	1,708,313	(24,192)	11,838,171	6,815,488	2,011,780	-	100,000	8,927,268	2,910,903
Highway User Revenue	14,193,452	10,452,505	5,000	(13,000)	24,637,957	8,832,405	1,215,500	-	100,000	10,147,905	14,490,052
Transportation	52,904,663	52,953,900	250,000	(2,122,773)	103,985,790	16,111,002	65,340,990	1,480,913	-	82,932,905	21,052,885
Beautification	9,707,684	2,800,100	-	(702,399)	11,805,385	1,126,251	2,154,385	-	10,000	3,290,636	8,514,749
Economic Development	522,504	1,617,628	247,000	(82,275)	2,304,857	1,411,466	365,000	245,413	45,000	2,066,879	237,978
Tourism	2,729,266	4,104,225	-	(759,194)	6,074,297	4,089,794	101,000	-	175,000	4,365,794	1,708,503
Arts and Science	1,316,893	984,900	-	-	2,301,793	1,283,606	285,000	-	10,000	1,578,606	723,187
Recreation	5,220,118	4,350,200	-	(2,574,189)	6,996,129	10,400	2,829,358	-	-	2,839,758	4,156,371
Parking District	2,535,460	1,904,388	-	-	4,439,848	1,555,997	1,853,829	115,025	30,000	3,554,851	884,997
Water Res & Infra Protection	1,638,011	1,764,745	648,000	(174,143)	3,876,613	1,578,019	718,000	-	50,000	2,346,019	1,530,594
Debt Service Funds:											
GO Bonds	-	-	8,833,470	-	8,833,470	-	-	8,833,470	-	8,833,470	-
Secondary Property Tax	8,466,922	9,585,256	-	(8,833,470)	9,218,708	-	-	-	-	-	9,218,708
Pension Debt Service	16,359,459	164,000	8,707,139	-	25,230,598	-	-	8,707,139	4,000,000	12,707,139	12,523,459
Permanent Funds:											
Perpetual Care	470,064	22,559	-	-	492,623	-	-	-	-	-	492,623
Capital Project Funds:											
Non GO Bonds	1,866,299	6,037,000	3,506,033	-	11,409,332	-	11,409,332	-	-	11,409,332	-
GO Bonds	9,346,502	28,899,540	361,144	-	38,607,186	4,144,991	28,294,450	-	-	32,439,441	6,167,745
Enterprise Funds:											
Drinking Water	17,890,936	27,223,335	2,384,752	-	47,499,023	17,470,906	17,983,290	1,642,580	1,000,000	38,096,776	9,402,247
Wastewater	27,709,822	15,967,729	-	(2,032,548)	41,645,003	6,081,476	18,621,785	1,984,340	800,000	27,487,601	14,157,402
Reclaimed Water	2,780,514	1,263,629	-	(194,736)	3,849,407	512,152	390,483	-	50,000	952,635	2,896,772
Stormwater	3,981,151	27,086,970	4,980,830	(906,872)	35,142,079	2,475,661	24,911,759	1,359,131	2,000,000	30,746,551	4,395,528
Solid Waste	17,196,104	15,289,298	126,570	-	32,611,972	12,485,051	890,000	216,569	500,000	14,091,620	18,520,352
Sustainability and Env Mgmt	1,336,332	6,642,568	845,396	(224,000)	8,600,296	8,136,067	-	-	30,000	8,166,067	434,229
Airport	2,092,782	14,286,395	1,708,799	(261,214)	17,826,762	4,498,538	11,268,374	-	100,000	15,866,912	1,959,850
Flagstaff Housing Authority	2,521,526	19,060,662	-	-	21,582,188	16,821,148	990,000	-	1,001,250	18,812,398	2,769,790
Total All Funds	$ 267,134,605	348,721,482	38,250,501	(38,250,501)	615,856,087	204,684,501	199,439,600	24,886,118	11,195,250	440,205,469	175,650,618

DRAFT

City of Flagstaff
Tax Levy and Tax Rate Information
Fiscal Year 2025-2026

	2024-2025	2025-2026
1. Maximum Allowable Primary Property Tax Levy [ARS 42-17051.A]	$ 7,983,169	$ 8,181,322
2. Amount Received from Primary Property Taxation in FY 2024-2025 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	$ 7,230,876	$ 7,264,408
B. Secondary Property Taxes	9,091,154	9,500,256
C. Total Property Tax Levy Amount	$ 16,322,030	$ 16,764,664
4. Property Taxes Collected *		
A. Primary Property Taxes		
(1) FY 2024-2025 Levy	$ 7,130,876	
(2) Prior Years' Levies	100,000	
(3) Total Primary Property Taxes	$ 7,230,876	
B. Secondary Property Taxes		
(1) FY 2024-2025 Levy	$ 9,091,154	
(2) Total Secondary Property Taxes	$ 9,091,154	
C. Total Property Taxes Collected	$ 16,322,030	
5. Property Tax Rates		
A. City of Flagstaff Tax Rate		
(1) Primary Property Tax Rate	0.6363	0.6045
(2) Secondary Property Tax Rate	0.8000	0.8000
(3) Total City of Flagstaff Tax Rate	1.4363	1.4045

B. Special Assessment District Tax Rates

As of the date of the proposed budget, the City has 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 collections for the remainder of the fiscal year.

DRAFT

City of Flagstaff
Revenues Other Than Property Taxes
Fiscal Year 2025-2026

Source of Revenues	Actual Revenues 2023-2024	Budgeted Revenues 2024-2025	Estimated Revenues* 2024-2025	Budgeted Revenues 2025-2026
General Fund				
Local Taxes				
City Sales Tax	$ 30,513,446	30,947,900	31,075,500	31,772,700
Franchise Tax	2,610,212	2,472,500	2,626,000	2,661,500
Excise Tax	592,422	550,800	600,000	618,000
Licenses and Permits				
Business Licenses	30,028	30,000	30,000	30,000
Building Permits	3,028,243	1,862,000	2,540,000	2,000,000
Other Licenses and Permits	1,206,856	1,238,395	2,043,081	1,237,880
Intergovernmental				
State Income Tax Sharing	20,114,712	15,996,000	16,292,000	15,062,100
State Shared Sales Tax	11,447,923	11,628,000	11,600,000	11,855,200
Auto Lieu Tax	4,414,392	4,343,000	4,630,000	4,722,600
Federal Grants	1,283,568	2,850,275	2,940,777	1,481,326
State/Local Grants	2,743,522	1,934,098	1,761,272	3,206,101
Local Intergovernmental Agreements	1,816,073	1,316,218	1,329,218	1,233,894
Charges for Services				
Community Development	899,919	745,000	1,195,000	745,000
Parks and Recreation	1,250,606	1,622,870	1,325,916	1,322,350
Public Safety	656,990	730,511	932,290	690,505
Cemetery/General Government	253,636	189,631	235,581	200,571
Fines and Forfeitures	776,922	821,973	770,503	775,562
Rents	1,271,182	1,655,709	1,378,688	1,378,988
Investment Earnings	3,304,965	1,013,489	2,886,543	1,470,180
Miscellaneous	857,099	761,512	629,694	767,450
Total General Fund	89,072,716	82,709,881	86,822,063	83,231,907
Special Revenue Funds				
Housing and Community Services Fund				
Intergovernmental				
Federal Grants	320,737	1,704,946	2,128,904	565,852
State Grants	-	780,000	780,000	-
Investment Earnings	97,505	28,914	76,040	11,182
Miscellaneous	250,437	-	196,402	-
Total Housing and Comm Svcs Fund	668,679	2,513,860	3,181,346	577,034
COVID Relief Fund				
Intergovernmental				
Federal Grants	929,595	2,091,210	1,766,421	-
Total COVID Relief Fund	929,595	2,091,210	1,766,421	-

DRAFT

City of Flagstaff
Revenues Other Than Property Taxes
Fiscal Year 2025-2026

Source of Revenues	Actual Revenues 2023-2024	Budgeted Revenues 2024-2025	Estimated Revenues* 2024-2025	Budgeted Revenues 2025-2026
Library Fund				
Intergovernmental				
Federal Grants	$ 7,056	-	-	-
State/Local Grants	34,863	50,000	50,000	25,000
Library District Taxes	4,522,848	4,484,037	4,811,285	5,076,467
Miscellaneous	100,041	26,843	26,843	26,843
Investment Earnings	193,460	34,299	115,000	58,291
Total Library Fund	4,858,268	4,595,179	5,003,128	5,186,601
Highway User Revenue Fund				
Intergovernmental				
Highway User Tax	10,276,958	10,040,136	10,180,698	10,282,505
State Grants	48,298	-	-	-
Licenses and Permits	118,510	-	-	-
Investment Earnings	500,545	197,000	391,132	170,000
Miscellaneous	433,344	-	-	-
Total Highway User Revenue Fund	11,377,655	10,237,136	10,571,830	10,452,505
Transportation Fund				
Transportation Tax	37,771,819	37,274,400	37,503,300	44,431,900
Intergovernmental				
Federal Grants	-	1,100,000	1,232,500	7,000,000
State/Local Grants	-	-	77,500	-
Investment Earnings	3,395,768	1,662,000	2,376,250	1,322,000
Miscellaneous	230,011	724,441	1,095,107	200,000
Total Transportation Fund	41,397,598	40,760,841	42,284,657	52,953,900
Beautification Fund				
BBB Tax	2,495,047	2,498,000	2,499,200	2,557,100
Investment Earnings	430,209	203,000	416,860	243,000
Miscellaneous	1,300	-	-	-
Total Beautification Fund	2,926,556	2,701,000	2,916,060	2,800,100
Economic Development Fund				
BBB Tax	1,186,082	1,186,600	1,187,100	1,214,600
Intergovernmental				
State Grants	5,010	-	-	-
Investment Earnings	47,011	19,809	38,620	13,063
Rents	393,170	412,769	383,979	389,965
Total Economic Development Fund	1,631,273	1,619,178	1,609,699	1,617,628
Tourism Fund				
BBB Tax	3,745,241	3,747,100	3,748,800	3,835,600
Intergovernmental				
Federal Grants	162,878	-	-	-

DRAFT

City of Flagstaff
Revenues Other Than Property Taxes
Fiscal Year 2025-2026

Source of Revenues	Actual Revenues 2023-2024	Budgeted Revenues 2024-2025	Estimated Revenues* 2024-2025	Budgeted Revenues 2025-2026
Tourism Fund - Continued				
Retail Sales	185,432	128,369	181,898	183,717
Investment Earnings	$ 139,398	68,489	135,068	68,232
Miscellaneous	19,008	16,511	16,511	16,676
Total Tourism Fund	4,251,957	3,960,469	4,082,277	4,104,225
Arts and Science Fund				
BBB Tax	934,975	936,800	937,200	958,900
Investment Earnings	61,027	28,000	52,912	26,000
Total Arts and Science Fund	996,002	964,800	990,112	984,900
Recreation Fund				
BBB Tax	4,119,231	4,121,800	4,123,700	4,219,200
Intergovernmental				
State Grants	-	350,000	-	-
Investment Earnings	236,666	76,000	249,380	131,000
Miscellaneous	4,000	-	-	-
Total Recreation Fund	4,359,897	4,547,800	4,373,080	4,350,200
Parking District Fund				
Parking	1,236,009	1,268,023	1,268,023	1,840,988
Investment Earnings	95,485	45,500	90,480	63,400
Miscellaneous	7,131	-	-	-
Total Parking District Fund	1,338,625	1,313,523	1,358,503	1,904,388
Water Resource and Infrastructure Protection (WRIP) Fund				
Water Resource Protection Fee	1,221,088	1,263,658	1,263,658	1,276,295
Intergovernmental				
Federal Grants	35,689	2,654,200	594,194	447,500
State/Local Grants	4,092	423,000	190,908	-
Investment Earnings	63,609	32,139	55,080	40,950
Total WRIP Fund	1,324,478	4,372,997	2,103,840	1,764,745
Total Special Revenue Funds	76,060,583	79,677,993	80,240,953	86,696,226
Debt Service Funds				
GO Bonds Fund				
Investment Earnings	-	-	47,586	-
Total GO Bonds Fund	-	-	47,586	-
Secondary Property Tax Fund				
Investment Earnings	247,237	109,000	109,000	85,000
Total Secondary Property Tax Fund	247,237	109,000	109,000	85,000

DRAFT

City of Flagstaff
Revenues Other Than Property Taxes
Fiscal Year 2025-2026

Source of Revenues	Actual Revenues 2023-2024	Budgeted Revenues 2024-2025	Estimated Revenues* 2024-2025	Budgeted Revenues 2025-2026
Pension Debt Service Fund				
Investment Earnings	$ 854,950	156,000	825,549	164,000
Total Pension Debt Service Fund	854,950	156,000	825,549	164,000
Total Debt Service Funds	1,102,187	265,000	982,135	249,000
Permanent Funds				
Perpetual Care Fund				
Contributions	9,670	10,700	10,700	10,807
Investment Earnings	17,200	8,760	19,312	11,752
Total Perpetual Care Fund	26,870	19,460	30,012	22,559
Total Permanent Funds	26,870	19,460	30,012	22,559
Capital Project Funds				
Non GO Bonds Projects Fund				
Real Estate Proceeds	-	2,000,000	-	2,000,000
Intergovernmental				
Federal Grants	336,592	4,688,760	-	4,000,000
State Grants	-	423,304	-	-
Investment Earnings	89,904	19,000	63,816	37,000
Miscellaneous	-	1,552,114	-	-
Total Non GO Bonds Projects Fund	426,496	8,683,178	63,816	6,037,000
GO Bonds Projects Fund				
Intergovernmental				
Federal Grants	76,738	7,727,233	5,049,072	3,507,400
State Grants	-	121,375	36,229	3,150,000
Investment Earnings	136,594	-	1,353,073	-
Total GO Bonds Projects Fund	213,332	7,848,608	6,438,374	6,657,400
Total Capital Projects Funds	639,828	16,531,786	6,502,190	12,694,400
Enterprise Funds				
Drinking Water Fund				
Intergovernmental				
Federal Grants	2,425	750,000	-	-
State Grants	8,184,727	12,135,357	7,743,304	-
Water Fees	21,210,459	23,162,980	20,599,879	21,666,278
Investment Earnings	1,165,115	468,288	805,000	447,273
Rents	35,204	5,150	20,000	5,150

DRAFT

City of Flagstaff
Revenues Other Than Property Taxes
Fiscal Year 2025-2026

Source of Revenues	Actual Revenues 2023-2024	Budgeted Revenues 2024-2025	Estimated Revenues* 2024-2025	Budgeted Revenues 2025-2026
Drinking Water Fund - Continued				
Miscellaneous	$ 25,976	-	-	-
Total Drinking Water Fund	30,623,906	36,521,775	29,168,183	22,118,701
Wastewater Fund				
Intergovernmental				
Federal Grants	2,270	-	-	-
State Grants	454	-	-	-
Wastewater Fees	13,955,460	13,542,735	14,350,431	15,274,729
Investment Earnings	1,098,894	640,000	1,000,000	693,000
Miscellaneous	66,395	-	-	-
Total Wastewater Fund	15,123,473	14,182,735	15,350,431	15,967,729
Reclaimed Water Fund				
Intergovernmental				
Federal Grants	9	-	-	-
State Grants	2	-	-	-
Reclaimed Water Fees	1,409,252	1,141,919	1,136,320	1,194,116
Investment Earnings	156,904	76,140	150,000	69,513
Total Reclaimed Water Fund	1,566,167	1,218,059	1,286,320	1,263,629
Stormwater Fund				
Intergovernmental				
Federal Grants	546,063	549,383	427,937	2,272,063
State Grants	9,758,239	7,951,979	1,000,000	-
Stormwater Fees	5,853,947	6,216,135	6,605,395	7,465,378
Investment Earnings	372,614	180,956	287,163	99,529
Contributions	-	-	-	125,000
Miscellaneous	27	650,000	-	-
Total Stormwater Fund	16,530,890	15,548,453	8,320,495	9,961,970
Solid Waste Fund				
Solid Waste	14,685,783	14,630,761	14,639,761	14,859,298
Intergovernmental	1,220,000	-	1,138,705	-
Investment Earnings	1,084,812	439,000	920,400	430,000
Miscellaneous	64,237	9,000	-	-
Total Solid Waste Fund	17,054,832	15,078,761	16,698,866	15,289,298
Sustainability and Environmental Management Fund				
Intergovernmental				
Federal Grants	73,723	17,424,969	6,924,969	4,550,000
State Grants	35,341	347,500	347,500	522,500
Environmental Services	1,306,532	1,324,795	1,392,236	1,507,068
Investment Earnings	109,722	38,000	86,748	33,000
Charges for Services	-	30,000	-	30,000

DRAFT

City of Flagstaff
Revenues Other Than Property Taxes
Fiscal Year 2025-2026

Source of Revenues	Actual Revenues 2023-2024	Budgeted Revenues 2024-2025	Estimated Revenues* 2024-2025	Budgeted Revenues 2025-2026
Sustainability and Environmental Management Fund - Continued				
Miscellaneous	$ 457	-	-	-
Total Sustainability and Env Mgmt Fund	1,525,775	19,165,264	8,751,453	6,642,568
Airport Fund				
Intergovernmental				
Federal Grants	9,355,793	18,897,220	3,184,899	9,553,845
State Grants	31,175	6,297,294	751,290	1,863,479
Airport	960,175	1,533,510	1,307,989	1,317,410
Rents	762,893	898,747	762,416	937,249
Parking	509,612	562,610	550,404	561,412
Sale of Real Property	17,000	-	-	-
Investment Earnings	51,998	38,000	46,684	52,000
Miscellaneous	38,051	26,000	18,359	1,000
Total Airport Fund	11,726,697	28,253,381	6,622,041	14,286,395
Flagstaff Housing Authority Fund				
Intergovernmental				
Federal Grants	8,068,130	11,184,337	11,184,337	16,290,620
Rents and Other Tenant Income	1,738,960	1,750,000	1,700,000	2,000,000
Miscellaneous	459,655	881,046	881,046	770,042
Total Flagstaff Housing Authority Fund	10,266,745	13,815,383	13,765,383	19,060,662
Total Enterprise Funds	104,418,485	143,783,811	99,963,172	104,590,952
Total Revenues	$ 271,320,669	322,987,931	274,540,525	287,485,044

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

DRAFT

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2025-2026

Project Name	Budgeted Revenues 2024-2025	Estimated Revenues* 2024-2025	Budgeted Revenues 2025-2026	City Match 2025-2026	Estimated Grant Reimb %	Funding
General Fund						
Legal:						
Arizona Attorney Generals Office - Victims Rights	$ 6,500	6,500	7,100	-	100%	S
Management Services:						
Emergency Management	150,000	150,000	200,000	-	100%	F/S
Court:						
County - Information Systems Technician	110,600	110,600	144,626	-	100%	L
County - Interpreter	52,500	52,500	73,904	-	100%	L
County - Trainer	28,800	28,800	39,508	-	100%	L
TCPF/State JCEF - Court Training Officer	25,000	25,000	25,000	-	100%	S
Fire:						
AFG - Radio Equipment	950,000	950,000	540,000	60,000	90%	F
AFG - SAFER	139,995	139,995	-	-	75%	F
GOHS	67,500	67,500	45,000	5,000	90%	F/S
Firehouse Subs	-	-	67,500	7,500	90%	L
Miscellaneous Grant Opportunities	450,000	450,000	-	-	90%	F/S
Police:						
ACJC/RICO - Metro (Street Crimes Task Force)	177,374	177,374	87,330	125,670	41%	F/S
ADOA - AZ 911	550,000	550,000	1,000,000	-	100%	S
Anti-Human Trafficking	-	-	500,000	-	100%	S
Border Security	270,084	270,084	180,000	-	100%	S
DOJ - Bullet Proof Vest Program	20,000	20,000	20,000	20,000	50%	F
DOJ - Edward Byrne Memorial JAG - Overtime	30,000	30,000	105,000	-	100%	F
DPS - Statewide GIITEM	172,826	-	142,793	47,598	75%	S
Federal Equitable Sharing	-	150,000	375,000	-	100%	F
FBI - Safe Trails Taskforce	75,000	75,000	-	-	100%	F
GOHS - DUI Enforcement	-	-	145,000	-	100%	F/S
GOHS - DUI Enforcement Overtime	45,000	45,000	45,000	-	100%	F/S
GOHS - Youth Alcohol	45,000	45,000	45,000	-	100%	F/S
HSI - Armored Critical Incident Vehicle	420,000	420,000	-	-	100%	F/S
Miscellaneous Grant Opportunities	262,500	262,500	500,000	-	100%	S
NPS - Dispatch Services	5,000	5,000	5,000	-	100%	F
RICO - Metro	266,060	266,060	125,670	87,330	59%	S
US Marshals - Service Grant	15,000	15,000	15,000	-	100%	F
Community Development:						
Community Development Grants	-	-	200,000	-	100%	S
Parks, Recreation, Open Space, and Events:						
Heritage Fund - Open Space Education	135,224	75,726	43,998	5,438	89%	F
DFFM - BIL	100,350	100,350	-	-	90%	F
DFFM - Invasive Plants	97,434	97,434	-	-	90%	S
Picture Canyon Malapai Fund	39,228	39,228	-	-	100%	L
Recreational Trails Program	10,000	10,000	-	-	100%	F
Recreational Trails Program, AZ State Parks	67,398	67,398	9,998	2,345	81%	F/S
Subtotal	4,784,373	4,702,049	4,687,427	360,881		
Housing and Community Services Fund						
ADOH - Home Grant	450,000	450,000	-	-	100%	F/S
ADOH - Owner Occupied Housing Rehab	330,000	330,000	-	-	100%	F/S
HUD - CDBG Entitlement	1,704,946	2,128,904	565,852	-	100%	F
Subtotal	2,484,946	2,908,904	565,852	-		
COVID Relief Fund						
American Rescue Plan	2,091,210	1,766,421	-	-	100%	F
Subtotal	2,091,210	1,766,421	-	-		

DRAFT

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2025-2026

Project Name	Budgeted Revenues 2024-2025	Estimated Revenues* 2024-2025	Budgeted Revenues 2025-2026	City Match 2025-2026	Estimated Grant Reimb %	Funding
Library Fund						
Library State Grant-in-Aid Funds	$ 25,000	25,000	-	-	100%	S
LSTA - Digital Materials	25,000	25,000	25,000	-	100%	F/S
Subtotal	50,000	50,000	25,000	-		
Transportation Fund						
Butler Avenue Complete Streets	800,000	1,232,500	6,400,000	1,600,000	80%	F
CDBG - La Plaza Vieja Traffic Calming	300,000	-	-	-	100%	F
SmartMatch - Butler Complete Streets	-	77,500	600,000	-	80%	S
Subtotal	1,100,000	1,310,000	7,000,000	1,600,000		
Recreation Fund						
Ponderosa Park Reconstruction	350,000	-	-	-	50%	S
Subtotal	350,000	-	-	-		
Water Resource and Infrastructure Protection (WRIP) Fund						
DFFM - Hazardous Fuels Reduction	-	-	400,000	-	100.0%	F
DFFM - Healthy Forest Initiative	225,000	214,524	-	-	70%	F
DFFM - Healthy Forest Initiative	198,000	190,908	-	-	80%	S
Fire Adapted Community Network	-	-	22,500	2,500	90.0%	F
IAFC	-	-	25,000	-	100.0%	F
USFS - Fireshed Heritage Support	1,294,400	-	-	-	100.0%	F
USFS - Four Forest Initiative Support	994,400	-	-	-	100.0%	F
USFS - Potential Op Delineations	365,400	379,670	-	-	91.4%	F
Subtotal	3,077,200	785,102	447,500	2,500		
Non- GO Bond Projects Fund						
Downtown Mile	4,688,760	-	4,000,000	2,955,000	64%	F
Downtown Mile	423,304	-	-	-	100%	S
Subtotal	5,112,064	-	4,000,000	2,955,000		
GO Bond Projects Fund						
AZ DFFM - Midway Project	121,375	36,229	-	-	90%	F/S
AZ DFFM - Wildfire Defense	250,000	250,000	-	-	100%	F
Cedar Crossing	990,000	253,800	736,200	736,200	50%	F/S
Community Forest Plan	600,000	600,000	-	-	50%	F
Dortha/Arroyo Seco	2,466,000	-	-	-	90%	F
EI - Killip Inlet	1,500,000	101,213	1,237,919	412,640	75%	F/S
HMGP - Rio Generators	410,040	410,040	3,150,000	350,000	90%	F/S
Property Acquisition	-	1,467,300	-	-	67%	F/S
USFS - Wedge	1,511,193	1,966,719	1,533,281	1,533,281	50%	F
Subtotal	7,848,608	5,085,301	6,657,400	3,032,121		
Drinking Water Fund						
DFFM - Inner Basin Waterline	11,109,697	6,717,644	-	-	100%	S
Miscellaneous Grant Opportunities	275,660	275,660	-	-	76%/80%	S
Radio Read Meter Replacements	750,000	-	-	-	75%	F/S
Radio Read Meter Replacements	750,000	750,000	-	-	75%	F/S
Subtotal	12,885,357	7,743,304	-	-		
Stormwater Fund						
Big Fill Lake	-	-	750,000	250,000	75%	F
FEMA - Spruce Wash Resiliency	121,446	-	-	-	75%	F/S
Highway 180 Culvert	7,132,258	-	-	-	100%	S
Meade Lane Project	-	-	750,000	250,000	75%	F/S
Rio De Flag	-	1,000,000	-	-	100%	S

DRAFT

City of Flagstaff
Schedule of Grant Revenues
Fiscal Year 2025-2026

Project Name	Budgeted Revenues 2024-2025	Estimated Revenues* 2024-2025	Budgeted Revenues 2025-2026	City Match 2025-2026	Estimated Grant Reimb %	Funding
Stormwater Fund - Continued						
SB1720 - Basin Maintenance	$ 819,721	-	-	-	100%	S
Side Drain Lateral Santa Fe Avenue	427,937	427,937	772,063	257,354	75%	F
Subtotal	8,501,362	1,427,937	2,272,063	757,354		
Sustainability and Environmental Management Fund						
ADOH - Leverage E3	30,000	30,000	-	-	100%	S
APS - Grant	2,500	2,500	2,500	-	100%	L
Community Direct Spending for Climate Action	748,797	778,983	-	-	100%	F
CPRG - Climate Pollution Reduction	10,000,000	4,500,000	-	-	100%	F
Department of Energy Program Grant	103,754	73,568	-	-	100%	F
EECBG - Funds for Electrification	50,000	50,000	-	-	100%	F
EJG2G - Resilience Hubs	333,333	333,333	-	-	100%	F
EPA - Climate Resilience	1,000,000	-	-	-	100%	F
EPA - Community Change Grant	-	-	4,500,000	-	100%	F
EPA - Litter Prevention	50,000	50,000	-	-	100%	F
Federal Congressional Directed Spending	3,000,000	-	-	-	100%	F
General Climate Action Grant	-	-	250,000	-	100%	S
Keep America Beautiful Grant	25,000	25,000	5,000	-	100%	L
Miscellaneous Grant Opportunities	2,000,000	1,000,000	-	-	100%	F
Moore Foundation Grant	250,000	250,000	250,000	-	100%	L
Strahan Foundation Grant	-	-	15,000	-	100%	S
USDA - Sustainable Food Systems	139,085	139,085	-	-	100%	F
Volunteer Generation Fund Grant	-	-	50,000	-	100%	F
Wildfire - Climate Grant	40,000	40,000	-	-	100%	L
Subtotal	17,772,469	7,272,469	5,072,500	-		
Airport Fund						
ACRGP - Operating Grant	1,055,452	1,050,598	-	-	100%	F
AIP 44 - Design Equipment Building - FAA	531,499	81,636	248,562	24,583	91%	F
Airport Drainage Improvements - ADOT	119,561	-	-	-	90%	S
Airport Pavement Management System	-	-	900,000	100,000	90%	S
ARPA - Operating Grant	1,069,144	1,365,245	-	-	100%	F
Congressionally Directed Spending	-	-	1,080,000	120,000	90%	F
Design Apron Taxiway W - ADOT	900,000	-	-	-	90%	S
DHS - Security Upgrades	50,000	50,000	-	-	100%	F
Environmental Assessment - ADOT	657,935	-	598,983	66,554	90%	S
Equipment Building - Construction - ADOT	794,798	31,290	364,496	-	5%	S
Equipment Building - Construction - FAA	16,191,125	637,420	7,425,283	794,799	91%	F
Land Acquisition - ADOT	1,980,000	-	-	-	90%	S
Operating Grants	720,000	720,000	-	-	90%	F
Runway Pavement Repair - ADOT	450,000	-	-	-	90%	S
Runway Reconstruction Study - ADOT	675,000	-	-	-	90%	S
SCASDP - Operating Grant	-	-	800,000	88,889	90%	F
Subtotal	25,194,514	3,936,189	11,417,324	1,194,825		
Flagstaff Housing Authority Fund						
Low Income Public Housing	2,030,187	2,030,187	2,119,370	-	100%	F
Section 8 - MRO SRO	9,154,150	9,154,150	14,171,250	-	100%	F
Subtotal	11,184,337	11,184,337	16,290,620	-		
	$ 102,436,440	48,172,013	58,435,686	9,902,681		

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

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

DRAFT

City of Flagstaff
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2025-2026

Fund	Other Financing 2025-2026 Sources	Interfund Transfers 2025-2026 In	(Out)
General Fund	$ -	3,424,055	19,345,496
Special Revenue Funds			
Housing and Community Services	-	514,000	-
Library	-	1,708,313	24,192
Highway User Revenue	-	5,000	13,000
Transportation	-	250,000	2,122,773
Beautification	-	-	702,399
Economic Development	-	247,000	82,275
Tourism	-	-	759,194
Recreation	-	-	2,574,189
Water Resource and Infrastructure Protection	-	648,000	174,143
Total Special Revenue Funds	-	3,372,313	6,452,165
Debt Service Funds			
General Obligation Bonds	-	8,833,470	-
Secondary Property Tax	-	-	8,833,470
Pension Debt Service	-	8,707,139	-
Total Debt Service Funds	-	17,540,609	8,833,470
Capital Project Funds			
Non General Obligation Bond Funded Projects	-	3,506,033	-
General Obligation Bond Funded Projects	22,242,140	361,144	-
Total Capital Projects Funds	22,242,140	3,867,177	-
Enterprise Funds			
Drinking Water	5,104,634	2,384,752	-
Wastewater	-	-	2,032,548
Reclaimed Water	-	-	194,736
Stormwater	17,125,000	4,980,830	906,872
Solid Waste	-	126,570	-
Sustainability and Environmental Management	-	845,396	224,000
Airport	-	1,708,799	261,214
Total Enterprise Funds	22,229,634	10,046,347	3,619,370
Total All Funds	$ 44,471,774	38,250,501	38,250,501

DRAFT

City of Flagstaff
Schedule of Transfers
Fiscal Year 2025-2026

Transfer To:	Transfer From:		Amount	Comments
General Fund	Library Fund		24,192	Energy efficiency projects repayment
General Fund	Highway User Fund		13,000	Right-of-way maintenance
General Fund	Beautification Fund		365,399	Streetscape maintenance on BBB funded projects
General Fund	Beautification Fund		57,000	Right-of-way and median maintenance
General Fund	Economic Development Fund		82,275	Energy efficiency projects repayment
General Fund	Tourism Fund		234,000	Support for community-wide events
General Fund	Tourism Fund		50,000	Downtown operational support
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	Sustainability and Environmental Management Fund		15,000	Energy efficiency projects repayment
General Fund	Sustainability and Environmental Management Fund		9,000	EcoPass program contribution
	Total	**$**	**3,424,055**	
Housing and Community Services	General Fund		514,000	Affordable housing incentives
	Total	**$**	**514,000**	
Library Fund	General Fund		1,596,313	Library operational and capital support
Library Fund	Tourism Fund		112,000	Library operational support
	Total	**$**	**1,708,313**	
Highway User Revenue Fund	Transportation Fund		5,000	Street improvement projects
	Total	**$**	**5,000**	
Transportation Fund	Beautification Fund		250,000	Street improvement projects
	Total	**$**	**250,000**	
Economic Development Fund	General Fund		247,000	Incubator debt service
	Total	**$**	**247,000**	
Water Resource Infrastructure Protection Fund	General Fund		648,000	Capital improvement projects contribution
		$	**648,000**	
General Obligation Bond Fund	Secondary Property Tax Fund		8,833,470	Repayment of general obligation bonds
	Total	**$**	**8,833,470**	
Pension Bond Fund	General Fund		8,271,782	Pension debt service
Pension Bond Fund	Water Resource Infrastructure Protection Fund		174,143	Pension debt service
Pension Bond Fund	Airport Fund		261,214	Pension debt service
	Total	**$**	**8,707,139**	
Capital Project Fund	General Fund		1,000,000	Capital improvement projects contribution
Capital Project Fund	Transportation Fund		2,117,773	Capital improvement projects contribution
Capital Project Fund	Stormwater Fund		749,404	Capital improvement projects contribution
	Total	**$**	**3,867,177**	
Drinking Water Fund	Wastewater Fund		2,032,548	Operational support
Drinking Water Fund	Reclaimed Water Fund		194,736	Operational support
Drinking Water Fund	Stormwater Fund		157,468	Operational support
	Total	**$**	**2,384,752**	
Stormwater Fund	General Fund		4,780,830	Capital improvement projects contribution
Stormwater Fund	Sustainability and Environmental Management Fund		200,000	Capital improvement projects contribution
		$	**4,980,830**	
Sustainability and Environmental Management Fund	General Fund		785,396	Operational support
Sustainability and Environmental Management Fund	Beautification Fund		30,000	Litter control support
Sustainability and Environmental Management Fund	Tourism Fund		30,000	Community Services program support
	Total	**$**	**845,396**	

DRAFT

City of Flagstaff
Schedule of Transfers
Fiscal Year 2025-2026

Transfer To:	Transfer From:		Amount	Comments
Airport Fund	General Fund		1,502,175	Operational support
Airport Fund	Tourism Fund		206,624	Operational support
	Total	**$**	**1,708,799**	
Solid Waste Fund	Tourism Fund		126,570	Downtown trash and recycling collection
	Total	**$**	**126,570**	
	Total Transfers	**$**	**38,250,501**	

DRAFT

City of Flagstaff
Expenditures/Expenses by Fund
Fiscal Year 2025-2026

Fund/Division	Actual Expenditures/ Expenses 2023-2024	Adopted Budgeted Expenditures/ Expenses 2024-2025	Expenditure/ Expense Adjustments Approved 2024-2025	Estimated Expenditures/ Expenses* 2024-2025	Budgeted Expenditures/ Expenses 2025-2026
General Fund					
General Administration	$ 15,769,793	19,633,599	65,000	19,645,502	20,263,807
Management Services	5,308,009	6,886,150	-	6,879,890	6,852,582
Fire	14,615,697	22,176,319	-	22,177,423	20,399,256
Police	28,500,379	27,855,509	-	27,208,852	29,309,545
Community Development	5,104,620	5,525,601	-	5,495,385	5,404,185
Public Works	4,343,998	9,436,602	-	9,636,118	5,615,120
Economic Vitality	187,197	253,451	-	213,451	156,305
Non-Departmental	(1,043,208)	5,544,168	(65,000)	3,409,516	(4,638,970)
City Engineering	2,042,986	2,354,908	-	2,354,908	2,516,936
Parks, Recreation, Open Space & Events	8,952,735	11,387,951	-	11,313,114	10,166,957
Contingency	49,430	2,514,000	-	1,989,000	1,194,000
Total General Fund	83,831,636	113,568,258	-	110,323,159	97,239,723
Special Revenue Funds					
Housing and Community Service Fund					
Community Development	757,563	5,802,036	-	6,625,977	1,252,350
Non-Departmental	39,585	51,500	-	51,500	52,833
	797,148	5,853,536	-	6,677,477	1,305,183
COVID Relief Fund					
Non-Departmental	929,595	2,091,210	-	1,766,421	-
	929,595	2,091,210	-	1,766,421	-
Library Fund					
General Administration	328,134	357,048	-	357,048	365,976
Management Services	151,562	127,436	-	127,436	130,621
Public Works	37,541	62,997	-	62,997	64,572
Economic Vitality	5,605,539	8,404,439	-	7,667,339	8,164,470
Non-Departmental	70,981	86,221	-	86,221	88,376
City Engineering	-	12,930	-	12,930	13,253
Contingency	-	100,000	-	-	100,000
	6,193,757	9,151,071	-	8,313,971	8,927,268
Highway User Revenue Fund					
General Administration	376,704	369,439	-	369,439	378,676
Management Services	82,011	83,927	-	83,927	86,025
Public Works	6,563,228	12,219,573	-	12,201,568	9,074,786
Non-Departmental	182,781	76,671	-	76,671	78,588
City Engineering	8,813,433	10,293,512	-	10,293,512	429,830
Contingency	-	100,000	-	-	100,000
	16,018,157	23,143,122	-	23,025,117	10,147,905
Transportation Fund					
General Administration	56,447	75,209	-	75,209	77,088
Management Services	77,553	81,293	-	81,293	83,326
Public Works	3,971,574	11,043,115	-	11,043,115	10,117,318
Non-Departmental	10,337,732	16,533,864	-	16,137,864	17,054,903
City Engineering	11,065,282	81,857,354	-	31,138,110	55,600,270
	25,508,588	109,590,835	-	58,475,591	82,932,905
Beautification Fund					
Economic Vitality	730,890	5,559,192	-	4,253,782	3,280,636
Contingency	-	10,000	-	-	10,000
	730,890	5,569,192	-	4,253,782	3,290,636

DRAFT

City of Flagstaff
Expenditures/Expenses by Fund
Fiscal Year 2025-2026

Fund/Division	Actual Expenditures/ Expenses 2023-2024	Adopted Budgeted Expenditures/ Expenses 2024-2025	Expenditure/ Expense Adjustments Approved 2024-2025	Estimated Expenditures/ Expenses* 2024-2025	Budgeted Expenditures/ Expenses 2025-2026
Economic Development Fund					
Economic Vitality	$ 1,657,827	2,415,093	-	2,100,593	2,021,879
Contingency	-	45,000	-	-	45,000
	1,657,827	2,460,093	-	2,100,593	2,066,879
Tourism Fund					
Economic Vitality	3,473,070	4,462,332	-	4,531,732	4,190,794
Contingency	-	175,000	-	-	175,000
	3,473,070	4,637,332	-	4,531,732	4,365,794
Arts and Science Fund					
Economic Vitality	950,783	1,286,551	-	1,286,551	1,568,606
Contingency	-	10,000	-	-	10,000
	950,783	1,296,551	-	1,286,551	1,578,606
Recreation Fund					
Parks, Recreation, Open Space & Events	321,759	2,520,400	-	3,320,879	2,839,758
	321,759	2,520,400	-	3,320,879	2,839,758
Parking District Fund					
General Administration	46,293	55,821	-	55,821	57,216
Management Services	12,031	11,794	-	11,794	12,089
Public Works	414	302	-	302	309
Economic Vitality	934,100	2,280,174	-	1,215,173	3,448,107
Non-Departmental	9,327	6,956	-	6,956	7,130
Contingency	-	30,000	-	-	30,000
	1,002,165	2,385,047	-	1,290,046	3,554,851
Water Resource and Infrastructure Protection Fund					
General Administration	61,444	72,707	-	72,707	74,525
Management Services	13,705	9,986	-	9,986	10,236
Fire	919,825	4,048,089	-	1,776,897	2,198,078
Public Works	3,249	4,194	-	4,194	4,299
Non-Departmental	10,206	8,664	-	8,664	8,881
Contingency	-	-	-	-	50,000
	1,008,429	4,143,640	-	1,872,448	2,346,019
Total Special Revenue Funds	58,592,168	172,842,029	-	116,914,608	123,355,804
Debt Service Funds					
General Obligation Bonds Fund					
Non-Departmental	5,644,765	11,085,460	-	15,470,513	8,833,470
	5,644,765	11,085,460	-	15,470,513	8,833,470
Pension Debt Service Fund					
Non-Departmental	8,705,430	8,705,303	-	8,705,303	8,707,139
Contingency	-	-	-	-	4,000,000
	8,705,430	8,705,303	-	8,705,303	12,707,139
Total Debt Service Funds	14,350,195	19,790,763	-	24,175,816	21,540,609
Capital Project Funds					
Non GO Bond Funded Projects Fund					
Non-Departmental	1,854,319	16,961,397	-	4,311,192	11,409,332
	1,854,319	16,961,397	-	4,311,192	11,409,332

DRAFT

City of Flagstaff
Expenditures/Expenses by Fund
Fiscal Year 2025-2026

Fund/Division	Actual Expenditures/ Expenses 2023-2024	Adopted Budgeted Expenditures/ Expenses 2024-2025	Expenditure/ Expense Adjustments Approved 2024-2025	Estimated Expenditures/ Expenses* 2024-2025	Budgeted Expenditures/ Expenses 2025-2026
GO Bonds Funded Projects Fund					
Fire	$ 1,208,268	2,295,000	-	1,180,085	-
Community Development	242,958	11,005,555	-	11,005,555	9,029,080
Water Services	9,022,253	32,473,867	-	16,507,198	23,410,361
Non-Departmental	506,503	3,682,137	-	3,994,046	-
	10,979,982	49,456,559	-	32,686,884	32,439,441
Total Capital Project Funds	12,834,301	66,417,956	-	36,998,076	43,848,773
Enterprise Funds					
Drinking Water Fund					
General Administration	471,325	559,252	-	559,252	573,234
Management Services	1,126,157	1,239,444	-	1,239,444	1,270,384
Community Development	77,525	20,114	-	20,114	20,617
Public Works	19,269	11,189	-	11,189	11,468
Water Services	33,386,864	50,563,544	-	34,106,093	35,038,276
Non-Departmental	158,635	178,339	-	178,339	182,797
Contingency	-	1,000,000	-	-	1,000,000
	35,239,775	53,571,882	-	36,114,431	38,096,776
Wastewater Fund					
General Administration	250,970	281,635	-	281,635	288,675
Management Services	344,188	365,074	-	365,074	374,201
Public Works	14,621	10,769	-	10,769	11,038
Water Services	8,910,638	28,162,977	-	16,729,545	25,950,044
Non-Departmental	49,627	62,091	-	62,091	63,643
Contingency	-	800,000	-	-	800,000
	9,570,044	29,682,546	-	17,449,114	27,487,601
Reclaimed Water Fund					
General Administration	45,107	49,620	-	49,620	50,861
Management Services	35,129	35,089	-	35,089	35,966
Water Services	557,015	2,211,434	-	2,210,705	811,888
Non-Departmental	5,109	3,825	-	3,825	3,920
Contingency	-	50,000	-	-	50,000
	642,360	2,349,968	-	2,299,239	952,635
Stormwater Fund					
General Administration	92,389	91,646	-	91,646	93,938
Management Services	116,991	194,275	-	194,275	199,132
Community Development	68,150	33,905	-	33,905	34,752
Public Works	1,091	2,648	-	2,648	2,714
Water Services	11,341,328	36,572,202	-	14,718,488	28,383,256
Non-Departmental	16,741	31,960	-	31,960	32,759
Contingency	-	819,721	-	396,419	2,000,000
	11,636,690	37,746,357	-	15,469,341	30,746,551
Solid Waste Fund					
General Administration	522,768	625,150	-	625,150	640,778
Management Services	505,305	544,957	-	544,957	558,581
Public Works	20,251,907	19,272,056	-	17,405,413	12,198,615
Non-Departmental	233,796	188,923	-	188,923	193,646
Contingency	-	500,000	-	500,000	500,000
	21,513,776	21,131,086	-	19,264,443	14,091,620

DRAFT

City of Flagstaff
Expenditures/Expenses by Fund
Fiscal Year 2025-2026

Fund/Division	Actual Expenditures/ Expenses 2023-2024	Adopted Budgeted Expenditures/ Expenses 2024-2025	Expenditure/ Expense Adjustments Approved 2024-2025	Estimated Expenditures/ Expenses* 2024-2025	Budgeted Expenditures/ Expenses 2025-2026
Sustainability and Environmental Management Fund					
General Administration	$ 92,872	101,039	-	101,039	103,564
Management Services	78,246	84,875	-	84,875	86,997
Public Works	17,522	8,251	-	8,251	8,458
Non-Departmental	15,828	24,452	-	24,452	25,063
Sustainability	2,252,109	20,589,159	-	10,085,649	7,911,985
Contingency	-	30,000	-	-	30,000
	2,456,577	20,837,776	-	10,304,266	8,166,067
Airport Fund					
General Administration	116,847	152,686	-	152,686	156,503
Management Services	128,646	128,370	-	128,370	131,579
Public Works	140,657	112,020	-	112,020	114,821
Economic Vitality	9,738,100	27,533,597	-	5,189,357	15,315,994
Non-Departmental	13,777	46,844	-	46,844	48,015
Contingency	-	100,000	-	-	100,000
	10,138,027	28,073,517	-	5,629,277	15,866,912
Flagstaff Housing Authority Fund					
Community Development	10,485,241	12,419,384	-	12,419,784	17,811,148
Contingency	-	1,001,250	-	1,001,250	1,001,250
	10,485,241	13,420,634	-	13,421,034	18,812,398
Total Enterprise Funds	101,682,490	206,813,766	-	119,951,145	154,220,560
Total All Funds	$ 271,290,790	579,432,772	-	408,362,804	440,205,469

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

DRAFT

City of Flagstaff
Budget by Division and Section
Fiscal Year 2025-2026

Division/Section	Actual Expenditures/ Expenses 2023-2024	Adopted Budgeted Expenditures/ Expenses 2024-2025	Expenditure/ Expense Adjustments Approved 2024-2025	Estimated Expenditures/ Expenses* 2024-2025	Budgeted Expenditures/ Expenses 2025-2026
General Administration					
City Manager	$ 792,775	838,767	65,000	903,767	1,397,315
Human Resources	1,518,222	1,807,166	-	1,807,166	1,890,894
Risk Management	265,040	299,330	-	299,330	296,999
Information Technology	5,132,758	7,808,757	-	7,755,660	7,538,760
City Attorney	2,497,255	2,688,286	-	2,688,286	2,955,156
Flagstaff Municipal Court	3,930,044	4,237,337	-	4,237,337	4,349,586
Communication and Civic Engagement	1,633,699	1,953,956	-	1,953,956	1,835,097
	15,769,793	19,633,599	65,000	19,645,502	20,263,807
Management Services					
Management Services Administration	367,929	487,435	-	487,435	475,104
Purchasing	658,612	740,829	-	740,829	874,025
Grants, Contracts and Emergency Management	822,605	1,083,414	-	1,077,154	1,021,702
Customer Service	1,816,594	2,068,165	-	2,068,165	2,130,433
Finance	1,642,269	2,506,307	-	2,506,307	1,682,331
Budget	-	-	-	-	668,987
	5,308,009	6,886,150	-	6,879,890	6,852,582
Fire					
Fire Operations	13,441,474	20,541,338	-	20,542,442	19,674,256
Fire Grants	1,174,223	1,634,981	-	1,634,981	725,000
Fire Watershed Protection	919,825	4,048,089	-	1,776,897	2,198,078
GO Bond Funded Project	1,205,902	2,295,000	-	1,180,085	-
	16,741,424	28,519,408	-	25,134,405	22,597,334
Police					
Police Operations	26,699,228	24,773,657	-	23,977,000	26,112,280
Police Grants	1,801,151	3,081,852	-	3,231,852	3,197,265
	28,500,379	27,855,509	-	27,208,852	29,309,545
Community Development					
Community Development Administration	488,139	646,354	-	646,354	893,658
Planning and Development Services	1,641,658	1,970,148	-	1,939,932	1,740,324
Building Safety and Code Compliance	1,803,142	2,384,520	-	2,384,520	2,181,645
Housing	1,171,681	524,579	-	524,579	588,558
Community Housing Services	346,527	3,368,590	-	3,669,985	725,331
Community Housing Grants	-	780,000	-	780,000	-
CDBG Grants	411,036	1,653,446	-	2,175,992	527,019
GO Bond Funded Projects	242,958	11,005,555	-	11,005,555	9,029,080
Flagstaff Housing Authority	10,485,241	12,419,384	-	12,419,784	17,811,148
	16,590,382	34,752,576	-	35,546,701	33,496,763
Public Works					
Public Works Administration	199,797	274,365	-	274,365	247,967
Public Facilities Maintenance	3,175,783	6,615,782	-	6,982,072	4,346,895
USGS Facilities	831,221	1,439,873	-	1,439,873	957,638
Fleet Services	137,197	1,106,582	-	939,808	62,620
Street Maintenance and Repairs	6,216,215	9,130,700	-	9,048,256	8,775,232
Street Construction and Reconstruction	128,150	2,796,625	-	2,861,064	-
Road Repair Pavement Preservation	3,895,679	10,928,658	-	10,928,658	10,000,000
Landfill	3,024,894	3,998,956	-	4,138,956	2,775,505
Collections	8,963,878	8,061,466	-	7,417,303	7,670,630
Transfer Station Operations	985,823	1,285,805	-	1,285,805	1,298,966
Solid Waste - Capital Improvements	6,785,306	5,504,213	-	4,141,733	30,000
Solid Waste Debt Service	220,794	219,719	-	219,719	216,569
	34,564,737	51,362,744	-	49,677,612	36,382,022

DRAFT

City of Flagstaff
Budget by Division and Section
Fiscal Year 2025-2026

Division/Section	Actual Expenditures/ Expenses 2023-2024	Adopted Budgeted Expenditures/ Expenses 2024-2025	Expenditure/ Expense Adjustments Approved 2024-2025	Estimated Expenditures/ Expenses* 2024-2025	Budgeted Expenditures/ Expenses 2025-2026
Economic Vitality					
Library City Direct	$ 4,400,367	6,193,839	-	5,418,839	5,913,928
Library County Direct	693,292	775,086	-	775,086	819,481
Library County Indirect Shared Services	470,905	1,385,514	-	1,423,414	1,406,061
Library Grants	40,975	50,000	-	50,000	25,000
Community Investment	187,197	253,451	-	213,451	156,305
Beautification - BBB	581,692	1,082,192	-	1,082,192	1,151,251
Beautification - Capital Improvements - BBB	149,198	4,477,000	-	3,171,590	2,129,385
Economic Development - BBB	1,411,829	2,166,712	-	1,852,212	1,776,466
Economic Development Debt Service - BBB	245,998	248,381	-	248,381	245,413
Tourism - BBB	2,901,656	3,104,968	-	3,111,968	3,446,110
Visitor Services	571,414	1,357,364	-	1,419,764	744,684
Arts and Science - BBB	950,783	1,286,551	-	1,286,551	1,568,606
Parking District	819,075	2,165,150	-	1,100,149	3,333,082
Parking District Debt Service	115,025	115,024	-	115,024	115,025
Airport	9,506,364	27,417,728	-	5,073,488	15,315,994
Airport Debt Service	231,736	115,869	-	115,869	-
	23,277,506	52,194,829	-	26,457,978	38,146,791
Water Services					
Administration	3,424,294	2,736,723	-	2,736,722	2,940,591
Water Production	3,845,473	5,565,092	-	5,565,092	5,118,518
Water Distribution	2,288,340	2,625,463	-	2,625,463	2,621,377
Water Resource Management	749,556	1,195,405	-	1,195,405	1,097,177
Engineering Services	403,627	805,908	-	805,908	928,213
Regulatory Compliance	1,100,264	1,259,276	-	1,259,276	1,393,041
SCADA Information Systems	1,131,714	1,862,209	-	1,862,209	1,473,489
Wastewater Treatment - Wildcat	2,698,028	3,462,420	-	3,462,419	2,796,454
Wastewater Treatment - Rio Plant	1,210,177	1,441,622	-	1,441,622	1,383,437
Wastewater Collection	1,102,327	1,911,575	-	1,911,575	1,711,263
Reclaim Water	435,947	786,790	-	786,790	421,405
Stormwater	1,771,018	4,017,572	-	3,829,757	2,187,366
Drinking Water Capital Improvements	18,596,645	32,624,734	-	16,407,284	17,823,290
Wastewater Capital Improvements	1,718,602	19,349,402	-	7,915,971	18,074,550
Reclaim Water Capital Improvements	121,068	1,424,644	-	1,423,915	390,483
Stormwater Capital Improvements	8,578,973	29,911,398	-	9,527,999	24,836,759
GO Bond Funded Projects	9,022,253	32,473,867	-	16,507,198	23,410,361
Drinking Water Debt Service	1,846,951	1,888,734	-	1,648,734	1,642,580
Wastewater Debt Service	2,181,504	1,997,958	-	1,997,958	1,984,340
Stormwater Debt Service	991,337	2,643,232	-	1,360,732	1,359,131
	63,218,098	149,984,024	-	84,272,029	113,593,825
Non-Departmental					
Council and Commissions	661,773	942,970	-	942,970	857,977
Non-Departmental	6,379,640	14,397,843	(65,000)	11,938,402	2,419,377
Transit	8,838,094	13,603,868	-	13,603,868	15,561,178
GO Bond Funded Projects	506,503	3,682,137	-	3,994,046	-
GO Bond Debt Service	5,644,765	11,085,460	-	15,470,513	8,833,470
Non GO Bond Funded Projects	85,683	6,910,032	-	3,143,942	4,903,299
Road Repair Debt Service	1,487,463	1,480,762	-	1,480,762	1,480,913
Roadway, Pedestrian, Bicycle & Safety Debt Servi	-	1,040,735	-	1,040,735	-
Non GO Bond Downtown Mile	1,768,636	10,051,365	-	1,167,250	6,506,033
Pension Debt Service	8,705,430	8,705,303	-	8,705,303	8,707,139
Lone Tree Debt Service	-	396,000	-	-	-
Facility Improvement Debt	313,115	311,993	-	311,993	301,538
	34,391,102	72,608,468	(65,000)	61,799,784	49,570,924
City Engineering					
Engineering	2,193,372	270,132	-	270,132	281,506
Capital Improvements	(150,386)	(76,196)	-	(76,196)	(137,746)

DRAFT

City of Flagstaff
Budget by Division and Section
Fiscal Year 2025-2026

Division/Section	Actual Expenditures/ Expenses 2023-2024	Adopted Budgeted Expenditures/ Expenses 2024-2025	Expenditure/ Expense Adjustments Approved 2024-2025	Estimated Expenditures/ Expenses* 2024-2025	Budgeted Expenditures/ Expenses 2025-2026
City Engineering Continued					
Transportation CIP	$ 12,395,130	41,315,900	-	25,161,909	19,585,000
Road Repair Construction	151,507	1,559,892	-	1,559,892	250,000
New Street Projects	72,731	10,339,304	-	750,000	8,950,000
Street Widening Projects	589,069	21,556,043	-	4,662,650	14,034,220
Street Operations	5,565,091	7,393,469	-	3,920,194	2,735,118
Bicycle and Pedestrian Projects	276,290	8,647,589	-	4,038,308	9,516,652
Street Improvements	2,100	-	-	-	-
General Transportation Improvements	258,423	685,879	-	685,879	290,000
Development Engineering	-	1,528,304	-	1,528,304	1,698,673
Transportation Engineering	-	632,668	-	632,668	674,503
	21,353,327	93,852,984	-	43,133,740	57,877,926
Parks, Recreation, Open Space & Events					
Parks	3,878,332	5,180,652	-	5,125,073	4,733,578
Recreation	4,733,461	5,335,755	-	5,316,497	4,613,949
Open Space	340,942	871,544	-	871,544	282,285
Events	-	-	-	-	537,145
Recreation - BBB	321,759	2,520,400	-	3,320,879	2,839,758
	9,274,494	13,908,351	-	14,633,993	13,006,715
Sustainability					
Sustainability	2,201,115	20,562,262	-	10,058,752	7,885,998
Environmental Management	50,994	26,897	-	26,897	25,987
	2,252,109	20,589,159	-	10,085,649	7,911,985
Reserves/Contingencies	49,430	7,284,971	-	3,886,669	11,195,250
Grand Total	$ 271,290,790	579,432,772	-	408,362,804	440,205,469

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.

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

DRAFT

City of Flagstaff
Expenditures/Expenses by Division
Fiscal Year 2025-2026

Division/Fund	Actual Expenditures/ Expenses 2023-2024	Adopted Budgeted Expenditures/ Expenses 2024-2025	Expenditure/ Expense Adjustments Approved 2024-2025	Estimated Expenditures/ Expenses * 2024-2025	Budgeted Expenditures/ Expenses 2025-2026
General Administration					
General Fund	$ 15,769,793	19,633,599	65,000	19,645,502	20,263,807
Library	328,134	357,048	-	357,048	365,976
HURF	376,704	369,439	-	369,439	378,676
Transportation	56,447	75,209	-	75,209	77,088
Parking District	46,293	55,821	-	55,821	57,216
Water Resource & Infrastructure Fund	61,444	72,707	-	72,707	74,525
Drinking Water	471,325	559,252	-	559,252	573,234
Wastewater	250,970	281,635	-	281,635	288,675
Reclaimed Water	45,107	49,620	-	49,620	50,861
Stormwater	92,389	91,646	-	91,646	93,938
Solid Waste	522,768	625,150	-	625,150	640,778
Sustainability and Environmental Mgmt	92,872	101,039	-	101,039	103,564
Airport	116,847	152,686	-	152,686	156,503
	18,231,093	22,424,851	65,000	22,436,754	23,124,841
Community Development					
General Fund	5,104,620	5,525,601	-	5,495,385	5,404,185
Housing and Community Services	757,563	5,802,036	-	6,625,977	1,252,350
GO Bonds Funded Projects	242,958	11,005,555	-	11,005,555	9,029,080
Drinking Water	77,525	20,114	-	20,114	20,617
Stormwater	68,150	33,905	-	33,905	34,752
Flagstaff Housing Authority	10,485,241	12,419,384	-	12,419,784	17,811,148
	16,736,057	34,806,595	-	35,600,720	33,552,132
Management Services					
General Fund	5,308,009	6,886,150	-	6,879,890	6,852,582
Library	151,562	127,436	-	127,436	130,621
HURF	82,011	83,927	-	83,927	86,025
Transportation	77,553	81,293	-	81,293	83,326
Parking District	12,031	11,794	-	11,794	12,089
Water Resource & Infrastructure Fund	13,705	9,986	-	9,986	10,236
Drinking Water	1,126,157	1,239,444	-	1,239,444	1,270,384
Wastewater	344,188	365,074	-	365,074	374,201
Reclaimed Water	35,129	35,089	-	35,089	35,966
Stormwater	116,991	194,275	-	194,275	199,132
Solid Waste	505,305	544,957	-	544,957	558,581
Sustainability and Environmental Mgmt	78,246	84,875	-	84,875	86,997
Airport	128,646	128,370	-	128,370	131,579
	7,979,533	9,792,670	-	9,786,410	9,831,719
Fire					
General Fund	14,615,697	22,176,319	-	22,177,423	20,399,256
Water Resource & Infrastructure Fund	919,825	4,048,089	-	1,776,897	2,198,078
GO Bonds Funded Projects	1,208,268	2,295,000	-	1,180,085	-
	16,743,790	28,519,408	-	25,134,405	22,597,334
Police					
General Fund	28,500,379	27,855,509	-	27,208,852	29,309,545
	28,500,379	27,855,509	-	27,208,852	29,309,545
Public Works					
General Fund	4,343,998	9,436,602	-	9,636,118	5,615,120
Library	37,541	62,997	-	62,997	64,572
HURF	6,563,228	12,219,573	-	12,201,568	9,074,786
Transportation	3,971,574	11,043,115	-	11,043,115	10,117,318

DRAFT

City of Flagstaff
Expenditures/Expenses by Division
Fiscal Year 2025-2026

Division/Fund	Actual Expenditures/ Expenses 2023-2024	Adopted Budgeted Expenditures/ Expenses 2024-2025	Expenditure/ Expense Adjustments Approved 2024-2025	Estimated Expenditures/ Expenses * 2024-2025	Budgeted Expenditures/ Expenses 2025-2026
Public Works - Continued					
Parking District	$ 414	302	-	302	309
Water Resource & Infrastructure Fund	3,249	4,194	-	4,194	4,299
Drinking Water	19,269	11,189	-	11,189	11,468
Wastewater	14,621	10,769	-	10,769	11,038
Stormwater	1,091	2,648	-	2,648	2,714
Solid Waste	20,251,907	19,272,056	-	17,405,413	12,198,615
Sustainability and Environmental Mgmt	17,522	8,251	-	8,251	8,458
Airport	140,657	112,020	-	112,020	114,821
	35,365,071	52,183,716	-	50,498,584	37,223,518
Economic Vitality					
General Fund	187,197	253,451	-	213,451	156,305
Library	5,605,539	8,404,439	-	7,667,339	8,164,470
Beautification	730,890	5,559,192	-	4,253,782	3,280,636
Economic Development	1,657,827	2,415,093	-	2,100,593	2,021,879
Tourism	3,473,070	4,462,332	-	4,531,732	4,190,794
Arts and Science	950,783	1,286,551	-	1,286,551	1,568,606
Parking District	934,100	2,280,174	-	1,215,173	3,448,107
Airport	9,738,100	27,533,597	-	5,189,357	15,315,994
	23,277,506	52,194,829	-	26,457,978	38,146,791
Water Services					
GO Bonds Funded Projects	9,022,253	32,473,867	-	16,507,198	23,410,361
Drinking Water	33,386,864	50,563,544	-	34,106,093	35,038,276
Wastewater	8,910,638	28,162,977	-	16,729,545	25,950,044
Reclaimed Water	557,015	2,211,434	-	2,210,705	811,888
Stormwater	11,341,328	36,572,202	-	14,718,488	28,383,256
	63,218,098	149,984,024	-	84,272,029	113,593,825
Non-Departmental					
General Fund	(1,043,208)	5,544,168	(65,000)	3,409,516	(4,638,970)
COVID Relief Fund	929,595	2,091,210	-	1,766,421	-
Library	70,981	86,221	-	86,221	88,376
HURF	182,781	76,671	-	76,671	78,588
Transportation	10,337,732	16,533,864	-	16,137,864	17,054,903
Housing and Community Services	39,585	51,500	-	51,500	52,833
Parking District	9,327	6,956	-	6,956	7,130
General Obligation Bonds	5,644,765	11,085,460	-	15,470,513	8,833,470
Pension Debt Service Fund	8,705,430	8,705,303	-	8,705,303	8,707,139
GO Bond Funded Projects	506,503	3,682,137	-	3,994,046	-
Non GO Bond Funded Projects	1,854,319	16,961,397	-	4,311,192	11,409,332
Water Resource & Infrastructure Fund	10,206	8,664	-	8,664	8,881
Drinking Water	158,635	178,339	-	178,339	182,797
Wastewater	49,627	62,091	-	62,091	63,643
Reclaimed Water	5,109	3,825	-	3,825	3,920
Stormwater	16,741	31,960	-	31,960	32,759
Solid Waste	233,796	188,923	-	188,923	193,646
Sustainability and Environmental Mgmt	15,828	24,452	-	24,452	25,063
Airport	13,777	46,844	-	46,844	48,015
	27,741,529	65,369,985	(65,000)	54,561,301	42,151,525
City Engineering					
General Fund	2,042,986	2,354,908	-	2,354,908	2,516,936
Library	-	12,930	-	12,930	13,253
HURF	8,813,433	10,293,512	-	10,293,512	429,830

DRAFT

City of Flagstaff
Expenditures/Expenses by Division
Fiscal Year 2025-2026

Division/Fund	Actual Expenditures/ Expenses 2023-2024	Adopted Budgeted Expenditures/ Expenses 2024-2025	Expenditure/ Expense Adjustments Approved 2024-2025	Estimated Expenditures/ Expenses * 2024-2025	Budgeted Expenditures/ Expenses 2025-2026
City Engineering - Continued					
Transportation	$ 11,065,282	81,857,354	-	31,138,110	55,600,270
	21,921,701	94,518,704	-	43,799,460	58,560,289
Parks, Recreation, Open Space & Events					
General Fund	8,952,735	11,387,951	-	11,313,114	10,166,957
BBB-Recreation	321,759	2,520,400	-	3,320,879	2,839,758
	9,274,494	13,908,351	-	14,633,993	13,006,715
Sustainability					
Sustainability and Environmental Mgmt	2,252,109	20,589,159	-	10,085,649	7,911,985
	2,252,109	20,589,159	-	10,085,649	7,911,985
Reserves/Contingencies					
General Fund	49,430	2,514,000	-	1,989,000	1,194,000
Library	-	100,000	-	-	100,000
HURF	-	100,000	-	-	100,000
Beautification	-	10,000	-	-	10,000
Economic Development	-	45,000	-	-	45,000
Tourism	-	175,000	-	-	175,000
Arts and Science	-	10,000	-	-	10,000
Parking District	-	30,000	-	-	30,000
Drinking Water	-	1,000,000	-	-	1,000,000
Wastewater	-	800,000	-	-	800,000
Reclaimed Water	-	50,000	-	-	50,000
Stormwater	-	819,721	-	396,419	2,000,000
Solid Waste	-	500,000	-	500,000	500,000
Sustainability and Environmental Mgmt	-	30,000	-	-	30,000
Airport	-	100,000	-	-	100,000
Water Resource and Infra Protection	-	-	-	-	50,000
Flagstaff Housing Authority	-	1,001,250	-	1,001,250	1,001,250
Pension Debt Service Fund	-	-	-	-	4,000,000
	49,430	7,284,971	-	3,886,669	11,195,250
All Funds Total	$ 271,290,790	579,432,772	-	408,362,804	440,205,469

*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.

DRAFT

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2025-2026

Sect #	Section	Operating Capital	Budget 2025-2026
General Fund			
011	City Manager	Replacement Vehicle	$ 53,474
039	Grants, Contracts, Emergency Mgt.	Replacement Vehicle	65,000
051	Fire	Station Equipment Replacements	15,000
		Technical Rescue Equipment and UTV Up Fit	65,000
		Safety Equipment Replacement	40,000
052	Fire Grants	Safety Equipment	50,000
061	Police	Replacement Patrol Vehicles (8)	520,000
		Replacement Vehicle	55,000
062	Police Grants	Motorcycle	45,000
		Emergency Equipment and Upfitting for Patrol	250,000
123	Development Engineering	Replacement Vehicle	75,000
152	Facility Maintenance	Flatbed Trailer Replacement	10,000
		Vehicle Replacement	45,000
		Upright Man Lift Replacement	32,000
		Fire HVAC Replacement	25,000
		Security System - Evidence Warehouse	55,000
		Security Cameras - Multiple Recreation Centers	155,000
		Metal Detectors - City Hall	20,000
153	USGS Campus	USGS Building #6 Server Upgrades at HVAC	160,311
155	Parks	Signage Upgrades	20,000
		Parks Amenities	20,000
		Ponderosa Trails FUTS Bridge Replacement	20,000
		Continental Little League Dugouts	20,000
		Skid Steer Loader Replacement (2)	100,000
		Dumpster Enclosure	25,000
		Parks Shop Covered Parking and Storage	50,000
		Cemetery Roadway Repairs	50,000
		New Turn Mower	18,000
156	Recreation	Strength/Fitness Equip - Hal Jensen Rec Center	8,000
		New Elliptical - Joe C Montoya Community Ctr	8,000
		Fitness Equipment - Aquaplex	19,000
		New Special Effects Arena Lighting - Jay Lively	20,000
		General Fund Total	2,113,785
037	Library County Indirect		
		Bookmobile Replacement	575,000
		Library County Indirect Fund Total	575,000
Highway User Revenue Fund			
161	Street Maintenance	14-yard Dump Truck Replacement	415,500
		Conveyor Screen Replacement	400,000
		Replacement Vehicle	75,000
		Utility Truck Replacement	100,000
		New Bucket Truck	220,000
		Highway User Revenue Fund Total	1,210,500
Beautification Fund			
211	Beautification	Expanded Use of Right of Way Funding	25,000
		Beautification Fund Total	25,000
Economic Development Fund			
213	Economic Development	Moonshot Incubator Chiller Replacement	365,000
		Economic Development Fund Total	365,000

DRAFT

City of Flagstaff
Summary of Operating Capital
Fiscal Year 2025-2026

Sect #	Section	Operating Capital	Budget 2025-2026
Tourism Fund			
214	Tourism	Milligan House Roof Repair	$ 50,000
215	Visitor Services	Roof Repair - Visitor Center	5,000
		Surveillance Camera - Visitor Center	11,000
		Plumbing Drain Repair - Visitor Center	35,000
		Tourism Fund Total	101,000
Recreation Fund			
158	Recreation Projects	Deferred Maintenance Projects	200,000
		Play Structure Replacements	150,000
		Recreation Fund Total	350,000
Parking District Fund			
231	Parking District	Curb, Gutter and Sidewalk Replacements	30,000
		Parking District Fund Total	30,000
Water Resource and Infrastructure Protection Fund			
053	Fire Watershed Protection	Replacement Vehicle	70,000
		Water Resource and Infrastructure Protection Fund Total	70,000
Drinking Water Fund			
303	Water Distribution	East Side Shop Motion Sensor Lighting Upgrade	5,000
		East Side Shop Roof and Gutter Repair	20,000
		New Vehicle	65,000
307	SCADA Information Systems	Computer Hardware/Software	70,000
		Drinking Water Fund Total	160,000
Wastewater Fund			
311	Wastewater Treatment-Wildcat	Upstairs Flooring	6,235
		Various Roof Repairs	80,000
		Roof Repair Administration Building	80,000
313	Wastewater Collection	Dump Truck Replacement	200,000
		Cube Van Replacement	181,000
		Wastewater Fund Total	547,235
Stormwater Fund			
331	Stormwater	Replacement Vehicle	75,000
		Stormwater Fund Total	75,000
Solid Waste Fund			
165	Solid Waste - Landfill	New Standing Forklift for Hazardous Product	10,000
166	Solid Waste - Collections	Automated Side Loader Replacement (2)	850,000
		Solid Waste Fund Total	860,000
Public Housing Fund			
109	Building Improvements	Dwelling Units Improvements	720,000
		Capital Fund Increase	270,000
		Public Housing Fund Total	990,000
		Total	$ 7,472,520

DRAFT

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2025-2026

Sect #	Section	Project	Budget 2025-2026
General Fund			
051	Fire Operations	John Wesley Powell Fire Station #7 - Design	$ 2,666,500
061	Police Operations	Public Safety Sawmill Expansion - Design	250,000
		John Wesley Powell Police Substation - Design	150,000
152	Facility Maintenance	Jay Lively Recreation Center - Chillers	2,100,000
155	Parks	Citizen's Cemetery Columbarium	50,000
		Citizen's Cemetery Expansion	225,000
		General Fund Total	5,441,500
Housing and Community Services Fund			
106	Community Housing Services	Land Acquisition	250,000
		Housing and Community Services Fund Total	250,000
Library Fund			
035	City Library	Window Replacements - Downtown	1,436,780
		Library Fund Total	1,436,780
Highway User Revenue Fund			
112	Transportation	Switzer/Turquoise Roundabout	5,000
		Highway User Revenue Fund Total	5,000
Transportation Fund			
112	Transportation	Lone Tree Railroad Overpass	19,580,000
116	Road Repair Construction	Coconino Estates	250,000
117	New Street Projects	4th Street/John Wesley Powell Extension	8,750,000
		John Wesley Powell - Lake Mary to Airport	200,000
118	Street Widening Projects	Butler-Fourth Improvements	2,700,000
		Lone Tree: Butler to O'Leary	10,934,220
		Lone Tree: O'Leary to Pine Knoll	200,000
		Lone Tree: Pine Knoll to Powell	200,000
119	Streets Operations	Signal And Traffic Management	5,000
		Smokerise Highway 89	860,118
		Intersection Improvements	470,000
		Quiet Zone Modifications	200,000
		Dark Sky Lighting	750,000
		West Route 66	350,000
		Country Club/Oakmont	100,000
120	Bicycle and Pedestrian Projects	General Planning	152,000
		Project Pre-design	50,000
		FUTS Asphalt Repair	2,475,000
		Safe Streets Master Plan	125,000
		Safe Routes to School	38,500
		Flagstaff Urban Trails System	
		FUTS Signing	20,000
		Switzer Canyon Trail	2,772,152
		Spot Improvements	100,000
		Single Track/Forest	50,000
		Mountain View Access	100,000
		Sawmill Trail	69,000
		Sidewalks	
		Sidewalk Infill Program	140,000
		Bikeways	
		Bikeway Signing	30,000
		Bicycle Parking	22,000
		Sinclair Ridge Trail	35,000
		Butler Avenue Complete Streets	3,000,000

DRAFT

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2025-2026

Sect #	Section	Project	Budget 2025-2026
120	Bicycle and Pedestrian Projects	Enhanced Beacon Crossings	
		Humphreys Street at Fine Crossing	$ 100,000
		First/Last Mile Grant	
		Pedestrian Projects	238,000
121	General Improvements	General Improvements and Partnerships	
		Reserve for Improvements	100,000
		HSIP Program	50,000
		Traffic Engineering	125,000
163	Road Repair Pvmnt Preservation	Pavement Overlay	10,000,000
		Transportation Fund Total	65,340,990
Beautification Fund			
212	Capital Improvements	Water Tank Mural at Buffalo Park	345,000
		Switzer Canyon Roundabout	50,000
		East Side Streetscape Beautification	100,000
		Montalvo Park Mosaic Rebuild	100,000
		Huntington Gabion & Ponderosa/Verde Landscape	410,000
		Beautification - Housing	100,000
		Spruce Wash Wedge	524,385
		Future Projects	500,000
		Beautification Fund Total	2,129,385
Arts and Science Fund			
216	Arts & Science	Neighborhood Plans Art Projects	20,000
		Thorpe Park Sculpture Exhibition	90,000
		FUTS Trail Sculpture	25,000
		Multicultural Park Sculpture Exhibit	125,000
		Contingency for Future Projects	25,000
		Arts and Science Fund Total	285,000
Recreation Fund			
158	Recreation Projects (BBB)	Cheshire Park Track and Field	1,500,000
		Sports Courts at Bushmaster Park	979,358
		Recreation Fund Total	2,479,358
Parking District Fund			
231	Economic Dev. Parking District	Property Acquisition	1,823,829
		Parking District Fund Total	1,823,829
Water Resource and Infrastructure Protection Fund			
053	Fire Watershed Protection	Wildland Facility - Design	648,000
			648,000
Drinking Water Fund			
370	Water Capital Projects	Rio de Flag Flood Control Project	1,604,634
		Water Vault/PRV Replacements	830,729
		Radio Read Meter Replacements	300,000
		Reserve for Improvements	122,604
		SCADA Well Upgrades	30,000
		Lake Mary Flocculations	7,000,000
		Switzer Canyon Line Phase 4	10,000
		Switzer Canyon Line Phase 5	1,500,000
		Water Energy Efficiency Upgrades	100,000
		1st Ave Waterline Replace	123,862
		Fort Tuthill Well	2,200,000
		Lake Mary Raw Water Pipeline	550,000

DRAFT

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2025-2026

Sect #	Section	Project	Budget 2025-2026
370	Water Capital Projects	Red Gap Ranch ROW Survey	$ 75,000
		Red Gap Ranch Water Study	432,640
		JW Powell Waterline Oversize	450,000
		Eastside Shop New Building	200,000
		Lake Mary WTP 18" Meter and Vault	293,821
		Contingency	2,000,000
		Drinking Water Fund Total	17,823,290
Wastewater Fund			
375	Wastewater Capital	Aging Sewer Replacements	250,000
		Reserve for Improvements	182,900
		Rio de Flag Sewer Relocations	3,254,602
		Country Club Interceptor to Wildcat	6,000,000
		Rio Solids Treatment	7,814,857
		Rio Main Motor Control Centers	269,707
		BNSF Sewer Relocations	237,588
		Adv Water Treatment Sampling Testing	64,896
		Wastewater Fund Total	18,074,550
Reclaimed Water Fund			
380	Reclaimed Water Capital Projects	Rio Reclaimed Pump Valve	43,264
		BNSF Reclaimed Relocations	142,219
		Rio Reclaimed Water PRV Station Raise/Relocate	205,000
		Reclaimed Water Fund Total	390,483
Stormwater Fund			
385	Stormwater Capital Projects	Rio de Flag	18,211,000
		Side Drain Lateral Santa Fe Ave	3,057,354
		Stormwater Capital Reserve	218,405
		Spot Improvements	350,000
		Meade Lane Project	1,000,000
		Big Fill Lake	1,000,000
		Fanning Wash	1,000,000
		Stormwater Fund Total	24,836,759
Solid Waste Fund			
		Module II-Cell D Excavation	30,000
		Solid Waste Fund Total	30,000
Airport Fund			
222	Airport Capital Projects	Multi Use Building - Design	248,562
		Multi Use Building - Construction	8,154,275
		ADOT Environmental Assessment	665,537
		Terminal Accessibility Improvements	1,200,000
		Airport Pavement Management System	1,000,000
		Airport Fund Total	11,268,374
Non-GO Capital Project Bond Fund			
422	USGS Office Building	USGS Building Renovations	1,000,000
426	Courthouse	Courthouse Parking Structure	3,903,299
427	Downtown Mile	Downtown Mile	6,506,033
		Non-GO Capital Project Bond Fund Total	11,409,332
GO Capital Project Bond Fund			
105	Housing	Public Housing Redevelopment	4,884,089
375	Wastewater Capital Improvements	Wildcat Pumps	2,000,000

DRAFT

City of Flagstaff
Summary of Capital Improvement Program
Fiscal Year 2025-2026

Sect #	Section	Project	Budget 2025-2026
375	Wastewater Capital Improvements	Generators	$ 3,500,000
		Turbo Blowers	840,000
385	Stormwater Capital Improvements	Arroyo Seco Inlet	52,955
		Arroyo Seco-Dortha Channel	2,417,642
		Cedar Crossing	1,587,652
		Cedar-Linda Vista Channel	2,906,781
		Linda Vista Crossing	257,663
		Linda Vista Sidewalks	361,144
		Killip Inlet	1,650,558
		Killip Outlet	651,492
		The Wedge	7,184,474
		GO Capital Project Bond Fund Total	28,294,450
		Total	$ 191,967,080

DRAFT

City of Flagstaff
Debt Service Requirements
Fiscal Year 2025-2026

	Original Issue	Outstanding 7/1/25	Principal	Interest	Fiscal Charges	Total Requirements
General Fund						
Capital Lease - Renewable Energy Equipment	$ 1,014,557	255,211	73,693	6,370	-	80,063
Certificates of Participation - Courthouse	3,845,000	3,310,000	115,000	105,675	800	221,475
	4,859,557	3,565,211	188,693	112,045	800	301,538
Transportation Fund						
Revenue Bonds - Series 2016 Road Repair	8,930,000	4,920,000	580,000	185,200	1,250	766,450
Revenue Bonds - Series 2018 Road Repair	10,000,000	7,365,000	445,000	268,213	1,250	714,463
	18,930,000	12,285,000	1,025,000	453,413	2,500	1,480,913
Economic Development Fund						
GADA Revenue Bonds - Series 2010A Incubator	3,370,000	1,290,000	190,000	54,913	500	245,413
	3,370,000	1,290,000	190,000	54,913	500	245,413
Parking District Fund						
Capital Lease - Parking Meters	1,000,000	167,652	110,962	4,063	-	115,025
	1,000,000	167,652	110,962	4,063	-	115,025
General Obligation Bond Fund						
Series 2013 - Capital Projects	11,460,000	3,615,000	860,000	99,850	750	960,600
Series 2014A - Capital Projects	6,600,000	325,000	325,000	4,875	750	330,625
Series 2016 - Capital Projects	16,105,000	11,065,000	735,000	427,900	300	1,163,200
Series 2020 - Courthouse/Public Safety	11,090,000	2,575,000	600,000	91,000	250	691,250
Series 2020 - WIFA - FWPP	5,000,000	4,088,649	238,605	7,944	31,946	278,495
Series 2024A - Prop 441	26,875,000	26,875,000	1,160,000	1,314,750	1,000	2,475,750
Series 2024B - Prop 442	10,000,000	2,685,000	2,685,000	80,550	1,000	2,766,550
Series 2024C - Refunding	3,305,000	3,270,000	-	163,500	1,000	164,500
Proposed: Prop 441	12,242,140	-	-	-	-	-
Proposed: Prop 442	10,000,000					
Arbitrage	-	-	-	-	2,500	2,500
	112,677,140	54,498,649	6,603,605	2,190,369	39,496	8,833,470
Pension Debt Service Fund						
Certificates of Participation - Pension	131,000,000	105,030,000	6,015,000	2,689,639	2,500	8,707,139
	131,000,000	105,030,000	6,015,000	2,689,639	2,500	8,707,139
Drinking Water Fund						
WIFA - 2010 Fort Tuthill Well Improvements	594,951	160,168	30,502	1,377	2,174	34,053
WIFA - 2010 Local Aquifer Study	1,100,000	334,455	63,693	2,875	4,539	71,107
Revenue Bonds - 2017 Refunding	6,389,858	1,012,858	500,574	15,175	369	516,118
Revenue Bonds - 2019 Projects	5,044,710	3,555,292	189,475	83,399	1,053	273,927
Revenue Bonds - 2022 Refunding	4,930,000	2,966,000	681,000	65,375	1,000	747,375
Proposed: Water Projects	5,104,634	-	-	-	-	-
	23,164,153	8,028,773	1,465,244	168,201	9,135	1,642,580
Wastewater Fund						
Capital Lease - Renewable Energy Equipment	1,936,443	487,103	140,655	12,158	-	152,813
Revenue Bonds - 2017 Refunding	10,739,142	4,596,142	1,507,426	76,465	1,106	1,584,997
Revenue Bonds - 2019 Projects	4,540,290	3,199,708	170,525	75,058	947	246,530
	17,215,875	8,282,953	1,818,606	163,681	2,053	1,984,340
Stormwater Fund						
Revenue Bonds - Series 2022	4,092,000	3,427,000	224,000	88,511	1,000	313,511
WIFA - Series 2022 Projects	19,000,000	17,899,479	572,529	208,893	264,198	1,045,620
Proposed: Stormwater Projects	17,125,000	-	-	-	-	-
	40,217,000	21,326,479	796,529	297,404	265,198	1,359,131
Solid Waste Fund						
Certificates of Participation - Core Services	3,880,000	3,310,000	105,000	110,069	1,500	216,569
	3,880,000	3,310,000	105,000	110,069	1,500	216,569
Total Debt Service Requirements	$ 356,313,725	217,784,717	18,318,639	6,243,797	323,682	24,886,118

DRAFT

City of Flagstaff
General Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 81,716,007	79,090,423	88,118,943	58,933,398	36,268,549	32,562,155	34,566,851	37,968,219
Revenues								
Taxes								
Property Tax	7,187,667	7,166,000	7,277,180	7,216,000	7,266,000	7,316,000	7,366,000	7,416,000
Sales Tax	30,513,446	30,947,900	31,075,500	31,772,700	32,721,200	33,699,000	34,705,900	35,743,200
Franchise Fees	2,610,212	2,472,500	2,626,000	2,661,500	2,699,300	2,743,800	2,790,300	2,838,800
Intergovernmental								
State Shared Sales Tax	11,447,923	11,628,000	11,600,000	11,855,200	12,210,900	12,577,200	12,954,500	13,343,100
State Shared Income Tax	20,114,712	15,996,000	16,292,000	15,062,100	15,401,200	15,921,600	16,457,800	16,951,100
Auto Lieu Tax	4,414,392	4,343,000	4,630,000	4,722,600	4,864,300	5,010,200	5,160,500	5,315,300
Excise Tax	592,422	550,800	600,000	618,000	636,500	655,600	675,300	695,600
Federal Grants	1,283,568	2,850,275	2,940,777	1,481,326	115,387	118,551	121,825	125,214
State/Local Grants	2,743,522	1,934,098	1,761,272	3,206,101	1,749,929	1,769,001	1,788,741	1,809,172
Other IGA	1,816,073	1,316,218	1,329,218	1,233,894	1,235,283	1,236,720	1,238,208	1,239,748
Licenses and Permits								
Business Licenses	30,028	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Building Permits	3,028,243	1,862,000	2,540,000	2,000,000	2,020,000	2,060,400	2,101,600	2,143,600
Other Licenses and Permits	1,206,856	1,238,395	2,043,081	1,237,880	1,238,400	1,238,926	1,239,457	1,239,993
Charges for Services								
Community Development	899,919	745,000	1,195,000	745,000	745,000	745,000	745,000	745,000
Parks and Recreation	1,250,606	1,622,870	1,325,916	1,322,350	1,322,350	1,322,350	1,322,350	1,322,350
Public Safety	656,990	730,511	932,290	690,505	694,270	698,074	701,915	705,795
Cemetery/General Government	253,636	189,631	235,581	200,571	202,562	204,573	206,604	208,655
Fines and Forfeitures								
Court Fines	387,765	415,691	409,083	413,174	417,306	421,479	425,694	429,951
Other Fines and Forfeitures	389,157	406,282	361,420	362,388	363,692	365,008	366,339	367,681
Other								
Rents	1,271,182	1,655,709	1,378,688	1,378,988	1,379,291	1,379,597	1,379,906	1,380,218
Investment Earnings	3,304,965	1,013,489	2,886,543	1,470,180	716,101	728,473	740,968	753,587
Miscellaneous	857,099	826,389	583,390	815,858	817,454	819,066	820,694	822,338
Total Revenues	96,260,383	89,940,758	94,052,939	90,496,315	88,846,425	91,060,618	93,339,601	95,626,402

DRAFT

City of Flagstaff
General Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Transfers In								
Library	$ -	24,192	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	369,571	406,526	406,526	422,399	422,399	422,399	422,399	422,399
Economic Development	393,757	217,300	217,300	82,275	-	-	-	-
Tourism	51,484	308,694	283,694	284,000	25,000	25,000	25,000	25,000
Recreation - BBB	2,476,655	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189
Drinking Water	-	482,364	482,364	-	-	-	-	-
Wastewater	-	377,284	377,284	-	-	-	-	-
Solid Waste	-	86,737	86,737	-	-	-	-	-
Sustainability and Environmental Mgmt	-	63,384	65,781	24,000	-	-	-	-
Airport	1,478,326	-	-	-	-	-	-	-
Total Transfers In	4,782,793	4,553,670	4,531,067	3,424,055	3,058,780	3,058,780	3,058,780	3,034,588
Total Revenues and Transfers In	101,043,176	94,494,428	98,584,006	93,920,370	91,905,205	94,119,398	96,398,381	98,660,990
Total Sources of Funds	182,759,183	173,584,851	186,702,949	152,853,768	128,173,754	126,681,553	130,965,232	136,629,209
Uses of Funds								
Operating Expenditures								
General Administration	15,652,165	17,788,599	17,853,599	20,210,333	15,521,432	15,521,432	15,368,914	15,368,914
Management Services	5,239,965	6,717,934	6,717,934	6,787,582	5,856,762	5,856,762	5,856,762	5,856,762
Fire	14,496,622	16,541,566	16,542,669	17,562,756	14,928,364	14,928,364	14,928,364	14,928,364
Police	27,039,948	26,448,478	26,008,926	28,039,545	23,519,926	23,539,823	23,560,417	23,581,731
Community Development	5,104,620	5,275,601	5,245,385	5,404,185	4,508,336	4,508,336	4,508,336	4,508,336
Public Works	3,936,602	5,120,182	4,886,472	3,012,809	2,415,654	2,415,654	2,415,654	2,415,654
Economic Vitality	187,197	213,451	213,451	156,305	150,053	150,053	150,053	150,053
City Engineering	1,936,594	2,284,908	2,284,908	2,441,936	2,245,117	2,245,117	2,245,117	2,245,117
Parks, Recreation, Open Space, and Events	8,483,614	10,200,197	10,200,197	9,513,957	8,595,469	8,595,469	8,595,469	8,595,469
Non-Departmental	3,049,527	6,261,332	4,151,763	3,277,354	2,961,191	2,961,191	2,961,191	2,961,191
Contingency	49,430	2,514,000	1,989,000	1,194,000	100,000	100,000	100,000	100,000
Less: Indirect Charges	(7,468,141)	(8,017,426)	(8,017,426)	(8,217,862)	(8,217,862)	(8,217,862)	(8,217,862)	(8,217,862)
Total Operating Expenditures	77,708,143	91,348,822	88,076,878	89,382,900	72,584,442	72,604,339	72,472,415	72,493,729

DRAFT

City of Flagstaff
General Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Debt Service								
Leases - Energy	$ 91,390	90,268	90,268	80,063	77,496	74,851	35,891	-
Certificates of Participation	221,725	221,725	221,725	221,475	222,950	224,275	224,150	222,525
Total Debt Service	313,115	311,993	311,993	301,538	300,446	299,126	260,041	222,525
Future Uses								
Total Ongoing	-	-	-	-	2,115,000	4,294,000	6,539,000	8,852,000
Total One-Time	-	-	-	-	6,185,500	3,000,000	1,800,000	1,500,000
Total Future Uses	-	-	-	-	8,300,500	7,294,000	8,339,000	10,352,000
Capital Expenditures								
Fleet	1,758,240	5,486,607	5,066,467	1,018,474	765,000	765,000	765,000	765,000
Operating	3,923,493	6,940,827	7,172,909	1,095,311	3,040,500	540,500	540,500	540,500
Capital Improvement Projects	128,645	9,480,011	9,694,912	5,441,500	-	-	-	-
Total Capital Expenditures	5,810,378	21,907,445	21,934,288	7,555,285	3,805,500	1,305,500	1,305,500	1,305,500
Total Expenditures	83,831,636	113,568,260	110,323,159	97,239,723	84,990,888	81,502,965	82,376,956	84,373,754
Transfers Out								
Housing and Community Services	38,500	1,600,000	1,600,000	514,000	14,490	14,997	15,522	16,065
Library	1,596,313	2,904,491	2,904,491	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
Economic Development	247,000	256,847	256,847	247,000	247,000	247,000	247,000	247,000
Tourism Fund	-	21,439	21,439	-	-	-	-	-
Water Resource Infrastructure Protection	-	-	-	648,000	-	-	-	-
Pension Debt Service	8,207,469	8,270,038	8,270,038	8,271,782	8,269,576	8,271,452	8,272,590	8,270,812
Stormwater	-	-	-	4,780,830	-	-	-	-
Sustainability and Environmental Mgmt	633,639	876,764	899,398	785,396	201,550	190,193	196,850	203,740
Airport	-	297,425	297,425	1,502,175	291,782	291,782	291,782	291,782
Capital Projects	85,683	3,256,248	3,196,754	1,000,000	-	-	-	-
Total Transfers Out	10,808,604	17,483,252	17,446,392	19,345,496	10,620,711	10,611,737	10,620,057	10,625,712
Excess Revenues Over Expenditures	6,402,936	(36,557,084)	(29,185,545)	(22,664,849)	(3,706,394)	2,004,696	3,401,368	3,661,524
Total Uses of Funds	94,640,240	131,051,512	127,769,551	116,585,219	95,611,599	92,114,702	92,997,013	94,999,466
Ending Fund Balance	$ 88,118,943	42,533,339	58,933,398	36,268,549	32,562,155	34,566,851	37,968,219	41,629,743

DRAFT

City of Flagstaff
Housing and Community Services Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 2,433,394	1,903,727	2,343,425	447,294	233,145	235,546	238,045	240,648
Revenues								
Intergovernmental	320,737	2,484,946	2,908,904	565,852	565,000	565,000	565,000	565,000
Investment Earnings	97,505	28,914	76,040	11,182	2,331	2,355	2,380	2,406
Miscellaneous	250,437	-	196,402	-	-	-	-	-
Total Revenues	668,679	2,513,860	3,181,346	577,034	567,331	567,355	567,380	567,406
Transfers In								
General Fund	38,500	1,600,000	1,600,000	514,000	14,490	14,997	15,522	16,065
Total Transfers In	38,500	1,600,000	1,600,000	514,000	14,490	14,997	15,522	16,065
Total Sources of Funds	3,140,573	6,017,587	7,124,771	1,538,328	814,966	817,898	820,947	824,119
Uses of Funds								
Expenditures								
Operating	797,148	5,353,536	6,177,477	1,055,183	579,420	579,853	580,299	580,758
Capital	-	500,000	500,000	250,000	-	-	-	-
Total Expenditures	797,148	5,853,536	6,677,477	1,305,183	579,420	579,853	580,299	580,758
Total Uses of Funds	797,148	5,853,536	6,677,477	1,305,183	579,420	579,853	580,299	580,758
Ending Fund Balance	$ 2,343,425	164,051	447,294	233,145	235,546	238,045	240,648	243,361

DRAFT

City of Flagstaff
COVID Relief Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ -	-	-	-	-	-	-	-
Revenues								
Grants and Entitlements	929,595	2,091,210	1,766,421	-	-	-	-	-
Total Revenues	929,595	2,091,210	1,766,421	-	-	-	-	-
Total Sources of Funds	929,595	2,091,210	1,766,421	-	-	-	-	-
Uses of Funds								
Expenditures								
Operating	929,595	2,091,210	1,766,421	-	-	-	-	-
Total Expenditures	929,595	2,091,210	1,766,421	-	-	-	-	-
Total Uses of Funds	929,595	2,091,210	1,766,421	-	-	-	-	-
Ending Fund Balance	$ -	-	-	-	-	-	-	-

DRAFT

City of Flagstaff
Library Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 20024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 4,958,669	4,389,046	5,285,993	4,967,449	2,910,903	3,038,649	3,172,857	3,305,825
Revenues								
Intergovernmental	4,564,767	4,534,037	4,861,285	5,101,467	5,276,891	5,472,108	5,666,146	5,867,293
Investment Earnings	193,460	34,299	115,000	58,291	7,868	8,139	8,304	8,366
Miscellaneous	100,041	26,843	26,843	26,843	26,843	26,843	26,843	26,843
Total Revenues	4,858,268	4,595,179	5,003,128	5,186,601	5,311,602	5,507,090	5,701,293	5,902,502
Transfers In								
Tourism	66,500	112,000	112,000	112,000	112,000	112,000	112,000	112,000
General Fund	1,596,313	2,904,491	2,904,491	1,596,313	1,596,313	1,596,313	1,596,313	1,596,313
Total Transfers In	1,662,813	3,016,491	3,016,491	1,708,313	1,708,313	1,708,313	1,708,313	1,708,313
Total Sources of Funds	11,479,750	12,000,716	13,305,612	11,862,363	9,930,818	10,254,052	10,582,463	10,916,640
Uses of Funds								
Expenditures								
Indirect	588,218	646,632	646,632	662,798	679,368	696,352	713,761	731,605
Library City Direct	3,995,409	4,193,839	4,268,839	4,477,148	4,507,028	4,638,270	4,774,106	4,914,696
Library County	693,292	775,086	775,086	819,481	836,208	862,195	889,060	916,835
Library Grants	40,975	50,000	50,000	25,000	-	-	-	-
County Wide Projects and Growth	470,905	1,385,514	1,370,414	831,061	845,373	860,186	875,517	891,385
Capital	404,958	2,000,000	1,203,000	2,011,780	-	-	-	-
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	6,193,757	9,151,071	8,313,971	8,927,268	6,867,977	7,057,003	7,252,444	7,454,521
Transfers Out								
General Fund	-	24,192	24,192	24,192	24,192	24,192	24,194	-
Total Transfers Out	-	24,192	24,192	24,192	24,192	24,192	24,194	-
Total Uses of Funds	6,193,757	9,175,263	8,338,163	8,951,460	6,892,169	7,081,195	7,276,638	7,454,521
Ending Fund Balance	$ 5,285,993	2,825,453	4,967,449	2,910,903	3,038,649	3,172,857	3,305,825	3,462,119

DRAFT

City of Flagstaff
Highway User Revenue Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 13,946,197	9,843,539	16,780,695	14,193,452	14,490,052	15,299,973	10,613,417	8,089,785
Revenues								
Grants and Entitlements	10,325,256	10,040,136	10,180,698	10,282,505	10,385,330	10,489,183	18,594,075	10,700,016
Licenses and Permits	118,510	-	-	-	-	-	-	-
Investment Earnings	500,545	197,000	391,132	170,000	145,000	153,000	106,000	81,000
Contributions	396,230	-	-	-	-	1,690,000	-	-
Miscellaneous	37,114	-	-	-	-	-	-	-
Total Revenues	11,377,655	10,237,136	10,571,830	10,452,505	10,530,330	12,332,183	18,700,075	10,781,016
Transfers In								
Capital Projects	39	-	-	-	-	-	-	-
Transportation	7,787,961	9,879,044	9,879,044	5,000	-	-	-	-
Total Transfers in	7,788,000	9,879,044	9,879,044	5,000	-	-	-	-
Total Sources of Funds	33,111,852	29,959,719	37,231,569	24,650,957	25,020,382	27,632,156	29,313,492	18,870,801
Uses of Funds								
Expenditures								
Indirect	1,358,900	1,236,754	1,236,754	1,267,673	1,299,365	1,331,849	1,365,145	1,399,274
Operating	5,460,552	6,340,700	6,340,700	7,564,732	7,733,044	8,206,538	8,345,562	8,489,454
Capital	9,198,705	15,465,669	15,447,663	1,215,500	675,000	7,467,352	11,500,000	500,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	16,018,157	23,143,123	23,025,117	10,147,905	9,707,409	17,005,739	21,210,707	10,388,728
Transfers Out								
General Fund	13,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Transportation	300,000	-	-	-	-	-	-	-
Total Transfers Out	313,000	13,000	13,000	13,000	13,000	13,000	13,000	13,000
Total Uses of Funds	16,331,157	23,156,123	23,038,117	10,160,905	9,720,409	17,018,739	21,223,707	10,401,728
Ending Fund Balance	$ 16,780,695	6,803,596	14,193,452	14,490,052	15,299,973	10,613,417	8,089,785	8,469,073

DRAFT

City of Flagstaff
Transportation Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 74,707,638	83,328,152	83,108,687	52,904,663	21,052,885	26,392,619	25,185,144	31,039,834
Revenues								
Taxes	37,771,819	37,274,400	37,503,300	44,431,900	45,758,400	47,125,700	48,534,500	49,985,100
Intergovernmental	-	1,100,000	1,310,000	7,000,000	19,897,056	4,000,000	7,000,000	36,104,250
Bond Proceeds	-	18,800,000	-	-	61,900,000	41,600,000	3,000,000	6,750,000
Investment Earnings	3,395,768	1,662,000	2,376,250	1,322,000	251,000	264,000	252,000	310,000
Miscellaneous	230,011	724,441	1,095,107	200,000	-	-	-	3,000,000
Total Revenues	41,397,598	59,560,841	42,284,657	52,953,900	127,806,456	92,989,700	58,786,500	96,149,350
Transfers In								
Beautification	-	-	-	250,000	2,900,000	-	-	-
HURF	300,000	-	-	-	-	-	-	-
Total Transfers In	300,000	-	-	250,000	2,900,000	-	-	-
Total Sources of Funds	116,405,236	142,888,993	125,393,344	106,108,563	151,759,341	119,382,319	83,971,644	127,189,184
Uses of Funds								
Expenditures								
Indirect	291,903	521,779	521,779	534,824	548,195	643,894	659,991	676,491
Operating	8,877,993	13,618,868	13,618,868	15,576,178	9,677,597	9,450,198	9,898,882	10,413,451
Capital	14,851,229	92,532,690	41,813,447	65,340,990	106,361,892	67,079,204	29,421,739	65,034,298
Total Expenditures	24,021,125	106,673,337	55,954,094	81,451,992	116,587,684	77,173,296	39,980,612	76,124,240
Transfers Out								
HURF	7,787,961	9,879,044	9,879,044	5,000	-	-	-	-
Capital Projects	-	8,418,679	4,134,046	2,117,773	4,504,525	6,047,000	70,000	-
Total Transfers Out	7,787,961	18,297,723	14,013,090	2,122,773	4,504,525	6,047,000	70,000	-
Debt Service	1,487,463	2,917,497	2,521,497	1,480,913	4,274,513	10,976,879	12,881,198	13,538,673
Total Uses of Funds	33,296,549	127,888,557	72,488,681	85,055,678	125,366,722	94,197,175	52,931,810	89,662,913
Ending Fund Balance	$ 83,108,687	15,000,436	52,904,663	21,052,885	26,392,619	25,185,144	31,039,834	37,526,271

DRAFT

City of Flagstaff
Beautification Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 9,685,837	10,140,734	11,481,932	9,707,684	8,514,749	5,107,409	3,046,928	2,323,036
Revenues								
BBB Tax	2,495,047	2,498,000	2,499,200	2,557,100	2,633,800	2,712,800	2,794,200	2,878,000
Investment Earnings	430,209	203,000	416,860	243,000	85,000	51,000	30,000	23,000
Total Revenues	2,926,556	2,701,000	2,916,060	2,800,100	2,718,800	2,763,800	2,824,200	2,901,000
Total Sources of Funds	12,612,393	12,841,734	14,397,992	12,507,784	11,233,549	7,871,209	5,871,128	5,224,036
Uses of Funds								
Expenditures								
Operating	581,692	1,057,192	1,057,192	1,126,251	1,039,606	1,053,384	1,067,598	1,082,263
Capital	149,198	4,502,000	3,196,590	2,154,385	1,725,000	3,300,000	2,000,000	525,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	730,890	5,569,192	4,253,782	3,290,636	2,764,606	4,353,384	3,067,598	1,607,263
Transfers Out								
General Fund	369,571	406,526	406,526	422,399	431,534	440,897	450,494	460,331
Transportation	-	-	-	250,000	2,900,000	-	-	-
SEMS	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Total Transfers Out	399,571	436,526	436,526	702,399	3,361,534	470,897	480,494	490,331
Total Uses of Funds	1,130,461	6,005,718	4,690,308	3,993,035	6,126,140	4,824,281	3,548,092	2,097,594
Ending Fund Balance	$ 11,481,932	6,836,016	9,707,684	8,514,749	5,107,409	3,046,928	2,323,036	3,126,442

DRAFT

City of Flagstaff
Economic Development Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 1,147,162	990,442	973,851	522,504	237,978	606,394	1,001,226	1,423,845
Revenues								
BBB Tax	1,186,082	1,186,600	1,187,100	1,214,600	1,251,100	1,288,600	1,327,200	1,367,100
Intergovernmental	5,010	-	-	-	-	-	-	-
Investment Earnings	47,011	19,809	38,620	13,063	2,380	6,064	10,012	14,238
Rents	393,170	412,769	383,979	389,965	397,764	405,720	413,835	422,112
Total Revenues	1,631,273	1,619,178	1,609,699	1,617,628	1,651,244	1,700,384	1,751,047	1,803,450
Transfers In								
General Fund	247,000	256,847	256,847	247,000	247,000	247,000	247,000	247,000
Total Transfers In	247,000	256,847	256,847	247,000	247,000	247,000	247,000	247,000
Total Sources of Funds	3,025,435	2,866,467	2,840,397	2,387,132	2,136,222	2,553,778	2,999,273	3,474,295
Uses of Funds								
Expenditures								
Operating	1,411,829	2,166,712	1,852,212	1,411,466	1,283,078	1,305,283	1,328,103	1,351,554
Capital	-	-	-	365,000	-	-	-	-
Contingency	-	45,000	-	45,000	-	-	-	-
Total Expenditures	1,411,829	2,211,712	1,852,212	1,821,466	1,283,078	1,305,283	1,328,103	1,351,554
Debt Service								
Debt Service	245,998	248,381	248,381	245,413	246,750	247,269	247,325	246,919
Total Debt Service	245,998	248,381	248,381	245,413	246,750	247,269	247,325	246,919
Transfers Out								
General Fund	393,757	217,300	217,300	82,275	-	-	-	-
Total Transfers Out	393,757	217,300	217,300	82,275	-	-	-	-
Total Uses of Funds	2,051,584	2,677,393	2,317,893	2,149,154	1,529,828	1,552,552	1,575,428	1,598,473
Ending Fund Balance	$ 973,851	189,074	522,504	237,978	606,394	1,001,226	1,423,845	1,875,822

DRAFT

City of Flagstaff
Tourism Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 3,249,213	3,424,471	3,783,546	2,729,266	1,708,503	2,010,073	2,334,613	2,682,944
Revenues								
BBB Tax	3,745,241	3,747,100	3,748,800	3,835,600	3,950,700	4,069,200	4,191,300	4,317,100
Intergovernmental	162,878	-	-	-	-	-	-	-
Retail Sales	185,432	128,369	181,898	183,717	185,554	187,410	189,284	191,177
Investment Earnings	139,398	68,489	135,068	68,232	17,085	20,101	23,346	26,829
Miscellaneous	19,008	16,511	16,511	16,676	16,843	17,011	17,181	17,353
Total Revenues	4,251,957	3,960,469	4,082,277	4,104,225	4,170,182	4,293,722	4,421,111	4,552,459
Transfers In								
General Fund	-	21,439	21,439	-	-	-	-	-
Total Transfers In	-	21,439	21,439	-	-	-	-	-
Total Sources of Funds	7,501,170	7,406,379	7,887,262	6,833,491	5,878,685	6,303,795	6,755,724	7,235,403
Uses of Funds								
Expenditures								
Operating	3,455,470	3,839,582	3,846,582	4,089,794	3,464,686	3,561,394	3,660,994	3,763,580
Capital	17,600	622,750	685,150	101,000	-	-	-	-
Contingency	-	175,000	-	175,000	-	-	-	-
Total Expenditures	3,473,070	4,637,332	4,531,732	4,365,794	3,464,686	3,561,394	3,660,994	3,763,580
Transfers Out								
Library	66,500	112,000	112,000	112,000	112,000	112,000	112,000	112,000
General Fund	51,484	308,694	283,694	284,000	25,000	25,000	25,000	25,000
Sustainability	-	-	-	30,000	30,000	30,000	30,000	30,000
Solid Waste	126,570	126,570	126,570	126,570	126,570	126,570	126,570	126,570
Airport	-	104,000	104,000	206,624	110,356	114,218	118,216	122,354
Total Transfers Out	244,554	651,264	626,264	759,194	403,926	407,788	411,786	415,924
Total Uses of Funds	3,717,624	5,288,596	5,157,996	5,124,988	3,868,612	3,969,182	4,072,780	4,179,504
Ending Fund Balance	$ 3,783,546	2,117,783	2,729,266	1,708,503	2,010,073	2,334,613	2,682,944	3,055,899

DRAFT

City of Flagstaff
Arts and Science Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 1,568,113	1,421,044	1,613,332	1,316,893	723,187	698,376	811,884	1,030,228
Revenues								
BBB Tax	934,975	936,800	937,200	958,900	987,700	1,017,300	1,047,800	1,079,300
Investment Earnings	61,027	28,000	52,912	26,000	7,000	7,000	8,000	10,000
Total Revenues	996,002	964,800	990,112	984,900	994,700	1,024,300	1,055,800	1,089,300
Total Sources of Funds	2,564,115	2,385,844	2,603,444	2,301,793	1,717,887	1,722,676	1,867,684	2,119,528
Uses of Funds								
Expenditures								
Operating	812,618	921,551	921,551	1,283,606	729,511	745,791	762,456	779,517
Capital	138,165	365,000	365,000	285,000	290,000	165,000	75,000	75,000
Contingency	-	10,000	-	10,000	-	-	-	-
Total Expenditures	950,783	1,296,551	1,286,551	1,578,606	1,019,511	910,791	837,456	854,517
Total Uses of Funds	950,783	1,296,551	1,286,551	1,578,606	1,019,511	910,791	837,456	854,517
Ending Fund Balance	$ 1,613,332	1,089,293	1,316,893	723,187	698,376	811,884	1,030,228	1,265,011

DRAFT

City of Flagstaff
Recreation Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 5,180,623	4,778,623	6,742,106	5,220,118	4,156,371	3,459,582	3,336,093	3,944,904
Revenues								
BBB Tax	4,119,231	4,121,800	4,123,700	4,219,200	4,345,800	4,476,100	4,610,400	4,748,800
Intergovernmental	-	350,000	-	-	500,000	-	-	-
Investment Earnings	236,666	76,000	249,380	131,000	42,000	35,000	33,000	39,000
Miscellaneous	4,000	-	-	-	-	-	-	-
Total Revenues	4,359,897	4,547,800	4,373,080	4,350,200	4,887,800	4,511,100	4,643,400	4,787,800
Total Sources of Funds	9,540,520	9,326,423	11,115,186	9,570,318	9,044,171	7,970,682	7,979,493	8,732,704
Uses of Funds								
Expenditures								
Operating	-	10,400	10,400	10,400	10,400	10,400	10,400	10,400
Capital	321,759	2,510,000	3,310,479	2,829,358	3,000,000	2,050,000	1,450,000	918,000
Total Expenditures	321,759	2,520,400	3,320,879	2,839,758	3,010,400	2,060,400	1,460,400	928,400
Transfers Out								
General Fund	2,476,655	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189
Total Transfers Out	2,476,655	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189	2,574,189
Total Uses of Funds	2,798,414	5,094,589	5,895,068	5,413,947	5,584,589	4,634,589	4,034,589	3,502,589
Ending Fund Balance	$ 6,742,106	4,231,834	5,220,118	4,156,371	3,459,582	3,336,093	3,944,904	5,230,115

DRAFT

City of Flagstaff
Parking District Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 2,130,543	2,272,752	2,467,003	2,535,460	884,997	1,165,291	1,516,268	1,881,015
Revenues								
Parking	1,236,009	1,268,023	1,268,023	1,840,988	1,877,406	1,914,546	1,952,424	1,991,052
Investment Earnings	95,485	45,500	90,480	63,400	8,800	11,700	15,200	18,800
Miscellaneous	7,131	-	-	-	-	-	-	-
Total Revenues	1,338,625	1,313,523	1,358,503	1,904,388	1,886,206	1,926,246	1,967,624	2,009,852
Total Sources of Funds	3,469,168	3,586,275	3,825,506	4,439,848	2,771,203	3,091,537	3,483,892	3,890,867
Uses of Funds								
Expenditures								
Indirect	68,065	74,872	74,872	76,744	78,663	80,630	82,646	84,712
Operating	714,075	985,150	985,150	1,479,253	1,469,737	1,494,639	1,520,231	1,546,535
Capital	105,000	1,180,000	115,000	1,853,829	-	-	-	-
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	887,140	2,270,022	1,175,022	3,439,826	1,548,400	1,575,269	1,602,877	1,631,247
Debt Service								
Debt Service	115,025	115,024	115,024	115,025	57,513	-	-	-
Total Debt Service	115,025	115,024	115,024	115,025	57,513	-	-	-
Total Uses of Funds	1,002,165	2,385,046	1,290,046	3,554,851	1,605,913	1,575,269	1,602,877	1,631,247
Ending Fund Balance	$ 2,467,003	1,201,229	2,535,460	884,997	1,165,291	1,516,268	1,881,015	2,259,620

DRAFT

City of Flagstaff
Water Resource and Infrastructure Protection Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 1,437,465	1,606,960	1,580,725	1,638,011	1,530,594	1,397,173	1,239,026	1,054,042
Revenues								
Water Resource Protection Fee	1,221,088	1,263,658	1,263,658	1,276,295	1,289,058	1,301,949	1,314,968	1,328,118
Intergovernmental	39,781	3,077,200	785,102	447,500	3,950,000	-	-	-
Investment Earnings	63,609	32,139	55,080	40,950	15,000	14,000	12,000	11,000
Total Revenues	1,324,478	4,372,997	2,103,840	1,764,745	5,254,058	1,315,949	1,326,968	1,339,118
Transfers In								
General Fund	-	-	-	648,000	-	-	-	-
Total Transfers In	-	-	-	648,000	-	-	-	-
Total Sources of Funds	2,761,943	5,979,957	3,684,565	4,050,756	6,784,652	2,713,122	2,565,994	2,393,160
Uses of Funds								
Expenditures								
Indirect	86,865	95,552	95,552	97,941	100,390	102,900	105,473	108,110
Operating	860,161	3,948,089	1,676,896	1,480,078	1,062,993	1,097,060	1,132,319	1,168,812
Capital	61,403	100,000	100,000	718,000	4,050,000	100,000	100,000	100,000
Contingency	-	-	-	50,000	-	-	-	-
Total Expenditures	1,008,429	4,143,641	1,872,448	2,346,019	5,213,383	1,299,960	1,337,792	1,376,922
Transfers Out								
Pension Debt Service	172,789	174,106	174,106	174,143	174,096	174,136	174,160	174,122
Total Transfers Out	172,789	174,106	174,106	174,143	174,096	174,136	174,160	174,122
Total Uses of Funds	1,181,218	4,317,747	2,046,554	2,520,162	5,387,479	1,474,096	1,511,952	1,551,044
Ending Fund Balance	$ 1,580,725	1,662,210	1,638,011	1,530,594	1,397,173	1,239,026	1,054,042	842,116

DRAFT

City of Flagstaff
General Obligation Bond Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ -	-	3,613,927	-	-	-	-	-
Revenues								
Investment Earnings	-	-	47,586	-	-	-	-	-
Other Financing Sources	3,686,430	-	-	-	-	-	-	-
Total Revenues	3,686,430	-	47,586	-	-	-	-	-
Transfers In								
Secondary Property Tax	5,572,262	11,085,460	11,809,000	8,833,470	9,306,703	9,927,010	10,192,367	10,731,898
Total Transfers In	5,572,262	11,085,460	11,809,000	8,833,470	9,306,703	9,927,010	10,192,367	10,731,898
Total Sources of Funds	9,258,692	11,085,460	15,470,513	8,833,470	9,306,703	9,927,010	10,192,367	10,731,898
Uses of Funds								
Debt Service								
Debt Service	5,644,765	11,085,460	15,470,513	8,833,470	9,306,703	9,927,010	10,192,367	10,731,898
Total Debt Service	5,644,765	11,085,460	15,470,513	8,833,470	9,306,703	9,927,010	10,192,367	10,731,898
Total Uses of Funds	5,644,765	11,085,460	15,470,513	8,833,470	9,306,703	9,927,010	10,192,367	10,731,898
Ending Fund Balance	$ 3,613,927	-	-	-	-	-	-	-

DRAFT

City of Flagstaff
Secondary Property Tax Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 7,773,874	10,921,592	11,075,768	8,466,922	9,218,708	9,838,271	10,235,738	10,780,867
Revenues								
Secondary Property Taxes	8,626,919	9,091,154	9,091,154	9,500,256	9,880,266	10,275,477	10,686,496	11,113,956
Investment Earnings	247,237	109,000	109,000	85,000	46,000	49,000	51,000	54,000
Total Revenues	8,874,156	9,200,154	9,200,154	9,585,256	9,926,266	10,324,477	10,737,496	11,167,956
Total Sources of Funds	16,648,030	20,121,746	20,275,922	18,052,178	19,144,974	20,162,748	20,973,234	21,948,823
Uses of Funds								
Transfers Out								
GO Bonds	5,572,262	11,085,460	11,809,000	8,833,470	9,306,703	9,927,010	10,192,367	10,731,898
Total Transfers Out	5,572,262	11,085,460	11,809,000	8,833,470	9,306,703	9,927,010	10,192,367	10,731,898
Total Uses of Funds	5,572,262	11,085,460	11,809,000	8,833,470	9,306,703	9,927,010	10,192,367	10,731,898
Ending Fund Balance	$ 11,075,768	9,036,286	8,466,922	9,218,708	9,838,271	10,235,738	10,780,867	11,216,925

DRAFT

City of Flagstaff
Pension Debt Service Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 14,744,949	15,560,390	15,533,910	16,359,459	12,523,459	12,586,459	12,649,459	12,712,459
Revenues								
Investment Earnings	854,950	156,000	825,549	164,000	63,000	63,000	63,000	64,000
Total Revenues	854,950	156,000	825,549	164,000	63,000	63,000	63,000	64,000
Transfers In								
General Fund	8,207,469	8,270,038	8,270,038	8,271,782	8,269,576	8,271,452	8,272,590	8,270,812
Water Resource Protection Fund	172,789	174,106	174,106	174,143	174,096	174,136	174,160	174,122
Airport	259,183	261,159	261,159	261,214	261,145	261,204	261,240	261,184
Total Transfers In	8,639,441	8,705,303	8,705,303	8,707,139	8,704,817	8,706,792	8,707,990	8,706,118
Total Sources of Funds	24,239,340	24,421,693	25,064,762	25,230,598	21,291,276	21,356,251	21,420,449	21,482,577
Uses of Funds								
Expenditures								
Contingency	-	-	-	4,000,000	-	-	-	-
Total Expenditures		-	-	4,000,000	-	-	-	-
Debt Service	8,705,430	8,705,303	8,705,303	8,707,139	8,704,817	8,706,792	8,707,990	8,706,118
Total Uses of Funds	8,705,430	8,705,303	8,705,303	12,707,139	8,704,817	8,706,792	8,707,990	8,706,118
Ending Fund Balance	$ 15,533,910	15,716,390	16,359,459	12,523,459	12,586,459	12,649,459	12,712,459	12,776,459

DRAFT

City of Flagstaff
Perpetual Care Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2028-2030
Sources of Funds								
Beginning Fund Balance	$ 413,182	440,052	440,052	470,064	492,623	508,464	524,573	540,953
Revenues								
Contributions	9,670	10,700	10,700	10,807	10,915	11,024	11,134	11,245
Investment Earnings	17,200	8,801	19,312	11,752	4,926	5,085	5,246	5,410
Total Revenues	26,870	19,501	30,012	22,559	15,841	16,109	16,380	16,655
Total Sources of Funds	440,052	459,553	470,064	492,623	508,464	524,573	540,953	557,608
Uses of Funds								
Expenditures								
Operating	-	-	-	-	-	-	-	-
Total Expenditures	-	-	-	-	-	-	-	-
Total Uses of Funds	-	-	-	-	-	-	-	-
Ending Fund Balance	$ 440,052	459,553	470,064	492,623	508,464	524,573	540,953	557,608

DRAFT

City of Flagstaff
Capital Projects Fund
Non-GO Bond Funded Projects
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 1,769,784	1,744,784	1,837,583	1,866,299	-	-	-	-
Revenues								
Intergovernmental	336,592	5,112,064	-	4,000,000	13,739,000	17,730,000	-	-
Real Estate Proceeds	-	2,000,000	-	2,000,000	-	-	-	-
Investment Earnings	89,904	19,000	63,816	37,000	-	-	-	-
Miscellaneous	-	1,552,114	-	-	5,500,000	5,500,000	-	-
Other Financing Sources	-	-	-	-	-	10,000,000	36,450,000	5,061,000
Total Revenues	426,496	8,683,178	63,816	6,037,000	19,239,000	33,230,000	36,450,000	5,061,000
Transfers In								
General Fund	85,683	3,146,248	3,113,942	1,000,000	-	-	-	-
Transportation	-	2,465,694	240,657	1,756,629	4,504,525	6,047,000	70,000	-
Stormwater	1,409,939	921,493	921,493	749,404	-	-	-	-
Total Transfers In	1,495,622	6,533,435	4,276,092	3,506,033	4,504,525	6,047,000	70,000	-
Total Sources of Funds	3,691,902	16,961,397	6,177,491	11,409,332	23,743,525	39,277,000	36,520,000	5,061,000
Uses of Funds								
Expenditures								
Capital	1,854,319	16,961,397	4,311,192	11,409,332	23,743,525	39,277,000	36,520,000	5,061,000
Total Expenditures	1,854,319	16,961,397	4,311,192	11,409,332	23,743,525	39,277,000	36,520,000	5,061,000
Total Uses of Funds	1,854,319	16,961,397	4,311,192	11,409,332	23,743,525	39,277,000	36,520,000	5,061,000
Ending Fund Balance	$ 1,837,583	-	1,866,299	-	-	-	-	-

DRAFT

City of Flagstaff
Capital Projects Fund
GO Bond Funded Projects
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 101,106	2,264,511	30,301,342	9,346,502	6,167,745	355,558	16,068	-
Revenues								
Bond Proceeds	40,966,886	32,832,035	1,067,549	22,242,140	-	7,500,000	7,542,860	-
Intergovernmental	76,738	7,848,608	5,085,301	6,657,400	1,560,960	-	-	-
Investment Earnings	136,594	-	1,353,073	-	-	-	-	-
Total Revenues	41,180,218	40,680,643	7,505,923	28,899,540	1,560,960	7,500,000	7,542,860	-
Transfers In								
General Fund	-	110,000	82,812	-	-	-	-	-
Transportation	-	5,952,985	3,893,389	361,144	-	-	-	-
Drinking Water	-	260,600	140,600	-	-	-	-	-
Wastewater	-	40,000	-	-	-	-	-	-
Stormwater	-	147,820	109,320	-	-	-	-	-
Total Transfers In	-	6,511,405	4,226,121	361,144	-	-	-	-
Total Sources of Funds	41,281,324	49,456,559	42,033,386	38,607,186	7,728,705	7,855,558	7,558,928	-
Uses of Funds								
Expenditures								
Operating	750,556	13,023,181	13,139,029	4,144,991	134,251	138,950	3,134	-
Capital	10,229,426	36,433,378	19,547,855	28,294,450	7,238,896	7,700,540	7,555,794	-
Total Expenditures	10,979,982	49,456,559	32,686,884	32,439,441	7,373,147	7,839,490	7,558,928	-
Total Uses of Funds	10,979,982	49,456,559	32,686,884	32,439,441	7,373,147	7,839,490	7,558,928	-
Ending Fund Balance	$ 30,301,342	-	9,346,502	6,167,745	355,558	16,068	-	-

DRAFT

City of Flagstaff
Drinking Water Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 26,173,855	23,414,376	23,112,099	17,890,936	9,402,247	9,751,082	10,538,788	12,435,799
Revenues								
Intergovernmental	8,187,152	12,885,357	7,743,304	-	-	3,000,020	935,004	420,404
Drinking Water	18,803,336	21,720,242	18,823,872	19,872,511	21,557,017	23,391,037	25,381,186	27,170,137
Capacity Fees	2,407,123	1,442,738	1,776,007	1,793,767	1,811,705	1,829,822	1,848,120	1,866,601
Investment Earnings	1,165,115	468,288	805,000	447,273	94,022	97,511	105,388	124,358
Rents	35,204	5,150	20,000	5,150	5,150	5,150	5,150	5,150
Contributions	2,842	-	-	-	-	-	-	-
Miscellaneous	23,134	-	-	-	-	-	-	-
Other Financing Sources	-	3,000,000	-	5,104,634	10,674,973	6,404,940	16,458,779	7,123,623
Total Revenues	30,623,906	39,521,775	29,168,183	27,223,335	34,142,867	34,728,480	44,733,627	36,710,273
Transfers In								
Wastewater	1,264,572	1,828,734	2,009,002	2,032,548	1,891,181	2,055,495	1,993,754	2,076,274
Reclaimed Water	218,341	130,352	253,369	194,736	248,028	254,667	212,198	220,401
Stormwater	71,200	211,699	113,948	157,468	469,008	257,485	192,607	280,750
Total Transfers In	1,554,113	2,170,785	2,376,319	2,384,752	2,608,217	2,567,647	2,398,559	2,577,425
Total Sources of Funds	58,351,874	65,106,936	54,656,601	47,499,023	46,153,331	47,047,209	57,670,974	51,723,497
Uses of Funds								
Expenditures								
Indirect	1,852,911	2,008,337	2,008,337	2,058,500	2,110,000	2,162,800	2,216,900	2,272,300
Operating	12,706,886	14,892,774	14,892,774	15,412,406	14,671,871	15,360,432	16,001,507	16,676,331
Capital	18,833,027	33,782,036	17,564,586	17,983,290	17,565,553	16,440,155	23,954,983	17,580,079
Contingency	-	1,000,000	-	1,000,000	-	-	-	-
Total Expenditures	33,392,824	51,683,147	34,465,697	36,454,196	34,347,424	33,963,387	42,173,390	36,528,710
Debt Service	1,846,951	1,888,734	1,648,734	1,642,580	2,054,825	2,545,034	3,061,785	3,769,532
Total Debt Service	1,846,951	1,888,734	1,648,734	1,642,580	2,054,825	2,545,034	3,061,785	3,769,532
Transfers Out								
General Fund	-	482,364	482,364	-	-	-	-	-
Capital Projects	-	260,600	140,600	-	-	-	-	-
Wastewater	-	28,270	28,270	-	-	-	-	-
Total Transfers Out	-	771,234	651,234	-	-	-	-	-
Total Uses of Funds	35,239,775	54,343,115	36,765,665	38,096,776	36,402,249	36,508,421	45,235,175	40,298,242
Ending Fund Balance	$ 23,112,099	10,763,821	17,890,936	9,402,247	9,751,082	10,538,788	12,435,799	11,425,255

DRAFT

City of Flagstaff
Wastewater Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 27,867,664	32,021,324	32,156,521	27,709,822	14,157,402	9,155,235	6,857,002	6,662,167
Revenues								
Intergovernmental	2,724	-	-	-	-	-	-	-
Wastewater	10,855,489	11,923,364	12,731,060	14,374,983	16,490,713	17,862,836	18,924,047	20,050,527
Capacity Fees	3,099,971	1,619,371	1,619,371	899,746	908,744	917,831	927,009	936,279
Investment Earnings	1,098,894	640,000	1,000,000	693,000	142,000	92,000	69,000	67,000
Miscellaneous	66,395	-	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	7,116,859	12,491,745	4,291,632	1,225,000
Total Revenues	15,123,473	14,182,735	15,350,431	15,967,729	24,658,316	31,364,412	24,211,688	22,278,806
Transfers In								
Water	-	28,270	28,270	-	-	-	-	-
Reclaimed Water	-	10,000	10,000	-	-	-	-	-
	-	38,270	38,270	-	-	-	-	-
Total Sources of Funds	42,991,137	46,242,329	47,545,222	43,677,551	38,815,718	40,519,647	31,068,690	28,940,973
Uses of Funds								
Expenditures								
Indirect	659,406	719,568	719,568	737,557	755,996	774,896	794,268	814,125
Operating	4,485,463	5,547,629	5,547,629	5,343,919	5,788,043	6,046,718	6,317,987	6,602,509
Capital	2,243,671	20,617,390	9,183,959	18,621,785	19,242,201	22,119,116	13,271,228	11,825,439
Contingency	-	800,000	-	800,000	-	-	-	-
Total Expenditures	7,388,540	27,684,587	15,451,156	25,503,261	25,786,240	28,940,730	20,383,483	19,242,073
Debt Service	2,181,504	1,997,958	1,997,958	1,984,340	1,983,062	2,666,420	2,029,286	2,303,150
Total Debt Service	2,181,504	1,997,958	1,997,958	1,984,340	1,983,062	2,666,420	2,029,286	2,303,150
Transfers Out								
Drinking Water	1,264,572	1,828,734	2,009,002	2,032,548	1,891,181	2,055,495	1,993,754	2,076,274
General Fund	-	377,284	377,284	-	-	-	-	-
Capital Projects	-	40,000	-	-	-	-	-	-
Total Transfers Out	1,264,572	2,246,018	2,386,286	2,032,548	1,891,181	2,055,495	1,993,754	2,076,274
Total Uses of Funds	10,834,616	31,928,563	19,835,400	29,520,149	29,660,483	33,662,645	24,406,523	23,621,497
Ending Fund Balance	$ 32,156,521	14,313,766	27,709,822	14,157,402	9,155,235	6,857,002	6,662,167	5,319,476

DRAFT

City of Flagstaff
Reclaimed Water Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 3,351,336	3,806,988	4,056,802	2,780,514	2,896,772	668,268	343,218	590,180
Revenues								
Intergovernmental	11	-	-	-	-	-	-	-
Reclaimed Water	1,409,252	1,141,919	1,136,320	1,194,116	1,285,914	1,384,912	1,491,233	1,581,599
Investment Earnings	156,904	76,140	150,000	69,513	28,968	6,683	3,432	5,902
Other Financing Sources	-	-	-	-	553,284	1,900,000	-	-
Total Revenues	1,566,167	1,218,059	1,286,320	1,263,629	1,868,166	3,291,595	1,494,665	1,587,501
Total Sources of Funds	4,917,503	5,025,047	5,343,122	4,044,143	4,764,938	3,959,863	1,837,883	2,177,681
Uses of Funds								
Expenditures								
Indirect Costs	85,345	88,534	88,534	90,747	93,016	95,341	97,725	100,168
Operating	407,823	539,643	539,643	421,405	377,196	384,390	613,479	645,038
Capital	149,192	1,671,791	1,671,062	390,483	3,378,430	2,837,984	128,038	132,519
Contingency	-	50,000	-	50,000	-	-	-	-
Total Expenditures	642,360	2,349,968	2,299,239	952,635	3,848,642	3,317,715	839,242	877,725
Debt Service	-	-	-	-	-	44,263	196,263	196,263
Total Debt Service	-	-	-	-	-	44,263	196,263	196,263
Transfers Out								
Drinking Water	218,341	130,352	253,369	194,736	248,028	254,667	212,198	220,401
Wastewater	-	10,000	10,000	-	-	-	-	-
Total Transfers Out	218,341	140,352	263,369	194,736	248,028	254,667	212,198	220,401
Total Uses of Funds	860,701	2,490,320	2,562,608	1,147,371	4,096,670	3,616,645	1,247,703	1,294,389
Ending Fund Balance	$ 4,056,802	2,534,727	2,780,514	2,896,772	668,268	343,218	590,180	883,292

DRAFT

City of Flagstaff
Stormwater Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ (10,138,303)	9,047,808	11,486,521	3,981,151	4,395,528	4,291,002	4,361,399	5,589,632
Revenues								
Intergovernmental	10,304,302	8,501,362	1,427,937	2,272,063	14,193,251	3,825,000	-	-
Stormwater	5,853,947	6,216,135	6,605,395	7,465,378	8,438,581	9,539,405	10,209,696	10,311,792
Investment Earnings	372,614	180,956	287,163	99,529	43,955	42,910	43,614	55,896
Other Financing Sources	18,211,763	16,000,000	788,237	17,125,000	2,424,181	196,586	976,695	1,252,145
Contributions	-	-	-	125,000	1,375,000	-	-	-
Miscellaneous	27	650,000	-	-	1,190,000	6,359,170	2,345,000	50,000
Total Revenues	34,742,653	31,548,453	9,108,732	27,086,970	27,664,968	19,963,071	13,575,005	11,669,833
Transfers In								
General Fund	-	-	-	4,780,830	-	-	-	-
SEMS	-	-	-	200,000	-	-	-	-
Total Transfers In	-	-	-	4,980,830	-	-	-	-
Total Sources of Funds	24,604,350	40,596,261	20,595,253	36,048,951	32,060,496	24,254,073	17,936,404	17,259,465
Uses of Funds								
Expenditures								
Indirect	295,362	354,434	354,434	363,295	372,377	381,686	391,228	401,009
Operating	1,655,836	3,782,572	3,504,476	2,112,366	2,170,116	2,229,564	2,290,763	2,353,769
Capital	8,694,155	30,146,398	9,853,280	24,911,759	22,025,130	14,097,575	6,530,683	6,222,145
Contingency	-	819,721	396,419	2,000,000	-	-	-	-
Total Expenditures	10,645,353	35,103,125	14,108,609	29,387,420	24,567,623	16,708,825	9,212,674	8,976,923
Debt Service	991,337	2,643,232	1,360,732	1,359,131	2,732,863	2,926,364	2,941,491	3,019,848
Transfers Out								
Drinking Water	71,200	211,699	113,948	157,468	469,008	257,485	192,607	280,750
Capital Projects	1,409,939	1,069,313	1,030,813	749,404	-	-	-	-
Total Transfers Out	1,481,139	1,281,012	1,144,761	906,872	469,008	257,485	192,607	280,750
Total Uses of Funds	13,117,829	39,027,369	16,614,102	31,653,423	27,769,494	19,892,674	12,346,772	12,277,521
Ending Fund Balance	$ 11,486,521	1,568,892	3,981,151	4,395,528	4,291,002	4,361,399	5,589,632	4,981,944

DRAFT

City of Flagstaff
Solid Waste Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 24,256,207	21,936,384	19,823,803	17,196,104	18,520,352	18,807,104	18,613,073	18,225,891
Revenues								
Solid Waste	14,685,783	14,630,761	14,639,761	14,859,298	15,083,200	15,311,555	15,544,451	15,781,978
Intergovernmental	1,220,000	-	1,138,705	-	-	-	-	-
Investment Earnings	1,084,812	439,000	920,400	430,000	185,000	188,000	186,000	183,000
Miscellaneous	64,237	9,000	-	-	-	-	-	-
Other Financing Sources	-	-	-	-	-	-	1,500,000	4,000,000
Total Revenues	17,054,832	15,078,761	16,698,866	15,289,298	15,268,200	15,499,555	17,230,451	19,964,978
Transfers In								
Tourism	126,570	126,570	126,570	126,570	126,570	126,570	126,570	126,570
Total Transfers In	126,570	126,570	126,570	126,570	126,570	126,570	126,570	126,570
Total Sources of Funds	41,437,609	37,141,715	36,649,239	32,611,972	33,915,122	34,433,229	35,970,094	38,317,439
Uses of Funds								
Expenditures								
Indirect	1,533,081	1,560,927	1,560,927	1,599,950	1,639,949	1,680,948	1,722,972	1,766,046
Operating	10,687,135	10,708,710	10,708,710	10,885,101	10,684,725	10,921,021	11,164,210	11,414,520
Capital	9,072,766	8,141,730	6,275,087	890,000	2,565,000	2,895,000	4,410,000	4,610,000
Contingency	-	500,000	500,000	500,000	-	-	-	-
Total Expenditures	21,292,982	20,911,367	19,044,724	13,875,051	14,889,674	15,496,969	17,297,182	17,790,566
Debt Service	220,794	219,719	219,719	216,569	218,344	215,044	336,669	687,694
Transfers Out:								
General Fund	-	86,737	86,737	-	-	-	-	-
SEMS	100,030	101,955	101,955	-	-	108,143	110,352	112,638
Total Transfers Out	100,030	188,692	188,692	-	-	108,143	110,352	112,638
Total Uses of Funds	21,613,806	21,319,778	19,453,135	14,091,620	15,108,018	15,820,156	17,744,203	18,590,898
Ending Fund Balance	$ 19,823,803	15,821,937	17,196,104	18,520,352	18,807,104	18,613,073	18,225,891	19,726,541

DRAFT

City of Flagstaff
Sustainability and Environmental Management Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 2,090,706	1,893,120	1,923,573	1,336,332	434,229	370,605	541,357	774,925
Revenues								
Environmental Management	1,306,532	1,324,795	1,392,236	1,507,068	1,655,050	1,785,479	1,894,202	1,980,484
Intergovernmental	109,064	17,772,469	7,272,469	5,072,500	10,333,334	10,000,000	10,000,000	-
Charges for Services	-	30,000	-	30,000	30,300	30,603	30,909	31,218
Investment Earnings	109,722	38,000	86,748	33,000	4,000	4,000	5,000	8,000
Miscellaneous	457	-	-	-	-	-	-	-
Total Revenues	1,525,775	19,165,264	8,751,453	6,642,568	12,022,684	11,820,082	11,930,111	2,019,702
Transfers In								
General Fund	633,639	876,764	899,398	785,396	201,550	190,193	196,850	203,740
Beautification	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Tourism	-	-	-	30,000	30,000	30,000	30,000	30,000
Solid Waste	100,030	101,955	101,955	-	-	108,143	110,352	112,638
Total Transfers In	763,669	1,008,719	1,031,353	845,396	261,550	358,336	367,202	376,378
Total Sources of Funds	4,380,150	22,067,103	11,706,379	8,824,296	12,718,463	12,549,023	12,838,670	3,171,005
Uses of Funds								
Expenditures								
Indirect	201,007	218,617	218,617	224,082	229,684	235,426	241,312	247,345
Operating	2,255,570	20,540,159	10,036,649	7,911,985	12,118,173	11,772,240	11,822,433	1,874,275
Capital	-	49,000	49,000	-	-	-	-	-
Contingency	-	30,000	-	30,000	-	-	-	-
Total Expenditures	2,456,577	20,837,776	10,304,266	8,166,067	12,347,857	12,007,666	12,063,745	2,121,620
Transfers Out								
General Fund	-	63,384	65,781	24,000	-	-	-	-
Stormwater Fund	-	-	-	200,000	-	-	-	-
Total Transfers Out	-	63,384	65,781	224,000	-	-	-	-
Total Uses of Funds	2,456,577	20,901,160	10,370,047	8,390,067	12,347,857	12,007,666	12,063,745	2,121,620
Ending Fund Balance	$ 1,923,573	1,165,943	1,336,332	434,229	370,605	541,357	774,925	1,049,385

DRAFT

City of Flagstaff
Airport Fund
Five Year Plan 2026-2030

	Actual 2023-2024	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Sources of Funds								
Beginning Fund Balance	$ 1,108,591	1,919,197	959,752	2,092,782	1,959,850	726,066	486,573	287,501
Revenues								
Intergovernmental	9,386,968	25,194,514	3,936,189	11,417,324	25,222,294	2,906,130	11,129,245	4,164,750
Airport	960,166	1,183,510	1,307,989	1,249,910	1,268,660	1,287,690	1,307,010	1,307,006
Rents	762,893	898,747	762,416	937,249	1,051,326	1,065,603	1,424,014	1,583,342
Passenger Facility Charges	9	350,000	-	67,500	270,000	272,700	327,127	278,181
Parking	509,612	562,610	550,404	561,412	572,640	584,093	595,775	607,691
Investment Earnings	51,998	38,000	46,684	52,000	20,000	7,000	5,000	3,000
Miscellaneous	55,051	26,000	18,359	1,000	221,000	1,000	1,000	269,200
Total Revenues	11,726,697	28,253,381	6,622,041	14,286,395	28,625,920	6,124,216	14,789,171	8,213,170
Transfers In								
General Fund	-	297,425	297,425	1,502,175	291,782	291,782	291,782	291,782
Tourism	-	104,000	104,000	206,624	110,356	114,218	118,216	122,354
Total Transfers In	-	401,425	401,425	1,708,799	402,138	406,000	409,998	414,136
Total Sources of Funds	12,835,288	30,574,003	7,983,218	18,087,976	30,987,908	7,256,282	15,685,742	8,914,807
Uses of Funds								
Expenditures								
Indirect Costs	399,927	439,920	439,920	450,918	462,191	473,746	485,590	485,590
Operating	8,837,492	3,791,622	4,291,852	4,047,620	2,870,360	2,934,759	3,001,411	3,070,397
Capital	668,872	23,626,106	781,636	11,268,374	26,668,146	3,100,000	11,650,000	4,500,000
Contingency	-	100,000	-	100,000	-	-	-	-
Total Expenditures	9,906,291	27,957,648	5,513,408	15,866,912	30,000,697	6,508,505	15,137,001	8,055,987
Debt Service								
Debt Service	231,736	115,869	115,869	-	-	-	-	-
Total Debt Service	231,736	115,869	115,869	-	-	-	-	-
Transfers Out								
General Fund	1,478,326	-	-	-	-	-	-	-
Debt Service - Pension	259,183	261,159	261,159	261,214	261,145	261,204	261,240	261,184
Total Transfers Out	1,737,509	261,159	261,159	261,214	261,145	261,204	261,240	261,184
Total Uses of Funds	11,875,536	28,334,676	5,890,436	16,128,126	30,261,842	6,769,709	15,398,241	8,317,171
Ending Fund Balance	$ 959,752	2,239,327	2,092,782	1,959,850	726,066	486,573	287,501	597,636

DRAFT

City of Flagstaff
Flagstaff Housing Authority
Five Year Plan 2026-2030

	Actual 2023 - 2024	Budget 2024 - 2025	Estimate 2024 - 2025	Budget 2025 - 2026	2026 - 2027	2027-2028	2028- 2029	2029 - 2030
Sources of Funds								
Beginning Fund Balance	$ 2,395,673	2,627,329	2,177,177	2,521,526	2,769,790	3,114,923	3,563,100	4,120,831
Revenues								
Intergovernmental	8,068,130	11,184,337	11,184,337	16,290,620	15,570,580	15,940,531	16,321,038	16,712,471
Rents and Other Tenant Income	1,738,960	1,700,000	1,700,000	2,000,000	2,100,000	2,205,000	2,315,250	2,431,013
Miscellaneous	459,655	881,046	881,046	770,042	780,022	790,186	800,537	811,079
Total Revenue	10,266,745	13,765,383	13,765,383	19,060,662	18,450,602	18,935,717	19,436,825	19,954,563
Total Sources of Funds	12,662,418	16,392,712	15,942,560	21,582,188	21,220,392	22,050,640	22,999,925	24,075,394
Uses of Funds								
Operating Expenditures								
Low Income Public Housing	2,873,277	2,463,008	2,463,408	2,911,126	2,875,061	2,918,459	2,962,801	3,008,118
Section 8, MRO, SRO and VASH	7,385,206	8,543,158	8,543,158	13,610,415	13,886,035	14,167,335	14,454,437	14,747,464
Non-HUD Program	(64,347)	43,172	43,172	30,565	31,061	31,568	32,088	32,620
FHC Pass Thru	-	380,046	380,046	269,042	273,812	278,703	283,719	288,862
Contingency	-	1,001,250	1,001,250	1,001,250	-	-	-	-
Total Expenditures	10,194,136	12,430,634	12,431,034	17,822,398	17,065,969	17,396,065	17,733,045	18,077,064
Capital Expenditures	291,105	990,000	990,000	990,000	1,039,500	1,091,475	1,146,049	1,203,351
Total Uses of Funds	10,485,241	13,420,634	13,421,034	18,812,398	18,105,469	18,487,540	18,879,094	19,280,415
Ending Fund Balance	$ 2,177,177	2,972,078	2,521,526	2,769,790	3,114,923	3,563,100	4,120,831	4,794,979

DRAFT

Mission

The mission of the City Manager's office is to direct and coordinate City staff to provide effective and 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.

Program Description

The City Manager's Office (CMO) is responsible for providing all facets of municipal administration. The CMO provides professional leadership in administering programs and policies established by the Council, informing and advising the Council on the affairs of the City. The CMO oversees the collaborative preparation and implementation of effective solutions to meet community needs and solve complex problems. The CMO prepares and implements the annual financial plan and coordinates the activities of all divisions under the CMO's administrative authority, providing quality services at the lowest possible costs.

DRAFT

Section 011 - City Manager

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 766,220	$ 777,364	$ 842,364	$ 987,476	$ 210,112
Contractuals	25,940	61,403	61,403	344,770	283,367
Commodities	615	-	-	11,595	11,595
Capital	-	-	-	53,474	53,474
Total	**$ 792,775**	**$ 838,767**	**$ 903,767**	**$ 1,397,315**	**$ 558,548**
Expenditures by Program:					
General Administration	$ 792,773	$ 838,767	$ 903,767	$ 1,397,315	$ 558,548
Public Information	2	-	-	-	-
Total	**$ 792,775**	**$ 838,767**	**$ 903,767**	**$ 1,397,315**	**$ 558,548**

General Fund	$ 970,278
Library Fund	73,229
Highway User Revenue Fund	63,827
Parking District Fund	7,125
Water Resource and Infrastructure Protection	10,612
Water Services Fund	128,829
Stormwater Fund	12,305
Solid Waste Fund	88,373
SEMS Fund	15,336
Airport Fund	27,401
	$ 1,397,315

Commentary:
The City Manager operating budget has increased by 60%. There are capital expenditures of $53,474, resulting in an overall increase of 67%. The personnel services increase of 27% is mainly due to merit increases and market adjustments. Contractuals increased 461% mainly due to expenditures for a Criminal Justice Coordinating Council coordinator, retreat facilitation, employee engagement, and the Downtown Ambassador Program. Commodities increased by 100% mainly due to building maintenance for the west wing of City Hall, office supplies, and pool vehicle fuel and maintenance. There are capital expenditures (>$5,000) including replacement of a vehicle ($53,474).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
City Manager	1	1	1	0	1
Deputy City Manager	1	1	1	0	1
Deputy City Manager Senior	1	1	1	0	1
Total	3	3	3	0	3

New Personnel: None

Capital:

Description	Amount
Vehicle replacement	$ 53,474
	$ 53,474

DRAFT

Mission

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

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.

Section 012 - Human Resources

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 1,226,415	$ 1,404,113	$ 1,404,113	$ 1,528,123	$ 124,010
Contractuals	179,795	236,083	236,083	188,616	(47,467)
Commodities	112,012	166,970	166,970	174,155	7,185
Total	**$ 1,518,222**	**$ 1,807,166**	**$ 1,807,166**	**$ 1,890,894**	**$ 83,728**
Expenditures by Program:					
General Administration	$ 568,923	$ 809,411	$ 809,411	$ 822,416	$ 13,005
Recruitment and Selection	233,150	337,256	337,256	315,669	(21,587)
Benefits	269,870	168,483	168,483	150,994	(17,489)
Compensation and Classification	170,722	120,470	120,470	219,989	99,519
Employee Training and Counseling	275,557	371,546	371,546	381,826	10,280
Total	**$ 1,518,222**	**$ 1,807,166**	**$ 1,807,166**	**$ 1,890,894**	**$ 83,728**

Source of Funding:	
General Fund	$ 1,500,571
Library Fund	80,807
Highway User Revenue Fund	52,760
Parking District Fund	10,287
Water Resource and Infrastructure Protection	13,180
Water Services Fund	117,915
Stormwater Fund	8,905
Solid Waste Fund	70,942
SEMS Fund	15,094
Airport Fund	20,433
	$ 1,890,894

Commentary:

The Human Resources operating budget has increased by 5%. There are no capital expenditures. The personnel services increase of 9% is mainly due to merit increases and market adjustments. The contractuals decrease of 20% is mainly due to one-time education and training expenditures in the prior year. Commodities increased by 4% mainly due to furniture for the office remodel offset by a prior year one-time purchase of computer software for the new onboarding module. There are no capital expenditures (>$5,000).

DRAFT

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	1	0	0	0	0
Classification and Compensation Program Manager	1	1	0	0	0
Deputy Human Resources Director	0	0	1	0	1
Human Resources Analyst	3	3	4	0	4
Human Resources Analyst Senior	0	1	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	1	2	0	2
Human Resources Recruiter	1	1	1	0	1
Recruitment Manager	0	1	0	0	0
Senior Administrative Specialist	0	1	1	0	1
Total	11	12	13	0	13

New Personnel: None

Capital: None

DRAFT

Mission

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

Program Description

Risk Management is responsible for the identification, control, and finance of risk 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.

DRAFT

Section 013 - Risk Management

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 236,209	$ 260,603	$ 260,603	$ 234,879	$ (25,724)
Contractuals	23,698	34,393	34,393	22,786	(11,607)
Commodities	5,133	4,334	4,334	39,334	35,000
Total	**$ 265,040**	**$ 299,330**	**$ 299,330**	**$ 296,999**	**$ (2,331)**
Expenditures by Program:					
General Administration	$ 265,040	$ 299,330	$ 299,330	$ 296,999	$ (2,331)
Total	**$ 265,040**	**$ 299,330**	**$ 299,330**	**$ 296,999**	**$ (2,331)**

Source of Funding:	
General Fund	$ 201,250
Library Fund	13,943
Highway User Revenue Fund	11,531
Transportation Fund	2,301
Parking District Fund	1,607
Water Resource and Infrastructure Protection	2,034
Water Services Fund	30,779
Stormwater Fund	2,863
Solid Waste Fund	22,141
SEMS Fund	2,939
Airport Fund	5,611
	$ 296,999

Commentary:

The Risk Management operating budget has decreased by 1%. There are no capital expenditures. The personnel services decrease of 10% is mainly due to a reduction in contracted personnel costs. The contractuals decrease of 34% is mainly due to the elimination of medical fees. Commodities has increased 808% as a result of the purchase of risk management software. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Risk Manager	1	1	1	0	1
Risk Management Specialist	1	1	1	0	1
Total	2	2	2	0	2

New Personnel:	None

Capital:	None

DRAFT

Mission

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

Program Description

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

Section 014 - Information Technology

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 2,266,116	$ 2,736,559	$ 2,736,559	$ 2,891,007	$ 154,448
Contractuals	1,318,024	1,234,393	1,234,393	3,521,648	2,287,255
Commodities	1,430,990	1,992,805	1,992,805	1,126,105	(866,700)
Capital	117,628	1,845,000	1,791,903	-	(1,845,000)
Total	**$ 5,132,758**	**$ 7,808,757**	**$ 7,755,660**	**$ 7,538,760**	**$ (269,997)**
Expenditures by Program:					
General Administration	$ 479,371	$ 530,159	$ 530,159	$ 515,330	$ (14,829)
Applications	1,143,243	1,160,907	1,160,907	1,471,410	310,503
Systems	689,470	1,063,256	1,063,256	684,358	(378,898)
Services	624,065	668,170	668,170	719,926	51,756
Network	868,138	2,773,237	2,773,237	411,266	(2,361,971)
GIS	433,638	524,706	524,706	774,122	249,416
IT Non Departmental	595,588	740,303	687,206	2,712,303	1,972,000
Telecom	63,258	178,019	178,019	80,045	(97,974)
Security	188,996	170,000	170,000	170,000	-
IT Fiber Grant	46,991	-	-	-	-
Total	**$ 5,132,758**	**$ 7,808,757**	**$ 7,755,660**	**$ 7,538,760**	**$ (269,997)**

Source of Funding:	
General Fund	$ 6,355,747
Library Fund	120,493
Highway User Revenue Fund	169,009
Parking District Fund	29,455
Water Resource and Infrastructure Protection	37,736
Water Services Fund	396,073
Stormwater Fund	45,504
Solid Waste Fund	275,042
SEMS Fund	50,690
Airport Fund	59,011
	$ 7,538,760

Commentary:
The Information Technology operating budget has increased by 26%. There are no capital expenditures, resulting in an overall net decrease of 3%. The personnel services increase of 6% is mainly due merits and the addition of an IT Manager. The contractuals increase of 185% is mainly due to an application modernization project to replace multiple enterprise software packages. Commodities decreased by 43% mainly due to prior year one-time items for computer equipment for network and infrastructure replacements and conference room upgrades. There are no capital expenditures (>$5,000).

DRAFT

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Applications Architect II	0	0	1	0	1
Applications Architect Senior	0	0	1	0	1
Business Systems Architect II	0	0	1	0	1
Business Systems Architect Senior	0	0	2	0	2
Chief Information Officer	1	1	1	0	1
Cyber Security Analyst II	0	0	1	0	1
Deputy Chief Information Officer	1	1	1	0	1
Desktop Technician I	1	1	1	0	1
Desktop Technician II	2	1	1	0	1
Desktop Technician Senior	0	0	1	0	1
IT Administrator	7	7	0	0	0
IT Analyst	5	5	0	0	0
GIS Analyst I	0	1	1	0	1
GIS Analyst II	0	0	1	0	1
GIS Analyst Senior	0	0	1	0	1
IT Manager	3	3	3	1	4
IT Supervisor - Help Desk	0	1	1	0	1
Network Administrator II	0	0	1	0	1
Network Administrator Senior	0	0	1	0	1
Systems Administrator Senior	0	0	1	0	1
Total	20	21	21	1	22

New Personnel:					
		Total $	Potential	Net Cost	Future
Title	FTE	2025-26	Offset	2025-26	Cost
IT Manager	1	$ 143,267	$ -	$ 143,267	$ 143,267

Capital:	None

DRAFT

Mission

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

Program Description

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

DRAFT

Section 015 - City Attorney

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 2,418,124	$ 2,564,883	$ 2,564,883	$ 2,913,291	$ 348,408
Contractuals	43,112	87,448	87,448	78,813	(8,635)
Commodities	36,019	35,955	35,955	(36,948)	(72,903)
Total	**$ 2,497,255**	**$ 2,688,286**	**$ 2,688,286**	**$ 2,955,156**	**$ 266,870**
Expenditures by Program:					
General Administration	$ 184,298	$ 202,913	$ 202,913	$ 227,005	$ 24,092
Council and Department Support	1,264,508	1,285,999	1,285,999	1,415,819	129,820
Police Court	1,048,449	1,192,874	1,192,874	1,305,232	112,358
Victim's Rights Grant	-	6,500	6,500	7,100	600
Total	**$ 2,497,255**	**$ 2,688,286**	**$ 2,688,286**	**$ 2,955,156**	**$ 266,870**

Source of Funding:	
General Fund	$ 2,389,962
Library Fund	47,767
Highway User Revenue Fund	54,994
Transportation Fund	84,404
Parking District Fund	4,951
Water Resource and Infrastructure Protection	6,117
Water Services Fund	169,681
Stormwater Fund	17,740
Solid Waste Fund	135,195
SEMS Fund	12,575
Airport Fund	31,770
	$ 2,955,156

Commentary:

The City Attorney's operating budget has increased by 10%. There are no capital expenditures. The personnel services increase of 14% is mainly due to merits as well as the addition of a Senior Assistant City Attorney III. Contractuals decreased 10% mainly due to the reallocation of computer software licensing from contractuals to commodities. Commodities decreased by 203% mainly due to charge outs for the new Senior Assistant City Attorney II offset by an increase for computer software licensing. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Assistant City Attorney III	4	4	3	0	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	1	0	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	1	5
Victim Services Specialist	2	2	2	0	2
Water Attorney	1	1	0	0	0
Total	18	18	17	1	18

New Personnel:	None				
Title:	FTE	Total 2025-26	Potential Offset	Net Cost 2025-26	Future Cost
Senior Assistant City Attorney III	1	$ 174,475	$ 87,238	$ 87,237	$ 87,237

Capital:	None

DRAFT

Mission

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

Program Description

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

DRAFT

Section 016 - Municipal Court

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 2,678,287	$ 2,981,123	$ 2,981,123	$ 3,109,613	$ 128,490
Contractuals	1,183,502	1,157,769	1,157,769	1,171,688	13,919
Commodities	68,255	98,445	98,445	68,285	(30,160)
Total	**$ 3,930,044**	**$ 4,237,337**	**$ 4,237,337**	**$ 4,349,586**	**$ 112,249**
Expenditures by Program:					
General Administration	$ 1,032,146	$ 1,071,023	$ 1,071,023	$ 1,157,034	$ 86,011
Court Services	904,842	1,074,978	1,074,978	996,525	(78,453)
Record Management	3,232	6,000	6,000	6,000	-
Court Enforcement	390,836	443,359	443,359	416,103	(27,256)
Warrant Division	295,987	272,188	272,188	275,132	2,944
Court Operations	631,906	698,371	698,371	733,756	35,385
Judicial Services	671,095	671,418	671,418	765,036	93,618
Total	**$ 3,930,044**	**$ 4,237,337**	**$ 4,237,337**	**$ 4,349,586**	**$ 112,249**
Source of Funding:					
General Fund				$ 4,349,586	
				$ 4,349,586	

Commentary:
The Municipal Court operating budget has increased 3%. There are no capital expenditures. The personnel services increase of 4% is mainly due to merit increases and market adjustments. Contractuals increased 1% mainly due to the annual increase in the Public Defender contract. Commodities decreased by 31% mainly due to a decrease in audio equipment. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Collection Specialist	2	2	2	0	2
Court Administrator	1	1	1	0	1
Court Assistant	3	0	0	0	0
Court Generalist	2	2	2	0	2
Court Finance Specialist	0.80	0.80	0.80	0	0.80
Court Information Systems Coordinator	2	2	2	0	2
Court Interpreter	1	1	1	0	1
Court Judicial Specialist I	1.75	4.75	4.75	0	4.75
Court Judicial Specialist II	5.50	5.50	5.50	0	5.50
Court Judicial Specialist III	2	2	2	0	2
Court Training Specialist	1	1	1	0	1
Deputy Court Administrator	2	2	2	0	2
Jury Services Specialist	0	0	0	0	0
Magistrate	2	2	2	0	2
On-Call Magistrate	0.50	0.50	0.70	0	0.70
Presiding Magistrate	1	1	1	0	1
Probation Service Specialist	1	1	1	0	1
Warrant Officer	1	1	1	0	1
Total	29.55	29.55	29.75	0	29.75

New Personnel: None

Capital: None

DRAFT

Mission

The mission of the Communication and Civic Engagement division is to support the values of the community and the organization by providing quality communication to the community and encouraging citizens to engage and participate with their government.

The mission of the City Clerk program 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. The Public Affairs program also assists all City divisions with community outreach, and public engagement, manages the Intergovernmental Affairs program, enforces the City's Labor Standards ordinance, and aids the Mayor and Council.

DRAFT

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 program supports outreach, community relations, intergovernmental affairs, special projects, and labor standards. Specifically, areas include:

- Communications – Provide accurate and proactive information regarding any city matters and foster public engagement and participation
- Intergovernmental Affairs – Further Council's state and federal priorities through legislative efforts
- Coordinator for Indigenous Initiatives – Improve relationships and foster collaborative efforts between the City, Indigenous residents, and neighboring Indigenous nations
- Office of Labor Standards - Monitor 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

Section 017 - Communication and Civic Engagement

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 997,201	$ 1,053,717	$ 1,053,717	$ 1,150,577	$ 96,860
Contractuals	613,782	866,427	866,427	651,585	(214,842)
Commodities	22,716	33,812	33,812	32,935	(877)
Total	**$ 1,633,699**	**$ 1,953,956**	**$ 1,953,956**	**$ 1,835,097**	**$ (118,859)**
Expenditures by Program:					
Communications	$ 75,090	$ 111,565	$ 111,565	$ 104,565	$ (7,000)
City Clerk	959,676	1,101,698	1,101,698	567,134	(534,564)
Elections	136,184	300,000	300,000	150,000	(150,000)
Minimum Wage Compliance	31,488	40,341	40,341	41,945	1,604
Indigenous	45,841	10,500	10,500	18,500	8,000
Neighborhood Liaison	684	1,500	1,500	-	(1,500)
Diversity Awareness	-	708	708	-	(708)
Disability Awareness	-	3,438	3,438	-	(3,438)
Public Affairs	384,736	384,206	384,206	952,953	568,747
Total	**$ 1,633,699**	**$ 1,953,956**	**$ 1,953,956**	**$ 1,835,097**	**$ (118,859)**

Source of Funding:	
General Fund	$ 1,690,139
Library Fund	20,810
Highway User Revenue Fund	17,318
Transportation Fund	3,526
Parking District Fund	2,395
Water Resource and Infrastructure Protection	3,030
Water Services Fund	47,229
Stormwater Fund	4,329
Solid Waste Fund	33,456
SEMS Fund	4,404
Airport Fund	8,461
	$ 1,835,097

Commentary:

The Communication and Civic Engagement operating budget has decreased by 6%. There are no capital expenditures. The personnel services increase of 9% is mainly due to merits and market adjustments. The contractuals decrease of 25% is mainly due to a reduction in election services, videography and Federal and State lobbying. Commodities decreased by 3% due to the decreased cost of office supplies and copying and printing. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	1	1	1	0	1
City Clerk	1	1	1	0	1
City Records Coordinator	1	1	1	0	1
Community Engagement Specialist	1	1	1	0	1
Coordinator for Indigenous Initiatives	1	1	0	0	0
Deputy City Clerk	1	1	1	0	1
Digital Media Specialist	1	1	1	0	1
Indigenous Affairs Administrator	0	0	1	0	1
Executive Assistant I	1	1	0	0	0
Executive Assistant II	0	0	1	0	1
Executive Assistant to Mayor and Council	1	1	1	0	1
Management Analyst	1	1	1	0	1
Public Affairs Director	1	1	1	0	1
Total	11	11	11	0	11

New Personnel: None

Capital: None

DRAFT

Mission

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

Program Description

The Administrative section of the Management Services division provides direction and oversight of the Purchasing, Customer Service, Finance, Budget, 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.

DRAFT

Section 031 - Management Services					
Expenditures by Category:	Actual Expenditures 2023-2024	Adopted Budget 2024-2025	Estimated Expenditures 2024-2025	Proposed Budget 2025-2026	Budget-Budget Variance
Personnel Services	$ 352,593	$ 324,161	$ 324,161	$ 461,830	$ 137,669
Contractuals	14,430	12,274	12,274	12,274	-
Commodities	906	1,000	1,000	1,000	-
Capital	-	150,000	150,000	-	(150,000)
Total	**$ 367,929**	**$ 487,435**	**$ 487,435**	**$ 475,104**	**$ (12,331)**
Expenditures by Program:					
General Administration	$ 367,929	$ 487,435	$ 487,435	$ 475,104	$ (12,331)
Total	**$ 367,929**	**$ 487,435**	**$ 487,435**	**$ 475,104**	**$ (12,331)**
Source of Funding:					
	General Fund			$ 475,104	
				$ 475,104	

Commentary:
The Management Services operating budget has increased by 41%. There are no capital expenditures, resulting in an overall net decrease of 3%. The personnel services increase of 42% is mainly due to retirement payouts, merit and benefits increases. The contractuals and commodities have maintained flat year over year. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-2023	2023-2024	Current 2024-2025	Changes 2025-2026	Proposed 2025-2026
Business Systems Analyst	1	1	1	0	1
Management Services Director	1	1	1	0	1
Total	2	2	2	0	2

New Personnel:	None

Capital:	None

Mission

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

Program Description

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

DRAFT

Section 032 - Purchasing

Expenditures by Category:	Actual Expenditures 2023-2024	Adopted Budget 2024-2025	Estimated Expenditures 2024-2025	Proposed Budget 2025-2026	Budget-Budget Variance
Personnel Services	$ 618,939	$ 704,942	$ 704,942	$ 796,138	$ 91,196
Contractuals	23,364	19,287	19,287	20,287	1,000
Commodities	16,309	16,600	16,600	57,600	41,000
Total	**$ 658,612**	**$ 740,829**	**$ 740,829**	**$ 874,025**	**$ 133,196**
Expenditures by Program:					
General Administration	$ 52,434	$ -	$ -	$ -	$ -
Purchasing	598,843	740,829	740,829	874,025	133,196
Warehouse	7,335	-	-	-	-
Total	**$ 658,612**	**$ 740,829**	**$ 740,829**	**$ 874,025**	**$ 133,196**

Source of Funding:	
General Fund	$ 685,493
Library Fund	8,844
Highway User Revenue Fund	8,589
Transportation Fund	43,580
Parking District Fund	5,773
Water Services Fund	54,863
Stormwater Fund	16,809
Solid Waste Fund	22,159
SEMS Fund	6,261
Airport Fund	21,654
	$ 874,025

Commentary:

The Purchasing operating budget has increased by 18%. There are no capital expenditures. The personnel services increase of 13% is mainly due to retirement payouts, merits and benefit increases. The contractuals increase of 5% is mainly due to increased membership expenditures. Commodities have increased 247% mainly due to the purchase of new procurement software. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-2023	2023-2024	Current 2024-2025	Changes 2025-2026	Proposed 2025-2026
Administrative Specialist	1	1	1	0	1
Buyer	2	2	2	0	2
Purchasing Director	1	1	1	0	1
Purchasing Manager	1	1	1	0	1
Procurement Specialist Senior	2	2	2	0	2
Total	7	7	7	0	7

New Personnel:	None

Capital:	None

DRAFT

Mission

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

Program Description

The Customer Service 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.

DRAFT

Section 033 - Customer Services

Expenditures by Category:	Actual Expenditures 2023-2024	Adopted Budget 2024-2025	Estimated Expenditures 2024-2025	Proposed Budget 2025-2026	Budget-Budget Variance
Personnel Services	$ 1,229,786	$ 1,584,144	$ 1,584,144	$ 1,651,753	$ 67,609
Contractuals	537,855	388,883	388,883	356,423	(32,460)
Commodities	48,953	95,138	95,138	122,257	27,119
Total	**$ 1,816,594**	**$ 2,068,165**	**$ 2,068,165**	**$ 2,130,433**	**$ 62,268**
Expenditures by Program:					
General Administration	$ 89,252	$ 238,778	$ 238,778	$ 242,282	$ 3,504
Sales Tax Collections	-	-	-	164,431	164,431
Customer Service	823,101	687,332	687,332	644,506	(42,826)
Billing and Collections	404,282	513,793	513,793	378,817	(134,976)
Meter Services	397,613	410,522	410,522	462,289	51,767
Copy Mail Center	18,382	87,697	87,697	77,948	(9,749)
Licensing	83,964	130,043	130,043	160,160	30,117
Total	**$ 1,816,594**	**$ 2,068,165**	**$ 2,068,165**	**$ 2,130,433**	**$ 62,268**

Source of Funding:	
General Fund	$ 68,745
Library Fund	5,163
Highway User Revenue Fund	5,630
Transportation Fund	25,340
Parking District Fund	319
Water Resource and Infrastructure Protection	395
Water Services Fund	1,384,944
Stormwater Fund	143,058
Solid Waste Fund	430,513
SEMS Fund	30,941
Airport Fund	35,385
	$ 2,130,433

Commentary:
The Revenue operating budget has increased by 3%. There are no capital expenditures. The personnel services increase of 4% is mainly due to merit, market adjustments and benefit increases. The contractuals decrease of 8% is mainly due to a reduction in credit card fees. Commodities increased by 29% mainly due to short term rental software. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-2023	2023-2024	Current 2024-2025	Changes 2025-2026	Proposed 2025-2026
Billing Manager	1	1	1	0	1
Billing Specialist	2	2	2	0	2
Collections Administrator	0	1	1	0	1
Collections Specialist	1	0	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	0	0	0	0
Total	20	19	19	0	19

New Personnel:	None

Capital:	None

DRAFT

Mission

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

Program Description

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

Section 034 - Finance

Expenditures by Category:

	Actual Expenditures 2023-2024	Adopted Budget 2024-2025	Estimated Expenditures 2024-2025	Proposed Budget 2025-2026	Budget-Budget Variance
Personnel Services	$ 1,501,155	$ 2,059,420	$ 2,059,420	$ 1,516,334	$ (543,086)
Contractuals	38,731	350,255	350,255	72,215	(278,040)
Commodities	102,383	96,632	96,632	93,782	(2,850)
Total	**$ 1,642,269**	**$ 2,506,307**	**$ 2,506,307**	**$ 1,682,331**	**$ (823,976)**

Expenditures by Program:

General Administration	$ 158,282	$ 164,200	$ 164,200	$ 182,530	$ 18,330
Accounting	955,937	1,418,206	1,418,206	852,764	(565,442)
Payroll	435,261	837,268	837,268	556,238	(281,030)
Accounts Payable	92,789	86,633	86,633	90,799	4,166
Total	**$ 1,642,269**	**$ 2,506,307**	**$ 2,506,307**	**$ 1,682,331**	**$ (823,976)**

Source of Funding:

General Fund	$ 1,088,900
Library Fund	113,429
Highway User Revenue Fund	63,068
Transportation Fund	46,069
Parking District Fund	4,418
Water Resource and Infrastructure Protection	6,008
Water Services Fund	159,967
Stormwater Fund	23,189
Solid Waste Fund	83,437
SEMS Fund	45,791
Airport Fund	48,055
	$ 1,682,331

Commentary:

The Finance operating budget has decreased by 33%. There are no capital expenditures. The personnel services decrease of 26% is mainly due to the separation of staffing between the Finance section and the new Budget section, offset partially by merit, market adjustments and benefit increases. The contractuals decrease of 79% is mainly due to prior year consultant fees for a software implementation and the reallocation of budget to the new Budget section. Commodities decreased by 3% mainly due to the reallocation of budget to the new Budget section. There are no capital expenditures (>$5,000).

DRAFT

Authorized Personnel/Positions: Title	2022-2023	2023-2024	Current 2024-2025	Changes 2025-2026	Proposed 2025-2026
Accountant	2	1	1	0	1
Accountant Senior	2	3	2	0	2
Assistant Budget Manager	0	1	1	(1)	0
Assistant Finance Director	1	1	1	0	1
Assistant Finance Manager	1	1	1	0	1
Budget Analyst	0	2	2	(2)	0
Budget Analyst Senior	0	0	1	(1)	0
Budget Director	0	0	1	(1)	0
Finance Clerk	2	2	2	0	2
Finance Director	1	1	1	0	1
Finance Specialist	2	3	3	0	3
Finance Specialist (Temp)	0.5	0	0	0	0
Payroll Coordinator	1	1	1	0	1
Payroll Manager	1	1	1	0	1
Payroll Specialist	1	1	1	0	1
Total	14.5	18	19	(5)	14

New Personnel:	None

Capital:	None

DRAFT

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.

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- 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.

DRAFT

Section 039 - Grants, Contracts and Emergency Management					
Expenditures by Category:	Actual Expenditures 2023-2024	Adopted Budget 2024-2025	Estimated Expenditures 2024-2025	Proposed Budget 2025-2026	Budget-Budget Variance
Personnel Services	$ 678,388	$ 691,528	$ 691,528	$ 694,032	$ 2,504
Contractuals	66,868	366,112	366,112	239,112	(127,000)
Commodities	9,305	7,558	7,558	23,558	16,000
Capital	68,044	18,216	11,956	65,000	46,784
Total	**$ 822,605**	**$ 1,083,414**	**$ 1,077,154**	**$ 1,021,702**	**$ (61,712)**
Expenditures by Program:					
Grants and Contracts Management	$ 455,570	$ 479,488	$ 479,488	$ 475,270	$ (4,218)
Emergency Management	310,918	403,926	397,666	346,432	(57,494)
DFFM - Emergency	56,117	-	-	-	-
GCEM Grants	-	200,000	200,000	-	(200,000)
Emergency Management Misc Grant	-	-	-	200,000	200,000
Total	**$ 822,605**	**$ 1,083,414**	**$ 1,077,154**	**$ 1,021,702**	**$ (61,712)**
Source of Funding:					
General Fund				$ 894,648	
Library Fund				30,487	
Highway User Revenue Fund				6,640	
Parking District Fund				1,283	
Water Resource and Infrastructure Protection				3,583	
Water Services Fund				39,835	
Stormwater Fund				11,219	
Solid Waste Fund				8,848	
SEMS Fund				1,883	
Airport Fund				23,276	
				$ 1,021,702	

Commentary:
The Grants, Contracts, and Emergency Management operating budget has decreased by 10%. There are capital expenditures of $65,000, resulting in an overall net decrease of 6%. The personnel services increased slightly due to merit and benefit increases. The contractuals decrease of 35% is mainly due to prior year budget for the continuity of the emergency operations plan. Commodities increased 212% mainly due to the purchase of new contracts software. There are capital expenditures (>$5,000) which includes the replacement of an emergency management truck ($65,000).

Authorized Personnel/Positions: Title	2022-2023	2023-2024	Current 2024-2025	Changes 2025-2026	Proposed 2025-2026
Administrative Specialist	0	1	1	0	1
Emergency Program Manager	1	1	1	0	1
Grants and Contracts Manager	1	1	1	0	1
Grants and Contracts Specialist	3	3	3	0	3
Grants, Contracts and Emergency Management Director	1	1	1	0	1
Total	6	7	7	0	7

New Personnel:	None

Capital:

Description	Amount
Emergency Management Vehicle Replacement	$ 65,000
	$ 65,000

DRAFT

Mission

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

Program Description

The Budget section provides a variety of financial services to the Council and City staff. Services include budget development and analysis, user fee and rate study preparation and implementation, long-term forecasting, and Priority Based Budgeting oversight.

Section 040 - Budget

Expenditures by Category:	Actual Expenditures 2023-2024	Adopted Budget 2024-2025	Estimated Expenditures 2024-2025	Proposed Budget 2025-2026	Budget-Budget Variance
Personnel Services	$ -	$ -	$ -	$ 648,062	$ 648,062
Contractuals	-	-	-	18,075	18,075
Commodities	-	-	-	2,850	2,850
Total	**$ -**	**$ -**	**$ -**	**$ 668,987**	**$ 668,987**
Expenditures by Program:					
Budget	$ -	$ -	$ -	$ 668,987	$ 668,987
Total	**$ -**	**$ -**	**$ -**	**$ 668,987**	**$ 668,987**
Source of Funding:					
General Fund				$ 668,987	
				$ 668,987	

Commentary:
The Budget Section is a new section within Management Services. There are no capital expenditures. The personnel services budget increase is due to reallocation of staffing between the Finance section and the new Budget section, in addition to merit and benefit increases. The contractuals and commodities budget increases are mainly due to a reallocation of budget from the Finance section. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-2023	2023-2024	Current 2024-2025	Changes 2025-2026	Proposed 2025-2026
Budget Analyst	0	0	0	2	2
Budget Analyst Senior	0	0	0	1	1
Budget Director	0	0	0	1	1
Budget Manager	0	0	0	1	1
Total	0	0	0	5	5

New Personnel:	None

Capital:	None

DRAFT

Mission

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

Vision

Dedicated to life safety and fire protections services.

Section 051 - Fire Operations					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 11,286,395	$ 12,223,107	$ 12,223,107	$ 16,754,096	$ 4,530,989
Contractuals	1,169,780	1,676,092	1,676,092	1,386,274	(289,818)
Commodities	866,224	1,082,386	1,082,386	747,386	(335,000)
Capital	119,075	5,559,753	5,559,753	2,786,500	(2,773,253)
Total	**$ 13,441,474**	**$ 20,541,338**	**$ 20,541,338**	**$ 21,674,256**	**$ 1,132,918**
Expenditures by Program:					
General Administration	$ 995,928	$ 1,147,108	$ 1,147,108	$ 3,244,063	$ 2,096,955
Fire Prevention	305,922	311,922	311,922	325,375	13,453
Training	119,256	159,710	159,710	191,654	31,944
Fire Suppression	11,076,587	17,700,989	17,700,989	14,198,105	(3,502,884)
Alternate Response Unit	943,781	1,221,609	1,221,609	1,048,559	(173,050)
JWP Fire Facility	-	-	-	2,666,500	2,666,500
Total	**$ 13,441,474**	**$ 20,541,338**	**$ 20,541,338**	**$ 21,674,256**	**$ 1,132,918**
Source of Funding:					
	General Fund			$ 21,674,256	
				$ 21,674,256	

Commentary:
The Fire Operations budget has increased by 26%. There are capital expenditures of $2,786,500, resulting in an overall net increase of 6%. The personnel services increase of 37% is mainly due market adjustments, merits, and benefits increases as well as the reclassification of 1.0 FTE Assistant Fire Marshal to a Fire Marshal and the addition of 1.0 FTE Fire Captain. The contractuals decrease of 17% is mainly due to a reduction in one-time expenditures related to training and building maintenance. Commodities decreased by 31% mainly due to one-time expenditures for equipping a Type VI engine and supplies. There are capital expenditures (>$5,000) including the design of John Wesley Powell Station #7 ($2,666,500) and other miscellaneous capital ($120,000).

DRAFT

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Administrative Specialist	1	1	1	0	1
Fire Administration Manager	0	0	1	0	1
Assistant Fire Marshal	1	1	1	(1)	0
Deputy Fire Chief	3	3	3	0	3
Fire Battalion Chief	4	4	5	0	5
Fire Captain	24	25	24	1	25
Fire Chief	1	1	1	0	1
Fire Engineer	21	21	21	0	21
Fire Fighter	36	36	42	0	42
Fire Inspector	1	1	1	0	1
Fire Marshal	0	0	0	1	1
Management Analyst	1	1	0	0	0
Regional Fire Training Coordinator	0	0	0	0	0
Total	93	94	100	1	101

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

New Personnel:					
Title:	FTE	Total 2025-26	Potential Offset	Net Cost 2025-26	Future Cost
Fire Captain	1	$ 152,802	$ -	$ 152,802	$ 152,802

Capital:	
Description	Amount
John Wesley Powell Station #7 Design	$ 2,666,500
Miscellaneous Capital	120,000
	$ 2,786,500

DRAFT

Section 052 - Fire Grants

Expenditures by Category:

	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 781,273	$ 559,981	$ 559,981	$ 1,050,000	$ 490,019
Contractuals	405,910	3,654,200	3,654,200	75,000	(3,579,200)
Commodities	(12,747)	-	-	50,000	50,000
Capital	-	75,000	75,000	-	(75,000)
Total	**$ 1,174,436**	**$ 4,289,181**	**$ 4,289,181**	**$ 1,175,000**	**$ (3,114,181)**
Expenditures by Program:					
FY 10 Assistance to Fire Fighters	$ -	$ 1,000,000	$ 1,000,000	$ 600,000	$ (400,000)
General Wildfire Response	(326,749)	-	-	-	-
SAFER	565,627	559,981	559,981	-	(559,981)
NAU GFFP Thinning	901	-	-	-	-
Misc Fire Reimburseables	452,959	-	-	-	-
Fire-Haz Mat Meters FY16-Realloc Grant	-	75,000	75,000	50,000	(25,000)
Fire - DFFM 2020 AZ-State Funded	75,870	-	-	-	-
AZ 100 Club Safety Equipment	12,103	-	-	-	-
Fire Grants	-	-	-	450,000	450,000
Fire - Firehouse Subs Public Safety Foundation	-	-	-	75,000	75,000
Forest Service 22-PA-11030400-174	213	1,294,400	1,294,400	-	(1,294,400)
EMW-2021-FG-04025	8,742	-	-	-	-
FEMA Regional Training	384,770	-	-	-	-
Fire - 23-PA-11030400-218	-	365,400	365,400	-	(365,400)
Fire - 23-PA-11030400-261	-	994,400	994,400	-	(994,400)
Total	**$ 1,174,436**	**$ 4,289,181**	**$ 4,289,181**	**$ 1,175,000**	**$ (3,114,181)**
Source of Funding:					
General Fund				$ 1,175,000	
				$ 1,175,000	

Commentary:
Fire grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise.

Authorized Personnel/Positions:

Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Fire Fighter	6	6	0	0	0
Total	6	6	0	0	0

New Personnel: None

Capital: None

DRAFT

Section 053 - Fire Watershed Protection

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 716,231	$ 781,239	$ 781,239	$ 940,428	$ 159,189
Contractuals	145,427	442,800	442,800	19,800	(423,000)
Commodities	87,946	69,850	69,850	69,850	-
Capital	1,176,317	2,395,000	2,395,000	718,000	(1,677,000)
Total	**$ 2,125,921**	**$ 3,688,889**	**$ 3,688,889**	**$ 1,748,078**	**$ (1,940,811)**
Expenditures by Program:					
Fire Watershed Protection	$ 2,088,080	$ 3,265,889	$ 3,265,889	$ -	$ (3,265,889)
Fire Grants	-	198,000	198,000	1,100,078	902,078
Fire-DFFM NFHF 21-202 Healthy Forest Initiative	34,121	225,000	225,000	-	(225,000)
DFFM Healthy Forest Initiative	3,720	-	-	-	-
JWP Fire Facility	-	-	-	648,000	648,000
Total	**$ 2,125,921**	**$ 3,688,889**	**$ 3,688,889**	**$ 1,748,078**	**$ (1,940,811)**
Source of Funding:					
Water Resource and Infrastructure Protection Fund				$ 1,748,078	
				$ 1,748,078	

Commentary:
The Fire Watershed Protection operating budget has decreased by 20%. There are capital expenditures of $718,000, resulting in an overall decrease of 53%. The personnel services increase of 20% is mainly due to market adjustments, merit, and benefit increases. The contractuals decrease of 96% is mainly due to one-time grant funding for forest health and support services. Commodities have remained flat year over year. There is major capital (>$5,000) which includes one replacement vehicle ($70,000) and Wildland building design ($648,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Fire Battalion Chief	1	1	1	0	1
Wildland Community Risk Reduction Specialist	1	1	1	0	1
Wildland Fire Fighter	2	2	2	0	2
Wildland Fire Operations Captain	1	1	1	0	1
Wildland Fire Operations Engineer	2	2	2	0	2
Wildland Fire Crew Member	0	0	0	0	0
Wildland Fire Crew Member Senior	0	0	0	0	0
Wildland Fire Captain	1	1	1	0	1
Total	8	8	8	0	8

New Personnel: None

Capital:

Description	Amount
Replacement Vehicle F2042	$ 70,000
Wildland Design	648,000
	$ 718,000

DRAFT

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.

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.

DRAFT

Section 061 - Police Operations					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 22,796,911	$ 19,839,380	$ 19,839,380	$ 22,977,963	$ 3,138,583
Contractuals	1,860,977	2,585,182	2,177,182	2,684,973	99,791
Commodities	580,909	1,432,020	1,320,512	974,344	(457,676)
Capital	1,460,431	906,948	699,842	975,000	68,052
Total	**$ 26,699,228**	**$ 24,763,530**	**$ 24,036,916**	**$ 27,612,280**	**$ 2,848,750**
Expenditures by Program:					
General Administration	$ 2,193,540	$ 3,588,423	$ 3,563,423	$ 5,496,427	$ 1,908,004
Fire Suppression	440	-	-	-	-
Patrol	16,611,250	12,762,041	12,443,427	13,673,535	911,494
Detectives	2,548,294	2,460,063	2,460,063	2,689,946	229,883
Records	799,864	958,805	958,805	943,871	(14,934)
Communications	3,972,971	4,417,952	4,034,952	3,698,716	(719,236)
Special Services	346,449	337,413	337,413	425,822	88,409
Crime and Prevention Training	226,420	238,833	238,833	251,463	12,630
Emergency Service Response Teams	-	-	-	32,500	32,500
Sawmill Police Expansion	-	-	-	250,000	250,000
JWP Police Substation	-	-	-	150,000	150,000
Total	**$ 26,699,228**	**$ 24,763,530**	**$ 24,036,916**	**$ 27,612,280**	**$ 2,848,750**
Source of Funding:					
	General Fund			$ 27,612,280	
				$ 27,612,280	

Commentary:
The Police operating budget has increased by 12%. There are capital expenditures of $975,000 resulting in an overall net increase of 12%. The personnel services increase of 16% in mainly due to merits and market adjustments. The contractuals increase of 4% is mainly due to costs for integrated software for body cameras and radios, comprehensive mental health support, and a staffing study offset by one-time costs for building maintenance at the LEAF facility. Commodities decreased by 32% mainly due to a decrease for the one-time patrol rifle program, training software, upfitting for patrol vehicles, gun cabinets, and patrol fingerprint scanners. There are capital expenditures (>$5,000) including design for public safety expansion project ($250,000), design for a new police substation ($150,000), and nine vehicle replacements ($575,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	3	3	3	0	3
Animal Control Officer	2	2	2	0	2
Community Engagement Assistant (Temp)	0	0	0.48	(0.48)	0
Customer Service Representative	0	0	0	2	2
Deputy Police Chief	2	2	2	0	2
Evidence Technician	2	2	2	0	2
Police Aides	3	6	7	0	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	5	0	5
Police Officer	94	94	95	(1)	94
Police Records Lead	1	1	1	0	1
Police Records Supervisor	1	1	1	0	1
Police Records Technician	9	9	8	(4)	4
Police Records Technician Senior	0	0	0	2	2
Police Sergeant	15	15	14	0	14
Police Special Services Supervisor	1	1	1	0	1
Police Support Services Manager	1	1	1	0	1
Police Support Services Section Director	0	0	1	0	1
Property Control Coordinator	1	1	2	0	2
Police Training Coordinator	1	1	1	0	1
Total	173	176	179	(1.48)	178

New Personnel: None

Capital:

Description	Amount
Replacement Vehicles (9)	$ 575,000
Public Safety Building Expansion - Design	250,000
New Police Substation - Design	150,000
	$ 975,000

DRAFT

Section 062 - Police Grants

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 318,898	$ 663,852	$ 663,852	$ 639,265	$ (24,587)
Contractuals	1,192,846	1,393,000	1,393,000	2,018,000	625,000
Commodities	289,407	475,127	625,127	745,000	269,873
Capital	-	560,000	560,000	295,000	(265,000)
Total	**$ 1,801,151**	**$ 3,091,979**	**$ 3,241,979**	**$ 3,697,265**	**$ 605,286**
Expenditures by Program:					
Metro Grant	$ 263,700	$ 667,467	$ 667,467	$ 494,279	$ (173,188)
RICO Funds for Police	246,695	269,385	269,385	266,334	(3,051)
Law Enforcement Officer Reimbursement	15	-	-	-	-
GOHS - DUI Enforcement	-	-	-	145,000	145,000
Bullet Proof Vest	9,349	20,000	20,000	20,000	-
Homeland Security "SLOT" Overtime	61,715	-	-	-	-
Dispatch Services Agreement (NPS)	-	5,000	5,000	5,000	-
Statewide Gang Task Force(GITEM)	-	-	-	181,652	181,652
AZ Internet Crimes Child	7,499	-	-	-	-
Edward Byrne Memorial (JAG)	24,374	30,000	30,000	105,000	75,000
FBI Safe Trails Task Force	11,430	75,000	75,000	-	(75,000)
ATF SLOT Overtime	8,290	-	-	-	-
100 Club of Arizona Safety Enhancement	10,149	10,127	10,127	-	(10,127)
NG 911	1,096,169	1,000,000	1,000,000	1,000,000	-
Text to 911	10,680	-	-	-	-
Police Grants	-	350,000	350,000	500,000	150,000
US Marshals Service Grant	14,227	15,000	15,000	15,000	-
AZDOHS Tactical Robot 200103-02	-	560,000	560,000	-	(560,000)
GOHS - 2023-AI-004	5,880	-	-	-	-
GOHS - 2023-AL-015	3,438	-	-	-	-
GOHS - Youth Alcohol	10,217	45,000	45,000	45,000	-
GOHS - DUI Enforcement OT	17,324	45,000	45,000	45,000	-
Federal Equitable Sharing	-	-	150,000	375,000	375,000
Anti-Human Trafficking Grant	-	-	-	500,000	500,000
Total	**$ 1,801,151**	**$ 3,091,979**	**$ 3,241,979**	**$ 3,697,265**	**$ 605,286**
Source of Funding:					
	General Fund			$ 3,697,265	
				$ 3,697,265	

Commentary:
Police grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise.

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	1	0	0	0	0
Police Crime Analyst	0	1	1	0	1
Police Officer	3	3	3	0	3
Police Sergeant	1	1	1	0	1
Total	5	5	5	0	5

New Personnel: None

Capital: None

DRAFT

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

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

Values
Collaboration, Community Focused, Integrity, Service, Teamwork.

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

Program Description

Community Development Administration provides leadership and vision for the division, which includes the Real Estate program, Building Safety 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. Real Estate 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; and ensures compliance with city codes, city charter, state, and federal laws.

DRAFT

Section 101 - Community Development Administration

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 466,716	$ 606,140	$ 606,140	$ 647,525	$ 41,385
Contractuals	52,564	92,212	92,212	303,212	211,000
Commodities	(31,141)	(51,998)	(51,998)	(57,079)	(5,081)
Total	**$ 488,139**	**$ 646,354**	**$ 646,354**	**$ 893,658**	**$ 247,304**
Expenditures by Program:					
Property Management	$ 170,004	$ 297,853	$ 297,853	$ 330,745	$ 32,892
General Administration	318,135	348,501	348,501	362,913	14,412
Community Development Grants	-	-	-	200,000	200,000
Total	**$ 488,139**	**$ 646,354**	**$ 646,354**	**$ 893,658**	**$ 247,304**
Source of Funding:					
	General Fund			$ 725,182	
	Transportation Fund			114,457	
	Water Services Fund			20,114	
	Stormwater			33,905	
				$ 893,658	

Commentary:

The Community Development Administration operating budget has increased by 38%. There are no capital expenditures. The personnel services increase of 7% is primarily due to merits, market adjustments, and benefit increases. The contractuals increase of 229% is mainly due to one-time funding of $250,000 for the May Hicks House project. Commodities decreased by 10% mainly due to an increase in chargeouts. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions:

Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	1	1	1	0	1
Assistant Real Estate Manager	0	1	1	0	1
Community Development Director	1	1	1	0	1
Real Estate Manager	1	1	1	0	1
Real Estate Specialist	1	1	1	0	1
Total	4	5	5	0	5

New Personnel: None

Capital: None

DRAFT

Mission

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

Program Description

The Planning and Development Services section is responsible for working closely with applicants, city staff, and the public to process cases from the conceptual idea stage through formal applications for land use entitlements. It is also responsible for long-range comprehensive planning and heritage preservation activities, processing changes to the Regional Plan and various titles in the city code including the Zoning and Subdivision Codes. Our customers include the public, developers, trade groups, city and county staff, Planning and Zoning Commission, and City Council. The section is divided into four programs:

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

The Comprehensive Planning and Neighborhood Planning programs are 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 ComDev module permit tracking software updating as users, policies, or procedures change.

DRAFT

Section 104 - Planning and Development Services					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 1,370,626	$ 1,551,355	$ 1,551,355	$ 1,598,009	$ 46,654
Contractuals	250,385	380,603	380,603	117,125	(263,478)
Commodities	20,647	38,190	38,190	25,190	(13,000)
Total	**$ 1,641,658**	**$ 1,970,148**	**$ 1,970,148**	**$ 1,740,324**	**$ (229,824)**
Expenditures by Program:					
General Administration	$ 406,535	$ 394,119	$ 394,119	$ 266,529	$ (127,590)
Advanced Planning	404,116	590,803	590,803	390,005	(200,798)
Current Planning	831,007	799,338	799,338	1,023,790	224,452
Current Planning	-	-	-	60,000	60,000
Development Services	-	185,888	185,888	-	(185,888)
Total	**$ 1,641,658**	**$ 1,970,148**	**$ 1,970,148**	**$ 1,740,324**	**$ (229,824)**
Source of Funding:					
	General Fund			$ 1,740,324	
				$ 1,740,324	

Commentary:
The Planning and Development Services operating budget is decreasing by 12%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merits and benefit increases. The contractuals decrease of 69% is mainly due to one-time expenditures in the prior year for the land availability study and Regional Plan. Commodities decreased by 34% due to decreased printing and postage costs. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	1	1	1	0	1
Associate Planner	2	2	2	0	2
Comprehensive/Neighborhood Planning Manage	1	1	1	0	1
Current Planning Manager	1	1	1	0	1
Development Services Manager	1	1	1	0	1
Development Services Specialist	1	1	1	0	1
Neighborhood Planner	1	0	0	0	0
Planner	2	2	2	0	2
Planner Senior	2	3	3	0	3
Planning Director	1	1	1	0	1
Zoning Code Manager	1	1	1	0	1
Total	14	14	14	0	14

New Personnel: None

Capital: None

DRAFT

Mission

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

Program Description

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

DRAFT

Section 105 - Housing

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 525,872	$ 602,595	$ 602,595	$ 637,539	$ 34,944
Contractuals	869,394	10,914,543	10,914,543	8,959,627	(1,954,916)
Commodities	27,872	12,996	12,996	20,472	7,476
Total	**$ 1,423,138**	**$ 11,530,134**	**$ 11,530,134**	**$ 9,617,638**	**$ (1,912,496)**
Expenditures by Program:					
General Administration	$ 709,563	$ 639,149	$ 639,149	$ 846,669	$ 207,520
Land Trust	5,149	6,600	6,600	6,600	-
Rental Assistance Demonstration (RAD)	-	-	-	4,884,089	4,884,089
Adaptive Reuse	-	2,884,385	2,884,385	45,365	(2,839,020)
Rental Incentives	-	5,000,000	5,000,000	-	(5,000,000)
Down Payment Assistance	-	3,000,000	3,000,000	3,834,915	834,915
ADOH Homeless Shelter and Services	708,426	-	-	-	-
Total	**$ 1,423,138**	**$ 11,530,134**	**$ 11,530,134**	**$ 9,617,638**	**$ (1,912,496)**
Source of Funding:					
General Fund				$ 9,617,638	
				$ 9,617,638	

Commentary:
The Housing operating budget is decreasing by 17%. There are no capital expenditures. The personnel services increase of 6% is mainly due to merits, market adjustments, and benefit increases. The contractuals decrease of 18% is due to one-time funding for rental incentives in the prior year. Commodities increased by 58% due to one-time software expenditures. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Assistant Housing Director	1	1	1	0	1
Housing Analyst	1	0	0	0	0
Housing and Grants Administrator	1	1	1	0	1
Housing Director	1	1	1	0	1
Housing Planning Manager	0	1	1	0	1
Housing Planner	0	1	1	0	1
Housing Program Manager	1	1	1	0	1
Housing Specialist	1	1	1	0	1
Total	6	7	7	0	7

New Personnel:	None

Capital:	None

DRAFT

Section 106 - Community Housing Services

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Contractuals	$ 337,940	$ 2,868,590	$ 3,269,986	$ 475,331	$ (2,393,259)
Capital	-	500,000	350,000	250,000	(250,000)
Total	**$ 337,940**	**$ 3,368,590**	**$ 3,619,986**	**$ 725,331**	**$ (2,643,259)**
Expenditures by Program:					
Land Trust	$ -	$ -	$ -	$ 20,000	$ 20,000
General Administration	87,632	1,276,583	1,364,072	350,000	(926,583)
Revolving Loan - General Fund	181,250	234,111	291,861	-	(234,111)
Affordable Housing Incentives	11,497	1,724,340	1,762,697	250,000	(1,474,340)
Affordable Housing Development	-	1	1	-	(1)
Affordable Housing Opportunities /Land Acquisition	7,811	67,524	67,524	30,000	(37,524)
COF Employer Assistance Housing	49,750	66,031	133,831	75,331	9,300
Total	**$ 337,940**	**$ 3,368,590**	**$ 3,619,986**	**$ 725,331**	**$ (2,643,259)**
Source of Funding:					
	Housing and Community Services Fund			$ 725,331	
				$ 725,331	

Commentary:
The Community Housing Services operating budget has decreased by 83%. There are capital expenditures of $250,000, resulting in an overall decrease of 78%. The are no personnel services. The contractuals decrease of 83% is mainly due to current 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 ($250,000).

Authorized Personnel/Positions: None

New Personnel: None

Capital:

Description	Amount
Land Acquisition/Unit Preservation	$ 250,000
	$ 250,000

DRAFT

Section 107 - Community Housing Grants					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Contractuals	$ 238	$ 780,000	$ 780,000	$ -	$ (780,000)
Total	**$ 238**	**$ 780,000**	**$ 780,000**	**$ -**	**$ (780,000)**
Expenditures by Program:					
AZ Housing Trust Funds	$ -	$ 330,000	$ 330,000	$ -	$ (330,000)
Home Grant Rehab	238	450,000	450,000	-	(450,000)
Total	**$ 238**	**$ 780,000**	**$ 780,000**	**$ -**	**$ (780,000)**
Source of Funding:					
	Housing and Community Services Fund			$ -	
				$ -	
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

DRAFT

Section 108 - Community Development Block Grants					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 94,924	$ 97,408	$ 90,046	$ 115,250	$ 17,842
Contractuals	313,066	1,554,847	2,084,755	464,602	(1,090,245)
Commodities	3,045	1,191	1,191	-	(1,191)
Total	**$ 411,035**	**$ 1,653,446**	**$ 2,175,992**	**$ 579,852**	**$ (1,073,594)**
Expenditures by Program:					
CDBG Entitlement Administration	$ 105,048	$ 108,194	$ 100,832	$ 115,250	$ 7,056
CDBG Public Improvement	9,665	344,193	747,644	-	(344,193)
CDBG Housing Rehab	-	182,875	307,875	-	(182,875)
CDBG Miscellaneous Projects	-	654,000	654,000	464,602	(189,398)
CDBG Economic Development	23,146	13,405	4,549	-	(13,405)
CDBG Public Facility	-	262,779	262,779	-	(262,779)
CDBG Housing Stabilization	12,356	-	-	-	-
CDBG Public Facility Ops	10,820	88,000	98,313	-	(88,000)
CDBG Acquisitions	250,000	-	-	-	-
Total	**$ 411,035**	**$ 1,653,446**	**$ 2,175,992**	**$ 579,852**	**$ (1,073,594)**
Source of Funding:					
	Housing and Community Services Fund			$ 579,852	
				$ 579,852	

Commentary:
The Community Development Block Grants operating budget has decreased by 65%. There are no capital expenditures. The personnel services increase of 18% is mainly due to merits, market adjustments, and benefit increases. The contractuals decrease of 70% is due to an expected decrease in Community Development Block Grant funding and corresponding expenditures. Commodities decreased by 100% due to a prior year one-time item for grant administration. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: None

New Personnel: None

Capital: None

DRAFT

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.

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, 5 Stability 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.

DRAFT

Section 109 - Flagstaff Housing Authority

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ -	$ 2,092,649	$ 2,092,649	$ 2,219,613	$ 126,964
Contractuals	-	9,205,065	9,205,465	14,365,365	5,160,300
Commodities	-	131,670	131,670	236,170	104,500
Capital	-	990,000	990,000	990,000	-
Total	**$ -**	**$ 12,419,384**	**$ 12,419,784**	**$ 17,811,148**	**$ 5,391,764**
Expenditures by Program:					
Non-Hud Programs	$ -	$ 43,172	$ 43,172	$ 30,576	$ (12,596)
FHC Pass Through-Administration	-	164,667	164,667	128,340	(36,327)
FHC Pass Through-Maintenance	-	215,379	215,379	141,661	(73,718)
Public Housing East - Administration	-	818,351	818,551	854,658	36,307
Public Housing East - Maintenance	-	384,744	384,744	575,125	190,381
Public Housing West - Administration	-	705,931	706,131	756,755	50,824
Public Housing West - Maintenance	-	451,684	451,684	589,237	137,553
Capital Fund Program East	-	732,298	732,298	725,679	(6,619)
Capital Fund Program West	-	360,000	360,000	360,000	-
Section 8 Vouchers	-	8,435,597	8,435,597	13,567,717	5,132,120
SRO-Single Room Occupancy	-	32,700	32,700	32,700	-
MRO-Mod Rehab Occupancy	-	32,700	32,700	32,700	-
FHA Mainstream Voucher	-	-	-	8,000	8,000
Emergency Housing Voucher	-	42,161	42,161	8,000	(34,161)
Total	**$ -**	**$ 12,419,384**	**$ 12,419,784**	**$ 17,811,148**	**$ 5,391,764**
Source of Funding:					
Flagstaff Housing Authority Fund				$ 17,811,148	
				$ 17,811,148	

Commentary:
The Flagstaff Housing Authority operating budget has increased by 47%. There are capital expenditures of $990,000, resulting in an overall increase of 43%. The personnel services increase of 6% is mainly due to merits, market adjustments, and benefit increases. The contractuals increase of 56% is due to a significant increase in Section 8 voucher assistance payments. Commodities increased by 79%, due to the purchase of a maintenance/snow plow vehicle. There are capital expenditures (>$5,000) including housing related improvement projects ($990,000).

Authorized Personnel/Positions: Title	Actual 2022-23	Actual 2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
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
Total	24	24	24	0	24

New Personnel: None

Capital:

Description	Amount
Housing Related Projects	$ 990,000
	$ 990,000

DRAFT

Mission

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

Vision

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

Values

Collaboration, Community Focused, Integrity, Service, Teamwork.

Program Description

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

DRAFT

Section 122 - Building Safety and Code Compliance					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 1,487,734	$ 1,737,339	$ 1,737,339	$ 1,801,089	$ 63,750
Contractuals	262,301	349,575	349,575	333,575	(16,000)
Commodities	53,107	47,606	47,606	46,981	(625)
Capital	-	250,000	250,000	-	(250,000)
Total	**$ 1,803,142**	**$ 2,384,520**	**$ 2,384,520**	**$ 2,181,645**	**$ (202,875)**
Expenditures by Program:					
Building Inspection	$ 1,402,721	$ 1,857,890	$ 1,857,890	$ 1,701,760	$ (156,130)
Code Compliance	188,847	271,711	271,711	222,534	(49,177)
Code Compliance-SEMS	211,574	254,919	254,919	257,351	2,432
Total	**$ 1,803,142**	**$ 2,384,520**	**$ 2,384,520**	**$ 2,181,645**	**$ (202,875)**
Source of Funding:					
General Fund				$ 2,181,645	
				$ 2,181,645	

Commentary:
The Building Safety and Code Compliance operating budget is increasing by 2%. There are no capital expenditures, resulting an overall decrease of 9%. The personnel services increase of 4% in mainly due to merits and benefit increases. Contractuals are decreasing by 5%, due primarily to a decrease in third-party plan review services. Commodities are essentially flat compared to the previous year. There is no major capital (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Building Inspection Manager	1	1	1	0	1
Building Inspector	7	7	7	0	7
Building Official	1	1	1	0	1
Building Permit Technician	1	1	1	0	1
Building Plans Examiner	3	3	3	0	3
Code Compliance Manager	1	1	1	0	1
Code Compliance Officer I	1	1	1	0	1
Code Compliance Officer II	2	2	2	0	2
Total	17	17	17	0	17

New Personnel: None

Capital: None

DRAFT

Mission

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

Program Description

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

Section 151 - Public Works Administration

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 211,147	$ 276,613	$ 276,613	$ 286,138	$ 9,525
Contractuals	37,468	79,231	79,231	54,300	(24,931)
Commodities	(48,818)	(81,479)	(81,479)	(92,471)	(10,992)
Total	**$ 199,797**	**$ 274,365**	**$ 274,365**	**$ 247,967**	**$ (26,398)**
Expenditures by Program:					
General Administration	$ 199,797	$ 274,365	$ 274,365	$ 247,967	$ (26,398)
Total	**$ 199,797**	**$ 274,365**	**$ 274,365**	**$ 247,967**	**$ (26,398)**
Source of Funding:					
General Fund				$ 133,510	
Highway User Revenue Fund				114,457	
				$ 247,967	

Commentary:
The Public Works Administration operating budget has decreased by 10%. There are no capital expenditures. The personnel services increase of 3% is mainly due to merits and benefit increases. The contractuals decrease of 31% is mainly due to one-time costs for landscaping, custodial services, and professional memberships in prior year. Commodities decreased by 13% mainly due to work order credits. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Business Systems Analyst	1	1	1	0	1
Project Manager	1	1	1	0	1
Project Manager Senior	1	1	1	0	1
Public Works Director	1	1	1	0	1
Total	4	4	4	0	4

New Personnel: None

Capital: None

DRAFT

Mission

Facilities Maintenance strives to maximize its resources by maintaining all City buildings in a safe and efficient manner for all users, while fostering a culture of sustainability and continuous improvement.

Program Description

The Facilities Maintenance section is responsible for maintenance and enhancement 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.

Section 152 - Facility Maintenance

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 1,219,937	$ 1,432,031	$ 1,432,031	$ 1,518,211	$ 86,180
Contractuals	1,517,695	1,904,884	1,671,174	581,551	(1,323,333)
Commodities	207,389	(201,980)	(201,980)	(194,867)	7,113
Capital	230,761	3,480,847	4,080,847	2,442,000	(1,038,847)
Total	**$ 3,175,782**	**$ 6,615,782**	**$ 6,982,072**	**$ 4,346,895**	**$ (2,268,887)**
Expenditures by Program:					
General Administration	$ 1,478,581	$ 1,258,247	$ 1,258,247	$ 1,297,215	$ 38,968
Custodial Service	3,087	111,288	111,288	111,288	-
Structural & Other Maintenance	354,547	29,212	29,212	29,212	-
City Hall	495,482	314,409	314,409	433,860	119,451
Catastrophic Set Aside	-	585,200	585,200	93,400	(491,800)
Phoenix Building	55	-	-	-	-
City Leased Property Maintenance	53,908	-	-	-	-
Facility Projects	760,315	4,297,426	4,663,716	2,355,000	(1,942,426)
Coconino Warehouse	29,807	-	-	6,920	6,920
Cogdill Recreation Center	-	20,000	20,000	20,000	-
Total	**$ 3,175,782**	**$ 6,615,782**	**$ 6,982,072**	**$ 4,346,895**	**$ (2,268,887)**

Source of Funding:	
General Fund	$ 4,148,998
Library Fund	60,568
Highway User Revenue Fund	20,942
Parking Fund	225
Water Services Fund	3,343
Solid Waste Fund	6,627
SEMS Fund	8,198
Airport Fund	97,994
	$ 4,346,895

DRAFT

Commentary:

The Facility Maintenance operating budget has decreased by 39%. There are capital expenditures of $2,442,000, resulting in an overall net decrease of 34%. The personnel services increase of 6% is mainly due to merits, market adjustments, and benefit increases. The contractuals decrease of 69% is mainly due to prior year one-time expenditures for structural and maintenance expenses. Commodities decreased by 4% due to a decrease in building structure materials and supplies. There are capital expenditures (>$5,000) which includes the replacement of Jay Lively chillers ($2,100,000), replacement of three vehicles and equipment ($87,000), Fire HVAC replacement ($25,000), security cameras and system ($210,000), and city hall metal detectors ($20,000).

Authorized Personnel/Positions:

Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
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	3	3	0	3
Maintenance Technician (Temp)	0.5	0.5	0.5	0	0.5
Public Works Section Director	1	1	1	0	1
Total	13.5	14.5	14.5	0	14.5

New Personnel: None

Capital:

Description	Amount
Jay Lively Recreation Center - Chillers	$ 2,100,000
Flatbed Trailer Replacement	10,000
Vehicle Replacement	45,000
Upright Man Lift Replacement	32,000
Fire HVAC Replacement	25,000
Security System - Evidence Warehouse	55,000
Security Cameras - Multiple Recreation Centers	155,000
Metal Detectors - City Hall	20,000
	$ 2,442,000

DRAFT

Mission

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

Program Description

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

Section 153 - USGS Campus

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Contractuals	$ 796,441	$ 1,373,960	$ 1,373,960	$ 731,414	$ (642,546)
Commodities	34,780	65,913	65,913	65,913	-
Capital	-	-	-	160,311	160,311
Total	**$ 831,221**	**$ 1,439,873**	**$ 1,439,873**	**$ 957,638**	**$ (482,235)**
Expenditures by Program:					
General Administration	$ -	$ 500,000	$ 500,000	$ -	$ (500,000)
Maintenance Building 3	141,069	183,420	183,420	187,740	4,320
Maintenance Building 4	322,928	260,533	260,533	265,703	5,170
Maintenance Building 5	54,028	50,045	50,045	53,150	3,105
Maintenance Building 6	313,196	445,875	445,875	451,045	5,170
Total	**$ 831,221**	**$ 1,439,873**	**$ 1,439,873**	**$ 957,638**	**$ (482,235)**
Source of Funding:					
General Fund				$ 957,638	
				$ 957,638	

Commentary:
The USGS Campus operating budget has decreased by 45%. There are capital expenditures of $160,311, resulting in an overall net decrease of 33%. The contractuals decrease of 47% is mainly due to prior year one-time expenditures for repairs offset partially by increases to building and landscape maintenance. There are capital expenditures (>$5,000) which includes the USGS Building #6 server upgrades ($160,311)

Authorized Personnel/Positions: None

New Personnel: None

Capital:

Description	Amount
USGS Building #6 Server Upgrades	$ 160,311
	$ 160,311

DRAFT

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.

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 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.

DRAFT

Section 154 - Fleet Management

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 386,114	$ 368,970	$ 368,970	$ 341,771	$ (27,199)
Contractuals	140,470	152,454	152,454	180,454	28,000
Commodities	(566,021)	(250,415)	(250,415)	(459,605)	(209,190)
Capital	176,634	835,573	668,799	-	(835,573)
Total	**$ 137,197**	**$ 1,106,582**	**$ 939,808**	**$ 62,620**	**$ (1,043,962)**
Expenditures by Program:					
General Administration	$ (217,331)	$ (24,525)	$ (191,299)	$ 39,302	$ 63,827
Maintenance Building 6	139,180	160,965	160,965	169,294	8,329
Prevention Maintenance	384,857	650,304	650,304	338,138	(312,166)
Vehicle Repair	(288,749)	(310,146)	(310,146)	(601,591)	(291,445)
Pool Vehicles - City Hall	23,152	115,500	115,500	5,500	(110,000)
Pool Vehicles - Shop	1,238	6,900	6,900	6,900	-
Other Shop Work	94,850	94,056	94,056	105,077	11,021
Catastrophic/Major Repair Funding	-	413,528	413,528	-	(413,528)
Total	**$ 137,197**	**$ 1,106,582**	**$ 939,808**	**$ 62,620**	**$ (1,043,962)**

Source of Funding:	
General Fund	$ (331,541)
Library Fund	2,429
Highway User Revenue Fund	156,849
Parking District	77
Water Resource and Infrastructure Protection	4,194
Water Services Fund	18,615
Stormwater Fund	2,648
Solid Waste Fund	195,270
SEMS Fund	53
Airport Fund	14,026
	$ 62,620

Commentary:

The Fleet Management operating budget is a zero base budget meaning the section expects to recover ongoing operating expenditures plus administrative overhead through charges for services, markups on parts, and fuel and environmental disposal fees. The current shop rate varies per hour based on the type of equipment and does not cover one-time and capital requests. The Fleet operating budget is decreasing by 77%. There are no capital expenditures, resulting in an overall decrease of 94%. The personnel services decrease of 7% is mainly due to merits, benefit increases, the reclassification of a Mechanic Lead Worder to a Public Works Supervisor, and the addition of 1.0 FTE Mechanic II, offset by increased charge outs. Contractuals are increasing by 18% mainly due to one-time increases in utilities and maintenance contracts. Commodities decreased by 84%, mainly due to a one-time budget in the prior year for new fleet management software. There is no major capital (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Buyer	1	1	1	0	1
Fleet Services Specialist	1	1	1	0	1
Mechanic I	3	3	3	0	3
Mechanic II	4	5	5	1	6
Mechanic Assistant/Lube Technician	1	1	1	0	1
Mechanic Lead Worker	1	1	1	(1)	0
Parts Specialist	1	1	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Supervisor	1	1	1	1	2
Welder Technician	1	1	1	0	1
Total	15	16	16	1	17

DRAFT

New Personnel:

Title	FTE	Total $ 2025-26	Potential Offset	Net Cost 2025-26	Future Cost
Mechanic II	1	$ 90,364	$ 90,364	$ -	$ -

Capital: None

DRAFT

Mission

The mission of the Public Works Streets section is to provide the citizens of Flagstaff with a safe and effective transportation network. As the Streets Maintenance section maintains the current infrastructure, we strive to meet the growing demands of an expanding city with complex multimodal transportation system.

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.

DRAFT

Section 161 - Street Maintenance

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 3,023,389	$ 3,732,412	$ 3,732,412	$ 3,583,341	$ (149,071)
Contractuals	782,795	1,283,487	1,283,487	829,750	(453,737)
Commodities	1,654,367	1,324,801	1,324,801	3,151,641	1,826,840
Capital	755,663	2,790,000	2,707,555	1,210,500	(1,579,500)
Total	**$ 6,216,214**	**$ 9,130,700**	**$ 9,048,255**	**$ 8,775,232**	**$ (355,468)**
Expenditures by Program:					
General Administration	$ 563,804	$ 1,048,975	$ 1,048,975	$ 680,251	$ (368,724)
Street Cleaning	550,078	613,217	530,772	335,090	(278,127)
Snow Control	1,281,295	974,535	974,535	1,383,784	409,249
Sign, Signal, Mark & Light	617,095	481,373	481,373	493,808	12,435
Street Maintenance	2,400,895	4,686,870	4,686,870	4,702,537	15,667
Drainage-way Maintenance	9,971	-	-	-	-
Streetlights	445,359	540,770	540,770	540,770	-
Traffic Signal Maintenance	324,022	571,712	571,712	567,014	(4,698)
Signs	-	213,248	213,248	71,978	(141,270)
DFFM - Emergency	23,695	-	-	-	-
Total	**$ 6,216,214**	**$ 9,130,700**	**$ 9,048,255**	**$ 8,775,232**	**$ (355,468)**
Source of Funding:					
Highway User Revenue Fund				$ 8,775,232	
				$ 8,775,232	

Commentary:
The Street Maintenance operating budget is increasing by 19%. There are capital expenditures of $1,210,500, resulting in a net decrease of 4%. The personnel services decrease of 4% is mainly due to merits and benefit increases, offset by retirement payouts in the previous year. The contractuals decrease of 35% is mainly due to one-time expenses in the previous year for building design fees. Commodities are increasing by 138%, primarily due to the reclassification of sidewalk replacement, pavement overlay, and minor transportation improvements maintenance items from capital. There is major capital (>$5,000) which includes a replacement dump truck ($415,500), a replacement one ton pickup 4X4 ($100,000), a replacement screen conveyor ($400,000), a replacement hybrid pickup ($75,000), and an additional bucket truck added to the City fleet ($220,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
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	2	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
Total	37.27	37.27	37.27	0	37.27

New Personnel: None

Capital:

Description	Amount
Additional Fleet Bucket Truck	$ 220,000
Replacement Screen Conveyor	400,000
Replacement One Ton 4X4 Pickup	100,000
Replacement Ten Wheel Dump truck	415,500
Replacement Hybrid Pickup	75,000
	$ 1,210,500

DRAFT

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.

DRAFT

Section 165 - Solid Waste - Landfill

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 1,537,360	$ 1,796,078	$ 1,796,078	$ 1,820,981	$ 24,903
Contractuals	376,818	456,672	456,672	416,672	(40,000)
Commodities	730,289	527,852	527,852	527,852	-
Capital	86,088	1,218,354	1,218,354	10,000	(1,208,354)
Total	**$ 2,730,555**	**$ 3,998,956**	**$ 3,998,956**	**$ 2,775,505**	**$ (1,223,451)**
Expenditures by Program:					
General Administration	$ 218,214	$ 533,577	$ 533,577	$ 406,812	$ (126,765)
Sanitary Landfill	2,079,397	3,001,394	3,001,394	1,889,266	(1,112,128)
Landfill Outside Contract	16,260	-	-	-	-
Hazardous Product Center (Landfill)	416,684	463,985	463,985	479,427	15,442
Total	**$ 2,730,555**	**$ 3,998,956**	**$ 3,998,956**	**$ 2,775,505**	**$ (1,223,451)**
Source of Funding:					
Solid Waste Fund				$ 2,775,505	
				$ 2,775,505	

Commentary:
The Solid Waste - Landfill operating budget has decreased by 1%. There are capital expenditures of $10,000, resulting in an overall net decrease of 31%. The personnel services budget has increased by 1% due to merits, market adjustments, and benefit increases which is partly offset by service level changes. The contractuals decrease of 9% is due to a reduction in one-time expenditures. Commodities have remained flat year over year. There is major capital (>$5,000) including a Forklift ($10,000)

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Assistant	0	0	0	0	0
Administrative Lead Worker	0	1	1	0	1
Administrative Specialist	3	2	2	0	2
Equipment Operator I	0	1	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
Total	16	17	17	0	17

New Personnel: None

Capital:

Description	Amount
Forklift	$ 10,000
	$ 10,000

DRAFT

Section 166 - Solid Waste - Collections

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	` Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 2,947,556	$ 2,805,756	$ 2,805,756	$ 3,076,975	$ 271,219
Contractuals	2,378,515	2,349,765	2,349,765	2,342,765	(7,000)
Commodities	1,729,890	1,486,782	1,486,782	1,400,890	(85,892)
Capital	1,907,919	1,419,163	775,000	850,000	(569,163)
Total	**$ 8,963,880**	**$ 8,061,466**	**$ 7,417,303**	**$ 7,670,630**	**$ (390,836)**
Expenditures by Program:					
General Administration	$ 433,369	$ 588,612	$ 523,612	$ 472,215	$ (116,397)
Residential Collection	3,901,577	2,103,299	2,103,299	2,756,621	653,322
Bin Maintenance - Residential	112,232	-	-	20,952	20,952
Recycling Curbside Collection	526,608	592,999	592,999	594,749	1,750
Commercial Collection	2,919,017	3,022,500	3,022,500	2,554,145	(468,355)
Bin Maintenance - Commercial	59,003	-	-	20,952	20,952
Commercial Recycling	301,730	457,517	457,517	528,292	70,775
Hoist & Haul	501,363	857,414	596,194	473,631	(383,783)
Bulky Waste Collection - Residential	208,981	439,125	121,182	249,073	(190,052)
Total	**$ 8,963,880**	**$ 8,061,466**	**$ 7,417,303**	**$ 7,670,630**	**$ (390,836)**
Source of Funding:					
	Solid Waste Fund			$ 7,670,630	
				$ 7,670,630	

Commentary:
The Solid Waste - Collections operating budget has increased by 3%. There are capital expenditures of $850,000, resulting in an overall net decrease of 5%. The personnel services budget increased by 10% mainly due to merits, market adjustments, and benefit increases. The contractuals remained relatively flat year over year. Commodities decreased by 6% mainly due to a reduction in one-time expenditures. There is major capital (>$5,000) which includes two replacement side loaders ($850,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
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	0	0	0
Program Coordinator	0	0	1	0	1
Public Works Manager	1	1	1	0	1
Public Works Supervisor	2	2	4	0	4
Solid Waste Lead Worker	2	2	0	0	0
Total	31	31	31	0	31

New Personnel: None

Capital:

Description	Amount
Side Loaders (2)	$ 850,000
	$ 850,000

DRAFT

Section 168 - Transfer Station Operations					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	` Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 166,735	$ 310,805	$ 310,805	$ 104,920	$ (205,885)
Contractuals	789,769	922,500	922,500	1,141,546	219,046
Commodities	29,319	52,500	52,500	52,500	-
Total	**$ 985,823**	**$ 1,285,805**	**$ 1,285,805**	**$ 1,298,966**	**$ 13,161**
Expenditures by Program:					
Transfer Station Operations	$ 985,823	$ 1,285,805	$ 1,285,805	$ 1,298,966	$ 13,161
Total	**$ 985,823**	**$ 1,285,805**	**$ 1,285,805**	**$ 1,298,966**	**$ 13,161**
Source of Funding:					
	Solid Waste Fund			$ 1,298,966	
				$ 1,298,966	

Commentary:
The Solid Waste - Transfer Station operating budget has increased by 1%. There are no capital expenditures. The personnel services budget decreased by 66% due to a reduction in support staff and payroll distribution changes. The contractuals budget increased by 24% due to an increase in material transport costs. Commodities remained flat year over year. There is no major capital (>$5,000).

Authorized Personnel/Positions:	All positions are budgeted in Section 166.

Capital:	None

DRAFT

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.

Program Description

The libraries provide an inclusive and welcoming environment that connects people to opportunities and strengthens the 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 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 and Coconino County. Funding sources include City of Flagstaff General Fund, Coconino Free County Library District Tax Levy and grants.

DRAFT

Section 035 - Library City Direct

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 3,162,294	$ 3,407,289	$ 3,407,289	$ 3,622,437	$ 215,148
Contractuals	398,976	428,622	428,622	451,189	22,567
Commodities	432,681	357,928	432,928	403,522	45,594
Capital	404,958	2,000,000	1,150,000	1,436,780	(563,220)
Total	**$ 4,398,909**	**$ 6,193,839**	**$ 5,418,839**	**$ 5,913,928**	**$ (279,911)**
Expenditures by Program:					
General Administration	$ 1,019,239	$ 2,686,992	$ 1,836,992	$ 2,247,273	$ (439,719)
Technical Services	872,125	898,864	973,864	945,503	46,639
Public Services	1,794,799	1,834,012	1,834,012	1,828,639	(5,373)
East Flag Library	692,894	748,471	748,471	865,013	116,542
Main Library Automation	14,632	17,250	17,250	17,250	-
PALSmobile Flagstaff Funded	5,220	8,250	8,250	10,250	2,000
Total	**$ 4,398,909**	**$ 6,193,839**	**$ 5,418,839**	**$ 5,913,928**	**$ (279,911)**
Source of Funding:					
	Library Fund			$ 5,913,928	
				$ 5,913,928	

Commentary:

The Library City Direct operating budget increased by 7%. There are capital expenditures of $1,436,780, resulting in an overall net decrease of 5%. The personnel services increase of 6% is mainly due to a merits, market adjustments, and benefit increases. The contractuals increase of 5% is mainly due to an increase in training and education. Commodities increased 13% mainly due to library circulation materials. There is major capital (>$5,000) which includes window replacements ($1,436,780).

Authorized Personnel/Positions:

Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	2	2	1	0	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	4	0	4
Library Branch Manager	0	0	1	0	1
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	1.0	1.0	0	1.0
Library Page (Temp)	1.25	1.25	0.94	0	0.94
Library Specialist	12.55	13.05	13.05	0	13.05
Library Specialist (Temp)	3.18	3.18	3.18	0	3.18
Library Supervisor	5	5	4	0	4
Network Administrator	1	1	1	0	1
Total	46.03	46.03	45.72	0	45.72

New Personnel: None

Capital:

Description	Amount
Window Replacements	$ 1,436,780
	$ 1,436,780

DRAFT

Section 036/037- Library County

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 764,184	$ 1,055,616	$ 1,055,616	$ 1,100,525	$ 44,909
Contractuals	113,827	719,537	704,437	66,596	(652,941)
Commodities	286,186	385,447	385,447	483,421	97,974
Capital	-	-	53,000	575,000	575,000
Total	**$ 1,164,197**	**$ 2,160,600**	**$ 2,198,500**	**$ 2,225,542**	**$ 64,942**
Expenditures by Program:					
County Jail	$ 95,545	$ 107,111	$ 107,111	$ 117,985	$ 10,874
County Bookmobile	43,992	111,077	111,077	113,456	2,379
Forest Lakes Library	95,996	102,452	102,452	128,885	26,433
Tuba City Library	335,350	330,545	330,545	306,882	(23,663)
Supai Library	2,367	5,367	5,367	5,367	-
Grand Canyon	115,926	118,534	118,534	146,906	28,372
County-wide Projects	475,021	1,385,514	1,423,414	1,406,061	20,547
Total	**$ 1,164,197**	**$ 2,160,600**	**$ 2,198,500**	**$ 2,225,542**	**$ 64,942**
Source of Funding:					
	Library Fund			$ 2,225,542	
				$ 2,225,542	

Commentary:

The Library County operating budget decreased by 24%. There are capital expenditures of $575,000, resulting in a overall increase of 3%. Personnel services increased by 4%, which is mainly due to merits and benefit increases. The contractuals decrease of 91% is mainly due to a reduction of one-time expenditures for service partner contracts. Commodities increased by 25% mainly due to computer equipment related expenditures. There is major capital (>$5,000) which includes the replacement bookmobile ($575,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Application Support Specialist II	1	1	1	0	1
IT Analyst	0	1	1	0	1
IT Manager	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	0.45	1.33
Library Specialist	2	3	3	0	3
Library Specialist (Temp)	0.09	0.09	0.09	0	0.09
Library Supervisor	2.88	3	3	0	3
Marketing Specialist	0	1	0	0	0
Total	9.73	12.85	11.85	0.45	12.30

New Personnel: Title	FTE	Total $ 2025-26	Potential Offset	Net Cost 2025-26	Future Cost
Library Clerk (Temp) - Forest Lakes	0.20	$ 8,318	$ -	$ 8,318	$ 8,318
Library Clerk (Temp) - Grand Canyon	0.25	10,398	-	10,398	10,398

Capital: Description	Amount
Bookmobile	$ 575,000
	$ 575,000

DRAFT

Section 038 - Library Grants and County Wide Projects					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Contractuals	$ 1,277	$ -	$ -	$ -	$ -
Commodities	2,179	50,000	50,000	25,000	(25,000)
Capital	38,978	-	-	-	-
Total	**$ 42,434**	**$ 50,000**	**$ 50,000**	**$ 25,000**	**$ (25,000)**
Expenditures by Program:					
Library - SGIA	25,000	50,000	50,000	25,000	(25,000)
LSTA - Teen Connection Internship	1,398	-	-	-	-
PLA Digital Literacy Workshop Incentive	1,376	-	-	-	-
Extending Teleheatlh to Tribal Libraries	7,392	-	-	-	-
Library ALA Great Stories Club	500	-	-	-	-
Early Childhood Literacy	4,000	-	-	-	-
Environmental Justice Speaker Series	2,768	-	-	-	-
Total	**$ 42,434**	**$ 50,000**	**$ 50,000**	**$ 25,000**	**$ (25,000)**
Source of Funding:					
	Library Fund			$ 25,000	
				$ 25,000	
Commentary:					
Library grants are, in nature, one-time revenues and expenditures as grant funding opportunities arise.					

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

DRAFT

Mission

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

Program Description

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

Section 201 - Community Investment

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 131,336	$ 117,875	$ 117,875	$ 125,729	$ 7,854
Contractuals	50,105	84,326	84,326	19,326	(65,000)
Commodities	5,756	11,250	11,250	11,250	-
Capital	-	40,000	-	-	(40,000)
Total	**$ 187,197**	**$ 253,451**	**$ 213,451**	**$ 156,305**	**$ (97,146)**
Expenditures by Program:					
General Administration	$ 173,362	$ 253,451	$ 213,451	$ 156,305	$ (97,146)
Community Design	13,835	-	-	-	-
Total	**$ 187,197**	**$ 253,451**	**$ 213,451**	**$ 156,305**	**$ (97,146)**
Source of Funding:					
General Fund				$ 156,305	
				$ 156,305	

Commentary:
The Community Investment operating budget has decreased by 27%. There are no capital expenditures, resulting in an overall decrease of 38%. The personnel services increase of 7% is mainly due to merit increases and market adjustments. The contractuals decrease of 77% is mainly due to a decrease in one-time expenditures for workforce development and the Business One Stop Shop website. Commodities remained flat year over year. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	1	0	0	0	0
Beautification and Public Art Project Administrator	0	1	1	0	1
Beautification General Administrator	1	0	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	1	1	0	1
Total	6	6	6	0	6

New Personnel:	None

Capital:	None

DRAFT

Section 213 - Economic Development					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 259,834	$ 328,703	$ 328,703	$ 311,260	$ (17,443)
Contractuals	1,126,589	1,802,114	1,487,614	1,066,311	(735,803)
Commodities	25,405	35,895	35,895	33,895	(2,000)
Capital	-	-	-	365,000	365,000
Total	**$ 1,411,828**	**$ 2,166,712**	**$ 1,852,212**	**$ 1,776,466**	**$ (390,246)**
Expenditures by Program:					
General Administration	$ 399,247	$ 661,996	$ 542,496	$ 263,188	$ (398,808)
Incubator	347,537	336,005	336,005	713,305	377,300
Service Partner Agencies	5,928	35,928	10,928	10,928	(25,000)
Business Retention & Expansion	184,337	383,903	283,903	215,653	(168,250)
Business Attraction	90,357	315,653	245,653	154,615	(161,038)
Business Accelerator - Innovation Mesa	384,422	433,227	433,227	418,777	(14,450)
Total	**$ 1,411,828**	**$ 2,166,712**	**$ 1,852,212**	**$ 1,776,466**	**$ (390,246)**
Source of Funding:					
Economic Development Fund				$ 1,776,466	
				$ 1,776,466	

Commentary:
The Economic Development operating budget has decreased 35%. There are capital expenditures of $365,000, resulting in an overall decrease of 18%. Personnel services decrease of 5% is mainly due to staffing distribution changes. Contractuals decreased by 41% due to prior year one-time expenditures for workforce development strategic plan, Innovate Waste Challenge, and grants to non-profits. Commodities decreased 6% due to a reduction in janitorial supplies. Capital expenditures (>$5,000) of $365,000 are for the replacement of chillers at the Incubator.

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Economic Development Administrator	1	1	1	0	1
Business Retention and Expansion Manager	1	0	0	0	0
Economic Development Manager	0	1	1	0	1
Total	2	2	2	0	2

New Personnel: None

Capital:

Description:	Amount
Chiller Replacement	$ 365,000
	$ 365,000

DRAFT

Mission

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

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

Program Description

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

DRAFT

Section 211 - Beautification

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 233,669	$ 332,113	$ 332,113	$ 329,350	$ (2,763)
Contractuals	235,108	619,579	619,579	681,401	61,822
Commodities	108,306	105,500	105,500	115,500	10,000
Capital	4,610	25,000	25,000	25,000	-
Total	**$ 581,693**	**$ 1,082,192**	**$ 1,082,192**	**$ 1,151,251**	**$ 69,059**
Expenditures by Program:					
General Administration	$ 381,005	$ 561,692	$ 561,692	$ 605,751	$ 44,059
Commission	1,381	5,500	5,500	5,500	-
Special Projects and Unprogrammed Work	140,001	245,000	245,000	255,000	10,000
Beautification Grant Program	59,306	270,000	270,000	285,000	15,000
Total	**$ 581,693**	**$ 1,082,192**	**$ 1,082,192**	**$ 1,151,251**	**$ 69,059**
Source of Funding:					
Beautification Fund				$ 1,151,251	
				$ 1,151,251	

Commentary:

The Beautification operating budget has increased by 7%. Capital expenditures remain flat year over year. Personnel services decreased by 1% mainly due to merits and benefit increases, offset by payroll distribution changes. Contractuals increased by 10% mainly due to an increase in the Historic Preservation Grant Program and the Route 66 Preservation Plaza for the Centennial celebration. Commodities increased by 9% due to an increase in horticulture supplies for enhancement of flower projects and additional hanging baskets. There are capital expenditures (>$5,000) for the expanded use of right-of-way projects ($25,000).

Authorized Personnel/Positions:	None

New Personnel:	None

Capital:

Description	Amount
Expanded Use of Right of Way	$ 25,000
	$ 25,000

DRAFT

Mission

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

Vision

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

Program Description

The Convention and Visitor 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.

DRAFT

Section 214 - Tourism

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 1,136,396	$ 1,203,423	$ 1,203,423	$ 1,279,504	$ 76,081
Contractuals	1,554,650	1,707,077	1,714,077	1,922,138	215,061
Commodities	210,610	194,468	194,468	194,468	-
Capital	-	-	-	50,000	50,000
Total	**$ 2,901,656**	**$ 3,104,968**	**$ 3,111,968**	**$ 3,446,110**	**$ 341,142**
Expenditures by Program:					
General Administration	$ 1,239,867	$ 1,350,445	$ 1,357,445	$ 1,516,526	$ 166,081
Marketing and Promotion	1,320,821	1,330,048	1,330,048	1,520,109	190,061
Sales	94,987	65,415	65,415	65,415	-
Public Relations	55,780	63,700	63,700	63,700	-
Film Office	22,318	141,350	141,350	71,350	(70,000)
Sales International Travel Trade	-	154,010	154,010	209,010	55,000
Regional Partnership - VAI Marketing	101,984	-	-	-	-
VAI Marketing	49,647	-	-	-	-
GastroTourism - VAI Round 2	16,252	-	-	-	-
Total	**$ 2,901,656**	**$ 3,104,968**	**$ 3,111,968**	**$ 3,446,110**	**$ 341,142**
Source of Funding:					
	Tourism Fund			$ 3,446,110	
				$ 3,446,110	

Commentary:

The Tourism operating budget has increased by 9%. There are capital expenditures of $50,000, resulting in an overall increase of 11%. The personnel services increase of 6% is mainly due to merits and market adjustments. The contractuals increase of 13% is mainly due to an increase in advertising for the Route 66 100-year anniversary and airport marketing. Commodities have remained flat year over year. There are capital expenditures (>$5,000) for Milligan House roof repair ($50,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
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	0	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	1	1	0	1
Marketing Specialist	1	1	1	0	1
Sales Manager	0	0	1	0	1
Sales Specialist	1	1	0	0	0
Total	11	11	11	0	11

New Personnel: None

Capital:

Description	Amount
Milligan House Roof Repair	$ 50,000

DRAFT

Mission

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

Vision

Flagstaff Visitor Center is recognized for providing exceptional visitor services.

Program Description

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

DRAFT

Section 215 - Visitor Services

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 351,857	$ 508,276	$ 508,276	$ 486,314	$ (21,962)
Contractuals	153,317	180,453	180,453	152,485	(27,968)
Commodities	48,642	45,885	45,885	54,885	9,000
Capital	17,600	622,750	685,150	51,000	(571,750)
Total	**$ 571,416**	**$ 1,357,364**	**$ 1,419,764**	**$ 744,684**	**$ (612,680)**
Expenditures by Program:					
General Administration	$ 430,730	$ 447,228	$ 447,228	$ 521,961	$ 74,733
Train Station Operations	140,686	160,933	160,933	124,965	(35,968)
Visitor Center Express - Airport	-	249,203	311,603	97,758	(151,445)
Visitor Center Icing/Maintenance Project	-	500,000	500,000	-	(500,000)
Total	**$ 571,416**	**$ 1,357,364**	**$ 1,419,764**	**$ 744,684**	**$ (612,680)**
Source of Funding:					
	Tourism Fund			$ 744,684	
				$ 744,684	

Commentary:

The Visitor Services operating budget has decreased by 6%. There are capital expenditures of $51,000, resulting in an overall net decrease of 45%. The personnel services decrease of 4% is mainly due to merits and market adjustments offset by payroll distribution changes. The contractuals decrease of 15% is mainly due to a decrease in building maintenance costs at the Train Station. Commodities increased by 20% mainly due to increased costs for copy charges and office supplies. There are capital expenditures (>$5,000) including the roof and plumbing repairs at the Visitor Center ($51,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Visitor Services Assistant (Temp)	1.65	1.65	2.05	0	2.05
Visitor Center Manager	1	1	1	0	1
Visitor Services Specialist	3	3	4	0	4
Visitor Services Specialist (Temp)	0.5	0.5	0.5	0	0.5
Total	6.15	6.15	7.55	0	7.55

New Personnel: None

Capital:

Description	Amount
Visitor Center Roof and Plumbing Repair	$ 51,000
	$ 51,000

DRAFT

Mission

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

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

Program Description

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

DRAFT

Section 216 - Arts and Science

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 64,996	$ 75,457	$ 75,457	$ 109,512	$ 34,055
Contractuals	797,103	842,971	842,971	1,170,971	328,000
Commodities	18	3,123	3,123	3,123	-
Capital	88,665	365,000	365,000	285,000	(80,000)
Total	**$ 950,782**	**$ 1,286,551**	**$ 1,286,551**	**$ 1,568,606**	**$ 282,055**
Expenditures by Program:					
General	$ 72,598	$ 115,338	$ 115,338	$ 151,393	$ 36,055
Public Artwork	93,469	183,623	183,623	48,623	(135,000)
Service Partner Agencies	629,511	500,000	500,000	740,000	240,000
FCP Administration	110,489	302,590	302,590	388,590	86,000
FUTS Trail Sculptures	-	10,000	10,000	25,000	15,000
Multicultural Park Sculpture Exhibition	44,715	175,000	175,000	125,000	(50,000)
Thorpe Park Sculpture Exhibition	-	-	-	90,000	90,000
Total	**$ 950,782**	**$ 1,286,551**	**$ 1,286,551**	**$ 1,568,606**	**$ 282,055**
Source of Funding:					
	Arts and Science Fund			$ 1,568,606	
				$ 1,568,606	

Commentary:
The Arts & Science operating budget has increased by 39%. There are capital expenditures of $285,000, resulting in an overall net increase of 22%. The personnel services increase of 45% is mainly due to merits, benefit increases, market adjustments, and payroll distribution changes. The contractuals increase of 39% 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), Thorpe Park sculpture exhibit ($90,000), neighborhood plans art projects ($20,000), urban trails sculptures ($25,000), and contingency for future projects ($25,000).

Authorized Personnel/Positions:	None

New Personnel:	None

Capital:

Description	Amount
Multicultural Park Sculpture Exhibition	$ 125,000
Thorpe Park Sculpture Exhibit	90,000
Neighborhood Plans Art Projects	20,000
Urban Trails Sculptures	25,000
Contingency for Future Projects	25,000
	$ 285,000

DRAFT

Mission

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

Program Description

Flagstaff Pulliam Airport is certified as a non-hub, primary commercial service airport by the Federal Aviation Administration (FAA) with both air carrier and general aviation aircraft operations. 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.

DRAFT

Section 221 - Airport

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 1,590,444	$ 1,577,098	$ 1,577,098	$ 1,753,938	$ 176,840
Contractuals	6,561,453	1,523,934	2,074,164	1,621,092	97,158
Commodities	684,721	640,590	640,590	672,590	32,000
Capital	113,921	500,000	-	-	(500,000)
Total	**$ 8,950,539**	**$ 4,241,622**	**$ 4,291,852**	**$ 4,047,620**	**$ (194,002)**
Expenditures by Program:					
General Administration	$ 1,657,688	$ 1,411,906	$ 1,411,906	$ 1,505,895	$ 93,989
Safety and Security	242,372	190,215	190,215	222,329	32,114
Snow Control	306,860	78,123	78,123	153,172	75,049
Maintenance Buildings & Grounds	6,199,716	619,861	674,861	714,475	94,614
Maintenance Runway & Taxiway	102,599	657,517	652,747	173,749	(483,768)
Airport TSA	350,881	340,000	340,000	340,000	-
Airport Parking Lot	90,423	144,000	144,000	138,000	(6,000)
Small Commercial Air Service Development	-	800,000	800,000	800,000	-
Total	**$ 8,950,539**	**$ 4,241,622**	**$ 4,291,852**	**$ 4,047,620**	**$ (194,002)**
Source of Funding:					
Airport Fund				$ 4,047,620	
				$ 4,047,620	

Commentary:
The Airport operating budget has increased by 8%. There are no capital expenditures, resulting in an overall net decrease of 5%. The personnel services increase of 11% is mainly due to merits and market adjustments. The contractuals increase of 6% is mainly due to an airport rates and charges study. Commodities increased by 5% due to fire turnout gear for new staff, emergency communication fees at the Aircraft Rescue and Fire Fighting Station (ARFF) and airport parking maintenance. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
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	1	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	0	0	0	0
Airport Operations Technician (Temp)	1	1	1	(0.5)	0
Maintenance Worker I	0	1	1	0	1
Total	14.5	15.5	15.5	(0.5)	15

New Personnel:	None

Capital:	None

DRAFT

Mission

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

Program Description

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

DRAFT

Section 231 - ParkFlag

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 404,193	$ 552,892	$ 552,892	$ 562,614	$ 9,722
Contractuals	176,145	282,122	282,122	762,503	480,381
Commodities	133,739	150,136	150,136	184,136	34,000
Capital	105,000	1,180,000	115,000	1,823,829	643,829
Total	**$ 819,077**	**$ 2,165,150**	**$ 1,100,150**	**$ 3,333,082**	**$ 1,167,932**
Expenditures by Program:					
General Administration	$ 645,083	$ 1,813,648	$ 748,648	$ 3,046,580	$ 1,232,932
Parking Compliance	148,113	132,378	132,378	132,378	-
Metering and Permits	25,881	100,374	100,374	130,374	30,000
Parking Facilities	-	3,750	3,750	23,750	20,000
Parking District Capital	-	115,000	115,000	-	(115,000)
Total	**$ 819,077**	**$ 2,165,150**	**$ 1,100,150**	**$ 3,333,082**	**$ 1,167,932**
Source of Funding:					
	Parking District Fund			$ 3,333,082	
				$ 3,333,082	

Commentary:

The Parking District operating budget has increased by 53%. There are capital expenditures of $1,823,829, resulting in an overall net increase of 54%. The personnel services increase of 2% is mainly due to merits offset by payroll distribution changes. The contractuals increase of 170% is mainly due an increase in Hopi Building lease costs and the addition of funds for enhanced downtown services. Commodities increased by 23% mainly due to an increase of funds for sign and curb maintenance supplies. There are capital expenditures (>$5,000) for the acquisition of new parking spaces ($1,823,829).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
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

New Personnel: None

Capital:

Description	Amount
Property Acquisition	$ 1,823,829
	$ 1,823,829

DRAFT

Mission

The mission of the Water Services division is to professionally and 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 dedication to exceeding customer expectations and by continuously improving our operations. Water Services values its employees and strives to maintain high motivation by providing an environment that encourages professional development and teamwork.

Program Description

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

The division also administers the following programs and commissions: Safety Program, Water Commission, and the City Change Order Committee. Water Services is a liaison with numerous outside agencies and organizations including Arizona Department of Environmental Quality (ADEQ), Arizona Department of Water Resources (ADWR), Northern Arizona Municipal Water Users Association, United States Forest Service (USFS), Coconino Plateau Watershed Partnership, and the National Park Service/USFS 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 anticipate 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 and State 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.

DRAFT

Section 300 - Water Services Administration					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 679,426	$ 829,328	$ 829,328	$ 882,157	$ 52,829
Contractuals	2,762,530	1,879,245	1,879,245	2,016,208	136,963
Commodities	9,476	23,150	23,150	42,226	19,076
Capital	2,415	5,000	5,000	-	(5,000)
Total	**$ 3,453,847**	**$ 2,736,723**	**$ 2,736,723**	**$ 2,940,591**	**$ 203,868**
Expenditures by Program:					
General Administration	$ 3,252,175	$ 2,427,762	$ 2,427,762	$ 2,590,590	$ 162,828
Water Commission	797	1,160	1,160	1,229	69
Operations Management	200,875	307,801	307,801	348,772	40,971
Total	**$ 3,453,847**	**$ 2,736,723**	**$ 2,736,723**	**$ 2,940,591**	**$ 203,868**
Source of Funding:					
Water Services Fund				$ 2,940,591	
				$ 2,940,591	

Commentary:

The Water Services Administration operating budget has increased by 8%. There are no capital expenditures. The personnel services increase of 6% is mainly due to merits, market increases, and benefit increases. The contractuals increase of 7% is mainly due to increased legal expenses, as well as landscaping and snow removal services. Commodities increased by 82% due to higher software licensing costs. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	2	2	2	0	2
Communications Aide	1	0	0	0	0
Community Engagement Specialist	0	1	1	0	1
Water Services Director	1	1	1	0	1
Water Services Management Analyst	1	1	1	0	1
Water Services Operations Section Director	1	2	2	0	2
Total	6	7	7	0	7

New Personnel: None

Capital: None

DRAFT

Mission

The mission of the Water Services division is to professionally and cost effectively provide water that meets 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 dedication to exceeding customer expectations by continuously improving our operations. We value our employees and strive to maintain high motivation by providing an environment that encourages professional development and teamwork.

Program Description

The Water Production section of Water Services is responsible for running conventional surface water treatment from Upper Lake Mary. 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 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 hosts public outreach to increase awareness of the water system through educational programs and demonstrations.

DRAFT

Section 301 - Water Production

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 757,924	$ 975,384	$ 975,384	$ 956,337	$ (19,047)
Contractuals	2,579,841	3,503,139	3,503,139	3,471,139	(32,000)
Commodities	480,990	665,742	665,742	691,042	25,300
Capital	26,718	420,827	420,827	-	(420,827)
Total	**$ 3,845,473**	**$ 5,565,092**	**$ 5,565,092**	**$ 5,118,518**	**$ (446,574)**
Expenditures by Program:					
General Administration	$ 244,098	$ 455,615	$ 455,615	$ 350,768	$ (104,847)
Lake Mary Water Treatment Operation	1,411,977	1,558,948	1,558,948	1,519,985	(38,963)
Buildings and Grounds Maintenance	4,547	-	-	300	300
Local Wells	1,090,189	1,507,507	1,507,507	1,434,726	(72,781)
Lake Mary Wellfield	286,942	546,728	546,728	459,555	(87,173)
Woody Mountain Wellfield	564,789	1,190,031	1,190,031	1,042,250	(147,781)
Reservoirs	63,885	95,068	95,068	85,287	(9,781)
Inner Basin Maintenance	96,876	106,758	106,758	113,989	7,231
Red Gap Ranch Operation & Mgmt	5,582	25,409	25,409	25,409	-
Booster Station Administration	17,839	21,446	21,446	25,057	3,611
Zone A - RFP	531	1,250	1,250	1,250	-
Kinlani	2,673	2,225	2,225	2,225	-
University Highlands #1	7,372	5,045	5,045	5,045	-
Airport Booster	820	1,645	1,645	1,645	-
Amberwood Booster	6,409	6,336	6,336	6,336	-
Railroad Springs Booster	27,217	25,184	25,184	25,184	-
Inner Basin Pipeline Maintenance	13,727	15,897	15,897	19,507	3,610
Total	**$ 3,845,473**	**$ 5,565,092**	**$ 5,565,092**	**$ 5,118,518**	**$ (446,574)**
Source of Funding:					
Water Services Fund				$ 5,118,518	
				$ 5,118,518	

Commentary:

The Water Production operating budget has decreased by 1%. There are no capital expenditures. The personnel services decrease of 2% is mainly due to merit increases offset by lower employee health benefit expenses. The contractuals decrease of 1% is primarily due to a decrease in maintenance costs. Commodities increased by 4%, due mainly to higher chemical costs. There is no major capital (>$5,000).

Authorized Personnel/Positions:

Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
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	7	0	7
Water Services Supervisor	2	2	2	0	2
Total	9.23	9.23	10.23	0	10.23

New Personnel: None

Capital: None

DRAFT

Mission

The mission of the Water Services division is to professionally and 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 dedication to exceeding customer expectations and by continuously improving our operations. Water Services values its employees and strives to maintain high motivation by providing an environment that encourages professional development and teamwork.

Program Description

The Water Distribution section safely and efficiently operates, maintains, and repairs 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.

DRAFT

Section 303 - Water Distribution

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 1,375,539	$ 1,491,312	$ 1,491,312	$ 1,570,028	$ 78,716
Contractuals	203,570	257,613	257,613	347,258	89,645
Commodities	562,993	597,038	597,038	614,091	17,053
Capital	146,238	279,500	279,500	90,000	(189,500)
Total	**$ 2,288,340**	**$ 2,625,463**	**$ 2,625,463**	**$ 2,621,377**	**$ (4,086)**
Expenditures by Program:					
General Administration	$ 189,238	$ 243,773	$ 243,773	$ 278,376	$ 34,603
Water System Maintenance & Operation	484,667	711,153	711,153	507,803	(203,350)
Main & Service Line Repair	578,159	572,266	572,266	576,172	3,906
Main Ext. - Fire Hydrant & Valve	44,730	44,929	44,929	218,779	173,850
Valve & Fire Hydrant Maintenance	357,360	274,196	274,196	270,585	(3,611)
Meter Installation	466,716	611,802	611,802	601,456	(10,346)
Meter Repair and Testing	120,439	118,685	118,685	115,467	(3,218)
Blue Stake	47,031	48,659	48,659	52,739	4,080
Total	**$ 2,288,340**	**$ 2,625,463**	**$ 2,625,463**	**$ 2,621,377**	**$ (4,086)**
Source of Funding:					
	Water Services Fund			$ 2,621,377	
				$ 2,621,377	

Commentary:

The Water Distribution operating budget increased 8%. There are capital expenditures of $90,000, resulting in an overall flat year over year change. The personnel services increase of 5% is mainly due to merits and benefit increases, as well as an additional Water Services Supervisor. The contractual increase of 35% reflects higher fire alarm, safety and building maintenance service costs. Commodities increased by 3% primarily due to an increase for water and sewer parts. There is major capital (>$5,000) which includes a motion sensor ($5,000) and roof/gutter repairs at the East side shop ($20,000), as well as an additional fleet vehicle for the new Water Services Supervisor position ($65,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Utility Locator	1	1	1	0	1
Water Services Operator	14	14	14	0	14
Water Services Supervisor	1	1	1	1	2
Total	16	16	16	1	17

New Personnel:					
		Total $	Potential	Net Cost	Future
Title	FTE	2025-26	Offset	2025-26	Cost
Water Services Supervisor	1	$ 110,372	$ -	$ 110,372	$ 110,372

Capital:	
Description	Amount
East Side Shop Motion Sensor	$ 5,000
East Side Shop Roof and Gutter Repair	20,000
Additional Fleet Vehicle for Supervisor Position	65,000
	$ 90,000

DRAFT

Mission

The mission of the Water Services division is to professionally and 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 dedication to exceeding customer expectations and by continuously improving our operations. Water Services values its employees and strives to maintain high motivation by providing an environment that encourages professional development and teamwork.

Program Description

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

Core functions of the Water Conservation Program are to administer and track the non-residential and residential water rebate and consult programs, coordinate educational activities including the annual Project WET Water Festival, the annual Arizona's Water Awareness Month each April, organize community workshops and staff booths at water and science events throughout the year. 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.

DRAFT

Section 304 - Water Resource Management

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 363,520	$ 408,605	$ 408,605	$ 524,500	$ 115,895
Contractuals	315,255	733,950	733,950	513,279	(220,671)
Commodities	61,456	52,850	52,850	59,398	6,548
Capital	9,325	-	-	-	-
Total	**$ 749,556**	**$ 1,195,405**	**$ 1,195,405**	**$ 1,097,177**	**$ (98,228)**
Expenditures by Program:					
General Administration	$ 151,089	$ 169,142	$ 169,142	$ 322,575	$ 153,433
Water Resources	228,265	248,650	248,650	385,322	136,672
Water Conservation	367,359	424,113	424,113	389,280	(34,833)
Newman Canyon Stream Gauge	2,843	-	-	-	-
Drinking Water Grants	-	175,000	175,000	-	(175,000)
Non-Revenue Water Loss Conservation Grant	-	178,500	178,500	-	(178,500)
Total	**$ 749,556**	**$ 1,195,405**	**$ 1,195,405**	**$ 1,097,177**	**$ (98,228)**
Source of Funding:					
	Water Services Fund			$ 1,097,177	
				$ 1,097,177	

Commentary:

The Water Resource Management operating budget has decreased by 8%. There are no capital expenditures. Personnel services increased by 28%, due to merits, benefit increases, market adjustments, the reclassification of the Water Conservation Enforcement Aide to a Water Conservation Coordinator, and the addition of a Water Services Resource Specialist. The contractuals decrease of 30% is mainly due to the one-time expenditures related to grants in the prior year. The commodities increase of 12% is primarily due to the purchase of computer equipment, safety supplies, and software. There is no major capital (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Water Conservation Enforcement Aide (Temp)	1.49	1.49	1.49	(1.24)	0.25
Water Conservation Coordinator	0	0	0	1	1
Water Conservation Specialist	1	1	1	0	1
Water Resources Specialist	0	0	0	1	1
Water Resources Technician (Temp)	0.48	0.48	0.48	(0.48)	0
Water Services Manager	1	1	0	0	0
Water Services Program Manager	1	1	1	0	1
Water Services Section Director	0	0	1	0	1
Total	4.97	4.97	4.97	0.28	5.25

New Personnel: Title	FTE	Total $ 2025-26	Potential Offset	Net Cost 2025-26	Future Cost
Water Resources Specialist	1	$ 83,807	$ 19,963	$ 63,844	$ 63,844

Capital:	None

DRAFT

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 dedication to exceeding customer expectations and by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

Core functions of the Water Services Engineering section include project management of the Capital Improvement Program (CIP), asset management, new development, plan review and geographic information system (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 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. 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.

DRAFT

Section 305 - Water Services Engineering

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 323,471	$ 519,374	$ 519,374	$ 650,579	$ 131,205
Contractuals	74,228	255,194	255,194	243,455	(11,739)
Commodities	5,928	31,340	31,340	34,179	2,839
Total	**$ 403,627**	**$ 805,908**	**$ 805,908**	**$ 928,213**	**$ 122,305**
Expenditures by Program:					
General Administration	$ 403,627	$ 805,908	$ 805,908	$ 928,213	$ 122,305
Total	**$ 403,627**	**$ 805,908**	**$ 805,908**	**$ 928,213**	**$ 122,305**
Source of Funding:					
Water Services Fund				$ 928,213	
				$ 928,213	

Commentary:

The Water Services Engineering operating budget has increased by 15%. There are no capital expenditures. The personnel services increase of 25% is mainly due to merits, benefit increases, market adjustments and payroll distribution changes. The contractuals decrease of 5% is mainly due to one-time approval of project management expenses in the previous year. Commodities increased by 9% mainly due to increased fleet maintenance expenses. There is no major capital (>$5,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Project Manager	1	1	1	0	1
Project Manager Senior	0	1	1	0	1
Project Manager Senior Lead	0	1	1	0	1
Water Services Section Director	1	1	1	0	1
Water Services Plan Reviewer	1	1	1	0	1
Total	3	5	5	0	5

New Personnel:	None

Capital:	None

DRAFT

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 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.

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, industrial pretreatment, and backflow systems as directed under state and federal regulations and permits. The functions of the drinking water program include addressing complaints, sampling all sources and the distribution system to assure the system is safe to meet 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 the 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. Staff in each program respond to complaints quickly and thoroughly.

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).

DRAFT

Section 306 - Regulatory Compliance

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 835,974	$ 892,972	$ 892,972	$ 929,416	$ 36,444
Contractuals	163,351	231,017	231,017	327,743	96,726
Commodities	100,939	135,287	135,287	135,882	595
Total	**$ 1,100,264**	**$ 1,259,276**	**$ 1,259,276**	**$ 1,393,041**	**$ 133,765**
Expenditures by Program:					
General Administration	$ 157,333	$ 148,261	$ 148,261	$ 161,637	$ 13,376
Water Regulatory and Lab Services	256,305	315,031	315,031	331,306	16,275
Wastewater Regulatory and Lab Services	318,083	394,606	394,606	401,560	6,954
Reclaim Water Regulatory and Lab Services	523	1,604	1,604	1,604	-
Stormwater Regulatory and Lab Services	9,863	10,000	10,000	15,000	5,000
Industrial Waste Administration	358,157	389,774	389,774	481,934	92,160
Total	**$ 1,100,264**	**$ 1,259,276**	**$ 1,259,276**	**$ 1,393,041**	**$ 133,765**
Source of Funding:					
	Water Services Fund			$ 1,393,041	
				$ 1,393,041	

Commentary:

The Regulatory Compliance operating budget has increased by 11%. There are no capital expenditures. Personnel services increased by 4%, mainly due to merits, market increases, and benefit increases. The contractuals increase of 42% is primarily due to consultant expenses related to a mandated Department of Environmental Quality study. Commodities remained relatively flat year over year. There is no major capital (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Industrial Pretreat Inspector	2	2	2	0	2
Laboratory Technician	3	3	3	0	3
Water Services Manager	1	1	0	0	0
Water Services Program Manager	1	1	1	0	1
Water Services Section Director	0	0	1	0	1
Water Services Supervisor	2	2	2	0	2
Total	9	9	9	0	9

New Personnel: None

Capital: None

DRAFT

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 dedication to exceeding customer expectations and by continuously improving our operations. We value our co-workers and strive to maintain high motivation by providing an environment that encourages improvement and teamwork.

Program Description

The core functions of the Supervisory Control and Data Acquisition (SCADA) Information Systems (IS) section are:

- Develop, maintain, expand, and secure the SCADA controls which automate and give remote access to processes for all the water moving through the city including water production, wastewater, and reclaimed water. The SCADA systems include:
  - the remote equipment and interfaces with the equipment in each process
  - The SCADA Network in which the data and commands communicate through
  - The Operational Technology (OT) 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 computerized maintenance management software (CMMS) system
- Develops and implements applications, databases, scripts, and hardware that allows for collecting, analyzing, storing of Water Services SCADA, OT, 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
- Collaborate 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 form As-builts, field collection methods and staff knowledge
- Mange the deployment and maintenance of Industrial Internet of Things (IIOT) 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 the safety of the work environment for all Water Services employees

DRAFT

Section 311 - Wastewater Treatment - Wildcat					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 352,005	$ 580,984	$ 580,984	$ 638,065	$ 57,081
Contractuals	1,085,545	1,274,206	1,274,206	1,114,632	(159,574)
Commodities	801,750	929,242	929,242	877,522	(51,720)
Capital	456,798	677,988	677,988	166,235	(511,753)
Total	**$ 2,696,098**	**$ 3,462,420**	**$ 3,462,420**	**$ 2,796,454**	**$ (665,966)**
Expenditures by Program:					
General Administration	$ 288,482	$ 630,043	$ 630,043	$ 328,855	$ (301,188)
Plant Operations	1,751,162	1,698,649	1,698,649	1,579,732	(118,917)
Plant Maintenance	430,654	900,015	900,015	585,608	(314,407)
Septage Collection	32,052	24,650	24,650	20,391	(4,259)
WH Rio Maintenance	45	1,700	1,700	2,140	440
Solids Handling	193,703	207,363	207,363	279,728	72,365
Total	**$ 2,696,098**	**$ 3,462,420**	**$ 3,462,420**	**$ 2,796,454**	**$ (665,966)**
Source of Funding:					
	Water Services Fund			$ 2,796,454	
				$ 2,796,454	

Commentary:

The Wastewater Treatment - Wildcat operating budget has decreased 19%. There are capital expenditures of $166,235, resulting in an overall net decrease of 75%. The personnel services increase of 10% is mainly due to merits, benefit increases, market adjustments, and payroll distribution changes. The contractuals decrease of 13% is mainly due to prior year one-time expenses for fiber, conduit, and building maintenance. Commodities decreased by 6% due to lower expenditures for chemicals. There are major expenditures (>$5,000) including Wildcat Hill flooring replacement ($6,235), roof replacement ($80,000), and other various building repairs ($80,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Water Services Manager	1	1	1	0	1
Water Services Operator	4	4	7	0	7
Water Services Supervisor	2	2	2	0	2
Total	7	7	10	0	10

New Personnel: None

Capital:

Description	Amount
Wildcat Hill Roof Repairs	$ 80,000
Wildcat Hill Flooring Replacement	6,235
Wildcat Hill Bulding Repairs	80,000
	$ 166,235

DRAFT

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 minimizes cost per unit of treated wastewater.

Program Description

The Wildcat Hill Water Reclamation Plant is a six million gallon-per-day rated end of the line facility. This program is responsible for meeting compliance requirements through the day-to-day operation and maintenance of the plant, solids handling and the production of Class A+ reclaimed water quality. The reclaimed water produced is primarily used for irrigation purposes and for maintaining riparian habitat.

DRAFT

Section 311 - Wastewater Treatment - Wildcat

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 352,005	$ 580,984	$ 580,984	$ 638,065	$ 57,081
Contractuals	1,085,545	1,274,206	1,274,206	1,114,632	(159,574)
Commodities	801,750	929,242	929,242	877,522	(51,720)
Capital	456,798	677,988	677,988	166,235	(511,753)
Total	**$ 2,696,098**	**$ 3,462,420**	**$ 3,462,420**	**$ 2,796,454**	**$ (665,966)**
Expenditures by Program:					
General Administration	$ 288,482	$ 630,043	$ 630,043	$ 328,855	$ (301,188)
Plant Operations	1,751,162	1,698,649	1,698,649	1,579,732	(118,917)
Plant Maintenance	430,654	900,015	900,015	585,608	(314,407)
Septage Collection	32,052	24,650	24,650	20,391	(4,259)
WH Rio Maintenance	45	1,700	1,700	2,140	440
Solids Handling	193,703	207,363	207,363	279,728	72,365
Total	**$ 2,696,098**	**$ 3,462,420**	**$ 3,462,420**	**$ 2,796,454**	**$ (665,966)**
Source of Funding:					
Water Services Fund				$ 2,796,454	
				$ 2,796,454	

Commentary:

The Wastewater Treatment - Wildcat operating budget has decreased 6%. There are capital expenditures of $166,235, resulting in an overall net decrease of 19%. The personnel services increase of 10% is mainly due to merits, benefit increases, market adjustments, and payroll distribution changes. The contractuals decrease of 13% is mainly due to prior year one-time expenses for fiber, conduit, and building maintenance. Commodities decreased by 6% due to lower expenditures for chemicals. There are major expenditures (>$5,000) including Wildcat Hill flooring replacement ($6,235), roof replacement ($80,000), and other various building repairs ($80,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Water Services Manager	1	1	1	0	1
Water Services Operator	4	4	7	0	7
Water Services Supervisor	2	2	2	0	2
Total	7	7	10	0	10

New Personnel:	None

Capital:

Description	Amount
Wildcat Hill Roof Repairs	$ 80,000
Wildcat Hill Flooring Replacement	6,235
Wildcat Hill Building Repairs	80,000
	$ 166,235

DRAFT

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 current methods 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 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 520,054	$ 662,598	$ 662,598	$ 615,291	$ (47,307)
Contractuals	546,411	614,182	614,182	611,783	(2,399)
Commodities	143,713	164,842	164,842	156,363	(8,479)
Total	**$ 1,210,178**	**$ 1,441,622**	**$ 1,441,622**	**$ 1,383,437**	**$ (58,185)**
Expenditures by Program:					
General Administration	$ 130,944	$ 196,663	$ 196,663	$ 148,979	$ (47,684)
Plant Operations	605,755	598,424	598,424	811,606	213,182
Plant Maintenance	473,479	646,535	646,535	422,852	(223,683)
Total	**$ 1,210,178**	**$ 1,441,622**	**$ 1,441,622**	**$ 1,383,437**	**$ (58,185)**
Source of Funding:					
	Water Services Fund			$ 1,383,437	
				$ 1,383,437	

Commentary:
The Wastewater Treatment - Rio Plant operating budget has decreased by 4%. There are no capital expenditures. The personnel services decrease of 7% is mainly due to payroll distribution changes. Contractuals are relatively flat year over year. Commodities are decreasing by 5% mainly due to reductions in machinery and equipment parts. There are no major capital expenditures (>$5,000).

Authorized Personnel/Positions:	None

Capital:	None

DRAFT

Mission

The mission of the Water Services division is to professionally and 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 dedication to exceeding customer expectations and by continuously improving our operations. Water Services values its employees and strives to maintain high motivation by providing an environment that encourages professional development and teamwork.

Program Description

The Wastewater Collections system program safely and efficiently operates, maintains and repairs 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.

DRAFT

Section 313 - Wastewater Collection

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 622,746	$ 829,806	$ 829,806	$ 825,077	$ (4,729)
Contractuals	248,830	239,880	239,880	257,064	17,184
Commodities	162,481	251,889	251,889	248,122	(3,767)
Capital	68,270	590,000	590,000	381,000	(209,000)
Total	**$ 1,102,327**	**$ 1,911,575**	**$ 1,911,575**	**$ 1,711,263**	**$ (200,312)**
Expenditures by Program:					
General Administration	$ 235,540	$ 327,524	$ 327,524	$ 335,232	$ 7,708
Service Connections	61,952	76,344	76,344	74,924	(1,420)
Preventive Maintenance	404,483	1,016,556	1,016,556	420,628	(595,928)
TV Inspect and Hydro Clean	188,917	203,846	203,846	201,558	(2,288)
Corrective Maintenance	211,435	287,305	287,305	678,921	391,616
Total	**$ 1,102,327**	**$ 1,911,575**	**$ 1,911,575**	**$ 1,711,263**	**$ (200,312)**
Source of Funding:					
Water Services Fund				$ 1,711,263	
				$ 1,711,263	

Commentary:
The Wastewater Collection operating budget has increased 1%. There are capital expenditures of $381,000, resulting in an overall net decrease of 10%. The personnel services decrease of 1% is mainly due to merits offset by vacant positions budgeted at a lower cost than the previous year. Contractuals are increasing by 7% mainly due to higher building maintenance costs. Commodities decreased by 1% mainly due to lower fleet maintenance expenses. There are capital expenditures (>$5,000) including the replacement of a 6-wheel dump truck ($200,000), and the replacement of the City's sewer camera truck ($181,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Water Services Operator	10	8	8	0	8
Water Services Supervisor	1	1	1	0	1
Total	11	9	9	0	9

New Personnel:	None

Capital:	None
Description	Amount
Replacement of 6-Wheel Dump Truck	$ 200,000
Replacement of Sewer Camera Truck	181,000
	$ 381,000

DRAFT

Mission

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

Program Description

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

Section 321 - Reclaimed Water

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 114,445	$ 173,121	$ 173,121	$ 152,883	$ (20,238)
Contractuals	139,297	149,850	149,850	101,850	(48,000)
Commodities	152,715	216,672	216,672	166,672	(50,000)
Capital	28,124	247,147	247,147	-	(247,147)
Total	**$ 434,581**	**$ 786,790**	**$ 786,790**	**$ 421,405**	**$ (365,385)**
Expenditures by Program:					
Reclaimed Distribution	$ 11,106	$ 18,338	$ 18,338	$ 6,550	$ (11,788)
Reclaimed Production-Wildcat	332,076	380,789	380,789	280,605	(100,184)
Reclaimed Production-Rio	91,399	387,663	387,663	134,250	(253,413)
Total	**$ 434,581**	**$ 786,790**	**$ 786,790**	**$ 421,405**	**$ (365,385)**
Source of Funding:					
Water Services Fund				$ 421,405	
				$ 421,405	

Commentary:
The Reclaimed Water operating budget has decreased by 22%. There are no capital expenditures. The personnel services decrease of 12% is mainly due to merits offset by payroll distribution changes. The contractuals decrease of 32% is mainly due to lower electricity and equipment maintenance expenses. Commodities are decreasing by 23% primarily due to lower chemical costs. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Water Services Operator	5	5	3	0	3
Water Services Supervisor	2	2	2	0	2
Total	7	7	5	0	5

New Personnel:	None

Capital:	None

DRAFT

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 dedication to exceeding customer expectations and by continuously improving our operations. Water Services values its employees and strives to maintain high motivation by providing an environment that encourages professional development and teamwork.

Program Description

The Stormwater section includes administration, utility management, engineering/hydrology technical support, master planning, data collection, field inspection, and plan review components of all stormwater conveyance infrastructure. In addition, they procure and administer grants to fund projects to maintain the NFIP rating for the City.

DRAFT

Section 331 - Stormwater					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 862,972	$ 1,124,418	$ 1,124,418	$ 1,034,069	$ (90,349)
Contractuals	270,287	2,541,250	2,263,154	883,442	(1,657,808)
Commodities	112,384	116,904	116,904	194,855	77,951
Capital	1,134,769	235,000	325,281	75,000	(160,000)
Total	**$ 2,380,412**	**$ 4,017,572**	**$ 3,829,757**	**$ 2,187,366**	**$ (1,830,206)**
Expenditures by Program:					
General Administration	$ 277,235	$ 317,154	$ 317,154	$ 430,837	$ 113,683
Master Planning	72,899	134,089	134,089	202,160	68,071
Operations	32,110	-	-	-	-
Development Review	139,026	181,366	181,366	124,634	(56,732)
Inspections, Investigations & Monitoring	73,167	102,642	102,642	109,388	6,746
Floodplain Management	97,848	131,322	131,322	131,896	574
Open Channel & Infrastructure Maintenance	85,192	324,568	266,753	238,300	(86,268)
Drainage Maintenance	479,036	2,571,431	2,441,431	691,651	(1,879,780)
Pre-Season Flood Mitigation	73,237	255,000	255,000	258,500	3,500
DFFM - Emergency	605,102	-	-	-	-
Pipeline West Flooding 2022	445,560	-	-	-	-
Total	**$ 2,380,412**	**$ 4,017,572**	**$ 3,829,757**	**$ 2,187,366**	**$ (1,830,206)**
Source of Funding:					
	Stormwater Fund			$ 2,187,366	
				$ 2,187,366	

Commentary:
The Stormwater operating budget has decreased by 44%. There are capital expenditures of $75,000, resulting in an overall net decrease of 46%. The personnel services decrease of 8% is mainly due to merits offset by changes in payroll distributions. Contractuals decreased by 65% due primarily to stormwater maintenance contractual work budgeted in the prior year. Commodities increased by 67% primarily due to gas and oil, motor vehicle parts, and various tools and supplies. There is major capital (>$5,000) which includes the replacement of one mid-size pickup truck ($75,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Project Manager	1	1	1	0	1
Project Manager Senior	3	2	2	0	2
Water Services Manager	1	0	0	0	0
Water Services Operator	0	4	4	0	4
Water Services Section Director	0	1	1	0	1
Water Services Supervisor	0	1	1	0	1
Total	5	9	9	0	9

New Personnel: None

Capital:

Description	Amount
Replacement of Mid-Size Pickup	$ 75,000
	$ 75,000

DRAFT

Mission

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

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.

Section 401 - Council and Commissions

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 577,569	$ 853,272	$ 853,272	$ 765,550	$ (87,722)
Contractuals	78,482	83,553	83,553	86,282	2,729
Commodities	5,722	6,145	6,145	6,145	-
Total	**$ 661,773**	**$ 942,970**	**$ 942,970**	**$ 857,977**	**$ (84,993)**
Expenditures by Program:					
General Administration	$ 661,773	$ 942,970	$ 942,970	$ 857,977	$ (84,993)
Total	**$ 661,773**	**$ 942,970**	**$ 942,970**	**$ 857,977**	**$ (84,993)**
Source of Funding:					
General Fund				$ 702,029	
Library Fund				12,930	
Highway User Revenue Fund				13,300	
Transportation Fund				7,497	
Parking District Fund				1,198	
Water Resource and Infrastructure Protection				1,479	
Water Services Fund				51,372	
Stormwater Fund				11,840	
Solid Waste Fund				35,797	
SEMS Fund				9,932	
Airport Fund				10,603	
				$ 857,977	

Commentary:

The Council and Commissions operating budget has decreased by 9%. There are no capital expenditures. The personnel services decrease of 10% is mainly due to changes in the contribution to the Elected Officials Pension. The contractuals increase of 3% is mainly due to an increase in funding for conference registration and ceremonial and condolence-related expense. Commodities remained flat year over year. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Councilmember	6	6	6	0	6
Mayor	1	1	1	0	1
Total	7	7	7	0	7

New Personnel:	None

Capital:	None

DRAFT

Program Description

This section accounts for many expenditures that are not specifically allocable to individual divisions or programs. Examples include 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.

Section 402 - Non-Departmental

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ (908,454)	$ 261,605	$ 261,605	$ (170,000)	$ (431,605)
Contractuals	4,095,669	7,099,967	4,665,609	2,542,377	(4,557,590)
Commodities	12,136	48,000	48,000	47,000	(1,000)
Capital	3,062,291	6,988,271	6,988,271	-	(6,988,271)
Total	**$ 6,261,642**	**$ 14,397,843**	**$ 11,963,485**	**$ 2,419,377**	**$ (11,978,466)**
Expenditures by Program:					
General Administration	$ (112,778)	$ 2,660,200	$ 2,660,200	$ 17,585	$ (2,642,615)
Service Partner Agencies	1,199,031	1,367,370	1,367,370	1,401,450	34,080
Employee Benefits	37,298	18,000	18,000	18,500	500
Insurance	715,192	2,315,192	715,192	715,192	(1,600,000)
Consultants	191,530	415,167	350,167	266,650	(148,517)
NORESCO Energy Projects	2,779,271	640,000	640,000	-	(640,000)
ARPA Coronavirus Local Fiscal Recovery	1,452,098	6,981,914	6,212,556	-	(6,981,914)
Total	**$ 6,261,642**	**$ 14,397,843**	**$ 11,963,485**	**$ 2,419,377**	**$ (11,978,466)**

Source of Funding:	
General Fund	$ 1,847,161
Library Fund	55,733
Highway User Revenue Fund	63,372
Transportation Fund	23,281
Parking District Fund	5,759
Water Resource and Infrastructure Protection	7,184
Water Services Fund	192,880
Stormwater Fund	20,120
Solid Waste Fund	153,127
SEMS Fund	14,520
Airport Fund	36,240
	$ 2,419,377

Commentary:
The Non-Departmental operating budget has decreased by 67%. There are no capital expenditures, resulting in an overall decrease of 83%. Personnel services decreased 165% due to prior year funded market adjustment set aside. Contractuals decrease of 64% is mainly do to one-time ARPA funding programming and insurance damage claims in the prior year. Commodities remained flat year over year. There are no capital expenditures (>$5,000).

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

DRAFT

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 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Contractuals	$ 8,838,094	$ 13,603,868	$ 13,603,868	$ 15,561,178	$ 1,957,310
Total	**$ 8,838,094**	**$ 13,603,868**	**$ 13,603,868**	**$ 15,561,178**	**$ 1,957,310**
Expenditures by Program:					
Transit Contribution	$ 8,838,094	$ 13,603,868	$ 13,603,868	$ 15,561,178	$ 1,957,310
Total	**$ 8,838,094**	**$ 13,603,868**	**$ 13,603,868**	**$ 15,561,178**	**$ 1,957,310**
Source of Funding:					
	Transportation Fund			$ 15,561,178	
				$ 15,561,178	
Commentary: The Transit operating budget has increased 14% 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

DRAFT

Mission

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

Program Description

The City Engineering division is comprised of three sections, Capital Improvements, Transportation Engineering, and Development Engineering. Under Transportation Engineering is the Traffic Engineering program and the Active Transportation Planning program, and under Development Engineering is the Inspection and Testing program.

DRAFT

Section 102 - Engineering

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 2,234,624	$ 230,472	$ 230,472	$ 255,278	$ 24,806
Contractuals	220,450	32,727	32,727	17,695	(15,032)
Commodities	(368,094)	6,933	6,933	8,533	1,600
Capital	106,392	-	-	-	-
Total	**$ 2,193,372**	**$ 270,132**	**$ 270,132**	**$ 281,506**	**$ 11,374**
Expenditures by Program:					
General Administration	$ 268,482	$ 267,267	$ 267,267	$ 276,841	$ 9,574
Transportation Engineering	518,955	-	-	1,800	1,800
Development Engineering	680,662	-	-	-	-
Public Works Inspection	725,273	2,865	2,865	2,865	-
Total	**$ 2,193,372**	**$ 270,132**	**$ 270,132**	**$ 281,506**	**$ 11,374**
Source of Funding:					
General Fund				$ (304,286)	
Highway User Revenue Fund				414,468	
Transportation Fund				171,324	
				$ 281,506	

Commentary:
The Engineering operating budget is increasing by 4%. There are no capital expenditures. The personnel services increase of 11% is mainly due to merits, market adjustments, and benefit increases. The contractuals decrease of 46% is due to approved one-time expenditures in the prior year. The 23% increase in commodities reflects the reallocation of funding from the Development Engineering section. There is no major capital (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	1	1	1	0	1
City Engineer	1	1	1	0	1
Total	2	2	2	0	2

New Personnel:	None

Capital:	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.

Program Description

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

DRAFT

Section 103 - Capital Improvements

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 966,002	$ 1,243,260	$ 1,243,260	$ 1,249,544	$ 6,284
Contractuals	7,975	16,469	16,469	17,085	616
Commodities	(1,124,363)	(1,405,925)	(1,405,925)	(1,404,375)	1,550
Capital	-	70,000	70,000	-	(70,000)
Total	**$ (150,386)**	**$ (76,196)**	**$ (76,196)**	**$ (137,746)**	**$ (61,550)**
Expenditures by Program:					
General Administration	$ 14,509	$ 25,119	$ 25,119	$ 27,785	$ 2,666
Capital Improvement Engineering	(204,654)	(101,315)	(101,315)	(165,531)	(64,216)
5 Year Capital Program Development	39,759	-	-	-	-
Total	**$ (150,386)**	**$ (76,196)**	**$ (76,196)**	**$ (137,746)**	**$ (61,550)**
Source of Funding:					
General Fund				$ (137,746)	
				$ (137,746)	

Commentary:
The Capital Improvements operating budget has increased by 6%. There are no capital expenditures, resulting in an overall increase of 81%. The personnel services increase of 1% is mainly due to merits and benefit increases. The contractuals increase of 4% is due to an increase in staff communications expenses. Commodities remained relatively flat year over year. There is no major capital (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
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

New Personnel:	None

Capital:	None

Mission

The mission of the Development Engineering section is to review and approve the design and construction of efficient, adaptable, and long-lasting public infrastructure to serve the community today and into the future.

Program Description

The Development Engineering section is comprised of the Development Engineering program and the Engineering Inspections program. The Development Engineering program is responsible for the administration of the City of Flagstaff Engineering Design Standards. Development Engineering reviews all plans and design documents for new public infrastructure. This section is responsible for the administration of public rights-of-way and easements including permitting of work within the right-of-way by public utilities and private contractors. Development Engineering staff serve as the single point of contact for major private development projects throughout the construction phase to ensure efficient service to our customers while limiting negative impacts to the community at large. This section also ensures that final as-built records of public infrastructure are archived to provide accurate documentation for use in current and future infrastructure planning. The Inspections program provides inspections and quality control of all public infrastructure and utility projects within public rights-of-way and easements. Inspections ensures that all public infrastructure is constructed in accordance with approved plans and all applicable standards.

DRAFT

Section 123 - Development Engineering

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ -	$ 1,317,413	$ 1,317,413	$ 1,440,560	$ 123,147
Contractuals	-	257,124	257,124	233,913	(23,211)
Commodities	-	(46,233)	(46,233)	(50,800)	(4,567)
Capital	-	-	-	75,000	75,000
Total	**$ -**	**$ 1,528,304**	**$ 1,528,304**	**$ 1,698,673**	**$ 170,369**
Expenditures by Program:					
Development Engineering	$ -	$ 781,805	$ 781,805	$ 851,610	$ 69,805
Public Works Inspection	-	746,499	746,499	847,063	100,564
Total	**$ -**	**$ 1,528,304**	**$ 1,528,304**	**$ 1,698,673**	**$ 170,369**
Source of Funding:					
General Fund				$ 1,698,673	
				$ 1,698,673	

Commentary:
The Development Engineering operating budget has increased by 6%. There are capital expenditures of $75,000, resulting in an overall increase of 11%. The personnel services increased by 9% primarily due to merits, benefit increases, as well as expected retirement payouts. Contractuals decreased by 9%, due to lower costs for materials testing consultants. Commodities increased by 10%, due to reallocation of expenditure budgets to other sections in City Engineering. There is major capital (>$5,000), which consists of the replacement of one pickup truck ($75,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
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

New Personnel:	None

Capital:

Description	Amount
Replacement Pickup Truck	$ 75,000
	$ 75,000

DRAFT

Mission

The mission of the Transportation section is to provide a safe and reliable transportation network for all users, including vehicles, pedestrians, bicyclists and transit through the administration and review of engineering and transportation related developments and projects

Program Description

The Transportation section is comprised of the Transportation Engineering program and the Active Transportation Planning program. The Transportation section is responsible for planning and operating a multi-modal transportation system with safe and convenient choices for walking, bicycling, driving, and using transit, through local actions, and in coordination with regional and state transportation agencies.

DRAFT

Section 124 - Transportation Engineering

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ -	$ 909,375	$ 909,375	$ 951,747	$ 42,372
Contractuals	-	19,900	19,900	15,174	(4,726)
Commodities	-	(296,607)	(296,607)	(292,418)	4,189
Total	**$ -**	**$ 632,668**	**$ 632,668**	**$ 674,503**	**$ 41,835**
Expenditures by Program:					
Traffic Engineering	$ -	$ 388,452	$ 388,452	$ 467,513	$ 79,061
Active Transportation Planning	-	244,216	244,216	206,990	(37,226)
Total	**$ -**	**$ 632,668**	**$ 632,668**	**$ 674,503**	**$ 41,835**
Source of Funding:					
General Fund				$ 674,503	
				$ 674,503	

Commentary:
The Transportation Engineering operating budget has increased by 7%. There are no capital expenditures. The personnel services increase of 5% is mainly due to merits, market adjustments, and benefit increases. Contractuals decreased by 24% mainly due to lower equipment maintenance costs. Commodities increased by 1% mainly due to increased computer software expenses. There is no major capital (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Transportation Director/Traffic Engineer	1	1	1	0	1
Transportation Engineer Associate	1	1	1	0	1
Transportation Engineer Senior	2	1	1	0	1
Transportation Engineer Senior Lead	0	1	1	0	1
Transportation Planner	1	2	2	0	2
Transportation Planner Senior	1	0	0	0	0
Transportation Planner Senior Lead	0	1	1	0	1
Transportation Technician (Temp)	0.48	0.48	0.48	0	0.48
Total	6.48	7.48	7.48	0	7.48

New Personnel:	None

Capital:	None

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.

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, 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 are 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.

DRAFT

Section 155 - Parks					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 2,172,792	$ 2,764,480	$ 2,764,480	$ 2,691,106	$ (73,374)
Contractuals	801,166	1,199,885	1,199,885	907,336	(292,549)
Commodities	519,397	551,587	551,587	537,136	(14,451)
Capital	384,978	664,700	664,700	598,000	(66,700)
Total	**$ 3,878,333**	**$ 5,180,652**	**$ 5,180,652**	**$ 4,733,578**	**$ (447,074)**
Expenditures by Program:					
General Administration	$ 200,364	$ 869,811	$ 869,811	$ 461,273	$ (408,538)
Park Grounds Maintenance	1,065,124	998,944	998,944	951,125	(47,819)
Park Buildings and Facility Maintenance	34,057	111,477	111,477	37,217	(74,260)
BBB - Streetscape/Median Maintenance	312,571	349,526	349,526	365,399	15,873
Right-of-Way/ Median	124,224	119,600	119,600	124,065	4,465
FUTS Trail System	164,145	221,567	221,567	237,015	15,448
Heritage Square Maintenance	18,097	35,955	35,955	36,205	250
BBB Recreation Fields	1,467,998	1,710,518	1,710,518	1,640,389	(70,129)
Downtown/Plaza Maintenance	11,427	104,753	104,753	55,001	(49,752)
Non-Park Grounds and Landscapes	172,221	186,608	186,608	187,887	1,279
Cemetery	304,747	471,893	471,893	638,002	166,109
Nate Avery Trail Enhancements	3,358	-	-	-	-
Total	**$ 3,878,333**	**$ 5,180,652**	**$ 5,180,652**	**$ 4,733,578**	**$ (447,074)**
Source of Funding:					
	General Fund			$ 4,733,578	
				$ 4,733,578	

Commentary:
The Parks operating budget has decreased by 8%. There are capital expenditures of $598,000, resulting in an overall net decrease of 9%. The personnel services decrease of 3% is mainly due to a change in personnel distribution. The contractuals decrease of 24% is mainly due to a reduction of one-time items from the previous year. Commodities decreased by 3% mainly due to a decrease in maintenance and related expenditures. There are major capital expenditures (>$5,000) including Cemetery improvements ($225,000), Cemetery columbarium ($50,000), miscellaneous capital ($80,000), FUTS and Parks general maintenance ($125,000), two vehicle replacements ($100,000), and a new riding mower ($18,000).

Authorized Personnel/Positions:

Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Park Ranger	0	1	1	0	1
Parks Maintenance Worker	12	12	12	0	12
Parks Maintenance Worker (Temp)	7.67	5.39	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
Total	34.67	33.39	33.39	0	33.39

New Personnel: None

Capital:

Description	Amount
Cemetery Improvements	$ 225,000
Cemetery Columbarium	50,000
Miscellaneous Capital	80,000
FUTS and Parks Maintenance	125,000
Vehicle Replacements (2)	100,000
New Cemetery Mower	18,000
Total	$ 598,000

DRAFT

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.

Program Description

Recreation staff are responsible for the management and operation of the Flagstaff Aquaplex, Hal Jensen Recreation Center, Jay Lively Activity Center, and Joe C. Montoya Community and Senior Center.

The Aquaplex is a membership-based recreation center including a multi-faceted aquatic area consisting of a wading pool, lap lanes, slides, and lazy river. The center also includes a fitness area, movement studio, climbing wall, lobby seating, and three community rooms available to reserve.

The Hal Jensen Recreation Center is a youth programming focused center that also includes a full gymnasium, racquetball courts, fitness center, computer room, and game room.

The Jay Lively Activity Center touts the community's only full sheet of ice that hosts year-round hockey programming, tournaments, figure skating, public skate, and themed skating events.

The Joe C. Montoya Community and Senior Center hosts a myriad of community organizations and clubs, hosts the daily lunch program in partnership with Coconino County, and has a fitness center, small library, lobby seating, and billiards.

The Recreation section prides itself on providing meaningful activities and programs for everyone regardless of income or ability.

DRAFT

Section 156 - Recreation

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 3,282,456	$ 3,344,339	$ 3,344,339	$ 3,442,566	$ 98,227
Contractuals	1,036,208	1,119,222	1,119,222	813,492	(305,730)
Commodities	330,653	349,140	349,140	302,891	(46,249)
Capital	84,144	523,054	523,054	55,000	(468,054)
Total	**$ 4,733,461**	**$ 5,335,755**	**$ 5,335,755**	**$ 4,613,949**	**$ (721,806)**
Expenditures by Program:					
General Administration	$ 836,081	$ 592,711	$ 592,711	$ 799,513	$ 206,802
Community Events	208,893	456,371	456,371	-	(456,371)
Adult Athletics	233,930	297,507	297,507	194,617	(102,890)
Jay Lively Activity Center	797,037	927,578	927,578	727,030	(200,548)
Aquaplex	2,015,377	2,390,781	2,390,781	2,170,317	(220,464)
Joe C Montoya Community and Sr Center	280,477	299,145	299,145	311,301	12,156
Hal Jensen Recreation Center	334,203	-	-	411,171	411,171
Cogdill Recreation Center	20,677	371,662	371,662	-	(371,662)
Murdock Center	6,786	-	-	-	-
Total	**$ 4,733,461**	**$ 5,335,755**	**$ 5,335,755**	**$ 4,613,949**	**$ (721,806)**
Source of Funding:					
	General Fund			$ 4,613,949	
				$ 4,613,949	

Commentary:
The Recreation operating budget has decreased by 5%. There are capital expenditures of $55,000, resulting in an overall net decrease of 14%. Personnel services increase of 3% is mainly due to merits, market adjustments, and benefit increases with an offset from changes in payroll distribution due to the new Events section. The contractuals decrease of 27% is mainly due to reallocation of the new Events section. Commodities decreased by 13% mainly due to reallocation of the new Events section. There is major capital expenditures (>$5,000) which includes, Hal Jensen equipment ($8,000), Joe C Montoya equipment ($8,000), Aquaplex equipment ($19,000), and lighting at Jay Lively ($20,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	2	2	2	0	2
Assistant Parks and Recreation Director	1	1	1	0	1
Events and Marketing Coordinator	0	1	1	(1)	0
Events and Marketing Manager	0	0	1	(1)	0
Head Lifeguard	2	2	2	0	2
Parks, Recreation, Open Space & Events Director	1	1	1	0	1
Recreation Coordinator I	5	4	4	0	4
Recreation Coordinator II	4	4	4	0	4
Recreation Manager	1	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0	0.5
Recreation Supervisor	5	5	4	0	4
Recreation Temporaries	37.67	37.67	37.35	0	37.35
Total	59.17	59.17	58.85	(2)	56.85

New Personnel: None

Capital:

Description	Amount
Recreation Equipment	$ 55,000
	$ 55,000

DRAFT

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.

Program Description

Events
The section 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.

Marketing
The marketing program organizes and promotes all programming for the division through the monthly newsletter, recreation center activities, park improvements, open space opportunities, social media and website communications.

Athletics
The athletics program organizes sports leagues for both youth and adults, offers full programming of specific outdoor and indoor adult sports through softball, basketball and volleyball, and permits many local and out of town sport organizations to utilize local fields for leagues and tournaments.

DRAFT

Section 157 - Events

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ -	$ -	$ -	$ 187,666	$ 187,666
Contractuals	-	-	-	313,230	313,230
Commodities	-	-	-	36,249	36,249
Total	**$ -**	**$ -**	**$ -**	**$ 537,145**	**$ 537,145**
Expenditures by Program:					
Community Events	$ -	$ -	$ -	$ 468,251	$ 468,251
Adult Athletics	-	-	-	68,894	68,894
Total	**$ -**	**$ -**	**$ -**	**$ 537,145**	**$ 537,145**
Source of Funding:					
General Fund				$ 537,145	
				$ 537,145	

Commentary:
The Events section is newly created in FY 2025-26. The personnel services budget is a reallocation from the Recreation section. The contractuals and commodities budgets are reallocations from the Recreation section. There are no major capital expenditures (>$5,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Events and Marketing Coordinator	0	0	0	1	1
Events and Marketing Manager	0	0	0	1	1
Total	0	0	0	2	2

New Personnel:	None

Capital:	None

DRAFT

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.

Program Description

The Open Space section aims to create a livable community where open space is integrated within the community and residents can access protected and preserved natural areas which is reflected in the section's goals. The section contributes to greater well-being among Flagstaff residents through the following efforts:

- Protect the region's ecological health through the preservation of natural, historic, and cultural resources
- Implement an integrated, connected open space system that provides all residents with access to natural or open spaces within a 10-minute walk of their homes
- 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, wildlife corridors, 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, and school field trips)
- 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

Section staff develop and implement policies, projects, and programming to preserve and 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.

DRAFT

Section 159 - Open Space					
Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 212,693	$ 320,692	$ 320,692	$ 225,622	$ (95,070)
Contractuals	104,180	545,152	545,152	50,113	(495,039)
Commodities	24,069	5,700	5,700	6,550	850
Total	**$ 340,942**	**$ 871,544**	**$ 871,544**	**$ 282,285**	**$ (589,259)**
Expenditures by Program:					
Open Space Maintenance	$ 223,828	$ 368,054	$ 368,054	$ 271,122	$ (96,932)
Kahtoola	8,000	-	-	-	-
Open Space Grants	-	161,294	161,294	11,163	(150,131)
Picture Canyon Malapai	2,130	39,228	39,228	-	(39,228)
Picture Canyon Trail Repair	80,084	83,208	83,208	-	(83,208)
Open Space Education	26,687	-	-	-	-
DFFM - IPG 22S-702	213	108,260	108,260	-	(108,260)
DFFM - IPG 22-701	-	111,500	111,500	-	(111,500)
Total	**$ 340,942**	**$ 871,544**	**$ 871,544**	**$ 282,285**	**$ (589,259)**
Source of Funding:					
	General Fund			$ 282,285	
				$ 282,285	

Commentary:
The Open Space operating budget has decreased by 68%. There are no capital expenditures. The personnel services decrease of 30% is mainly due to a reduction in temp staff hours. The contractuals decrease of 91% is mainly due to a decrease in expenditures related to one-time expenditures for grants. Commodities increased by 15% due to rising maintenance needs. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions:			Current	Changes	Proposed
Title	2022-23	2023-24	2024-25	2025-26	2025-26
Open Space Coordinator	1	1	1	0	1
Open Space Coordinator (Temp)	1	1	0.88	(0.29)	0.59
Open Space Specialist	0	0	0	0	0
Open Space Supervisor	1	1	1	0	1
Total	3	3	2.88	(0.29)	2.59

New Personnel: None

Capital: None

DRAFT

Mission

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

Program Description

The Sustainability division's mission is to create a livable and low-impact community. This mission is reflected in the goals of the section's program areas. The 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.

DRAFT

Section 170 - Sustainability

Expenditures by Category:	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 906,177	$ 1,142,426	$ 1,171,925	$ 1,489,486	$ 347,060
Contractuals	1,157,785	19,041,066	8,508,057	6,009,016	(13,032,050)
Commodities	140,768	329,770	329,770	387,496	57,726
Capital	-	49,000	49,000	-	(49,000)
Total	**$ 2,204,730**	**$ 20,562,262**	**$ 10,058,752**	**$ 7,885,998**	**$ (12,676,264)**
Expenditures by Program:					
Sustainability	$ 906,663	$ 843,812	$ 817,255	$ 780,965	$ (62,847)
Energy Contracts	20,000	-	-	250,000	250,000
Community Stewards	194,117	311,450	311,450	345,309	33,859
Materials Management	173,695	265,455	265,455	224,159	(41,296)
Climate and Energy	161,012	387,312	387,312	352,872	(34,440)
Neighborhood Sustainability Grants	-	75,000	75,000	75,000	-
Non-EMF Sustainability Programing	633,639	846,577	929,811	535,396	(311,181)
Electric Vehicle Charging Stations	-	30,000	-	30,000	-
Department of Energy Program Grant	-	133,941	73,568	-	(133,941)
USDA - Food Action Plan	61,300	139,085	139,085	-	(139,085)
APS HEPA Filter Program	2,500	-	-	-	-
Sustainability Grants - Misc	-	16,500,833	6,000,833	4,822,500	(11,678,333)
ADOH Engage, Empower & Elevate Program	30,000	30,000	30,000	-	(30,000)
Sustainability- FHERP Retrofit Grant	4,221	748,797	778,983	41,248	(707,549)
Moore Foundation Grant	2,583	250,000	250,000	341,700	91,700
EPA Resilience Hubs Grant	-	-	-	86,849	86,849
FACLN Community Fire Resilience	15,000	-	-	-	-
Total	**$ 2,204,730**	**$ 20,562,262**	**$ 10,058,752**	**$ 7,885,998**	**$ (12,676,264)**
Source of Funding:					
SEMS Fund				$ 7,885,998	
				$ 7,885,998	

Commentary:
The Sustainability operating budget has decreased 62%. There are no capital expenditures. The personnel services increase of 30% is mainly due to merits, market adjustments and reclassifications. The contractuals decrease of 68% is mainly due to reduced funding related to grants supporting sustainability. Commodities increased by 18% mainly due to one-time funding for operating supplies for sustainability programming. There are no capital expenditures (>$5,000).

Authorized Personnel/Positions: Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist (Temp)	0	0	0.49	0.49	0.98
Climate Program Manager	1	0	2	0	2
Climate Section Director	0	1	1	0	1
Community Services Coordinator	0	0	0	1	1
Community Stewards Coordinator	0	1	1	(1)	0
Sustainability Analyst	3	3	1	(1)	0
Sustainability Coordinator I	1	1	1	0	1
Sustainability Coordinator II	1	1	0	0	0
Sustainability Director	1	1	1	0	1
Sustainability Manager	0	0	1	0	1
Sustainability Planner Senior	0	0	0	1	1
Sustainability Specialist	0	0	1	0	1
Sustainability Specialist (Temp)	2	2	3.38	0	3.38
Sustainability Supervisor	0	2	1	1	2
Volunteer and Event Coordinator	1	0	0	0	0
Total	10	12	13.87	1.49	15.36

DRAFT

New Personnel:

Title	FTE	Total $ 2025-26	Potential Offset	Net Cost 2025-26	Future Cost
Administrative Specialist (Temp)	0.49	$ 21,458	$ -	$ 21,458	$ 21,458
Community Services Coordinator	1	73,200	-	73,200	73,200

Capital: None

Section 171 - Environmental Management

Expenditures by Category:

	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	$ 48,568	$ 19,962	$ 19,962	$ 19,052	$ (910)
Contractuals	1,188	3,820	3,820	3,820	-
Commodities	1,238	3,115	3,115	3,115	-
Total	**$ 50,994**	**$ 26,897**	**$ 26,897**	**$ 25,987**	**$ (910)**

Expenditures by Program:

Environmental Management	$ 50,994	$ 26,897	$ 26,897	$ 25,987	$ (910)
Total	**$ 50,994**	**$ 26,897**	**$ 26,897**	**$ 25,987**	**$ (910)**

Source of Funding:

SEMS Fund	$ 25,987
	$ 25,987

Commentary:
The Environmental Management operating budget has decreased by 3%. There are no capital expenditures. The personnel services decrease of 5% is mainly due to merits and benefit increases offset by changes in payroll distributions. Contractuals and commodities remained flat year over year. There is no major capital (>$5,000).

Authorized Personnel/Positions: None

New Personnel: None

Capital: None

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
Beginning Balance	$ -	-	-	-	-	-	-	-
Resources								
Debt	59,319,347	10,949,454	41,980,340	88,347,233	80,293,811	70,232,900	24,411,768	316,215,506
Grants	57,530,553	16,654,999	30,546,787	76,080,839	31,461,150	27,064,249	40,689,404	222,497,428
Pay-as-you-go	171,882,942	106,396,151	119,439,953	66,418,964	72,073,596	47,243,322	48,903,713	460,475,699
Total Resources	288,732,842	134,000,604	191,967,080	230,847,036	183,828,557	144,540,471	114,004,885	999,188,633
Expenditures								
General Government	64,079,786	34,023,874	49,303,891	34,932,421	46,977,540	44,075,794	5,061,000	214,374,520
Streets/Transportation	105,208,359	53,189,116	65,345,990	106,536,892	74,046,556	40,421,739	65,034,298	404,574,591
Tourism (BBB)	622,750	685,150	-	-	-	-	-	685,150
Arts and Science (BBB)	365,000	310,000	285,000	290,000	165,000	75,000	75,000	1,200,000
Recreation (BBB)	2,160,000	2,960,479	2,479,358	2,650,000	1,700,000	1,100,000	568,000	11,457,837
Beautification (BBB)	4,477,000	3,171,590	2,129,385	1,700,000	3,275,000	1,975,000	500,000	12,750,975
Drinking Water	32,624,734	16,407,284	17,823,290	17,060,592	15,934,687	23,448,991	17,073,546	107,748,390
Wastewater	19,349,402	7,915,971	18,074,550	18,272,449	21,115,423	13,083,264	11,630,896	90,092,553
Reclaimed Water	1,274,644	1,273,915	390,483	3,281,406	2,736,776	-	-	7,682,580
Stormwater	29,911,398	9,527,999	24,836,759	21,955,130	14,027,575	6,460,683	6,152,145	82,960,291
Solid Waste	5,033,663	3,753,590	30,000	50,000	750,000	2,250,000	3,410,000	10,243,590
Airport	23,626,106	781,636	11,268,374	24,118,146	3,100,000	11,650,000	4,500,000	55,418,156
Total Expenditures	288,732,842	134,000,604	191,967,080	230,847,036	183,828,557	144,540,471	114,004,885	999,188,633
Ending Balance	$ -	-	-	-	-	-	-	-

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
General Government								
General Fund								
Fiber and Broadband	$ 3,270,000	3,216,903	-	-	-	-	-	3,216,903
City Hall Remodel	1,550,000	1,550,000	-	-	-	-	-	1,550,000
Education Facility	2,735,011	3,035,011	-	-	-	-	-	3,035,011
Aquaplex Siding Project	1,500,000	1,500,000	-	-	-	-	-	1,500,000
Thorpe Park Annex	100,000	67,998	-	-	-	-	-	67,998
Butler Avenue Sitting Area Project	75,000	75,000	-	-	-	-	-	75,000
Public Safety Sawmill Expansion - Design	250,000	250,000	250,000	-	-	-	-	500,000
John Wesley Powell Police Substation - Design	-	-	150,000	-	-	-	-	150,000
John Wesley Powell Fire Station #7 - Design	-	-	2,666,500	-	-	-	-	2,666,500
Jay Lively Recreation Center - Chillers	-	-	2,100,000	-	-	-	-	2,100,000
Citizen's Cemetery Columbarium	-	-	50,000	-	-	-	-	50,000
Citizen's Cemetery Expansion	-	-	225,000	-	-	-	-	225,000
Housing and Community Services Fund								
Land Acquisition	500,000	500,000	250,000	-	-	-	-	750,000
Library Fund								
Window Replacements - Downtown	2,000,000	1,150,000	1,436,780	-	-	-	-	2,586,780
Parking District Fund								
Property Acquisition	1,000,000	-	1,823,829	-	-	-	-	1,823,829
Water Resource and Infrastructure Protection								
Wildland Facility - Design	-	-	648,000	3,950,000	-	-	-	4,598,000
Capital Projects Funds								
Non GO Bond Projects								
USGS Buildings	194,602	194,602	-	-	10,000,000	36,450,000	5,061,000	51,705,602
USGS Renovations	2,951,646	2,919,340	1,000,000	-	-	-	-	3,919,340
Courthouse Parking Structure	3,763,784	30,000	3,903,299	-	-	-	-	3,933,299
Downtown Mile	10,051,365	1,167,250	6,506,033	23,743,525	29,277,000	70,000	-	60,763,808
GO Bond Projects								
FUTS/Open Space Land Acquisition	1,664,511	1,860,572	-	-	-	-	-	1,860,572
Proposition 441								
Arroyo Seco Inlet	771,808	281,204	52,955	-	-	-	-	334,159
Arroyo Seco - Dortha Channel	5,016,872	736,128	2,417,642	-	-	-	-	3,153,770
Property Acquisition	2,200,000	2,190,001	-	-	-	-	-	2,190,001
Cedar Crossing	1,894,614	519,421	1,587,652	-	-	-	-	2,107,073

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
General Government								
Proposition 441 - Continued								
Cedar - Linda Vista Channel	$ 3,328,095	1,661,722	2,906,781	-	-	-	-	4,568,503
Linda Vista Crossing	847,371	893,529	257,663	-	-	-	-	1,151,192
Linda Vista Sidewalks	548,000	417,373	361,144	-	-	-	-	778,517
Grandview	1,633,290	1,360,288	-	-	-	-	-	1,360,288
Killip Inlet	3,607,211	113,882	1,650,558	-	-	-	-	1,764,440
Killip Outlet	960,414	206,060	651,492	-	-	-	-	857,552
Parkway Basins	4,097	7,796	-	-	-	-	-	7,796
The Wedge	3,079,618	4,541,809	7,184,474	-	-	-	-	11,726,283
Wildcat Digesters	4,855,207	-	-	4,855,207	5,000,540	5,000,040	-	14,855,787
Wildcat Pumps	3,022,385	3,022,385	2,000,000	-	-	-	-	5,022,385
Wildcat Co-Generation	149,285	-	-	149,289	2,700,000	1,850,000	-	4,699,289
Generators	455,600	455,600	3,500,000	1,734,400	-	-	-	5,690,000
Turbo Blowers	100,000	100,000	840,000	500,000	-	-	-	1,440,000
Wastewater Project Contingency	-	-	-	-	-	705,754	-	705,754
Proposition 442								
Public Housing Redevelopment	-	-	4,884,089	-	-	-	-	4,884,089
Total General Government	$ 64,079,786	34,023,874	49,303,891	34,932,421	46,977,540	44,075,794	5,061,000	214,374,520
Debt	23,044,740	10,161,217	21,275,906	5,677,936	17,700,540	44,005,794	5,061,000	103,882,393
Pay as You Go	27,545,749	18,163,585	17,370,585	10,004,525	11,547,000	70,000	-	57,155,695
Grant	13,489,297	5,699,072	10,657,400	19,249,960	17,730,000	-	-	53,336,432

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
Streets / Transportation								
Streets - HURF								
Minor Transportation Improvements	$ 246,625	246,625	-	-	-	-	-	246,625
Sidewalk Replacement Program	450,000	450,000	-	-	-	-	-	450,000
Annual Street Maintenance	2,100,000	800,000	-	-	-	-	-	800,000
Dirt Road Construction	-	-	-	-	2,277,352	-	-	2,277,352
Sunnyside	-	-	-	-	1,690,000	-	-	1,690,000
Equipment Barn-Building #7	-	-	-	175,000	3,000,000	3,000,000	-	6,175,000
Guardrail Improvements/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/University Realign	9,874,044	9,874,044	-	-	-	-	-	9,874,044
Switzer/Turquoise Roundabout	5,000	5,000	5,000	-	-	-	-	10,000
Road Repair and Street Safety								
Pavement Overlay Program	10,928,658	10,928,658	10,000,000	10,000,000	7,500,000	8,400,000	8,300,000	55,128,658
Utility Replacements and Overlay	-	-	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Coconino Estates	1,559,892	1,559,892	250,000	-	-	-	-	1,809,892
Lone Tree Railroad Overpass								
Lone Tree Railroad Overpass	31,436,856	15,282,865	19,580,000	48,600,000	35,100,000	7,266,370	-	125,829,235
Roadway, Pedestrian, Bicycle and Safety Improvements								
New Street Projects								
Fourth Street/JWP Extension	10,339,304	750,000	8,750,000	14,500,000	-	-	-	24,000,000
JWP - Lake Mary to Airport	-	-	200,000	-	-	-	14,302,000	14,502,000
Street Widening Projects								
Butler Avenue/Fourth Improvements	12,186,276	300,000	2,700,000	12,000,000	16,166,825	-	-	31,166,825
Lone Tree: Butler to O'Leary	9,369,767	4,362,651	10,934,220	1,060,000	10,000	-	-	16,366,871
Lone Tree: O'Leary to Pine Knoll	-	-	200,000	-	-	-	2,706,000	2,906,000
Lone Tree: Pine Knoll to Powell	-	-	200,000	-	-	-	19,837,000	20,037,000
Complete Street Conversion	-	-	-	-	-	-	10,000,000	10,000,000
Street Operations								
Signal and Traffic Management	-	-	5,000	462,684	462,684	462,682	71,018	1,464,068
San Francisco/Franklin Signal	400,000	-	-	-	-	-	-	-
Smokerise/Highway 89	797,055	109,500	860,118	-	-	-	-	969,618
Soliere-Fanning Wash Crossing	250,000	-	-	-	-	-	-	-
Transportation Master Plan	250,000	-	-	-	-	-	-	-
Southside Curbs	-	-	-	265,000	-	-	-	265,000
Lockett/Fourth Street Roundabout	2,303,370	2,303,370	-	-	-	-	-	2,303,370
Intersection Improvements	50,000	50,000	470,000	300,000	50,000	300,000	300,000	1,470,000

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
Streets / Transportation								
Street Operations - Continued								
Quiet Zone Modifications	$ 308,880	308,880	200,000	408,000	-	-	-	916,880
Dark Sky Lighting	1,480,720	600,000	750,000	750,000	750,000	750,000	750,000	4,350,000
Neighborhood Plans	-	-	-	250,000	-	250,000	-	500,000
West Route 66	350,000	-	350,000	1,000,000	-	1,350,000	-	2,700,000
Corridor Studies	-	-	-	125,000	-	-	-	125,000
Boulder Pointe Traffic Calming	388,444	388,444	-	-	-	-	-	388,444
La Plaza Vieja Traffic Calming	300,000	-	-	1,200,000	-	-	-	1,200,000
Country Club/Oakmont	515,000	160,000	100,000	2,000,000	-	-	-	2,260,000
Bicycle and Pedestrian Projects								
General Planning	149,000	149,000	152,000	155,800	159,695	163,687	167,780	947,962
Project Pre-Design	270,000	270,000	50,000	200,000	200,000	200,000	200,000	1,120,000
FUTS Asphalt Repair	1,250,000	1,250,000	2,475,000	-	-	-	226,500	3,951,500
Vision Zero Action Plan	250,000	-	-	-	-	-	-	-
Safe Streets Master Plan	-	-	125,000	125,000	125,000	125,000	-	500,000
Safe Routes to Schools	-	30,000	38,500	-	-	-	-	68,500
Flagstaff Urban Trail System								
FUTS Signing	-	-	20,000	-	-	-	-	20,000
Switzer Canyon Trail	3,255,450	1,000,000	2,772,152	-	-	-	-	3,772,152
Foxglenn Trail	150,000	-	-	-	-	-	-	-
Spot Improvements	100,000	-	100,000	100,000	100,000	100,000	-	400,000
Single Track/Forest Access	100,000	-	50,000	80,000	80,000	80,000	-	290,000
Mountain View Access	50,000	-	100,000	378,000	-	-	-	478,000
Bow and Arrow Trail	315,000	-	-	300,000	1,714,000	-	-	2,014,000
Brannen Access	-	-	-	-	-	120,000	-	120,000
Sawmill Trail	-	-	69,000	310,000	-	-	-	379,000
High Country Trail	-	-	-	-	408,000	-	-	408,000
Linda Vista Trail	-	-	-	-	-	496,000	-	496,000
Marshall Trail	-	-	-	-	-	-	1,034,000	1,034,000
Route 66 Trail	-	-	-	-	-	487,000		487,000
Lake Mary Trail	-	-	-	-	-	-	562,000	562,000
Santa Fe West Trail	-	-	-	-	-	-	829,000	829,000
Switzer-Lone Tree Connection	-	-	-	-	329,000	-	-	329,000
Woodland Trail	-	-	-	-	982,000	-	-	982,000
FUTS Trail Construction	-	-	-	-	-	5,000,000	-	5,000,000
Sidewalks								
Sidewalk Infill Program	360,000	-	140,000	320,000	300,000	-	-	760,000
Fourth Street Sidewalks	-	-	-	496,000	-	-	-	496,000
Fort Valley Road Sidewalks	-	-	-	-	717,000	-	-	717,000

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
Streets / Transportation								
Sidewalks - Continued								
Univ. Plaza/Thompson Sidewalks	$ -	-	-	-	-	546,000	-	546,000
Bikeways								
Bikeway Signing	169,368	169,368	30,000	100,000	-	-	-	299,368
Bicycle Parking	20,000	-	22,000	20,000	-	-	-	42,000
Bike Lane Striping Program	255,000	-	-	-	-	-	-	-
Sinclair Ridge Trail	80,000	-	35,000	100,000	-	-	-	135,000
Butler Avenue Complete Streets	1,000,000	310,000	3,000,000	8,697,056	-	-	-	12,007,056
Bicycle Boulevard	-	-	-	100,000	100,000	100,000	-	300,000
Bikeway Implementation	-	-	-	-	-	2,000,000	-	2,000,000
Highway 180	-	-	-	-	-	-	524,000	524,000
Enhanced Beacon Crossings								
Humphreys Street at Fine Crossing	-	-	100,000	500,000	-	-	-	600,000
Woodlands Village at FUTS Crossing	-	-	-	-	600,000	-	-	600,000
Enhanced Crossings	-	-	-	-	-	-	4,000,000	4,000,000
First/Last Mile Grant								
Bicycle Projects	396,062	392,660	-	-	-	-	-	392,660
Pedestrian Projects	477,709	467,280	238,000	234,352	-	-	-	939,632
General Imp and Partnerships								
Reserve for Improvements	474,583	474,583	100,000	100,000	100,000	100,000	100,000	974,583
HSIP Program	71,296	71,296	50,000	-	-	-	-	121,296
Traffic Eng. - General Improvements	125,000	125,000	125,000	125,000	125,000	125,000	125,000	750,000
Total Streets / Transportation	$ 105,208,359	53,189,116	65,345,990	106,536,892	74,046,556	40,421,739	65,034,298	404,574,591
Debt	18,800,000	-	-	61,900,000	41,600,000	3,000,000	6,750,000	113,250,000
Pay as you go	85,308,359	51,879,116	58,345,990	24,739,836	28,446,556	22,421,739	22,180,048	208,013,285
Grant	1,100,000	1,310,000	7,000,000	19,897,056	4,000,000	15,000,000	36,104,250	83,311,306

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
BBB Funds								
Beautification								
City Hall Lawn	$ -	-	-	-	75,000	350,000	-	425,000
North Edge - Milton/Route 66	-	-	-	-	75,000	300,000	-	375,000
Train Station Platform	-	-	-	-	350,000	-	-	350,000
Urban Forest	100,000	100,000	-	-	-	-	-	100,000
Downtown Green	245,000	244,982	-	-	-	-	-	244,982
Downtown Tree Wells	100,000	100,000	-	-	-	-	-	100,000
Water Tank Mural at Buffalo Park	-	-	345,000	-	-	-	-	345,000
Downtown Paver Redo	50,000	50,000	-	-	-	-	-	50,000
Phoenix-San Francisco to Mikes Pike	25,000	25,000	-	-	-	100,000	-	125,000
Phoenix Parking Plaza	487,000	487,000	-	-	-	-	-	487,000
Milton and Butler Drainage	-	-	-	-	-	250,000	-	250,000
McAllister/Route 66 Interpretive Plaza	-	-	-	-	100,000	-	-	100,000
Route 66 Interpretive Trail	70,000	70,000	-	-	-	-	-	70,000
Aspen Bike/Ped Enhancements	-	215,000	-	-	-	-	-	215,000
Switzer Canyon Roundabout	400,000	399,608	50,000	-	-	-	-	449,608
Lunar Landing Plaza	-	-	-	-	-	475,000	-	475,000
ADOT Sites	100,000	100,000	-	-	-	-	-	100,000
East Side Streetscape Beautification	-	-	100,000	100,000	500,000	-	-	700,000
School Walkways	100,000	-	-	100,000	-	-	-	100,000
Pluto Piece	-	-	-	-	225,000	-	-	225,000
Mural Initiative - Alley Improvements	50,000	50,000	-	500,000	-	-	-	550,000
Playground Beautification	75,000	75,000	-	-	-	-	-	75,000
Beautification - Route 66/Ponderosa	150,000	-	-	-	-	-	-	-
Beautification - Route 66/Verde	150,000	-	-	-	-	-	-	-
Indigenous Representation	25,000	25,000	-	-	250,000	-	-	275,000
Rio de Flag	50,000	50,000	-	-	500,000	-	-	550,000
Fourth Street/Lockett Roundabout	400,000	400,000	-	400,000	-	-	-	800,000
Montalvo Park Mosaic Rebuild	-	-	100,000	-	-	-	-	100,000
Huntington Gabion and Ponderosa	-	300,000	410,000	-	-	-	-	710,000
Lone Tree Overpass	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
Lone Tree - Pine Knoll to JWP	5,000	-	-	-	-	-	-	-
Downtown Mile - Underpasses	5,000	5,000	-	100,000	-	-	-	105,000
Spruce Wash Wedge	50,000	150,000	524,385	-	-	-	-	674,385
Portland Loo	10,000	10,000	-	-	-	-	-	10,000

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
BBB Funds								
Beautification - Continued								
Phone Booth Library	$ 20,000	120,000	-	-	-	-	-	120,000
Future Projects	500,000	185,000	500,000	500,000	500,000	500,000	500,000	2,685,000
	4,477,000	3,171,590	2,129,385	1,700,000	3,275,000	1,975,000	500,000	12,750,975
Tourism								
Fiber to Visitor Center	-	62,400	-	-	-	-	-	62,400
Visitor Center Express - Airport	122,750	122,750	-	-	-	-	-	122,750
Visitor Center Driveway Icing Project	500,000	500,000	-	-	-	-	-	500,000
	622,750	685,150	-	-	-	-	-	685,150
Arts and Science								
Thorpe Park Sculpture Exhibition	-	-	90,000	90,000	90,000	-	-	270,000
Neighborhood Plans Art Projects	70,000	70,000	20,000	-	-	-	-	90,000
Eastside Neighborhoods	30,000	30,000	-	-	-	-	-	30,000
Indigenous Representation	50,000	50,000	-	-	-	-	-	50,000
Indoor Art	-	-	-	50,000	-	-	-	50,000
Artwork at Transportation Center	5,000	-	-	-	-	-	-	-
Rio de Flag Artwork	50,000	-	-	-	-	-	-	-
Multicultural Park Sculpture Exhibit	125,000	125,000	125,000	125,000	-	-	-	375,000
FUTS Trail Sculpture	10,000	10,000	25,000	-	50,000	50,000	50,000	185,000
Contingency for Future Projects	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
	365,000	310,000	285,000	290,000	165,000	75,000	75,000	1,200,000
Recreation								
Heritage Square Restrooms	-	250,000	-	-	-	-	-	250,000
Ponderosa Park Reconstruction	700,000	-	-	1,000,000	-	-	-	1,000,000
Hal Jensen HVAC in Gym	100,000	150,000	-	-	-	-	-	150,000
Cheshire Park Track and Field	-	-	1,500,000	-	-	-	-	1,500,000
Continental Regional Park Design	-	-	-	1,500,000	1,500,000	-	-	3,000,000
Sports Courts at Bushmaster Park	-	853,179	979,358	-	-	-	-	1,832,537
Thorpe Park Annex	200,000	200,000	-	-	-	-	-	200,000
West Side Park	1,160,000	1,507,300	-	-	-	-	-	1,507,300
McMillan Mesa Trail Rehab	-	-	-	150,000	-	-	-	150,000
McMillan Mesa Property Restoration	-	-	-	-	-	-	168,000	168,000
Picture Canyon FUTS Connection	-	-	-	-	200,000	-	-	200,000
Open Space Land Acquisitions	-	-	-	-	-	800,000	-	800,000

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
BBB Funds								
Recreation - Continued								
Observatory Mesa Trail Plan Implementation	$ -	-	-	-	-	300,000	400,000	700,000
	2,160,000	2,960,479	2,479,358	2,650,000	1,700,000	1,100,000	568,000	11,457,837
Total BBB Funds	$ 7,624,750	7,127,219	4,893,743	4,640,000	5,140,000	3,150,000	1,143,000	26,093,962
Debt	-	-	-	-	-	-	-	-
Pay as you go	7,274,750	7,127,219	4,893,743	4,140,000	5,140,000	3,150,000	1,143,000	25,593,962
Grant	350,000	-	-	500,000	-	-	-	500,000

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
Water Services								
Drinking Water								
Beulah/University Waterline	$ 404,103	-	-	-	-	-	-	-
Rio de Flag Flood Control Project	1,725,000	-	1,604,634	-	968,000	-	-	2,572,634
Aging Water Infrastructure	69,700	-	-	200,000	900,000	1,000,000	1,000,000	3,100,000
Water Vault/PRV Replacements	666,658	607,804	830,729	200,000	200,000	200,000	200,000	2,238,533
Radio Read Meter Replacements	2,045,050	2,045,050	300,000	300,000	300,000	300,000	300,000	3,545,050
Reserve for Improvements	300,000	-	122,604	337,459	350,958	364,996	379,596	1,555,613
Water System Master Plan	89,213	88,526	-	-	-	150,000	-	238,526
Water Rate Study	120,333	50,000	-	50,000	-	-	75,000	175,000
SCADA Well Upgrades	30,000	30,000	30,000	30,000	30,000	30,000	30,000	180,000
New Well and Pumphouse	-	-	-	-	2,595,840	3,374,592	3,275,604	9,246,036
Coconino Estates - Bundle #4	921,392	921,392	-	-	-	-	-	921,392
Lake Mary Flocculations	7,389,470	389,470	7,000,000	4,800,000	-	-	-	12,189,470
Lake Mary Land Acquisition	-	-	-	-	-	3,649,959	-	3,649,959
McAllister Well Design	148,912	148,912	-	-	-	-	-	148,912
Switzer Canyon Line Phase 4	1,879,102	1,173,456	10,000	10,000	-	-	-	1,193,456
Switzer Canyon Line Phase 5	500,000	-	1,500,000	5,000,000	-	-	-	6,500,000
Fort Tuthill Waterline Loop - Phase 2	-	-	-	-	-	2,433,306	-	2,433,306
Water Energy Efficiency Upgrades	100,000	117,000	100,000	100,000	100,000	-	-	417,000
Water Resources Master Plan	133,190	110,002	-	-	-	-	-	110,002
1st Ave Waterline Replacement	249,750	339,106	123,862	-	-	-	-	462,968
Fort Tuthill Well	735,736	735,736	2,200,000	1,600,000	-	-	-	4,535,736
Inner Basin - Waterline	11,264,640	6,997,587	-	-	-	-	-	6,997,587
Inner Basin - Schultz/Reservoir	-	-	-	224,973	-	3,649,959	-	3,874,932
Inner Basin - Spring Box/Collection	-	-	-	-	233,972	-	2,530,638	2,764,610
Lake Mary Raw Water Pipeline	550,000	-	550,000	450,000	5,000,000	-	2,000,000	8,000,000
Zone B Storage	50,000	50,000	-	500,000	500,000	-	-	1,050,000
Lake Mary Dam Repairs	377,485	377,485	-	-	-	-	-	377,485
Red Gap Hydrogeologic Study	300,000	300,000	-	-	-	-	-	300,000
Red Gap Ranch ROW Survey	75,000	-	75,000	-	-	-	-	75,000
Red Gap Ranch Water Study	-	-	432,640	-	-	-	-	432,640
Red Gap Ranch NEPA Impact Study	-	-	-	-	-	760,408	1,107,155	1,867,563
Red Gap Ranch Geotech Investigation	-	-	-	-	-	912,490	-	912,490
Red Gap Ranch ROW Acquisition	-	-	-	-	-	1,216,653	1,265,319	2,481,972
JW Powell Waterline Oversize	1,150,000	-	450,000	1,150,000	-	-	-	1,600,000
Pine Del Waterline Upsizing	-	-	-	-	-	608,326	1,265,319	1,873,645
Woody Mountain Wellfield	-	-	-	-	2,193,485	2,433,306	-	4,626,791
Railroad Springs #3 Storage Tank	-	-	-	-	-	364,996	1,518,383	1,883,379
Fort Valley Shopping Center	-	-	-	108,160	562,432	-	-	670,592

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
Water Services								
Drinking Water - Continued								
Turquoise Waterline Replacement	$ -	-	-	-	-	-	126,532	126,532
Eastside Shop New Building	800,000	800,000	200,000	-	-	-	-	1,000,000
UV at Lake Mary Water Treatment	150,000	150,000	-	-	-	-	-	150,000
Tank Rehabilitation	400,000	114,244	-	-	-	-	-	114,244
Flagstaff Spring	-	239,615	-	-	-	-	-	239,615
Lake Mary WTP 18" Meter & Vault	-	353,143	293,821	-	-	-	-	646,964
Woody Mtn Backup Power Project	-	268,756	-	-	-	-	-	268,756
Unprogrammed Projects	-	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
	32,624,734	16,407,284	17,823,290	17,060,592	15,934,687	23,448,991	17,073,546	107,748,390
Wastewater								
Beulah/University Sewer Extension	300,000	-	-	-	-	-	-	-
Master Plan - Collections	-	-	-	357,054	-	-	-	357,054
Aging Sewer Replacements	-	-	250,000	650,000	2,339,717	2,433,306	4,024,717	9,697,740
Reserve for Improvements	265,000	89,915	182,900	300,000	300,000	300,000	300,000	1,472,815
Rio de Flag Sewer Relocations	3,300,000	-	3,254,602	-	991,000	-	-	4,245,602
Coconino Estates - Bundle #4	837,584	837,584	-	-	-	-	-	837,584
Sewer Rate Study	18,574	-	-	-	50,000	-	-	50,000
First Ave/Route 66 Sewer Replace	495,606	584,962	-	-	-	-	-	584,962
Country Club Interceptor to Wildcat	2,247,496	2,247,496	6,000,000	2,000,000	-	-	-	10,247,496
Rio Solids Treatment	8,314,857	500,000	7,814,857	5,500,000	5,000,000	2,500,000	2,500,000	23,814,857
Rio de Flag Fiber Upgrade	250,000	250,000						250,000
Sewer Collection AIR Assessments	100,000	100,000	-	-	-	-	-	100,000
Wildcat New Electric/Fiber Upgrade	250,000	250,000	-	-	-	-	-	250,000
Wildcat Roof Replacement	400,000	400,000	-	-	-	-	-	400,000
Rio Main Motor Control Centers	-	-	269,707	1,338,953	2,105,745	-	-	3,714,405
BNSF Sewer Relocations	1,824,054	1,824,054	237,588	-	-	-	-	2,061,642
Facility Master Plan Update	746,231	792,160	-	-	-	400,000	-	1,192,160
Headworks Rehab	-	-	-	1,348,536	1,338,953	-	-	2,687,489
East Industrial Sewer Improvements	-	-	-	-	608,326	-	-	608,326
Sunnyside Trunk Upsizing	-	-	-	-	304,163	-	-	304,163
Ponderosa Parkway/McMillan Mesa	-	-	-	-	467,943	-	-	467,943
East Railhead Upsizing	-	-	-	-	-	608,326	-	608,326
University Heights Oversizing	-	-	-	-	-	-	1,006,179	1,006,179
Meade Lane Project	-	39,800	-	-	-	-	-	39,800
Wildcat Solar Drying	-	-	-	1,338,953	1,754,788	-	-	3,093,741
Wastewater Plant	-	-	-	1,338,953	1,754,788	-	-	3,093,741
Rio Roof Replacement	-	-	-	-	-	3,041,632	-	3,041,632

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
Water Services								
Wastewater - Continued								
Adv Water Treatment Sampling Testing	$ -	-	64,896	-	-	-	-	64,896
Adv Water Treatment Pilot Project	-	-	-	540,800	2,812,160	-	-	3,352,960
Unprogrammed Projects		-	-	3,559,200	1,287,840	3,800,000	3,800,000	12,447,040
	19,349,402	7,915,971	18,074,550	18,272,449	21,115,423	13,083,264	11,630,896	90,092,553
Reclaimed Water								
8" Bottleneck - Reclaimed Line	177,220	177,220	-	2,700,000	1,900,000	-	-	4,777,220
Rate Study - Reclaimed Portion	12,001	1,460	-	28,122	-	-	-	29,582
Reclaim Water Meters/Vaults	25,000	25,000	-	-	-	-	-	25,000
Rio Reclaimed Pump Valve	40,000	40,000	43,264	-	-	-	-	83,264
BNSF Reclaimed Relocations	890,423	890,423	142,219	-	-	-	-	1,032,642
Rio IP PRV Station-Raise/Relocate	80,000	89,812	205,000	553,284	512,296	-	-	1,360,392
Weir Gates	50,000	50,000	-	-	-	-	-	50,000
Bushmaster Park Booster Comms	-	-	-	-	324,480	-	-	324,480
	1,274,644	1,273,915	390,483	3,281,406	2,736,776	-	-	7,682,580
Stormwater								
Rio de Flag	20,851,032	4,440,220	18,211,000	1,190,000	6,359,170	2,345,000	50,000	32,595,390
Side Drain Lateral Santa Fe Ave	570,583	570,583	3,057,354	-	-	-	-	3,627,937
Stormwater Capital Reserve	218,405	21,250	218,405	218,405	218,405	218,405	218,405	1,113,275
Spot Improvements	200,000	330,000	350,000	350,000	350,000	350,000	250,000	1,980,000
Wildwood Drainage Project	413,443	-	-	-	-	-	-	-
Steves Boulevard Wash at Soliere	-	-	-	-	-	570,583	596,259	1,166,842
Spruce Wash Resiliency 4th/Butler	525,677	-	-	-	-	-	-	-
Schultz Creek at Highway 180	7,132,258	3,869,291	-	-	-	-	-	3,869,291
Fanning Wash Diversion	-	118,705	-	3,000,000	3,000,000	-	-	6,118,705
Fanning Wash at Steves Boulevard	-	49,500	-	1,200,000	-	-	-	1,249,500
Fanning Wash Channel Capacity	-	-	1,000,000	-	-	-	-	1,000,000
Mobile Haven Drainage Ditch	-	-	-	-	-	-	1,252,145	1,252,145
Shadow Mountain-Detention Basin	-	50,000	-	2,996,725	-	-	-	3,046,725
Smokerise Neighborhood Drain	-	-	-	-	-	976,695	-	976,695
Meade Lane Project	-	78,450	1,000,000	-	-	-	-	1,078,450

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
Water Services								
Stormwater - Continued								
Big Fill Lake	$ -	-	1,000,000	11,000,000	2,100,000	-	-	14,100,000
Unprogrammed Projects	-	-	-	2,000,000	2,000,000	2,000,000	3,785,336	9,785,336
	29,911,398	9,527,999	24,836,759	21,955,130	14,027,575	6,460,683	6,152,145	82,960,291
Total Water Services	$ 83,160,178	35,125,169	61,125,082	60,569,577	53,814,461	42,992,938	34,856,587	288,483,814
Debt	17,474,607	788,237	20,704,434	20,769,297	20,993,271	21,727,106	9,600,768	94,583,113
Pay as you go	45,394,233	25,441,351	38,148,585	26,152,736	25,996,170	20,330,828	24,835,415	160,905,085
Grant	20,291,338	8,895,581	2,272,063	13,647,544	6,825,020	935,004	420,404	32,995,616

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
Solid Waste								
Design/Permits-Cell D Preparation	$ 48,000	164,000	-	-	-	-	-	164,000
Cell D Module I Construction	2,400,000	2,159,590	-	-	-	-	-	2,159,590
Cell D Module I Construction QA/QC	125,000	125,000	-	-	-	-	-	125,000
Module I-Cell D Excavation and Prep	1,460,663	-	-	-	-	-	-	-
Module II-Cell D Excavation	-	-	30,000	-	-	1,500,000	1,500,000	3,030,000
Module II-Cell D Construction	-	-	-	-	-	-	1,710,000	1,710,000
Cell D Leachate Pump	-	135,000	-	-	-	-	-	135,000
Module II-Cell D Const. QA/QC	-	-	-	-	-	50,000	150,000	200,000
Cell D Gas Collection Pipes/Headers	-	-	-	50,000	50,000	50,000	50,000	200,000
Litter Control Perimeter Fence	-	-	-	-	700,000	650,000	-	1,350,000
Roadway	1,000,000	1,170,000	-	-	-	-	-	1,170,000
Total Solid Waste	$ 5,033,663	3,753,590	30,000	50,000	750,000	2,250,000	3,410,000	10,243,590
Debt	-	-	-	-	-	1,500,000	3,000,000	4,500,000
Pay as you go	5,033,663	3,753,590	30,000	50,000	750,000	750,000	410,000	5,743,590
Grants	-	-	-	-	-	-	-	-

DRAFT

City of Flagstaff
Capital Improvement Program Summary
Fiscal Year 2025-2026 - Fiscal Year 2029-2030

	Budget 2024-2025	Estimate 2024-2025	Budget 2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	Total Plan
Airport								
Drainage Improvement Design	$ 132,846	-	-	-	-	-	-	-
Multi Use Building - Design	531,499	81,636	248,562	-	-	-	-	330,198
Multi Use Building - Construction	17,780,722	700,000	8,154,275	15,856,646	-	-	-	24,710,921
Land Acquisition	2,200,000	-	-	2,200,000	-	-	-	2,200,000
Apron Expn/Taxiway W Reloc-Design	1,000,000	-	-	-	1,000,000	-	-	1,000,000
Apron Expn/Taxiway W Relocation	-	-	-	-	-	11,650,000	-	11,650,000
ADOT Environmental Assessment	731,039	-	665,537	-	-	-	-	665,537
Runway Reconstruction Study	750,000	-	-	1,000,000	-	-	-	1,000,000
Runway Pavement Repair	500,000	-	-	1,000,000	-	-	-	1,000,000
FAA BIL Terminal Accessibility	-	-	-	216,500	-	-	-	216,500
FAA BIL Terminal Expansion	-	-	-	3,845,000	-	-	-	3,845,000
Terminal Accessibility Improvements	-	-	1,200,000	-	-	-	-	1,200,000
Design/Construct Runway LED Lighting	-	-	-	-	-	-	1,500,000	1,500,000
Design/Construct Taxiway A	-	-	-	-	2,100,000	-	-	2,100,000
Land-Safety Area 54 Acres	-	-	-	-	-	-	3,000,000	3,000,000
Airport Pavement Mgmt System	-	-	1,000,000	-	-	-	-	1,000,000
Total Airport	$ 23,626,106	781,636	11,268,374	24,118,146	3,100,000	11,650,000	4,500,000	55,418,156
Debt	-	-	-	-	-	-	-	-
Pay as you go	1,326,188	31,290	651,050	1,331,867	193,870	520,755	335,250	3,064,082
Grant	22,299,918	750,346	10,617,324	22,786,279	2,906,130	11,129,245	4,164,750	52,354,074

DRAFT

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2025-2026

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	$	10,000,000
		10,000,000

Fire Department

John Wesley Powell Administrative Offices	4,150,000
Live Fire Burn Box, Exterior Staircase and Paint	275,000
Signal Pre-emption	965,000
Station 1 - Bunk Dorm Room Additions	325,000
Station 2 - Bunk Dorm Rooms Additions	325,000
Station 2 - Concrete Redesign and Replacement	250,000
Station 2 - Rock Wall Erosion Protection	750,000
Station 3 - Bunk Dorm Rooms Additions	325,000
Station 4 - Remodel	400,000
Station 7 - Planning and Engineering - 6-8 Acre Campus	12,750,000
Station Single Tones and Pre-emption Hardware	500,000
Training Center Classroom/Apparatus Storage, Locker Rooms, Offices	7,650,000
Wildland Wildfire Management Training Station	3,950,000
	32,615,000

Police Department

JW Powell PD Substation	2,200,000
LEAF Expansion - Garage/Barracks	4,500,000
Roof Replacement (LEAF)	1,000,000
	7,700,000

Municipal Facilities

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
Courthouse Parking	5,500,000
Downtown Connection Center Parking Structure	TBD
Old Courthouse Redevelopment Parking	TBD
Records Storage Facility	2,000,000
Repurposing of Decommissioned City Facilities	TBD
	26,100,000

DRAFT

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2025-2026

Public Works		
Downtown District Infrastructure Refurbishment	$	30,000,000
Downtown Decorative Dark Sky Light Pole Replacement		3,000,000
		33,000,000
Flagstaff Housing Authority		
Public Housing Redevelopment		170,000,000
		170,000,000
Total General Government		**279,415,000**
Parks, Recreation, Open Space and Events (PROSE)		
Parks		
Cemetery Roadway Repair and Replacement		350,000
Christensen Park Development		7,000,000
Clay Basin Park Development		13,750,000
Continental Regional Park Dev (Includes Girls Softball Complex)		20,000,000
Field Lighting Upgrade to LED		750,000
Lake Mary Regional Park Development		30,000,000
Splash Pad Development		500,000
		72,350,000
Recreation		
Aquaplex Kids Club Outdoor Play Area		60,000
Aquaplex Competitive Lap Pool - 25 to 50 Meter		20,000,000
Jay Lively Second Sheet of Ice		15,000,000
Snow Play Area		6,000,000
		41,060,000
Open Space		
McMillan Mesa Improvements		50,000
Observatory Mesa Trail Plan Implementation		200,000
Picture Canyon Improvements		100,000
Property Acquisition to Preserve Additional Sensitive Areas and Add Connectivity:		
Walnut Canyon Regional Preserve (Sections 22, 28, 30)		22,000,000
Priority Connector 1A (Walnut Canyon to Fort Tuthill)		11,500,000
Priority Connector 1C (Observatory Mesa to McMillan Mesa)		5,100,000
Priority Connector 1D (Picture Canyon to Walnut Canyon)		6,100,000
Priority Connector 1E (Observatory Mesa to Fort Tuthill)		9,500,000
Priority Connector 1F (Inner-city McMillian Mesa to Walnut Canyon)		8,400,000
		62,950,000

DRAFT

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2025-2026

Events, Marketing and Athletics		
Special Events Facility/Venue	$	6,000,000
		6,000,000
Total PROSE		**182,360,000**
Economic Vitality		
Parking		
Additional Downtown District Parking Inventory		20,000,000
		20,000,000
Airport		
Hangar		10,000,000
Rental Car Storage Lot Improvements		5,000,000
		15,000,000
Library		
New Eastside Library Building		30,000,000
		30,000,000
Total Economic Vitality		**65,000,000**
Solid Waste		
Onsite Well		2,020,000
Satellite Barn Design		150,000
Satellite Barn Construction		1,500,000
Water Onsite Infrastructure		1,180,000
Stormwater Infrastructure		1,000,000
		5,850,000
Total Solid Waste		**5,850,000**
Water Services		
Drinking Water		
Aging Infrastructure		20,000,000
Bonito Load Out Station		750,000
Christmas Tree Tank Rehabilitation		500,000
Flow Meter Replacements		500,000
Inner Basin Diesel Engine Replacements (IB#9, IB#11, IB#14)		200,000
Inner Basin Pipeline Assessment/Design		500,000
Inner Basin Pipeline Rehabilitation		8,200,000
Inner Basin Spring Box Collection		5,396,500
Kinlani Tank Rehabilitation		100,000

DRAFT

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2025-2026

Drinking Water - Continued		
Lake Mary Treatment Plant Chlorine Dioxide Generator Replacement	$	200,000
Main Tank Rehabilitation		1,200,000
New Wells and Pumphouse		14,600,000
North Reservoir Treatment Plant		3,000,000
Paradise Tank Rehabilitation		500,000
Red Gap Ranch Pipeline 100% Design		12,000,000
Red Gap Ranch Pipeline Construction		575,000,000
Woody Mountain Powerline Burial		4,627,000
		647,273,500
Wastewater		
Rio de Flag Water Reclamation Plant Projects		
Influent Grit Removal		750,000
Wildcat Hill Water Reclamation Plant Projects		
Add Post Anoxic Zone		2,152,000
Add Initial Anaerobic Zone		2,400,000
Headworks Motor Control Center (MCC) and Rehab		2,372,439
Improve Baffling and Weirs at Secondary Clarifiers		480,000
Septage/Grease Station		5,400,000
Wastewater Treatment Plant Expansion - Design and Construction		220,000,000
WCH Roof		400,000
		233,954,439
Wastewater Collection/Reclaim Distribution		
Aging Infrastructure		700,000
Flagstaff Interceptor (Butler to Continental Country Club)		5,600,000
Solids Handling		9,100,000
Wildcat Ultraviolet		6,000,000
		21,400,000
Reclaim		
8" Bottleneck - Additional Funds		1,500,000
Buffalo Park Chlorine Building Upgrade		2,100,000
Bushmaster Booster Station, Pump and Automatic Valve		500,000
Cemex and County Yard Flow Monitoring Stations		450,000
Master Radio Tower - Rio de Flag		200,000
Recharge and Recovery Project		500,000
Reclaim Meter and Vault Upgrades (Program)		500,000
Rio Pressure Reducing Valve Station Relocate		750,000
Rio Reclaim Booster Pump Station - Upgrades		600,000
Rio Reclaim Distribution System Upgrades		350,000

DRAFT

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2025-2026

Reclaim - Continued		
Rio Storage Tank	$	608,326
Water Line Loop - Foxglenn Park to Continental/Wildcat Hill		12,800,000
Water System Expansion - Westside		4,500,000
Wildcat Hill Reclaim Booster		4,600,000
Wildcat Hill Storage Tank		632,600
Weir Gates		50,000
		30,640,926
Stormwater		
Darleen Drive Drainage Improvement		337,500
Fanning Wash Channel Capacity Improvements		2,990,000
Hospital Hill Storm Drains		1,687,500
Leroux Avenue at Rio de Flag Low Water Crossing		787,500
Mead Lane Street Drainage Improvement		2,300,000
Mobile Haven Drainage Ditch Improvement		1,575,000
Mobile Haven Drainage Ditch Improvement		675,000
Rio de Flag Culvert Improvements Near Flagstaff Mall		15,000,000
Smokerise Neighborhood Drainage Improvements		1,125,000
South Mount Elden Flood Mitigation		3,450,000
Spruce Wash Tunnel Between Killip and Route 66		46,000,000
Switzer Canyon Wash Lower Reach (Huntington Drive Area)		2,400,000
Switzer Canyon Wash Upper Reach		6,210,000
University Heights Drainage Improvements		3,375,000
West Street Wash Storm Sewer		8,400,000
		96,312,500
Total Water Services		**1,029,581,365**

City Engineering

Transportation

Bicycle and Pedestrian Projects from Active Transportation Master Plan	67,000,000
Bridges and Tunnels	57,120,000
East Butler Avenue Extension to Section 20	15,000,000
Empire Avenue Extension to East Route 66	10,700,000
Enhanced Crossings	12,690,000
FUTS Trails	22,732,000
I-40/Woody Mountain Road Traffic Interchange	57,154,000
Lone Tree - Pine Knoll to John Wesley Powell (I-40 Traffic Interchange)	150,000,000
Milton Road Corridor Improvements (ADOT Partnership)	44,603,600
Ponderosa Parkway Extension (Route 66 to the North)	9,753,000
Riordan Ranch Street Backage Road	2,000,000
Sidewalks	15,439,830

DRAFT

City of Flagstaff
Unfunded Capital Improvements
Fiscal Year 2025-2026

Transportation - Continued		
Steves Boulevard / Lakin Realignment	$	1,550,000
Sunnyside Neighborhood Improvements		4,900,000
Woody Mountain Loop - Route 66 to I-40		22,190,000
Yale/Plaza Way/Metz Walk Backage Road		3,000,000
Total City Engineering		**495,832,430**
Total Unfunded Projects	**$**	**2,058,038,795**

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
City Manager						
Administrative Specialist	1	0	0	0	0	0
City Clerk	1	0	0	0	0	0
City Manager	1	1	1	1	0	1
City Records Coordinator	1	0	0	0	0	0
Community Engagement Specialist	1	0	0	0	0	0
Coordinator for Indigenous Initiatives	1	0	0	0	0	0
Deputy City Clerk	1	0	0	0	0	0
Deputy City Manager	1	1	1	1	0	1
Deputy City Manager Senior	1	1	1	1	0	1
Executive Assistant I	1	0	0	0	0	0
Executive Assistant to Mayor and Council	1	0	0	0	0	0
Management Analyst	2	0	0	0	0	0
Public Affairs Director	1	0	0	0	0	0
Total	14	3	3	3	0	3
Human Resources						
Administrative Specialist	1	1	0	0	0	0
Classification and Compensation Program Manager	0	1	1	0	0	0
Deputy Human Resources Director	0	0	0	1	0	1
Human Resources Analyst	3	3	3	4	0	4
Human Resources Analyst Senior	0	0	1	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	1	2	0	2
Human Resources Recruiter	1	1	1	1	0	1
Recruitment Manager	0	0	1	0	0	0
Senior Administrative Specialist	0	0	1	1	0	1
Total	10	11	12	13	0	13
Risk Management						
Risk Manager	1	1	1	1	0	1
Risk Management Specialist	1	1	1	1	0	1
Total	2	2	2	2	0	2
Information Technology						
Applications Architect II	0	0	0	1	0	1
Applications Architect Senior	0	0	0	1	0	1
Business Systems Architect II	0	0	0	1	0	1
Business Systems Architect Senior	0	0	0	2	0	2
Chief Information Officer	1	1	1	1	0	1
Cyber Security Analyst II	0	0	0	1	0	1
Deputy Chief Information Officer	1	1	1	1	0	1
Desktop Technician I	1	1	1	1	0	1
Desktop Technician II	2	2	1	1	0	1
Desktop Technician Senior	0	0	0	1	0	1
IT Administrator	6	7	7	0	0	0
IT Analyst	4	5	5	0	0	0
GIS Analyst I	0	0	1	1	0	1
GIS Analyst II	0	0	0	1	0	1
GIS Analyst Senior	0	0	0	1	0	1
IT Information Security Officer	1	0	0	0	0	0
IT Manager	3	3	3	3	1	4
IT Supervisor - Help Desk	0	0	1	1	0	1
Network Administrator II	0	0	0	1	0	1
Network Administrator Senior	0	0	0	1	0	1
Systems Administrator Senior	0	0	0	1	0	1
Total	19	20	21	21	1	22

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
City Attorney						
Assistant City Attorney III	4	4	4	3	0	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	1	0	1
Executive Assistant I	1	1	1	1	0	1
Executive Assistant II	1	1	1	1	0	1
Legal Specialist	2	2	2	2	0	2
Senior Assistant City Attorney III	4	4	4	4	1	5
Victim Services Specialist	2	2	2	2	0	2
Water Attorney	1	1	1	0	0	0
Total	18	18	18	17	1	18
Municipal Court						
Collection Specialist	3	2	2	2	0	2
Court Administrator	1	1	1	1	0	1
Court Assistant	3	3	0	0	0	0
Court Generalist	0	2	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 I	1.75	1.75	4.75	4.75	0	4.75
Court Judicial Specialist II	6.5	5.5	5.5	5.5	0	5.5
Court Judicial Specialist III	0	2	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	0	0	0	0	0
Magistrate	2	2	2	2	0	2
On-Call Magistrate	0.5	0.5	0.5	0.7	0	0.7
Presiding Magistrate	1	1	1	1	0	1
Probation Service Specialist	1	1	1	1	0	1
Warrant Officer	2	1	1	1	0	1
Total	29.55	29.55	29.55	29.75	0	29.75
Communication and Civic Engagement						
City Clerk	0	1	1	1	0	1
Total	0	1	1	1	0	1
City Clerk						
Administrative Specialist	0	1	1	1	0	1
City Records Coordinator	0	1	1	1	0	1
Deputy City Clerk	0	1	1	1	0	1
Executive Assistant I	0	1	1	0	0	0
Executive Assistant II	0	0	0	1	0	1
Executive Assistant to Mayor and Council	0	1	1	1	0	1
Total	0	5	5	5	0	5
Public Affairs						
Community Engagement Specialist	0	1	1	1	0	1
Coordinator for Indigenous Initiatives	0	1	1	0	0	0
Digital Media Specialist	0	1	1	1	0	1
Indigenous Affairs Administrator	0	0	0	1	0	1
Management Analyst	0	1	1	1	0	1
Public Affairs Director	0	1	1	1	0	1
Total	0	5	5	5	0	5
Management Services						
Business Systems Analyst	1	1	1	1	0	1

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
Management Services - Continued						
Management Services Director	1	1	1	1	0	1
Total	2	2	2	2	0	2
Purchasing						
Administrative Specialist	1	1	1	1	0	1
Buyer	2	2	2	2	0	2
Contract Specialist	1	0	0	0	0	0
Grants and Contracts Assistant	1	0	0	0	0	0
Grants and Contracts Manager	1	0	0	0	0	0
Grants Specialist	1	0	0	0	0	0
Purchasing Director	1	1	1	1	0	1
Purchasing Manager	1	1	1	1	0	1
Procurement Specialist Senior	2	2	2	2	0	2
Total	11	7	7	7	0	7
Customer Service						
Billing Manager	1	1	1	1	0	1
Billing Specialist	2	2	2	2	0	2
Collections Administrator	0	0	1	1	0	1
Collections Specialist	1	1	0	0	0	0
Customer Service Director	1	1	1	1	0	1
Customer Service Manager	1	1	1	1	0	1
Customer Service Representative	2	2	2	2	0	2
Customer Service Representative Senior	3	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	0	0	0	0
Total	20	20	19	19	0	19
Finance						
Accountant	2	2	1	1	0	1
Accountant Senior	2	2	3	2	0	2
Assistant Finance Director	1	1	1	1	0	1
Assistant Finance Manager	1	1	1	1	0	1
Finance Clerk	2	2	2	2	0	2
Finance Director	1	1	1	1	0	1
Finance Specialist	2	2	3	3	0	3
Finance Specialist (Temp)	0.5	0.5	0	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	15	14	0	14
Grants, Contracts and Emergency Management						
Administrative Specialist	0	0	1	1	0	1
Emergency Program Manager	0	1	1	1	0	1
Grants and Contracts Manager	0	1	1	1	0	1
Grants and Contracts Specialist	0	3	3	3	0	3
Grants, Contracts and Emergency Management Director	0	1	1	1	0	1
Total	0	6	7	7	0	7
Budget						
Assistant Budget Manager	0	0	1	1	(1)	0
Budget Analyst	0	0	2	2	0	2

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
Budget - Continued						
Budget Analyst Senior	0	0	0	1	0	1
Budget Director	0	0	0	1	0	1
Budget Manager	0	0	0	0	1	1
Total	0	0	3	5	0	5
Fire Operations						
Administrative Specialist	1	1	1	1	0	1
Fire Administration Manager	0	0	0	1	0	1
Assistant Fire Marshal	1	1	1	1	(1)	0
Deputy Fire Chief	3	3	3	3	0	3
Fire Battalion Chief	3	4	4	5	0	5
Fire Captain	24	24	25	24	1	25
Fire Chief	1	1	1	1	0	1
Fire Engineer	21	21	21	21	0	21
Fire Fighter	36	36	36	42	0	42
Fire Inspector	1	1	1	1	0	1
Fire Marshal	0	0	0	0	1	1
Management Analyst	1	1	1	0	0	0
Regional Fire Training Coordinator	1	0	0	0	0	0
Total	93	93	94	100	1	101
Fire Grants						
Fire Fighter	6	6	6	0	0	0
Total	6	6	6	0	0	0
Water Resource & Infrastructure Protection						
Fire Battalion Chief	1	1	1	1	0	1
Wildland Community Risk Reduction Specialist	1	1	1	1	0	1
Wildland Fire Fighter	0	2	2	2	0	2
Wildland Fire Operations Captain	1	1	1	1	0	1
Wildland Fire Operations Engineer	1	2	2	2	0	2
Wildland Fire Crew Member	3	0	0	0	0	0
Wildland Fire Crew Member Senior	1	0	0	0	0	0
Wildland Fire Captain	1	1	1	1	0	1
Total	9	8	8	8	0	8
Police Operations						
Administrative Specialist	3	3	3	3	0	3
Animal Control Officer	2	2	2	2	0	2
Community Engagement Assistant (Temp)	0	0	0	0.48	(0.48)	0
Customer Service Representative	0	0	0	0	2	2
Deputy Police Chief	2	2	2	2	0	2
Evidence Technician	2	2	2	2	0	2
Police Aides	3	3	6	7	0	7
Police Chief	1	1	1	1	0	1
Police Communications Manager	1	1	1	1	0	1
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	5	0	5
Police Officer	94	94	94	95	(1)	94
Police Records Lead	1	1	1	1	0	1
Police Records Supervisor	1	1	1	1	0	1
Police Records Technician	9	9	9	8	(4)	4
Police Records Technician Senior	0	0	0	0	2	2
Police Sergeant	14	15	15	14	0	14
Police Special Services Supervisor	1	1	1	1	0	1
Police Support Services Manager	1	1	1	1	0	1

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
Police Operations - Continued						
Police Support Services Section Director	0	0	0	1	0	1
Property Control Coordinator	1	1	1	2	0	2
Police Training Coordinator	1	1	1	1	0	1
Total	172	173	176	179.48	(1.48)	178
Police Grants						
Administrative Specialist	1	1	0	0	0	0
Police Crime Analyst	0	0	1	1	0	1
Police Officer	3	3	3	3	0	3
Police Sergeant	1	1	1	1	0	1
Total	5	5	5	5	0	5
Community Development Administration						
Administrative Specialist	1	1	1	1	0	1
Assistant Real Estate Manager	0	0	1	1	0	1
Community Development Director	1	1	1	1	0	1
Real Estate Manager	1	1	1	1	0	1
Real Estate Specialist	1	1	1	1	0	1
Total	4	4	5	5	0	5
Planning and Development						
Administrative Specialist	1	1	1	1	0	1
Associate Planner	2	2	2	2	0	2
Building Inspection Manager	1	0	0	0	0	0
Building Inspector	7	0	0	0	0	0
Building Official	1	0	0	0	0	0
Building Permit Technician	1	0	0	0	0	0
Building Plans Examiner	3	0	0	0	0	0
Code Compliance Manager	1	0	0	0	0	0
Code Compliance Officer I	1	0	0	0	0	0
Code Compliance Officer II	2	0	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	0	0	0	0
Planner	2	2	2	2	0	2
Planner Senior	2	2	3	3	0	3
Planning Director	1	1	1	1	0	1
Zoning Code Manager	1	1	1	1	0	1
Total	31	14	14	14	0	14
Housing						
Assistant Housing Director	1	1	1	1	0	1
Housing Analyst	1	1	0	0	0	0
Housing and Grants Administrator	1	1	1	1	0	1
Housing Director	1	1	1	1	0	1
Housing Planning Manager	0	0	1	1	0	1
Housing Planner	0	0	1	1	0	1
Housing Program Manager	1	1	1	1	0	1
Housing Specialist	1	1	1	1	0	1
Total	6	6	7	7	0	7
Flagstaff Housing Authority						
Administrative Specialist	2	2	2	2	0	2
Assistant Housing Director	1	1	1	1	0	1
Housing Manager	3	3	3	3	0	3
Housing Navigator	1	1	1	1	0	1

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
Flagstaff Housing Authority - Continued						
Finance Specialist	1	1	1	1	0	1
Housing Services Specialist	3	3	3	3	0	3
Housing Services Specialist Lead	2	2	2	2	0	2
Maintenance Lead Worker	3	3	3	3	0	3
Maintenance Worker I	3	3	3	3	0	3
Maintenance Worker II	3	3	3	3	0	3
Maintenance Worker/Inspector	1	1	1	1	0	1
Occupancy Specialist	1	1	1	1	0	1
Total	24	24	24	24	0	24
Building Safety and Code Compliance						
Building Inspection Manager	0	1	1	1	0	1
Building Inspector	0	7	7	7	0	7
Building Official	0	1	1	1	0	1
Building Permit Technician	0	1	1	1	0	1
Building Plans Examiner	0	3	3	3	0	3
Code Compliance Manager	0	1	1	1	0	1
Code Compliance Officer I	0	1	1	1	0	1
Code Compliance Officer II	0	2	2	2	0	2
Total	0	17	17	17	0	17
Public Works Administration						
Business Systems Analyst	0	1	1	1	0	1
Project Manager	0	1	1	1	0	1
Project Manager Senior	1	1	1	1	0	1
Public Works Director	1	1	1	1	0	1
Total	2	4	4	4	0	4
Facilities Maintenance						
Environmental Specialist	1	1	1	1	0	1
Facility Maintenance Manager	1	1	1	1	0	1
Facilities Maintenance Superintendent	1	1	1	1	0	1
Maintenance Technician I	3	3	3	3	0	3
Maintenance Technician II	4	4	4	4	0	4
Maintenance Technician III	2	2	3	3	0	3
Maintenance Technician (Temp)	0.5	0.5	0.5	0.5	0	0.5
Public Works Section Director	1	1	1	1	0	1
Total	13.5	13.5	14.5	14.5	0	14.5
Fleet Management						
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	5	5	1	6
Mechanic Assistant/Lube Technician	1	1	1	1	0	1
Mechanic Lead Worker	1	1	1	1	(1)	0
Parts Specialist	1	1	1	1	0	1
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	1	1	1	1	1	2
Welder Technician	1	1	1	1	0	1
Total	15	15	16	16	1	17
Street Maintenance and Repairs						
Administrative Specialist	1	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	4	4	4	4	0	4
Street Light Technician	0	2	2	2	0	2

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
Street Maintenance and Repairs - Continued						
Street Operations Technician I	8	8	8	8	0	8
Street Operations Technician II	8	8	8	8	0	8
Street Operations Technician III	9	9	9	9	0	9
Street Operations Technician (Temp)	1.27	1.27	1.27	1.27	0	1.27
Traffic Signal Technician I	1	1	1	1	0	1
Traffic Signal Technician II	1	1	1	1	0	1
Total	35.27	37.27	37.27	37.27	0	37.27
Solid Waste - Landfill						
Administrative Assistant	0.5	0	0	0	0	0
Administrative Lead Worker	0	0	1	1	0	1
Administrative Specialist	2	3	2	2	0	2
Equipment Operator I	0	0	1	1	0	1
Equipment Operator III	4	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	1	1	1	1	0	1
Project Manager Senior	1	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	16	17	17	0	17
Solid Waste - Collections						
Administrative Specialist	2	2	2	2	0	2
Equipment Operator I	3	3	3	3	0	3
Equipment Operator II	9	9	9	9	0	9
Equipment Operator III	11	11	11	11	0	11
Program Assistant	1	1	1	0	0	0
Program Coordinator	0	0	0	1	0	1
Public Works Manager	1	1	1	1	0	1
Public Works Supervisor	2	2	2	4	0	4
Solid Waste Lead Worker	2	2	2	0	0	0
Total	31	31	31	31	0	31
Library - City						
Administrative Specialist	2	2	2	1	0	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	4	0	4
Library Branch Manager	0	0	0	1	0	1
Library Clerk	7	7	7	7	0	7
Library Clerk (Temp)	3.55	3.55	3.55	3.55	0	3.55
Library Director	1	1	1	1	0	1
Library Page	1.5	1.5	1	1	0	1
Library Page (Temp)	1.25	1.25	1.25	0.94	0	0.94
Library Specialist	12.55	12.55	13.05	13.05	0	13.05
Library Specialist (Temp)	3.18	3.18	3.18	3.18	0	3.18
Library Supervisor	5	5	5	4	0	4
Network Administrator	1	1	1	1	0	1
Total	46.03	46.03	46.03	45.72	0	45.72
Library - County						
Application Support Specialist II	1	1	1	1	0	1
IT Analyst	0	0	1	1	0	1

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
Library - County - Continued						
IT Manager	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	0.5	1.33
Library Specialist	2.25	2.25	3.25	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	3	3	0	3
Marketing Specialist	0	0	1	0	0	0
Total	9.73	9.73	12.85	11.85	0.5	12.30
Community Investment						
Administrative Specialist	1	1	0	0	0	0
Beautification and Public Art Project Administrator	0	0	1	1	0	1
Beautification General Administrator	0	1	0	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	1	1	0	1
Total	5	6	6	6	0	6
Economic Development						
Economic Development Administrator	1	1	1	1	0	1
Business Retention and Expansion Manager	1	1	0	0	0	0
Economic Development Manager	0	0	1	1	0	1
Total	2	2	2	2	0	2
Tourism						
Administrative Specialist	1	1	1	1	0	1
Creative Services Manager	1	1	1	1	0	1
Creative Services Specialist	3	3	3	3	0	3
CVB Communication Specialist	1	1	0	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	1	1	0	1
Marketing Specialist	1	1	1	1	0	1
Sales Manager	0	0	0	1	0	1
Sales Specialist	1	1	1	0	0	0
Total	11	11	11	11	0	11
Visitor Services						
Visitor Center Manager	1	1	1	1	0	1
Visitor Services Assistant (Temp)	1.65	1.65	1.65	2.05	0	2.05
Visitor Services Specialist	3	3	3	4	0	4
Visitor Services Specialist (Temp)	0.5	0.5	0.5	0.5	0	0.5
Total	6.15	6.15	6.15	7.55	0	7.55
Airport Operations						
Administrative Specialist	1	1	1	1	0	1
Airport Communications Manager	1	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	1	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	0	0	0	0
Airport Operations Technician (Temp)	1	1	1	1	(0.5)	0

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
Airport Operations - Continued						
Maintenance Worker I	0	0	1	1	0	1
Total	14.5	14.5	15.5	15.5	(0.5)	15
Parking District						
Parking Manager	1	1	1	1	0	1
Parking Aide	5	5	5	5	0	5
Parking Aide Lead	1	1	1	1	0	1
	7	7	7	7	0	7
Water Services Administration						
Administrative Specialist	2	2	2	2	0	2
Communications Aide	1	1	0	0	0	0
Community Engagement Specialist	0	0	1	1	0	1
Water Services Director	1	1	1	1	0	1
Water Services Management Analyst	1	1	1	1	0	1
Water Services Operations Section Director	1	1	2	2	0	2
Total	6	6	7	7	0	7
Water Production						
Maintenance Worker (Temp)	0.23	0.23	0.23	0.23	0	0.23
Water Services Manager	1	1	1	1	0	1
Water Services Operator	6	6	6	7	0	7
Water Services Supervisor	2	2	2	2	0	2
Total	9.23	9.23	9.23	10.23	0	10.23
Water Distribution						
Utility Locator	1	1	1	1	0	1
Water Services Operator	14	14	14	14	0	14
Water Services Supervisor	1	1	1	1	1	2
Total	16	16	16	16	1	17
Water Resource Management						
Water Conservation Enforcement Aide (Temp)	1.49	1.49	1.49	1.49	(1.24)	0.25
Water Conservation Coordinator	0	0	0	0	1	1
Water Conservation Specialist	1	1	1	1	0	1
Water Resources Specialist	0	0	0	0	1	1
Water Resources Technician (Temp)	0.48	0.48	0.48	0.48	(0.48)	0
Water Services Manager	1	1	1	0	0	0
Water Services Program Manager	1	1	1	1	0	1
Water Services Section Director	0	0	0	1	0	1
Total	4.97	4.97	4.97	4.97	0.28	5.25
Water Services Engineering						
Project Manager	1	1	1	1	0	1
Project Manager Senior	0	0	1	1	0	1
Project Manager Senior Lead	0	0	1	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	5	5	0	5
Regulatory Compliance						
Industrial Pretreat Inspector	2	2	2	2	0	2
Laboratory Technician	0	3	3	3	0	3
Water Services Manager	1	1	1	0	0	0
Water Services Operator	3	0	0	0	0	0
Water Services Program Manager	1	1	1	1	0	1
Water Services Section Director	0	0	0	1	0	1

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
Regulatory Compliance - Continued						
Water Services Supervisor	2	2	2	2	0	2
Total	9	9	9	9	0	9
SCADA Information Systems						
Digital Asset Program Manager	1	1	1	1	0	1
Digital Asset Specialist	1	1	2	2	0	2
Operation Technology Systems Specialist	0	1	0	0	0	0
Water Services Analyst	3	3	3	3	0	3
Water Services Program Manager	0	0	1	1	0	1
Water Services Manager	1	1	1	1	0	1
Total	6	7	8	8	0	8
Wastewater Treatment						
Water Services Manager	1	1	1	1	0	1
Water Services Operator	2	4	4	7	0	7
Water Services Supervisor	2	2	2	2	0	2
Total	5	7	7	10	0	10
Wastewater Collection						
Water Services Operator	10	10	8	8	0	8
Water Services Supervisor	1	1	1	1	0	1
Total	11	11	9	9	0	9
Reclaimed Water						
Water Services Operator	6	5	5	3	0	3
Water Services Supervisor	2	2	2	2	0	2
Total	8	7	7	5	0	5
Stormwater						
Project Manager	1	1	1	1	0	1
Project Manager Senior	3	3	2	2	0	2
Water Services Manager	1	1	0	0	0	0
Water Services Operator	0	0	4	4	0	4
Water Services Section Director	0	0	1	1	0	1
Water Services Supervisor	0	0	1	1	0	1
Total	5	5	9	9	0	9
Engineering Administration						
Administrative Specialist	1	1	1	1	0	1
City Engineer	1	1	1	1	0	1
Total	2	2	2	2	0	2
Capital Improvements						
Capital Improvements Engineer	1	1	1	1	0	1
Project Manager	3	3	3	3	0	3
Project Manager Senior	3	3	3	3	0	3
Project Manager Senior Lead	2	2	2	2	0	2
Total	9	9	9	9	0	9
Development Engineering						
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	2	2	2	2	0	2
Project Manager Senior	2	2	2	2	0	2
Total	12	12	12	12	0	12

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
Transportation Engineering						
Transportation Director/Traffic Engineer	1	1	1	1	0	1
Transportation Engineer Associate	1	1	1	1	0	1
Transportation Engineer Senior	2	2	1	1	0	1
Transportation Engineer Senior Lead	0	0	1	1	0	1
Transportation Planner	1	1	2	2	0	2
Transportation Planner Senior	1	1	0	0	0	0
Transportation Planner Senior Lead	0	0	1	1	0	1
Transportation Technician (Temp)	0.48	0.48	0.48	0.48	0	0.48
Total	6.48	6.48	7.48	7.48	0	7.48
Parks						
Park Ranger	0	0	1	1	0	1
Parks Maintenance Worker	12	12	12	12	0	12
Parks Maintenance Worker (Temp)	7.67	7.67	5.39	5.39	0	5.39
Parks Manager	1	1	1	1	0	1
Parks Technician	10	10	10	10	0	10
Parks Supervisor	4	4	4	4	0	4
Total	34.67	34.67	33.39	33.39	0	33.39
Recreation						
Administrative Specialist	2	2	2	2	0	2
Assistant Parks and Recreation Director	0	1	1	1	0	1
Events and Marketing Coordinator	0	0	1	1	(1)	0
Events and Marketing Manager	0	0	0	1	(1)	0
Head Lifeguard	2	2	2	2	0	2
Parks, Recreation, Open Space & Events Director	1	1	1	1	0	1
Recreation Coordinator I	5	5	4	4	0	4
Recreation Coordinator II	4	4	4	4	0	4
Recreation Manager	1	1	1	1	0	1
Recreation Program Assistant	0.5	0.5	0.5	0.5	0	0.5
Recreation Supervisor	5	5	5	4	0	4
Recreation Temporaries	38.68	37.67	37.67	37.35	0	37.35
Total	59.18	59.17	59.17	58.85	(2)	56.85
Events						
Events and Marketing Coordinator	0	0	0	0	1	1
Events and Marketing Manager	0	0	0	0	1	1
Total	0	0	0	0	2	2
Open Space						
Open Space Coordinator	0	1	1	1	0	1
Open Space Coordinator (Temp)	0	1	1	0.88	(0.29)	0.59
Open Space Specialist	1	0	0	0	0	0
Open Space Supervisor	0	1	1	1	0	1
Total	1	3	3	2.88	(0.29)	2.59
Sustainability						
Administrative Specialist (Temp)	0	0	0.49	0.49	0.49	0.98
Climate Program Manager	1	1	0	2	0	2
Climate Section Director	0	0	1	1	0	1
Community Services Coordinator	0	0	0	0	1	1
Community Stewards Coordinator	0	0	1	1	(1)	0
Sustainability Analyst	1	3	3	1	(1)	0
Sustainability Coordinator I	3	1	1	1	0	1
Sustainability Coordinator II	0	1	1	0	0	0
Sustainability Director	1	1	1	1	0	1
Sustainability Manager	0	0	0	1	0	1
Sustainability Planner Senior	0	0	0	0	1	1

DRAFT

City of Flagstaff
Authorized Personnel/Position Summary

Section	2021-2022	2022-2023	2023-2024	2024-2025	Add/Delete 2025-2026	Adopted 2025-2026
Sustainability - Continued						
Sustainability Specialist	0	0	0	1	0	1
Sustainability Specialist (Temp)	2	2	2	3.38	0	3.38
Sustainability Supervisor	0	0	2	1	1	2
Volunteer and Event Coordinator	1	1	0	0	0	0
Total	9	10	12.49	13.87	1.49	15.36
Council						
Councilmember	6	6	6	6	0	6
Mayor	1	1	1	1	0	1
Total	7	7	7	7	0	7
Grand Total	927.26	941.75	968.58	976.29	4.95	981.24

DRAFT