

newventurefund

January 1, 2026

Joanne Keene
City of Flagstaff
211 W. Aspen Avenue
Flagstaff, Arizona 86001

RE: Grant No: NVF-CRCP-City of Flagstaff-Subgrant-029531-2026-01-01

Dear Joanne Keene,

The New Venture Fund is pleased to inform you that it has approved a grant to your organization in the amount of \$249,578 through our Colorado River Sustainability Campaign. This grant is for the Grant Period January 17, 2026—March 30, 2027 and is subject to the terms and conditions contained in the enclosed Grant Agreement.

On behalf of the New Venture Fund, I would like to congratulate your organization on its valuable work and wish you great success in this endeavor.

Sincerely,



Lee Bodner
President

Enclosure

INSTRUCTIONS:

1. Please review and sign this form.
2. Return electronically to Jael Greene at jael.greene@sunflowerservicespbc.com, Caroline Martin at caroline.martin@sunflowerservicespbc.com and crsc@newventurefund.org.

NEW VENTURE FUND SUBGRANT AGREEMENT

GRANT NUMBER: *NVF-CRCP-City of Flagstaff-Subgrant-029531-2026-01-01*

DATED: January 1, 2026

The New Venture Fund (“NVF”) and City of Flagstaff (the “Organization”) hereby agree as follows:

- I. **Legal Status.** Organization represents that it is a Government entity and that it is not a political organization as defined in Section 527 of the Internal Revenue Code. Organization shall notify NVF immediately of any anticipated or actual changes in its legal status.
- II. **Grant Term.** This Grant Agreement (the “Agreement”) shall be effective as of January 17, 2026 (the “Effective Date”), and shall continue through completion, no later than March 30, 2027 (the “Grant Period”).
- III. **Payment Terms.** NVF grants the Organization \$249,578 (the “Grant”) to be paid in one lump sum within 30 days of execution of this Agreement.
Grant funds must be fully expended during the Grant Period. All contracts and subgrants funded using Grant funds must be completed by the end of the Grant Period.
- IV. **Grant Purpose.** The Grant may be used only for the following charitable, scientific, literary, religious or educational purposes: to fund the Organization’s City of Flagstaff Fire Department Wildfire Resilience Initiative project (the “Project”), as described in the proposal that the Organization provided to NVF dated January 17, 2026, and attached hereto as Exhibit A.
- V. **Lobbying and Voter Registration.** So that NVF may comply with United States tax laws and maintain its status as a tax-exempt public charity under section 501(c)(3) of the Internal Revenue Code of 1986, as amended (the “Code”), it is understood that the Organization agrees to the following:
 - A. To use the Grant funds exclusively for charitable, scientific, literary, religious or educational activities consistent with NVF’s tax-exempt status described above.
 - B. Not to use any funds from this Grant for lobbying activities, as described in Section 501(c)(3) of the Code.
 - C. Not to use any funds from this Grant to intervene in any election, to support or oppose any political party or candidate for public office.

- D. To familiarize itself with the federal, state, local and foreign rules and regulations applicable to nonprofit organizations, including but not limited to, (1) lobbying rules under the Code and the Lobbying Disclosure Act (“LDA”), (2) Federal Election Commission (“FEC”) rules, including those regarding “electioneering” communications, (3) rules governing political activities, (4) ethics rules applicable to interactions with Members of Congress and Executive Branch officials and entities like NVF that retain or employ lobbyists, and (5) any equivalent rules and regulations applicable to activities conducted in any state, local or foreign jurisdiction, and to obtain training as necessary. Basic lobbying compliance information is provided in Exhibit C. Organization will consult with legal counsel to determine how these rules and regulations apply and comply with all relevant restrictions and reporting requirements.
 - E. Not to use any funds to carry on, directly or indirectly, a voter registration drive.
 - F. The funds from this Grant are not traceable monies as defined in Ariz. Rev. Stat. § 16-971(18). Grantee will not directly or indirectly use or transfer any funds from this Grant for campaign media spending, as defined in Ariz. Rev. Stat. § 16-971(2), nor will Grantee use any funds from this Grant to pay for in-kind contributions to a third person to enable campaign media spending. This agreement does not affect Grantee’s obligation to provide notice to New Venture Fund pursuant to Ariz. Rev. Stat. § 16-972.
- VI. **Unspent Funds.** The Organization will return to NVF any portion of the Grant not expended or committed to be expended for the Project by the Grant Period end date. To request a no-cost extension of the grant term, the Organization must provide a written request, including reason and new requested end date, to NVF before the end date of the Grant Period. The Organization must receive an amendment to the Grant to expend funds beyond the Grant Period.
- VII. **Reporting Requirements.**
- A. The Organization shall provide NVF with a final report that is due to NVF on or before April 30, 2027.
 - The full report must include the following certification:

All City of Flagstaff activities conducted with the Grant funds were and are consistent with charitable purposes as set forth in Section 501(c)(3) of the Internal Revenue Code, and City of Flagstaff complied with all provisions and restrictions contained in this Agreement, including, for example and without limitation, those provisions relating to lobbying and political activity.
 - B. The Organization shall prepare the reports in accordance with the reporting guidelines attached hereto as Exhibit B.
- VIII. **Separate Account.** The Organization is required to hold the Grant in an account that is used only for charitable, scientific, literary, religious or educational purposes. This segregation may be accomplished through the establishment of a separate general ledger account, fund or cost center, and need not be a separate bank account. The Organization is encouraged to use all interest earned on Grant funds to further the Project; however, a formal accounting of such income is not required.

- IX. **Records.** Organization shall (i) maintain complete and accurate separate accounting for the Grant, detailing receipts and expenditures made under the Grant, and (ii) retain these records during the Grant Period and for at least four (4) years after receipt and acceptance of the final report. During this time, Organization shall make such records available to NVF (or its designated representatives) for inspection or audit at NVF's expense and on reasonable notice to Organization.
- X. **Monitoring and Evaluation.** NVF may, at its expense and on reasonable notice to Organization, monitor and evaluate operations under this Grant. Such monitoring and evaluation may include on-site visits and/or discussions with Organization's personnel.
- XI. **Publicity.** NVF shall include information regarding the Grant in its periodic public reports, and may include such information in press releases or other publicly available materials.
- XII. **Additional Requirements.** Additionally, the Organization agrees:
- A. To comply with all applicable laws or regulations in any jurisdiction in which it conducts activities.
 - B. If the Organization's project involves providing services to, interacting with, or communicating with minors, (a) to comply with all applicable laws regarding reporting of child abuse or neglect, (b) to implement child protection policies as required by law and industry best practices, and as outlined in its proposal and/or Exhibit A, and (c) to notify NVF immediately in writing of any material changes to its child protection policies.
 - C. To cooperate with NVF in supplying any additional information or complying with any procedures that any governmental agency might require for NVF to establish that it has observed all requirements of the law with respect to this Grant.
 - D. To notify NVF immediately of any anticipated or actual changes in the president, executive director or other key personnel identified in the Grant proposal, award letter or this Grant Agreement, or of any anticipated or actual merger, consolidation, sale or transfer of all or substantially all of the Organization's assets. The Organization acknowledges that these changes may trigger NVF's review and reassessment of the Organization's ability to meet the purposes of the Grant. Such review may lead to additional grant provisions or other limitations for unexpended funds.
 - E. Not to use NVF's name in any report or other document prepared for distribution outside of the Organization, either in printed or electronic form, with the exception of listing NVF along with other donors in an annual report or Grant application.
 - F. Not to disclose the name of or any information concerning the funder of any NVF project without the explicit written consent of both the relevant funder and NVF.
 - G. To make any data, research, knowledge and other information developed with these Grant funds freely available to NVF. Organization hereby grants to NVF a perpetual, worldwide right and license to use, publish, distribute, reproduce, copy and modify any intellectual property developed with the Grant funds for non-commercial purposes. At NVF's request, the Organization agrees to execute all necessary or appropriate documents and take all other reasonable steps to document or formalize such rights in these materials.
 - H. To use any revenue realized by the Organization from sales or licenses of the intellectual property created or developed with the Grant funds exclusively for the Project or for

educational and charitable purposes, and to ensure that such revenue does not inure to the personal benefit of individual(s) or noncharitable entities.

- I. Not to engage in intentionally deceptive practices that spread misinformation;
- J. Not to denigrate, discriminate against or encourage others to denigrate or discriminate against any person or group based on factors including, but not limited to, race, nationality, age, religion, mental or physical ability, gender, sex or sexual orientation.
- K. Not to regrant any of the Grant funds without NVF's explicit prior approval.

XIII. **Representations and Warranties.** NVF unconditionally condemns violence in all forms. The Organization shall not engage in, support, or promote acts of violence in any way. In addition, the Organization hereby represents and warrants that Grant funds will be used in compliance with this principle at all times, and in compliance with all applicable anti-terrorist financing and asset control laws, regulations, rules and executive orders, including, but not limited to, the USA Patriot Act of 2001, as amended. The Organization agrees that it is not, and does not employ or associate with, and is not owned, controlled by, or acting for or on behalf of, and that it will take all reasonable steps to ensure that no person or entity expected to receive funds in connection with this Grant is, (1) a "suspected terrorist" as defined in Executive Order 13224; (2) a person that is on the Specially Designated Nationals List maintained by the Treasury Department's Office of Foreign Assets Control; or (3) a person with whom NVF is prohibited from doing business with under any anti-terrorism laws of the United States. The Organization will use reasonable efforts to ensure that it does not support or promote in any way violence, terrorist activity or related training, or money laundering. The Organization represents that none of the activities financed by this Grant violate U.S. laws that prohibit corrupt payments to foreign officials for the purpose of obtaining or keeping business, and acknowledges that the NVF has not authorized any activity that would constitute such corrupt payments. The Organization will use reasonable efforts to ensure that Grant funds are not used to make corrupt payments to foreign officials for the purpose of obtaining or keeping business.

XIV. **Right to Modify or Discontinue Funding.**

- A. NVF reserves the right to discontinue funding of the Grant and terminate this Agreement at any time if NVF determines, in its sole discretion, that: (i) it is not satisfied with the progress of the Grant or the content of any written report, (ii) Grant funds are not being used by Organization in an effective and efficient manner to further the Grant's purpose, (iii) there is any anticipated or actual changes in the president, executive director or other key personnel, (iv) Organization fails to follow industry best practices, including any applicable child protection policies, or (v) Organization has otherwise failed to comply with the terms of this Agreement.
- B. In the event that NVF makes any such determination, NVF shall have the right to (i) discontinue any further payments to Organization and/or (ii) direct Organization to repay to NVF any Grant funds not used in accordance with this Agreement. NVF reserves the right to discontinue, modify, or withhold any payments due under this Grant, or to modify the terms of this Agreement, to comply with any law or regulation applicable to this Grant or to protect and maintain NVF's tax-exempt status under Section 501(c)(3) of the Code.

XV. **Budget Revisions.** Organization must submit a request for a revision to the Project budget under the following conditions:

- A. For grants of less than three hundred thousand dollars (\$300,000), Organization must seek prior written approval from NVF for (i) any Project budget revision that involves moving funds to a previously unfunded line item, or (ii) any Project budget revision that results in a variance of twenty-five percent (25%) or more of any line item.
 - B. For grants of three hundred thousand dollars (\$300,000) or more, Organization must seek prior written approval from NVF for (i) any Project budget revision that involves moving funds to a previously unfunded line item, or (ii) any Project budget revision that results in a variance of ten percent (10%) or more of any line item.
 - C. Budget Revision requests should detail the original Project budget, requested new budget and variance with explanation.
- XVI. **Release and Indemnity.** To the fullest extent permitted by law, Organization shall release, indemnify, defend and hold harmless NVF and its directors, officers, trustees, employees, representatives and agents from and against any and all claims, demands, suits, damages, liabilities, injuries (personal or bodily), property damage, causes of action, losses, judgments, costs, expenses and penalties, including, without limitation, court costs and attorney's fees, arising out of (directly or indirectly) or related in any way to the negligent or wrongful acts or omissions of Organization or any Organization director, officer, employee or agent in connection with this Grant or the Project, except to the extent resulting from the negligent or wrongful acts or omissions of NVF.
- XVII. **Human Subject Research.** If the Grant is to be used in whole or in part for research involving human subjects, you hereby certify that you will conduct the research in compliance with the ethical standards and the criteria for approval and conduct of research set forth in United States Department of Health and Human Services policy for the protection of human research subjects (45 C.F.R. Part 46 and related guidance, as amended from time to time) and all other federal and state laws applicable to the research project. Such requirements may include, but are not limited to, obtaining and maintaining institutional review board (IRB) approval and obtaining informed consent of participating research subjects.
- XVIII. **No Waiver.** Failure by either party to require the other party's performance under any provision of this Agreement shall in no way affect such party's right to require full performance under that or any other provision at any time thereafter. In addition, a party's waiver of a breach of any provision of this Agreement shall not constitute a waiver of any succeeding breach of the same or any other provision, or constitute a waiver of the provision itself.
- XIX. **Entire Agreement.** This Agreement (a) constitutes the entire understanding of NVF and the Organization with respect to the subject matter herein, and supersedes all prior agreements and understandings, whether oral or written; (b) is made exclusively with the Organization and may not be transferred or assigned to any other organization or person without NVF's prior written approval; and (c) may be amended or modified only by a mutual written agreement between the parties.
- XX. **Notices.** All notices and other communications under this Agreement shall be in writing, and shall be deemed duly given (a) on the date sent by e-mail if sent during normal business hours of the recipient during a business day, and on the next business day if sent after normal business hours of the recipient, (b) if sent via a nationally recognized overnight courier service (delivery

receipt requested), with charges paid by the mailing party, on the later of (i) the first business day following the date of dispatch, or (ii) the scheduled date of delivery by such service, or (c) on the fifth business day following the date of mailing, if mailed by registered or certified mail, return receipt requested, postage prepaid to the party receiving the notice or communication.

All notices and other communications shall be sent to the following addresses, or such other addresses as the parties may designate from time to time by notice in accordance with this Section XX:

To New Venture Fund:
Jael Greene
crsc@newventurefund.org
1828 L Street, NW, Suite 400-A
Washington, D.C. 20036

To City of Flagstaff:
Joanne Keene
hunter.kiessling@flagstaffaz.gov
211 W. Aspen Avenue
Flagstaff, Arizona 86001

XXI. **Governing Law.** This Agreement shall be deemed to be made under, and in all respects shall be interpreted under and governed by, the laws of the District of Columbia.

[Remainder of Page Intentionally Left Blank; Signature Page to Follow]

Agreed to and accepted on behalf of City of Flagstaff:

{{Sig_es_:signer2:signature}}

{{Dte_es_:signer2:date}}

Signature

Date

Name: {{N_es_:signer2:fullname}}

Title: {{Tt_es_:signer2:title}}

Agreed to and accepted on behalf of the New Venture Fund:

{{Sig_es_:signer1:signature}}

{{Dte_es_:signer1:date}}

Signature

Date

Name: {{N_es_:signer1:fullname}}

Title: {{Tt_es_:signer1:title}}

EXHIBIT A- PROPOSAL AND BUDGET

GENERAL INFORMATION

Organization	City of Flagstaff	Start Date	January 17, 2026
Primary Contact	Hunter Kiessling	End Date	March 30, 2027
Primary Contact Title	Grants and Contracts Specialist	Requested Amount	\$249, 578.00
Primary Contact Email	hunter.kiessling@flagstaffaz.gov	Direct Lobbying Amount	0
Signatory Contact	Joanne Keene joanne.keene@flagstaffaz.gov	Grassroots Lobbying Amount	0

Proposal Title

City of Flagstaff Fire Department Wildfire Resilience Initiative

Purpose

The Flagstaff Fire Department seeks to reduce wildfire risk by implementing a comprehensive wildfire resilience program based on the pre-fire ecosystem and pre-fire community strategies of the Gordon and Betty Moore Foundation’s Wildfire Resilience Initiative

APPLICATION QUESTIONS

Please describe your organization's mission

The mission of the City of Flagstaff is to protect and enhance the quality of life for all. The mission of the City of Flagstaff Fire Department is to provide exceptional customer service to the community, visitors, and surrounding region.

List your organization's website

<https://www.flagstaff.az.gov/132/Wildland-Fire-Management>

If you have not uploaded a current 990, please list key organization and project staff, as well as the current board of directors.

Please summarize your grant project in three to five sentences.

If a portion of this grant may be used to fund or engage in state ballot measure advocacy, please provide additional information on the specific nature of the activities and intended outcome

Do you intend to regrant any of the funding you receive through this grant?

What is the full name and email address of the authorized signatory of this grant?

Will this grant be used to support work with minors (individuals under age 18)?

Please describe your organization's mission

The mission of the City of Flagstaff is to protect and enhance the quality of life for all. The mission of the City of Flagstaff Fire Department is to provide exceptional customer service to the community, visitors, and surrounding region.

List your organization's website

<https://www.flagstaff.az.gov/132/Wildland-Fire-Management>

If you have not uploaded a current 990, please list key organization and project staff, as well as the current board of directors.

Per Rev. Proc 95-48, government entities are not required to file Form 990

We have been informed that filing our NVF EFT form post-application is adequate.

Key organization, project staff, and board of directors included in Budget Book attachment.

Please summarize your grant project in three to five sentences.

The Flagstaff Fire Department seeks to reduce wildfire risk by implementing a comprehensive wildfire resilience program based on the pre-fire ecosystem and pre-fire community strategies of the Gordon and Betty Moore Foundation's Wildfire Resilience Initiative. A transformative, long-term, watershed and wildfire resilience program has roots in Flagstaff but requires additional capacity and access to new tools and networks. This proposal will support fuels reduction treatments to disrupt fire pathways and prevent structure-to-structure conflagration. This effort will leverage multiple existing initiatives and partnerships to meet the evolving needs of the Flagstaff community by providing a higher level of service.

If a portion of this grant may be used to fund or engage in state ballot measure advocacy, please provide additional information on the specific nature of the activities and intended outcome

N/A

Do you intend to regrant any of the funding you receive through this grant?

No

What is the full name and email address of the authorized signatory of this grant?

newventurefund

Joanne Keene
joanne.keene@flagstaffaz.gov

Will this grant be used to support work with minors (individuals under age 18)?

No

City of Flagstaff Fire Department Wildfire Resilience Initiative **SPARK Workplan**

June 2025



**CITY OF
FLAGSTAFF**

THE CHALLENGE

Flagstaff is surrounded by peaks and canyons of the most sacred importance. Home to the largest continuous ponderosa pine forest in the world, this landscape and the indigenous communities, benefited from frequent fire for well over 15,000 years. Suppressing lightning ignitions and excluding cultural burning since the late 1800's has drastically transitioned the arrangement of forest fuels and increased community wildfire risk across northern Arizona.

Scientists and land managers accept that fire suppression and exclusion of indigenous stewardship have had disastrous consequence for ecosystems and the human communities that depend on them, turning environmental assets into liabilities. Catastrophic wildfire is by far the most significant risk facing the City of Flagstaff.



Top: 1875 taken by Timothy O'Sullivan. Middle: 2004 taken by Neil Weintraub. Bottom: 2022 taken by John Vancat

THE OPPORTUNITY

The Greater Flagstaff Region (GFR) seeks to reduce wildfire risk by implementing a comprehensive wildfire resilience program based on the pre-fire ecosystem and pre-fire community strategies of the Gordon and Betty Moore Foundation's Wildfire Resilience Initiative. A foundational concept of this effort is the understanding that the health of the GFR and the protection of watersheds and water infrastructure is linked to the health of the land.

A transformative, long-term, watershed and wildfire resilience program has roots in Flagstaff but requires additional capacity and access to new tools and networks. This proposal will build

on Flagstaff's ongoing forest health efforts, carbon neutrality goals, and community resilience commitment. The Project will leverage multiple existing initiatives and partnerships to meet the evolving needs of the Flagstaff community by providing a higher level of service, especially to the most vulnerable community members.

COST AVOIDANCE OPPORTUNITY

This wildfire risk we face today is complex, but wildfire risk reduction solutions are not. Increasing the pace and scale of stewardship across both the natural and the built environment will reduce wildfire risk and support long term watershed health and infrastructure resilience in the face of a changing climate. The complexity is not due to the unknown effectiveness of available options, but due to human and community factors of collaboration, prioritization, communication, and education.

The benefits of wildfire risk reduction projects like the Flagstaff Watershed Protection Project (FWPP), the Four Forest Restoration Initiative (4FRI), and the Greater Flagstaff Region Community Wildfire Protection Plan (GFR CWPP) are significant. Research shows in high wildfire risk areas like northern AZ, forest restoration funding sees an estimated \$7 return for every \$1 invested. We can point to billion-dollar cost avoidance studies for FWPP alone.

All the communities within the Greater Flagstaff Region utilize locally sourced surface and ground water. All surface water in the Region eventually flows into the Colorado River. Priority HUC 8 watersheds in the GFR include Canyon Diablo (Rio de Flag to Little Colorado River to Colorado River) and Upper Verde (Oak Creek to Verde River to Salt River to Gila River to Colorado River). The Flagstaff Watershed Protection Project was founded on the awareness of how wildfires severely impact Flagstaff's watersheds and water supply. The 2010 Schultz Fire, 2019 Museum Fire, and the 2022 Pipeline Fire all demonstrated how undesirable wildfires can increase erosion and the likelihood of flooding, contaminating surface water flows with ash, soil, and debris.

The City's surface water reservoir is fed by Walnut Creek, part of the Little Colorado River drainage. After a high-intensity fire, the Walnut Creek watershed soils could become hydrophobic and water-repellent, leading to rapid runoff that carries sediment and pollutants into the reservoir. This contamination will reduce storage capacity, damage treatment plants, and even render the water unusable, requiring costly emergency repairs and the development of new water sources. The 2014 Flagstaff Watershed Protection Project Cost Avoidance Study indicated undesirable wildfire impacts across the Dry Lake Hills portion of the Rio de Flag watershed, and the Mormon Mountain portion of the Walnut Creek Watershed, could account for \$573M to \$1.2B in recovery costs. The 2023 The True Cost of Wildfire on the San Francisco Peaks report indicates \$535M to \$2.8B in recovery costs for the Upper Rio de Flag watershed alone. The City's Inner Basin waterline, fed by springs and wells at the base of the Kachina Peaks Wilderness, has required over \$25MM in repairs due to the Schultz and Pipeline fires.

While the cost of undesirable wildfire smoke impact to Flagstaff residents is not directly measured, we know there are unmeasured impacts to public health. Nationally, the public health costs of wildfire smoke are significant and rapidly growing, with economic impacts reaching hundreds of billions of dollars annually, specifically from exposure to fine particulate matter (PM2.5). Investments in air quality monitoring, indoor air filtration technology, and smoke mitigation based public education can reduce the short duration, low intensity smoke

impacts of beneficial fire. While these initiatives have proven results, we need to continue efforts to integrate all this work to better identify strengths, challenges, and opportunities.

THEORY OF CHANGE

The Flagstaff region has a nearly 30-year history of innovative solutions for implementing forest restoration treatments. Flagstaff is fortunate: our landscape needs align with a nature-based solution. Restoring the natural structure and pattern of the surrounding ponderosa pine and mixed conifer forests can allow the Greater Flagstaff Region to safely live with natural wildland fire. Fire adapted built environment concepts like science based defensible space and home hardening will increase the likelihood for private property and infrastructure to survive a natural wildland fire with minimal negative impacts, while mitigating the likelihood of built environment structure fires transitioning to natural environment vegetation fires.

The Flagstaff Watershed Protection Project was the nation's first municipal voter-approved bond that funded forest treatments on federal land. Since the voters approved that bond, the Region has effectively leveraged other local, state, and federal funding to stretch the dollars for forest health. The Four Forest Restoration Initiative, one of the original Collaborative Forest Landscape Restoration Program projects, has completed environmental compliance for wildfire resilience-based thinning and fire treatments across 2.4 million acres surrounding Flagstaff.

These efforts have targeted physical forest management while the City has struggled to leverage existing capacity to prioritize, implement, and maintain a network of fuels reduction treatments that disrupt fire pathways inside the community. Retrofitting existing built environment infrastructure and designing new wildfire resilient communities, is also a challenge. The lack of proactive messaging, limited available data, City building and vegetation codes that are misaligned, and rapid population growth, have all resulted in a community knowledge gap regarding the role of fire, what actions to take at the parcel level, and the trade-offs between desirable vs undesirable fire.

The Gordon and Betty Moore Foundation's Wildfire Resilience Initiative funding and the associated Learning Exchange Network are already creating positive changes in Flagstaff. This partnership has formed a transformational initiative that builds community capacity, increases awareness of the benefits of fire to forest health, increases community-wide smoke readiness, and increases understanding of wildfire resilience. The continuation of this project will add the necessary elements of new networks, robust planning, accessible education and communication, and the staff capacity needed to build resilience and improve community and forest health.

CITY OF FLAGSTAFF

Key Community Priorities



BUDGET DISCUSSION

The budget contains funding for a Wildfire, Climate, and Community Health Specialist, and the lease of a vehicle specifically for this position. This position is critical to the success of this project – without the Specialist, there is not adequate staff time to support the other components and programs of the proposed budget. The success of this work hinges on this staff person who can dedicate their time and professional expertise to resident-focused communications, relationship building, and partnerships. The Specialist will be responsible for the communications regime where we provide more timely, usable, and accessible information to the public.

The budget also includes support for existing staff time, training, and travel. The Wildland Fire Captain and the Wildland Community Risk Reduction Specialist are integral to this project. The Captain and Specialist support wildfire resilience efforts including community planning, wui code development, the Flagstaff Watershed Protection Project (FWPP), the Greater Flagstaff Forest Partnership (GFFP), existing prescribed burning planning and operations, and firewise assessments. These two positions will also be critical to the launch Community Wildfire Protection Plan update and transforming the City’s communications and outreach work.

The budget includes funds to support parcel level assesment data collection and communications using the WUUI software package.

The work plan includes further structure vulnerability identification with the Colorado River Sustainably Campaign utilizing Dr Hussam Mahmoud’s AGNI-NAR model. This modeling will inform how we implement the City of Flagstaff’s first home hardening fund – a \$100K FY26 commitment shared between the Flagstaff Fire Department and the Sustainability Division.

KEY STAKEHOLDERS

The Flagstaff Fire Department's Wildland Fire Management team and Sustainability Division are effective community collaborators. This project will also involve a great deal of local and regional partners. Key stakeholder groups include:

- City of Flagstaff, beyond the Fire Department and the Sustainability Division: Emergency Management Section, Parks, Recreation, Open Space and Events Division
- The Greater Flagstaff Forest Partnership (GFFP)
- Coconino County: Department of Health and Human Services, Emergency Management Department, Flood Control District
- The Arizona Department of Forestry and Fire Management (Rick Miller, Northern Arizona Fire Management Officer)
- U.S. Forest Service: Coconino National Forest (Aaron Mayville, Forest Supervisor, and Matt McGrath, Flagstaff District Ranger)
- All members of the Ponderosa Fire Advisory Council: Flagstaff Fire Department, Summit Fire and Medical District, Sedona Fire District, Highlands Fire District, Ponderosa Fire District, Pinewood Fire District, Mormon Lake Fire District, Coconino County Sheriff's Office, and Guardian Medical Transport. State partners include the Arizona Department of Forestry and Fire Management and the Arizona Department of Transportation. Federal partners include the Coconino & Kaibab National Forests, the Bureau of Indian Affairs, the Bureau of Land Management, and the National Park Service.
- Lowell Observatory (wildfire resilience implementation and communications partner)
- Community groups including:
 - Southside Community Association, Sunnyside Neighborhood Association, La Plaza Vieja Neighborhood Association, Flagstaff's three official neighborhood associations representing its historic neighborhoods serving communities of color.
 - Other less formally organized neighborhood groups, which will be contacted using neighborhood newsletters, Nextdoor, social media, word of mouth, and notices at community gathering locations.
- Educational institutions including:
 - Northern Arizona University: Ecological Restoration Institute, Climate Science and Solutions Program, and general outreach to students.
 - Coconino Community College students - outreach and partnership building
 - Flagstaff Unified School District K-12 students – outreach and partnership building
 - Willow Bend Environmental Education Center
 - Friends of Camp Colton

GRANT OUTCOMES

- Vulnerable neighborhoods in the Greater Flagstaff Region have been identified and are receiving resources from the Wildfire Resilient Homes Initiative
- Priority natural environment acres have reduced wildfire risk
- A comprehensive communications program has increased community resilience.

SECTION 1: Management Plan

Objective 1. Improved ecosystem health and ecosystem services provisioning are supported through appropriate fire regimes based on historical intervals, range of variability, management goals and in consideration of future ecological condition through stewardship and management actions that prioritize ecosystem health. Habitat characteristics are adaptively managed to promote ecosystem heterogeneity, connectivity, biological diversity, ecosystem services provisioning, and a mosaic of habitat types and successional stages on the landscape (as appropriate for the region), including habitats that naturally serve to disrupt wildland fire spread (e.g., wetlands, riparian areas). Natural processes and recovery potential persist or can adapt to allow for organisms to move/evolve unimpeded across habitat corridors and climate gradients.

Outputs

1.1: Implement treatments across priority areas, including commercial and non-commercial thinning, prescribed fire, and beneficial wildfire.

Objective 2: Prioritized, implemented, and well maintained network of fuels reduction treatments to disrupt fire pathways and prevent wildfire from entering and spreading in the built environment. Mitigated defense zones that are wide enough to moderate fire behavior, reduce ember production, and reduce fire intensity increasing success of suppression efforts.

Outputs

2.1: Expanded Resilient Forest Campaign focused on treatment, communication, and public engagement in the region to foster acceptance of forest health treatments and beneficial fire on public and private lands.

2.2: Increased City staff access to comprehensive Community Wildfire Risk Prevention, Preparedness, and Mitigation trainings and workshops.

2.3: Lessons integrated into the Greater Flagstaff Region Community Wildfire Protection Plan (CWPP) update.

2.4: Treatments planned that disrupt fire pathways inside and around Flagstaff Communities

Objective 3: Reduction of structure-to-structure conflagration in developed WUI communities. Structures hardened to resist and protect from wind-blown ember intrusion, radiant heat, direct flame impact, and adjacent unhardened structures. Implementation of 0–5 ft home ignition zone, also referred to as the noncombustible zone. Vegetation management within 100 feet of the building to reduce the availability of fuels, minimize wildfire spread and provide safe work area for firefighters. Hardened and fire-resistant homes in the highest priority areas. Implementation of community based defensible space programs designed to incentive actions.

3.1: Expanded homeowner education and engagement via the City of Flagstaff's Wildfire Resilient Home Initiative while utilizing parcel-level assessment technology.

3.2 Complete baseline vulnerability assessment for 2-3 communities in Greater Flagstaff region

3.3: Lessons captured and shared with statewide wildfire risk reduction collaborators (Greater Flagstaff Forests Partnership, Arizona Department of Forestry and Fire Management, Arizona Fire Chiefs Association, and AZ Dept of Insurance and Financial Institutions)

3.4: Work with City of Flagstaff Community Development staff to understand how City of Flagstaff codes could align with best available science to reduce wildfire risk.

SECTION 2: Monitoring and Reporting Plan

Management Effectiveness Questions

1. Are the project's communication strategies compelling Flagstaff community members to take actions to decrease the vulnerability of their home as well as others in the community?
2. What neighborhoods in Flagstaff have high urban conflagration risk due to built environment vulnerability?
3. What are the barriers and enablers to successfully distributing public funding to communities to support home hardening?

Monitoring methods will track:

1. Acres treated
2. Residents engaged
3. Residents who have taken action to reduce their wildfire risk
4. Communities utilizing fire pathways in the planning process
5. Wildfire risk assessments completed
6. Communities analyzed with a structure vulnerability model
7. Flagstaff homes receiving economic incentives to create a zone zero

Budget:

[FFD 2025 GBMF Budget Template 1.17.2026 through 3.30.2027.xlsx](#)

Grant Outcomes, Payments & Requirements Plan:

[FFD OPR 1.17.2026 - 3.30.2025.docx](#)

Project Lead(s):

Neil Chapman, Wildland Fire Captain

neil.chapman@flagstaffaz.gov

928-606-9840

Nicole Antonopoulos, Sustainability Director

nantonopoulos@flagstaffaz.gov

928-213-2149

Finance Lead:

Stacey Brechler-Knaggs, Director of Emergency Management, Grants, & Contracts

sknaggs@flagstaffaz.gov

928.213.2227

Grant Signer:

Becky Daggett, Mayor, City of Flagstaff

becky.daggett@flagstaffaz.gov

928-213-2010

Other Key Staff (please indicate % involvement):

Mark Adams, Community Risk Reduction Specialist (80%)

mark.adams@flagstaffaz.gov

928-213-2510

Noah Baker, Wildfire, Climate, and Community Health Specialist (100%)
noah.baker@flagstaffaz.gov
928-326-4419

newventurefund

New Venture Fund Budget Template

NVF Grant Number: [To be entered here by NVF admin once reviewed]

Grantee Name:	City of Flagstaff
Grant Dates:	1/17/2026 - 3/30/2027
	City of Flagstaff Fire Department Wildfire
Project Name:	Resilience Initiative
Project Dates:	1/17/2026 - 3/30/2027
Total NVF Grant Budget:	249,578
Total Other Funding:	0
Total Project budget:	249,578

Proposed Project Budget	Total Project Budget
REVENUE	
Grants & Contributions:	
New Venture Fund Grant	249,578
Total Other Grants and Contribution	-
Total Grants & Contributions	249,578
Total Fee for Services	-
Total Donated Services and Supplies	-
Total Fundraising Campaigns and Special Events	-
Total Revenue	\$ 249,578

EXPENSES	
Personnel:	184,000
Subtotal Personnel	\$ 184,000
Subgrants to other organizations :	-
Subtotal Subgrants	\$ -
Travel, Conferences and Meetings:	24,750
Total Travel Conferences and Meetings	\$ 24,750
Professional/Consultant Services:	-
Subtotal Professional/Consultant Services	\$ -
Other Direct Costs:	24,500
Subtotal Other Direct Costs	\$ 24,500
Indirect Costs	16,328
Total Project/Program Budget	\$ 249,578
NET OPERATING SURPLUS/(DEFICIT)	\$ -

Indirect Cost Rate: 7%

Footnotes:

EXHIBIT B- REPORTING GUIDELINES

NVF Grantees are required to provide the following reports that document the progress of their projects:

Interim reports: due dates are indicated in agreement

1. Narrative report (5 pages maximum), including the following information:
 - a. Goals and objectives, with results to date (progress of activities against project objectives)
 - b. Challenges encountered or lessons learned, particularly if progress is not as anticipated.
2. Financial report that details budgeted vs. actual expenditures to date

Final reports: due dates indicated in agreement

1. Narrative report (10 pages maximum), including the following information:
 - a. Goals and objectives, with results achieved
 - b. Challenges encountered/lessons learned
 - c. Copies of any publications or media generated as a result of the project
 - d. As stated in Section VII(B) of the Agreement, the full report must include the following certification:

All City of Flagstaff activities conducted with the Grant funds were and are consistent with charitable purposes as set forth in Section 501(c)(3) of the Internal Revenue Code, and City of Flagstaff complied with all provisions and restrictions contained in this Agreement, including, for example and without limitation, those provisions relating to lobbying and political activity.

2. Financial report detailing final accounting of budgeted vs. actual expenditures of all grant funding, including the entire project budget and all sources of revenue and expenditures (including grassroots and direct lobbying expenditures, if applicable), in addition to this Grant.
3. List of all intellectual property and assets purchased or created with the Grant.

All reports must be submitted electronically to the address listed on the first page of the grant. Please be sure to indicate the grant number in your reports. For questions regarding reporting requirements, please contact your account manager.

EXHIBIT C: ADVOCACY DEFINITIONS

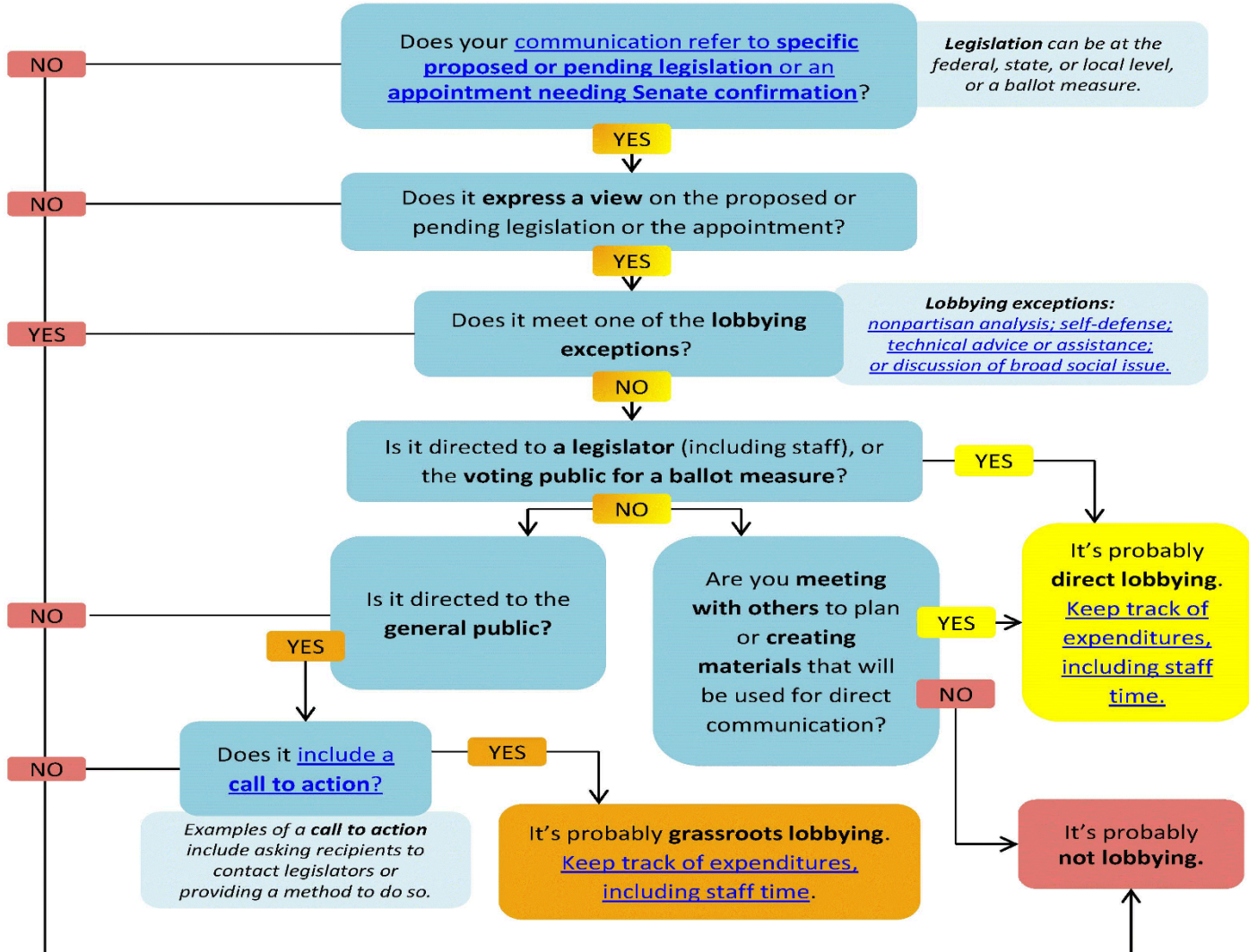
Please see graphic on next page.

Source: Bolder Advocacy (www.bolderadvocacy.org)

Please note that the information in this chart applies only to Organizations that have formally elected to measure their lobbying activities under Section 501(h) of the Internal Revenue Code. Please consult with counsel on any questions regarding whether an activity is lobbying, and for guidance on measuring lobbying activity if you are an Organization that has not filed IRS Form 5768.

IRS Lobbying Flowchart

This graphic can help you determine if your communication is considered lobbying under federal tax law rules for electing 501(c)(3) organizations. It does not cover situations or communications that take place in a candidate election context.



The information contained in this fact sheet and any attachments is being provided for informational purposes only and not as part of an attorney-client relationship. The information is not a substitute for expert legal, tax, or other professional advice tailored to your specific circumstances, and may not be relied upon for the purposes of avoiding any penalties that may be imposed under the Internal Revenue Code. Alliance for Justice publishes plain-language guides on nonprofit advocacy topics, offers educational workshops on the laws governing the advocacy of nonprofits, and provides technical assistance for nonprofits engaging in advocacy. For additional information, please feel free to contact Alliance for Justice at 866-NPLOBBY.

www.bolderadvocacy.org | www.allianceforjustice.org