CITY COUNCIL REGULAR MEETING AGENDA

REGULAR COUNCIL MEETING
TUESDAY
MAY 19, 2026

COUNCIL CHAMBERS
211 WEST ASPEN AVENUE
3:00 P.M.

All City Council Meetings are live streamed on the city's YouTube page
(https://www.youtube.com/@FlagstaffCityGovernment)

PUBLIC COMMENT

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

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

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

ONLINE VERBAL PUBLIC COMMENT

Written comments may be submitted to publiccomment@flagstaffaz.gov. All comments submitted via email will be considered written comments and will be documented in the record as such.

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1. CALL TO ORDER

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this regular meeting, 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. APPROVAL OF MINUTES FROM PREVIOUS MEETINGS

A. Consideration and Approval of Minutes: City Council Capital Improvements Retreat March 28, 2026, City Council Regular Meeting of March 17, 2026, City Council Retreat of March 19, 2026,City Council Special Meeting Executive Session of April 7, 2026, City Council Regular Meeting of April 7, 2026, City Council Special Meeting Executive Session of April 14, City Council Special Meeting Executive Session of April 21, City Council Regular Meeting of April 21, 2026, City Council Budget Retreat April 23, 2026, and City Council Special Meeting Executive Session of April 28, 2026.

STAFF RECOMMENDED ACTION:

Approve the minutes of the City Council Capital Improvements Retreat March 28, 2026, City Council Regular Meeting of March 17, 2026, City Council Retreat of March 19, 2026,City Council Special Meeting Executive Session of April 7, 2026, City Council Regular Meeting of April 7, 2026, City Council Special Meeting Executive Session of April 14, City Council Special Meeting Executive Session of April 21, City Council Regular Meeting of April 21, 2026, City Council Budget Retreat April 23, 2026, and City Council Special Meeting Executive Session of April 28, 2026.

5. OPEN CALL TO THE PUBLIC

Open Call to the Public enables the public to address the Council about an item that is not on the prepared agenda. Comments relating to items that are on the agenda will be taken at the time that the item is discussed. Open Call to the Public appears on the agenda twice, at the beginning and at the end. The total time allotted for the first Open Call to the Public is 30 minutes; any additional comments will be held until the second Open Call to the Public.

If you wish to address the Council in person at today's meeting, please complete a comment card and submit it to the recording clerk as soon as possible. Your name will be called when it is your turn to speak. You may address the Council up to three times throughout the meeting, including comments made during Open Call to the Public and Public Comment. Please limit your remarks to three minutes per item to allow everyone an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.

6. PROCLAMATIONS AND RECOGNITIONS

A. Proclamation: National Public Works Week

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

B. Proclamation: Preservation Month

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

C. Proclamation: National Day of Prayer

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

7. COUNCIL LIAISON REPORTS

8. APPOINTMENTS

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 the City Council may vote to go into executive session, which will not be open to the public, for the purpose of discussing or considering employment, assignment, appointment, promotion, demotion, dismissal, salaries, disciplining or resignation of a public officer, appointee, or employee of any public body...., pursuant to A.R.S. §38-431.03(A)(1).

A. Consideration of Appointments: Beautification and Public Art Commission

STAFF RECOMMENDED ACTION:

1. Vice Mayor Sweet to make one appointment.
2. Mayor Daggett to make one appointment.

9. CONSENT AGENDA

All matters under Consent Agenda are considered by the City Council to be routine. Unless a member of City Council expresses a desire at the meeting to remove an item from the Consent Agenda for discussion, the Consent Agenda will be enacted by one motion approving the recommendations listed on the agenda. Unless otherwise indicated, expenditures approved by Council are budgeted items.

STAFF RECOMMENDED ACTION:

Approve the Consent Agenda as posted.

A. Consideration and Approval of Contract: Ratification of Cooperative Purchase Contract with MSS Business Transformation Advisory, Inc.

STAFF RECOMMENDED ACTION:

1. Ratify the Cooperative Purchase Contract with MSS Business Transformation Advisory, Inc. in an amount not to exceed $133,000.00, annually, to establish a Master Consulting Agreement - Reconcile Past Consulting Work and Prepare for Future Consulting Projects; and
2. Authorize the City Manager to execute all necessary documents.

B. Consideration and Approval of Contract: On-Call Professional Services Contract with Carollo Engineering, Inc. in the amount of $440,582.35 for the Fort Tuthill Well #2 Project for Construction Administration and Inspection Services.

STAFF RECOMMENDED ACTION:

1. Approve the On-Call Professional Services Contract with Carollo Engineering, Inc. in the amount of $440,582.35 for the Fort Tuthill Well #2 & Pumphouse Project for Construction

Administration and Inspection Services; and
2. Authorize the City Manager to execute the necessary documents.

C. Ratification of Letter of Support: Inclusion of SNAP funding and flexibility in 2026 Farm Bill

STAFF RECOMMENDED ACTION:

Retroactively approve the letter.

10. ROUTINE ITEMS

A. Consideration and Adoption of Resolution No. 2026-19 and Ordinance No. 2026-11: a resolution declaring as a public record that certain document filed with the city clerk and entitled "2026 Short-Term Rental Code Updates; and an ordinance amending the Flagstaff City Code, Title 3 Business Regulations, but adopting by reference that certain document entitled "2026 Short Term Rental Code Updates"; providing for penalties, repeal of conflicting ordinances, severability, authority for clerical corrections, and establishing an effective date

STAFF RECOMMENDED ACTION:

1. Adopt Resolution No. 2026-19
2. Read Ordinance No. 2026-11 by title only for the final time
3. City Clerk reads Ordinance No. 2026-11 by title only (if approved above)
4. Adopt Ordinance No. 2026-11

B. Consideration and Approval of Contract Addendum to Contract No. 2025-176: to adopt Creative Flagstaff FY27 Scope of Work and Price.

STAFF RECOMMENDED ACTION:

1. Approve the Contract Addendum with Creative Flagstaff to establish the FY Scope of Work and price of $1,011,250.00.
2. Authorize the City Manager to execute all necessary documents.

11. REGULAR AGENDA

A. Consideration And Adoption of Resolution No. 2026-21: A resolution of the Flagstaff City Council, approving an Amended and Restated Master Intergovernmental Agreement between the City of Flagstaff (City), Coconino County (County) for the Flagstaff Metropolitan Planning Organization (FMPO or MetroPlan).

STAFF RECOMMENDED ACTION:

1. Read Resolution No. 2026-21 by title only.
2. City Clerk reads Resolution No. 2026-21 by title only (if approved above).
3. Adopt Resolution No. 2026-21.

B. Consideration and Adoption of Resolution No. 2026-23: A resolution approving the City of Flagstaff's 2026-2030 Consolidated Plan and authorizing its submission to the U.S. Department of Housing and Urban Development (HUD)

STAFF RECOMMENDED ACTION:

1. Read Resolution No. 2026-23 by title only
2. City Clerk reads Resolution No. 2026-23 (if approved above)
3. Adopt Resolution No. 2026-23

C. Consideration and Adoption of Resolution No. 2026-24: A resolution approving the City of Flagstaff's 2026 Annual Action Plan allocations and authorizing its submission to the U.S. Department of Housing and Urban Development (HUD).

STAFF RECOMMENDED ACTION:

1. Read Resolution No. 2026-24 by title only
2. City Clerk reads Resolution No. 2026-24 (if approved above)
3. Adopt Resolution No. 2026-24

D. Consideration and Adoption of Resolution No. 2026-22: A resolution of the Flagstaff City Council, Approving an intergovernmental agreement between Coconino County and the City of Flagstaff for the application for the Edward Byrne Memorial Justice Assistance Grant (JAG) Program FY2025 Local Solicitation.

STAFF RECOMMENDED ACTION:

1. Read Resolution No. 2026-22 by title only
2. City Clerk reads Resolution No. 2026-22 by title only (if approved above)
3. Adopt Resolution No. 2026-22

E. Consideration and Approval: Use of the remaining FY26 Council Initiative Fund

STAFF RECOMMENDED ACTION:

1. Consideration of the use of the remaining FY6 Council Initiative Fund

12. DISCUSSION ITEMS

A. 2026 Safe and Effective Wildfire Response

Information only

B. Presentation and Discussion Related to the Potential Renaming of Columbus Avenue.

If City Council desires to rename Columbus Avenue it is Staff's recommendation to rename the street to Switzer Canyon Drive to provide conformity of street names in the area.

13. OPEN CALL TO THE PUBLIC

14. ANNOUNCEMENTS AND UPDATES TO/FROM COUNCIL AND CITY MANAGER

15. 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 _____, 2026.

_____
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: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Consideration and Approval of Minutes: City Council Capital Improvements Retreat March 28, 2026, City Council Regular Meeting of March 17, 2026, City Council Retreat of March 19, 2026,City Council Special Meeting Executive Session of April 7, 2026, City Council Regular Meeting of April 7, 2026, City Council Special Meeting Executive Session of April 14, City Council Special Meeting Executive Session of April 21, City Council Regular Meeting of April 21, 2026, City Council Budget Retreat April 23, 2026, and City Council Special Meeting Executive Session of April 28, 2026.

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Executive Summary:

Minutes of City Council meetings are a requirement of Arizona Revised Statutes and, additionally, provide a method of informing the public of discussions and actions being taken by the City Council.

Financial Impact:

None

Policy Impact:

None

Previous Council Decision or Community Discussion:

None

Options and Alternatives to Recommended Action:

Council could choose to not approve the minutes.

Connection to PBB Priorities and Objectives:

High Performing Governance: Serve the public by providing high quality customer service

Connection to Regional Plan:

None

Connection to Carbon Neutrality Plan:
None

Connection to 10-Year Housing Plan:
None

Attachments:
04.23.2026.CCBR
03.28.2024.CCR
3.17.26.CCRM
3.19.26.CCR
4.7.2026.CCSMES
4.7.2026.CCRM
4.14.2026.CCSMES
4.21.2026.CCSMES
4.21.2026.CCRM
4.28.2026.CCSMES

CITY COUNCIL BUDGET RETREAT
THURSDAY, APRIL 23, 2026
CORE SERVICES FACILITY
3200 WEST ROUTE 66
8:30 A.M.

MINUTES

1. Call to Order

Mayor Daggett called the Budget Retreat of the Flagstaff City Council held April 23, 2026, to order at 8:36 a.m.

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.

Present:	Mayor Becky Daggett Vice Mayor Miranda Sweet Councilmember Austin Aslan Councilmember Anthony Garcia Councilmember Khara House Councilmember Lori Matthews Councilmember David Spence
Staff:	City Manager Joanne Keene; City Attorney Sterling Solomon

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

The Council and audience recited the pledge of allegiance, Vice Mayor Sweet read the Mission Statement of the City of Flagstaff and Councilmember Matthews read the 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 2026-2027 Budget Retreat

Ms. Keene provided opening remarks and began the presentation.

COUNCIL BUDGET RETREAT
OVERVIEW
AGENDA
TIMELINE
FUND HEALTH
REVENUE UPDATES
GENERAL FUND: SALES TAX
GENERAL FUND: SHARED REVENUE AND OTHER
BBB/TRANSPORTATION/HURF

A concern was raised that the reported 4% growth in restaurant and bar tax revenues may not reflect actual business health, noting an increase in local vacancies and asking whether staff was monitoring the sector. Staff clarified that their analysis tracks revenue trends over time rather than underlying business economics, and that the growth figure is likely to reflect higher prices passed on to consumers rather than increased patronage.

Economic Vitality Director Heidi Hansen described the 4% figure as largely misleading given rising minimum wage costs and suggested the numbers do not reflect real growth when properly examined. She added that lodging is similarly impacted, with international travel down significantly and the sector heavily reliant on conferences and group tours that are currently struggling.

PRIMARY PROPERTY TAX
SECONDARY PROPERTY TAX
PROPERTY TAX RATE SHIFT

Council expressed a desire to ensure that additional general fund revenues resulting from the primary property tax shift would be dedicated to addressing the public safety deficit and not redirected to other priorities by future councils. It was asked that staff and council consider developing a policy to provide that assurance. Staff responded that the city's base budget offers a degree of protection, once funding is incorporated into a division's base budget, it becomes the starting point for subsequent years and is not reduced at the start of a new fiscal year. Any future reduction to police or fire budgets would require an explicit decision by a future council to cut those base budgets, which would be a significant and deliberate conversation.

RESIDENTIAL PROPERTY EXAMPLE
COMMERCIAL PROPERTY EXAMPLE
FUTURE FUND HEALTH
INVESTING IN EMPLOYEES
COMPENSATION RECOMMENDATIONS
BENEFIT RECOMMENDATIONS
MARKET PAY UPDATE

A question was raised regarding whether elected positions are included in market comparisons. Staff explained that elected official salaries are governed by a separate city ordinance and were most recently reviewed in 2022.

It was noted that significant progress has been made in the city's compensation structure. Council asked whether data existed to measure retention improvements since recent compensation changes. Staff stated that citywide turnover, which had hovered around 12–13%, has now dipped below 10% marking the first time since the pandemic the rate has fallen to that level. Council expressed interest in tracking this metric annually and incorporating it into future presentations to provide a more complete picture alongside compensation data. Staff noted that historical data going back several years is available and would be brought forward at a future meeting.

Council asked about communication with the organization. Staff described the communication plan already underway, including an all-staff presentation by the city manager, a follow-up presentation to the Employee Advisory Council, and ongoing outreach to division heads to determine the most appropriate communication methods for individual employee groups. A broader message is planned for the city newsletter, and Ms. Keene indicated that an all-employee email would follow.

A break was held from 9:53 a.m. through 10:13 a.m.

EMPLOYEE ADVISORY COMMITTEE
NEW INITIATIVES
CUSTODIAL TEAM
RIGHT-OF-WAY TEAM
COMMUNICATIONS
TECHNOLOGY
BALLOT MEASURE

There were questions about alternative paths for public safety improvements if the possible ballot measure does not move forward. Staff explained that the proposed tax shift staff discussed earlier represented a $537,000 investment in public safety. Funding a new public safety facility through the general fund is not a realistic option, as generating the millions of dollars required is simply not feasible through that mechanism. A bond measure would remain the primary avenue for funding.

If the proposed ballot measure fails, the city's likely approach would include continuing to pursue new general fund revenue sources and ongoing public education about the scope of public safety needs to build support for a future ask. Staff also clarified that while sales tax measures can only appear on even-year ballots, bond requests can be brought forward any year, meaning a bond measure could return as soon as 2027 if 2026 is unsuccessful and council is supportive. A bond, if approved, would fund not only new construction but also equipment and tools that benefit current staff, meaning some meaningful public safety improvements could be made even without the sales tax component for new personnel.

It was further reinforced that the general fund offers very little flexibility for reallocation, a community misconception is that the city has other dedicated revenue streams available for public safety, this is not the case.

DOWNTOWN ENHANCEMENTS
BUDGET PROCESS IMPROVEMENTS

Council asked about the decision to move away from the ResourceX priority-based budgeting platform, which the city has used for roughly seven years. Staff explained that the decision was driven primarily by software limitations rather than any philosophical departure from the concept. The system required staff to enter data in multiple places, created significant extra work for the finance and budget team, and was never fully implemented as intended. The situation was further complicated when ResourceX was acquired by Tyler Technologies, resulting in additional organizational changes and the loss of the public-facing website. Staff emphasized that this is not an abandonment of priority-based budgeting, but rather a move toward a more functional system that better supports the same goals, aligned with the city's incoming strategic plan.

There were questions related to the custodial and right-of-way crews. Staff addressed the fiscal impact of two newly formed in-house teams. The custodial crew is expected to result in net long-term savings, as the city had been covering escalating contract costs with one-time funds for years. By bringing the work in-house and using existing base budget allocations to fund ongoing operations, one-time dollars were redirected to cover startup costs such as vehicles and equipment. The right-of-way crew represents a modest net cost increase with approximately two additional positions, funded through the HURF fund and supplemented by the BBB tax for applicable projects.

Staff also provided a more detailed picture of the city's public safety funding shortfall in response to earlier questions. In the FY27 recommended budget, fire has approximately $662,000 in ongoing base needs currently funded with one-time dollars, and police has approximately $826,000 in the same situation. However, those figures represent only what staff was able to fund, not the full scope of need.

Across all public safety areas, including fire, police, emergency management, wildfire management, and the airport, current unfunded operational needs are approaching $5 million annually. Looking at the two largest components alone, fire needs are approximately $1.8 million per year and police approximately $1.7 million per year. The property tax shift will move $537,000 of previously one-time-funded items into the true base budget. Staff also noted that the minimum wage increase had a relatively modest impact of approximately $130,000 on starting wages, partially offset by the fact that the city had already budgeted positions at the higher starting rate in FY26.

NEW BUDGET APPROPRIATIONS
TOTAL BUDGET REQUESTS
KEY COMMUNITY PRIORITIES
BUDGET REQUESTS BY PBB ALIGNMENT
RECOMMENDED POSITIONS
RECLASSIFICATIONS/RETITLES

There were questions about the recommended budget not including new staffing authorizations for public safety, particularly given the known vacancies and the ongoing public safety needs discussion. Staff clarified that the decision was largely strategic with the public safety ballot measure pending, divisions were asked to hold back many of their requests. Additionally, the city simply does not have sufficient ongoing revenue to fund new positions.

Staff outlined the positions that were requested but not funded. Even with the $537,000 property tax shift, the general fund is still running a roughly $1.5 million deficit in ongoing public safety needs before any new positions are added. It was noted that Arizona's tax structure means the city will likely always be funding some portion of public safety with one-time dollars.

Council also discussed grants where staff confirmed that grant opportunities remain actively pursued, with approximately $19 million in citywide grant requests in the pipeline. Staff noted they are being more strategic about which grants to pursue based on match requirements and long-term sustainability. Both the SAFER grant and the COPS grant were intentionally set aside this cycle, as the city is not yet able to absorb the ongoing costs that follow the initial grant period.

Council asked whether the city formally coordinates its budget process with the county, particularly for shared services like the library and dispatch. Staff explained that each entity conducts its own budget process and then shares outcomes with the other. The library process is slightly more formalized, with city staff presenting needs to the county annually, including requests for positions and funding increases. The city was awaiting a response from the county regarding its requests. For dispatch, the city develops its needs internally and then communicates anticipated cost changes to the county. Staff also raised the ongoing issue of flood control district funds, noting that the city is the largest contributor to the county flood control district but has been unable to access allocations for city projects. Staff continued those discussions and welcomed Council support in raising the issue.

SUMMARY – GENERAL FUND
EMPLOYEE INVESTMENTS – GENERAL FUND
INFRASTRUCTURE – GENERAL FUND
COUNCIL’S ALIGNED PRIORITIES

A break was held from 11:58 a.m. through 12:34 p.m.

CORE SERVICES PRIORITY – PERSONNEL
CORE SERVICES PRIORITY – PUBLIC SAFETY
CORE SERVICES PRIORITY – TECHNOLOGY, FACILITIES & COMMUNICATIONS
HOUSING PRIORITY
ECONOMIC VITALITY PRIORITY
CAPITAL INVESTMENT PRIORITY
PRIORITIES
LIMITED RESOURCES
FUNDING LIMITATIONS
SERVICE PARTNER CONTRACTS AND REQUESTS

BUDGET REQUEST FOCUS AND LIMITATIONS
CAPITAL IMPROVEMENT PROGRAM
SUMMARY

Paul Mood, Christine Cameron, Ben Markert, Trevor Henry, David Pedersen

CAPITAL PROJECTS UPDATE
LONE TREE OVERPASS AND CORRIDOR PROJECT
CAPITAL ENGINEERING
DOWNTOWN MILE SAFETY AND CONNECTIVITY PROJECT
RIO DE FLAG DRAINAGE IMPROVEMENTS PROJECT
BUTLER AND FOURTH STREET IMPROVEMENTS PROJECT
BUTLER AVENUE COMPLETE STREETS IMPROVEMENTS
SPRUCE WASH DRAINAGE IMPROVEMENTS
JOHN WESLEY POWELL BOULEVARD EXTENSION PROJECT
WILDLAND FIRE TRAINING CENTER AND WILDFIRE MANAGEMENT STATION
JWP BOULEVARD HOUSING MASTERPLAN AND PUBLIC SAFETY COMPLEX
DOWNTOWN SAFETY IMPROVEMENTS – PHASE 1
DOWNTOWN SAFETY IMPROVEMENTS – PHASE 2
WOODY MOUNTAIN ROUTE 66 TRAFFIC SIGNAL
PROSE PROJECT UPDATE
HERITAGE SQUARE RESTROOMS RENOVATION
HAL JENSEN RECREATION CENTER HVAC IN GYMNASIUM
INDIGENOUS COMMUNITY CULTURAL CENTER (ICCC)
HIGHLAND MESA PARK FORMERLY KNOWN AS “WESTSIDE PARK”
CHESHIRE PARK TRACK AND FIELD
PONDEROSA PARK RECONSTRUCTION
CONTINENTAL REGIONAL PARK DESIGN – 86 +/- ACRES
MCMILLAN MESA NATURAL AREA TRAIL REHABILITATION
PICTURE CANYON FUTS CONNECTION AND TRAIL PROJECT

A break was held from 2:45 p.m. through 3:01 p.m.

COUNCIL PARKING LOT (ADDS/DELETES) AND DISCUSSION

Mayor Daggett raised the need to support the Dark Skies Coalition, which has been fulfilling the city's outreach and compliance obligations required to maintain its International Dark Sky designation. Staff confirmed that Discover Flagstaff's tourism BBB funding will support promotional and outreach efforts, and that the Flagstaff Local campaign could be leveraged for additional community outreach. Code compliance activities will be handled by the city's dedicated Dark Sky Compliance Officer.

Councilmember Spence requested that a portion of BBB tax revenue be dedicated to an affordable housing fund. Staff responded that reallocating BBB funds may require voter approval, as affordable housing was not among the original or subsequently approved uses of that tax, making it a significant procedural hurdle. Ms. Keene noted that staff continued to explore all possible avenues for sustainable housing funding and that a broader council discussion is planned for early September.

Councilmember Garcia expressed support for more aggressive land acquisition for housing, noting that the current $500,000 annual placeholder is a good start but insufficient. He suggested the city should be working toward a $10 million land acquisition fund to be positioned to act when opportunities arise. Staff noted that revenue from property dispositions, including the shark bite, Lone Tree, and Schultz, is intended to cycle back into land acquisition. There was also opportunity to explore selling properties that no longer make sense to hold.

Councilmember House added support for exploring social housing concepts and mentioned recent contact with the Abundance Movement, which has been advancing innovative housing initiatives in communities of various sizes, including land trust models and workforce housing options.

Councilmember Aslin noted a recent conversation with the Flagstaff Literacy Center, describing the

organization as doing significant community work with very limited funding. He expressed interest in finding sustainable city support, noting that a request of roughly $5,000–$10,000 is being considered. Councilmember House expressed support and suggested pursuing a Council Initiative Fund contribution in the near term while also exploring longer-term partnership options through the budget process.

Councilmember Matthews questioned the value of the city's approximately $100,000 annual expenditure on renewable energy credits sent to New Mexico, noting that the funds do not directly benefit Flagstaff's carbon emissions goals and contrasting it with nearby private conservation efforts like the Babbitt Ranch that are reducing emissions well beyond the city's annual targets. Staff previewed a proposal coming to Council involving a partnership with the Navajo Tribal Utility Authority that would save nearly $40,000 annually compared to current renewable energy credit spending, while also shifting how costs are allocated across city divisions based on consumption. Staff framed it as a package that offers both cost savings and an opportunity for a broader philosophical discussion about how the city approaches renewable energy investment.

Councilmember House raised the growing national concern around mental health and behavioral health support for police officers, firefighters, dispatchers, and other frontline workers. Staff confirmed that a contract with Redemption is included in the current budget and that the potential bond measure includes a Wellness Coordinator position covering both police and fire.

Council discussed the need for a public-facing dashboard that helps residents understand crime data, department needs, and why the bond measure is necessary. Staff noted that a real-time dashboard updated every 24 hours is a goal, though current data extraction is labor-intensive. It was suggested that rather than raw crime statistics, the public-facing materials should contextualize the data, explaining what is happening, what is being done about it, and what resources are needed over the next five years, to build public understanding and support.

PUBLIC COMMENT

There was no public comment.

5. Adjournment

The Flagstaff City Council Budget Retreat held April 23, 2026, adjourned at 3:44 p.m.

_____
MAYOR

ATTEST:

_____
CITY CLERK

CITY COUNCIL CAPITAL IMPROVEMENT RETREAT
THURSDAY, MARCH 28, 2024
CORE SERVICES FACILITY
3200 WEST ROUTE 66
8:30 A.M.

MINUTES

1. Call to Order

Mayor Daggett called the meeting of the Flagstaff City Council held March 28, 2024, to order at 8:33 a.m.

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.

Present:	Mayor Becky Daggett Vice Mayor Austin Aslan Councilmember Deborah Harris Councilmember Lori Matthews Councilmember Jim McCarthy Councilmember Miranda Sweet
Absent:	Councilmember Khara House
Staff:	City Manager Greg Clifton; City Attorney Sterling Solomon

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

The Council and audience recited the pledge of allegiance, Councilmember Sweet read the Mission Statement of the City of Flagstaff, and Councilmember McCarthy read the 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. Capital Improvement Retreat

Mr. Clifton, Deputy City Manager Joanne Keene, and Public Works Director Scott Overton offered opening remarks and reviewed the objectives for the day.

CAPITAL IMPROVEMENT PROGRAM COUNCIL RETREAT
AGENDA
WELCOME, OBJECTIVES AND OPENING COMMENTS

Assistant Finance Manager Martin Donahoe continued the presentation.

OVERVIEW/COLOR OF MONEY
CAPITAL IMPROVEMENT PROGRAM
WHAT IT PROVIDES

Council asked whether Sustainability is funded similar to an enterprise fund through charges on the utility bill rather than the general fund. Staff explain that Sustainability is partially supported by an Environmental Management Fee included in utility bills, so residents do contribute through services like water, trash, and reclamation. However, enterprise funds are not always fully self-sustaining. While the goal is for these funds to cover their own costs, some, such as the library, airport, and certain water projects, require additional financial support. Enterprise funds often rely on a combination of funding sources. In addition to user fees, they may receive grants from state or federal agencies, transfers from the general fund, or special appropriations for major needs like stormwater infrastructure. Sustainability efforts, particularly larger initiatives such as carbon neutrality, can also depend on general fund contributions and outside funding, not just utility-based fees.

Staff further explain that each division operates with a base budget that supports ongoing personnel and core services, but any new or expanded efforts must go through an annual budget request and approval process. They note that city needs frequently exceed what fee-based revenues alone can support. As an example of improving financial self-sufficiency, they point to the recent approval of a 32-acre airport parcel lease, which is expected to generate revenue that will help the airport fund move closer to functioning as a true enterprise fund.

GENERAL GOVERNMENT
OTHER
COLOR OF MONEY

IT Director CJ Perry, Police Chief Dan Musselman, Community Investment Director Dave McIntire, Public Works Director Scott Overton, and City Engineer Paul Mood covered the General Government portion of the presentation.

GENERAL GOVERNMENT
INFORMATION TECHNOLOGY – FIBER

Council asked how the signals on Mt. Elden affect the city's internet. Staff shared that when the city's internet goes down, it is often due to issues with mountain-based signal infrastructure that connects our facilities. If those signals fail, some locations lose connectivity. The goal of expanding fiber access to all facilities is to make fiber the primary connection and relegate the current system to a backup role.

Council asked how uniform video service license agreements are issued. Staff explain that the state requires a standardized licensing process for providers, such as cable and internet companies, and applications typically go through a set form handled by the city's legal department.

POLICE

Council asked about the proposed second-story space at the police facility and how it would be used. Staff explain that the area will likely include a multi-purpose room primarily for training, and they are cautious about adding recreational amenities like a pool table or gym because noise could disrupt officers who are resting. While the exact design is not finalized, there is openness to including a modest lounge-type space for downtime, as long as it does not interfere with rest.

Council and staff also discussed the location and funding strategy, with the project potentially built on the north end of the site and initially funded for design so it can be shovel-ready for future federal funding requests. There was an emphasis on the importance of the project for officer well-being, especially given

that many officers live outside city limits. The space would provide a place to rest between shifts or during bad weather, helping reduce fatigue and improve readiness. It could also improve emergency response times by keeping officers and specialized equipment closer to deployment. It was noted that the department is authorized for 119 officers but currently has about 101, and estimate that roughly half live outside the city, reinforcing the value of having on-site rest accommodations.

PARKING DISTRICT

Council asked about the redevelopment of the Old Courthouse site, confirming that the city is still exploring a flexible public-private partnership that could include parking and housing. The request for proposals asks developers to incorporate parking, though it does not strictly dictate how much, allowing flexibility. The city may also contribute financially, potentially through parking revenues, to help make those spaces viable, while still hoping developers can cover costs themselves. Nearby projects, including one led by Foundation for Senior Living, could also add parking to support the downtown and courthouse area, though timelines and exact numbers remain uncertain.

Council then discussed the Downtown Connection Center design. Staff explained that plans include a bus facility, civic space with public art, and a smaller surface parking lot that could later be replaced by a parking garage. This reflects a compromise balancing the need for public gathering space with the loss of existing parking. While current parking capacity in the area will decrease, the future garage is intended to restore some of that capacity and support the site's role as a park-and-ride hub for transit users, employees, and downtown visitors.

Council emphasized the importance of accessibility, suggesting features like ample bicycle parking. Staff also explain that the future addition of a third railroad track by BNSF Railway will shift north onto existing railroad property, avoiding impacts to city land near the project.

LIBRARY – COMPLETED
LIBRARY
STEM EDUCATION CENTER
USGS BUILDINGS RENOVATION

Council asked about the source of the funding. Staff explain that the build-to-suit project is funded through a bond, while a separate $3 million allocation comes from city reserves generated by excess revenues, which will be reinvested into building improvements such as roof replacement and mechanical upgrades. Only some existing buildings will be demolished as part of the project, while others will remain in use, though some may still need maintenance work. The project also involves coordination with USGS, which occupies much of the site. The bond being used is a revenue bond, not a general obligation bond. This means it is repaid through lease payments from USGS rather than taxpayer funds. The intent is for the project to be financially self-sustaining for the city, though some initial city investment may be needed to ensure feasibility.

A break was held from 9:57 a.m. through 10:17 a.m.

Public Works Streets Director Sam Beckett, Capital Improvements Project Manager Eli Reisner covered the Transportation Tax Fund (Road Repair & Street Safety) portion of the presentation.

TRANSPORTATION TAX FUND (ROAD REPAIR & STREET SAFETY)
ROAD REPAIR & STREET SAFETY

Questions were raised about the challenges of maintaining roads in a climate with extreme temperature swings, which cause asphalt to expand and contract and wear out more quickly. Staff explain that the city is exploring better materials, such as rubberized asphalt, which performs better in colder conditions, though it is not ideal for hotter regions. They continue to research options for Flagstaff's unique climate.

Council also raised concerns about funding, noting that state fuel tax distributions have not kept pace with inflation or the higher maintenance needs in colder climates. While there is interest in advocating for changes at the state level to better reflect these conditions, staff acknowledge that such changes would be difficult given the long-standing funding formulas. In the meantime, the city relies in part on fuel tax

revenues to support road maintenance. There is also a growing issue with electric vehicles (EVs), which use the roads but do not contribute to gas tax revenues. This is being discussed nationally, with several states implementing fees or taxes on EVs to offset lost revenue. Arizona has considered similar legislation, but it has not yet gained traction as policymakers balance revenue needs with efforts to encourage EV adoption.

COCONINO ESTATES IMPROVEMENTS PHASE I – COMPLETED
COCONINO ESTATES IMPROVEMENTS PHASE II – SUBSTANTIALLY COMPLETED

Capital Improvements Engineer Trevor Henry, Transportation Engineer Associate David Lemke, Project Manager Alec Latino, and Senior Lead Transportation Manager Martin Ince covered the Transportation Tax Fund portion the presentation.

TRANSPORTATION TAX FUND
BEULAH & UNIVERSITY
DOWNTOWN MILE SAFETY AND CONNECTIVITY PROJECT
JW POWELL EXTENSION

Council asked how the connection can be made when the other developers do not have development plans. Staff explain that the city is moving forward with the road anyway, which is seen as beneficial because it allows the project to be shaped proactively rather than being driven entirely by future development pressures. The project has involved extensive coordination among city staff and property owners, and there is broad consensus on the road alignment, which is uncommon for a project of this scale.

An updated design will be presented soon, reflecting detailed engineering work that accounts for terrain, drainage, trails, including the Arizona Trail, and environmental considerations like wildlife crossings. The road will be about two miles long and designed as a complete street, including utilities as well as bike and pedestrian infrastructure. Funding and cost-sharing are still being refined, but generally the city is expected to cover about 40% of infrastructure costs, with property owners covering around 60% as development connects to the system. Even though some major landowners. such as Little America, do not yet have active development plans, they are participating in planning discussions.

Stephen Puhr addressed Council asking about the likelihood of affordable housing coming to the area. Staff explained that the corridor is expected to support significant future growth, with early estimates suggesting over a thousand housing units across various developments, including a mix of single-family, multifamily, and some commercial uses. While the city cannot legally require affordable housing due to state restrictions, they can encourage it through incentives and negotiations, particularly during rezoning and development agreements.

LONE TREE OVERPASS AND CORRIDOR
BUTLER-FOURTH IMPROVEMENTS
BUTLER PROTECTED INTERSECTIONS AND BIKE LANES
LOCKETT CEDAR ROUNDABOUT

Council asked about the flashing lights at the crosswalks. Staff confirm that the crossings will be activated crosswalks with push buttons and flashing lights, giving pedestrians a set amount of time to safely cross before needing to reactivate the signal.

There were also questions about the extended timeline of the project. Staff explained that the project has been delayed because of coordination issues with Arizona Department of Transportation, including finalizing an intergovernmental agreement, cost-sharing details, and design coordination. These delays caused the city to miss the original construction advertising window, which pushed the contractor procurement process back. Construction is now expected to begin in spring 2025, after the agreement is finalized, funding is processed, and a contractor is selected later in the year. The city will not begin physical work until nearby projects are sufficiently complete to avoid overlapping disruptions.

A break was held from 11:36 a.m. through 12:08 p.m.

SMOKERISE AND HWY 89 SIGNAL
BOULDER POINTE TRAFFIC CALMING
SWITZER CANYON TRAIL
FIRST MILE LAST MILE
PED-BIKE SIDEWALKS
PED-BIKE FUTS TRAILS
PED-BIKE BIKEWAYS
PED-BIKE ENHANCED CROSSINGS
PED-BIKE GENERAL

Beautification, Arts, and Sciences Program Manager Jana Weldon and Assistant PROSE Director Amy Hagin, covered the Beautification, Arts & Sciences, and PROSE portion of the presentation.

BEAUTIFICATION, ARTS & SCIENCE, AND PROSE
BEAUTIFICATION FUND & ARTS & SCIENCES FUND
BEAUTIFICATION FUND
SPRUCE WASH WEDGE
ROUTE 66 LANDSCAPING
SWITZER CANYON ROUNDABOUT 3D ARTWORK
DOWNTOWN CONNECTION CENTER, LONE TREE OVERPASS, FOURTH STREET LOCKET
BEAUTIFICATION FUND UPCOMING PROJECTS
ARTS AND SCIENCES FUND
FY 24-25 PROJECTS
OUT YEAR PROJECTS
PROSE
PROSE – GENERAL GOVERNMENT

Council asked if there was an update on the Indigenous Community Cultural Center (ICCC). Staff explained that the project is beginning to move forward through early planning and coordination. Staff recently met with an Indigenous youth group at Flagstaff High School, which has helped strengthen community partnerships and support ongoing cleanup efforts at the site. With fencing now removed, additional cleanups are underway involving both Parks staff and volunteers. The city is starting the procurement process to determine how the future ICCC will be designed and built. At the same time, staff are assessing what portions of the existing building could be made usable sooner. The western portion of the structure, formerly a fleet maintenance shop, is in better condition than the rest and may be rehabilitated first, while the remainder of the building will require more extensive remediation and funding in a future budget cycle. The final scope is not yet defined and will depend on contractor proposals and comparisons to similar city projects.

PROSE – PROP 419 (TRANSPORTATION)
PROSE – BBB RECREATION 5-YEAR
FY23-24

Council asked for an update on the Murdoch Center and expressed concerns that the project has been delayed again. Staff explained that earlier bids came in over budget, so they are now working with a local contractor to re-scope and re-price the full set of planned improvements with the goal of starting work in the spring. They highlighted some of the key improvements including expanding and improving the pocket park area west of Murdoch Center, including better lighting, landscaping, and increased visibility. Enhancing the north side of the property, including sidewalks, landscaping, and a small storage structure for oversized chess pieces. Installing a new monument/signage element identifying Cleo Murdoch Park. General beautification work such as irrigation, plantings, and public art opportunities using native landscaping.

Council expressed frustration that the project has been discussed for years with limited visible progress, and the community has been waiting a long time for clearer timelines, visuals, and delivery. Staff acknowledged the delay and said they are committed to completing the project and improving communication and transparency going forward.

Councilmember Harris exited the meeting at 1:27 p.m.

FY24-25
FY25-26
FY26-27 AND FY27-28

Airport Director Brian Gall, Airport Project Engineer Adam Miele, Solid Waste Director Evan Tyrrell, Water Service Director Shannon Jones, Water Services Section Director Mac McNamara, and Mr. Henry covered the Enterprise Find portion of the presentation.

ENTERPRISE FUNDS
AIRPORT
AIRPORT FUND
ECONOMY PARKING LOT – COMPLETED
PAID PARKING SYSTEM – INSTALLED
CAPITAL IMPROVEMENT PROGRAM (5-YEAR PROGRAM)
SNOW REMOVAL EQUIPMENT BUILDING
LAND ACQUISITION
TAXIWAY W RELOCATION AND APRON EXTENSION – DESIGN
RUNWAY PAVEMENT STUDY
SOLID WASTE FUND
LANDFILL ACCESS ROAD RECONSTRUCTION
CELL D PHASE I EXCAVATION AND DEVELOPMENT

It was asked whether the revenue was gross or net. Staff clarified that the landfill revenue figures are gross revenues based on waste volume and a $45 per ton tipping fee, and do not include operating or maintenance costs.

There were also questions related to capacity. Staff explained that beyond the current landfill expansion, there is an additional area called Sequence E of about 80 acres currently used for cover material. When combined with existing space and planned expansions, the landfill is projected to have roughly 80+ years of remaining capacity.

Council also discussed future reuse possibilities for closed landfill areas, noting that landfills can be capped and later repurposed for uses such as parks, recreation, or even golf courses depending on conditions and closure requirements.

Council asked about methane gas management, and staff explained that the landfill is currently below federal thresholds that would require active methane capture systems. Monitoring is conducted every five years using sampling and modeling. However, projections show that around 2030 and beyond, the landfill will likely exceed those thresholds, at which point gas extraction systems would need to be installed to capture methane and either flare it or potentially use it for beneficial purposes.

WATER SERVICES DIVISION
WATER SERVICES DIVISION – SOON TO BE COMPLETED
WATER SERVICES DIVISION – COMPLETED
INNER BASIN WATERLINE
LAKE MARY WTP SEDIMENTATION BASIN IMPROVEMENT
RECLAIMED WATER FUND
WASTEWATER FUND
STORMWATER – COMPLETED
SCHULTZ CREEK DRAINAGE IMPROVEMENTS @US HIGHWAY 180
STORMWATER FUND
RIO DE FLAG IMPROVEMENTS
PROPOSITION 441 – SPRUCE WASH
DOWNTOWN LATERAL STORM DRAIN

Mr. Clifton and Ms. Keene concluded the presentation.

LONGER TERM PRIORITIES AND COUNCIL FEEDBACK

Council asked about the Milton Alternative Bike project. Staff stated that it is not currently funded or prioritized in the five-year plan, though it could be reconsidered if desired.

There was additional discussion about the old Public Works Yard and Indigenous Community Cultural Center project. Staff explained that it was moving forward in stages. There is some cleanup and minor site work already underway. The process includes an upcoming solicitation for future use of the property, and parts of the building may eventually be usable before others due to the extent of needed rehabilitation. Staff emphasized that significant building remediation is still required, and timelines remain uncertain.

Council expressed frustration with delays and stressed the need for clearer communication and expectations with the community. There was discussion of potential funding strategies, including a standalone bond measure and grant opportunities, possibly paired with other civic projects like a STEM center. Staff noted that some funding is already set aside but final project costs are still uncertain. Staff also highlighted broader capacity constraints, including major staffing shortages in engineering, HR, and project management roles, which are affecting project delivery timelines. Recruitment efforts, compensation adjustments, and hiring incentives are underway, but turnover and housing challenges continue to make recruitment difficult.

There was agreement that while demand and excitement for community projects is high, realistic timelines, staffing limits, and procurement requirements mean progress will be gradual, with phased or partial openings likely for some facilities.

5. Adjournment

The Council Capital Improvement Program Retreat of March 28, 2024, adjourned at 3:41 p.m.

_____
MAYOR

ATTEST:

_____
CITY CLERK

CITY COUNCIL REGULAR MEETING
TUESDAY, MARCH 17, 2026
CITY HALL COUNCIL CHAMBERS
211 WEST ASPEN AVE
3:00 P.M.

MINUTES

1. CALL TO ORDER

Mayor Daggett called the meeting of the Flagstaff City Council held March 17, 2026, to order at 3:00 p.m.

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 regular meeting, 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.

Present:	Mayor Becky Daggett Vice Mayor Miranda Sweet Councilmember Austin Aslan Councilmember Anthony Garcia Councilmember Khara House Councilmember Lori Matthews Councilmember David Spence
Staff:	City Manager Joanne Keene; City Attorney Sterling Solomon

3. PLEDGE OF ALLEGIANCE, MISSION STATEMENT, AND LAND ACKNOWLEDGEMENT

The Council and audience recited the pledge of allegiance, Vice Mayor Sweet read the Mission Statement of the City of Flagstaff, and Councilmember Aslan read the 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. OPEN CALL TO THE PUBLIC

DJ addressed Council to explain that he recently drafted a bill that would prohibit employment discrimination based on financial status, including homelessness and poverty.

Summer Grandy and Talissa Bahr from Flagstaff Family Food Center addressed Council with an update on rising food insecurity, noting that over 107,000 meals had been served, a 32.5% increase from the prior year. They outlined concerning state and federal SNAP policy changes, including added restrictions, increased administrative burdens, and reduced flexibility. Also highlighted were ongoing issues with the Arizona Department of Economic Security, including delays, confusion, and clients losing or struggling to access benefits. Food assistance is becoming harder to access, and they urged the City Council to advocate for impacted residents.

Colleen Maring, Chief People Officer at Northern Arizona Healthcare, shared updates on expanding primary care access in Flagstaff. She announced the addition of two new providers, with two more expected this summer, at the growing McMillan Mesa clinic. She emphasized the importance of preventive care, strong patient-provider relationships, and expanding access to reduce reliance on emergency services and improve regional health outcomes.

5. PROCLAMATIONS AND RECOGNITIONS

A. Proclamation: Red Cross Month

Mayor Daggett read and presented the proclamation.

6. COUNCIL LIAISON REPORTS

Vice Mayor Sweet reported that she attended the Beautification and Public Art Commission meeting where Creative Flagstaff presented its 2026 programming. She shared upcoming meetings, including a Mountain Line meeting and a Water Commission meeting focused on large water users. The Water Commission discussion will build on the City's ongoing data center conversation and explore potential regulation of high water-use entities.

Councilmember Garcia shared that the Parks and Recreation Commission had met and that he would have an update at the next meeting.

7. APPOINTMENTS

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 the City Council may vote to go into executive session, which will not be open to the public, for the purpose of discussing or considering employment, assignment, appointment, promotion, demotion, dismissal, salaries, disciplining or resignation of a public officer, appointee, or employee of any public body...., pursuant to A.R.S. §38-431.03(A)(1).

A. Consideration of Appointments: Open Spaces Commission.

Moved by Vice Mayor Miranda Sweet, **seconded by** Councilmember Khara House to appoint Nat White to the Open Spaces Commission.
Vote: 7 - 0 - Unanimously

Moved by Councilmember Lori Matthews, **seconded by** Councilmember Khara House to appoint Bruce Fox to the Open Spaces Commission.
Vote: 7 - 0 - Unanimously

Moved by Mayor Becky Daggett, **seconded by** Councilmember David Spence to appoint Jacqueline Thomas to the Open Spaces Commission.
Vote: 7 - 0 - Unanimously

8. CONSENT AGENDA

All matters under Consent Agenda are considered by the City Council to be routine. Unless a member of City Council expresses a desire at the meeting to remove an item from the Consent Agenda for discussion, the Consent Agenda will be enacted by one motion approving the recommendations listed on the agenda. Unless otherwise indicated, expenditures approved by Council are budgeted items.

Councilmember Aslan requested that Item 8C be pulled for discussion.

Moved by Councilmember Khara House, **seconded by** Vice Mayor Miranda Sweet to approve the Consent Agenda as presented with the exception of Item 8C.
Vote: 7 - 0 - Unanimously

A. Consideration and Approval of Contract Change Order: Airport Snow Removal Equipment Building (SREB) — Design and Construction Phase Services Change Order #2

1. Approve Change Order #2 with APMI for additional services required for the completion of design services and for construction phase services for the airport Snow Removall Equipment Building in the amount of $977,958.00.
2. Authorize the City Manager to execute the necessary documents.

B. Ratification of Public Comment in Opposition of Aquifer Protection Permit Exemption Request

Retroactively approve the public comment.

C. Consideration and Approval of Contract: Job Order Contract for Construction: Kinney Construction Services, Inc. for Sinclair Wash Flagstaff Urban Trail System (FUTS) Repair in the amount not to exceed $181,399.

Councilmember Aslan asked Stormwater Section Director Ed Schenk to share more about the FUTS near Sinclair Wash.

Mr. Schenk shared that the project would address two deteriorating culverts along Sinclair Wash near Lone Tree. Planned work includes replacing the culverts, adding headwalls, regrading the trail, and reinforcing the channel with rock to reduce erosion.

Moved by Councilmember Austin Aslan, **seconded by** Councilmember Lori Matthews to approve the Job Order Contract for Construction with Kinney Construction Services, Inc. for the Sinclair Wash FUTS Repair (Headwall, Wingwalls, Culvert Installation) in the amount not to exceed $181,399 and authorize the City Manager to execute the necessary documents.
Vote: 7 - 0 - Unanimously

D. Consideration and Approval of Contract: Job Order Contract for Construction with Eagle Mountain Construction, Inc. for Fanning Wash Channel Improvements in the amount not to exceed $433,990.

1. Approve the Job Order Contract for Construction with Eagle Mountain Construction, Inc. in the amount not to exceed $433,990; and
2. Authorize the City Manager to execute the necessary documents.

9. REGULAR AGENDA

A. Consideration and Adoption of Ordinance No. 2026-06: An ordinance of the City Council of the City of Flagstaff, amending the Flagstaff City Code, Title 11, General Plans and Subdivision, Chapter 11-20: Subdivision and Land Split Regulations, Division 11-20.40: Subdivision Procedures and Requirements; providing for repeal of conflicting ordinances, severability, authority for clerical

corrections, and establishing an effective date.

Zoning Code Manager Tiffany Antol provided a PowerPoint presentation that covered the following:

FINAL PLAT DEDICATION CITY CODE AMENDMENT

Moved by Councilmember Khara House, **seconded by** Vice Mayor Miranda Sweet to read Ordinance No. 2026-06 by title only for the first time.
Vote: 7 - 0 - Unanimously

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FLAGSTAFF, AMENDING THE FLAGSTAFF CITY CODE, TITLE 11, GENERAL PLANS AND SUBDIVISION, CHAPTER 11-20: SUBDIVISION AND LAND SPLIT REGULATIONS, DIVISION 11-20.40: SUBDIVISION PROCEDURES AND REQUIREMENTS; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES, SEVERABILITY, AUTHORITY FOR CLERICAL CORRECTIONS, AND ESTABLISHING AN EFFECTIVE DATE

B. Consideration and Approval of Modifications of Property Development Standards: Request by Lincoln Avenue Communities to approve modifications to property development standards for a 100% affordable housing development located at the northeast corner of Lone Tree Road and Pine Knoll Drive (APN 104-14-003G, H, and J).

Current Planning Manager Alaxandra Pucciarelli provided a PowerPoint presentation that covered the following:

LONE TREE RANCH MODIFICATION TO PROPERTY DEVELOPMENT STANDARDS
REQUEST OVERVIEW
AFFORDABLE HOUSING INCENTIVES
PROPOSED MODIFICATIONS
FINDINGS
FINDING #1: GENERAL PLAN CONFORMANCE
FINDING #2: COMMUNITY BENEFITS AND PUBLIC GOOD
FINDING #3: DOES NOT CONSTITUTE A HAZARD
FINDING #4: CONSISTENCY WITH AREA CHARACTER
FINDING #5: DEVELOPMENT AMENITIES ARE CONSISTENT WITH SIMILAR MARKET RATE DEVELOPMENTS
RECOMMENDATION

Councilmember Spence expressed support for the proposed development and confirmed that it includes 168 affordable housing units at 60% AMI, noting that details will be further clarified during the development agreement discussion.

Councilmember House asked about a proposed increase in a retaining wall from five feet to 13 feet and requested clarification from the developer. Sean Krieg explained that the higher limit is intended to provide flexibility and avoid future deviations during construction. He noted the final walls are expected to be closer to eight to ten feet, but the broader allowance helps address uncertainty in code interpretation around adjacent rights-of-way, including roads and FUTS trails. The adjustment is intended to reduce potential disputes with staff, streamline approvals, and minimize construction and review costs for a project with tight financial margins.

Moved by Councilmember David Spence, **seconded by** Councilmember Khara House to approve the modifications requested as presented.
Vote: 7 - 0 - Unanimously

C. Consideration and Adoption of Resolution No. 2026-12: A resolution of the City Council of the City of Flagstaff, Arizona, authorizing the execution of the Lone Tree Ranch Development Agreement between the City of Flagstaff and Lone Tree Ranch, L.P. related to the development of approximately

8.51 acres of real property generally located at the northeast corner of Lone Tree Road and Pine Knoll Drive and establishing an effective date

Current Planning Manager Alaxandra Pucciarelli provided a PowerPoint presentation that covered the following:

LONE TREE RANCH DEVELOPMENT AGREEMENT
PURPOSE OF THE AGREEMENT
AFFORDABLE HOUSING COMMITMENT
AFFORDABLE HOUSING INCENTIVES
FUTS
RIGHT-OF-WAY
GATES AND ACCESS CONTROL
TRANSIT EASEMENT
COUNCIL OPTIONS

Mayor Daggett asked for clarification on whether affordability was defined as “an average of 60% AMI” or a strict 60% threshold in the development agreement.

Mr. Krieg explained that eligibility is based on two related requirements: residents must qualify at or below 60% AMI at move-in, and rents are capped by unit size based on that same benchmark. While tenants can remain if their income increases later, initial qualifications are tied to the 60% level. He noted this structure helps maintain compliance while allowing some flexibility for residents over time.

Mayor Daggett asked how the tax credits play into the percentage. Matt Klein stated that the project is structured using federal Low-Income Housing Tax Credit rules under Section 42 Low-Income Housing Tax Credit Program. At least 40% of units must be at or below 60% AMI to qualify for credits, but because this is a 100% affordable project, all units can generate credits. He also explained the concept of “income averaging,” which allows a mix of income levels such as 50% and 70% AMI units so long as the overall average equals 60% AMI. While that approach is allowed, the current proposal is structured entirely at 60% AMI.

Dennis Givens addressed Council in support of the development and expressed appreciation for an affordable development.

Moved by Councilmember Khara House, **seconded by** Councilmember Lori Matthews to read Resolution No. 2026-12 by title only.
Vote: 7 - 0 - Unanimously

A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL, AUTHORIZING THE EXECUTION OF THE LONE TREE RANCH DEVELOPMENT AGREEMENT BETWEEN LONE TREE RANCH, L.P. AND THE CITY OF FLAGSTAFF RELATED TO THE DEVELOPMENT OF APPROXIMATELY 8.51 ACRES OF LAND LOCATED AT THE NORTHEAST CORNER OF LONE TREE ROAD AND PINE KNOLL DRIVE; AND ESTABLISHING AN EFFECTIVE DATE

Moved by Councilmember Lori Matthews, **seconded by** Councilmember Khara House to adopt Resolution No. 2026-12.
Vote: 7 - 0 - Unanimously

D. Consideration and Adoption of Ordinance No. 2026-05: An ordinance of the City Council of the City of Flagstaff, amending the Flagstaff Zoning Map to Direct to Ordinance Zoning Map Amendment to rezone approximately 8.51 acres of real property generally located at the northeast corner of Lone Tree Road and Pine Knoll Drive

Moved by Councilmember Khara House, **seconded by** Vice Mayor Miranda Sweet to read Ordinance No. 2026-05 by title only for the final time.
Vote: 7 - 0 - Unanimously

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FLAGSTAFF, AMENDING THE FLAGSTAFF ZONING MAP TO REZONE APPROXIMATELY 8.51 ACRES OF REAL PROPERTY GENERALLY LOCATED AT THE NORTHEAST CORNER OF LONE TREE ROAD AND PINE KNOLL DRIVE (APNS 104-14-003G, 104-14-003H, AND 104-14-003J), FROM THE SUBURBAN COMMERCIAL (SC) AND HIGH DENSITY RESIDENTIAL (HR) ZONES WITH THE RESOURCE PROTECTION OVERLAY (RPO) TO HIGH DENSITY RESIDENTIAL (HR) ZONE WITH THE RESOURCE PROTECTION OVERLAY (RPO) WITH CONDITIONS; PROVIDING FOR SEVERABILITY, AUTHORITY FOR CLERICAL CORRECTIONS, AND ESTABLISHING AN EFFECTIVE DATE

Moved by Councilmember Khara House, **seconded by** Vice Mayor Miranda Sweet to adopt Ordinance No. 2026-05.
Vote: 7 - 0 - Unanimously

E. Consideration and Adoption of Resolution No. 2026-14 and Ordinance No. 2026-08: A resolution of the Flagstaff City Council declaring as a public record that certain document filed with the City Clerk and entitled "2026 Landfill Fees Corrections and Updates"; and an ordinance of the City Council of the City of Flagstaff, amending the Flagstaff City Code, Title 7 Health and Sanitation, Section 7-04-001-0010 Fees, Subsection H Landfill Fees; providing for penalties, severability, authority for clerical corrections, and establishing an effective date

Management Services Director Rick Tadder presented a proposed correction to city code related to landfill fees in response to a recent change by the Arizona Department of Environmental Quality (ADEQ), which increased its landfill disposal fee from $0.25 to $0.58 per ton. The City's previously approved solid waste rate of $43 per ton is not changing; this action only updates how the fee components are represented. When the solid waste rates were last adopted, the ADEQ fee, city fee, and environmental maintenance facility fee were incorrectly combined into a single line in city code. In practice, however, these charges are already itemized separately on customer landfill tickets. The proposed ordinance would align city code with actual billing practices by clearly separating each fee component. This correction is intended to improve transparency and make it easier to adjust individual fee components in the future if ADEQ changes its rates again.

Councilmember Spence asked how well that $43 fee aligns with the landfill's actual budget needs and whether it is sufficient to maintain balance. He asked if staff plans to return to Council in the future to revisit or adjust the $43 fee. Mr. Tadder stated that they are not addressing the $43 per ton landfill fee at this time. Instead, they are initiating a solid waste rate study later this year, which will review how current fees support landfill operations and may recommend adjustments at that time.

Moved by Councilmember David Spence, **seconded by** Vice Mayor Miranda Sweet to read Resolution No. 2026-14 by title only.
Vote: 7 - 0 - Unanimously

A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL DECLARING AS A PUBLIC RECORD THAT CERTAIN DOCUMENT FILED WITH THE CITY CLERK AND ENTITLED "2026 LANDFILL FEES CORRECTIONS AND UPDATES"

Moved by Vice Mayor Miranda Sweet, **seconded by** Councilmember Khara House to read Ordinance No. 2026-08 by title only for the first time.
Vote: 7 - 0 - Unanimously

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FLAGSTAFF, AMENDING THE FLAGSTAFF CITY CODE, TITLE 7 HEALTH AND SANITATION, SECTION 7-04-001-0010 FEES, SUBSECTION H LANDFILL FEES; PROVIDING FOR PENALTIES, REPEAL OF CONFLICTING ORDINANCES, SEVERABILITY, AUTHORITY FOR CLERICAL CORRECTIONS, AND ESTABLISHING AN EFFECTIVE DATE

10. DISCUSSION ITEMS

A. Emergency Management Briefing - APS Public Safety Power Shutoffs (PSPS)

Emergency Program Manager Daniel Kelly, Grants, Contracts and Emergency Management Director Stacy Brechler-Knaggs, APS Wildfire Response Team Supervisor Brian Kelly, APS Senior Public Affairs Manager Janet Dean, Water Services Director Lee Williams, Fire Chief Mark Gaillard, Deputy Police Chief Collin Seay, Facilities Maintenance Superintendent Joe Ronnigan, Streets Manager Greg Krahe, Assistant Parks and Recreation Director Amy Hagin, IT Director CJ Perry, Resilience Specialist Sam Wiley, Public Affairs Director Sarah Langley, and Marketing and Media Specialist Lori Pappas provided a PowerPoint presentation that covered the following:

2026 APS PUBLIC SAFETY POWER SHUTOFF (PSPS) UPDATE
PSPS TASK FORCE
ARIZONA PUBLIC SERVICE WILDFIRE MITIGATION
OUR CURRENT PRACTICES ARE COMPREHENSIVE AND MULTI-FACETED
PSPS IS ANOTHER TOOL WE HAVE WHEN THE RISK OF WILDFIRES IS EXTREMELY HIGH
WE WILL COMMUNICATE WITH LOCAL AGENCIES AND CUSTOMERS
HOW DO WE DETERMINE WHICH AREAS ARE IMPACTED BY PSPS?
ZOOMED OUT – GREATER FLAGSTAFF AREA
ZOOMED IN – MAJORITY OF THE CITY OF FLAGSTAFF
FURTHER ZOOMED IN – EAST FLAGSTAFF
ZOOMED IN – HOSPITAL HILL AND US 180
ZOOMED IN – DOWNTOWN FLAGSTAFF AREA
ZOOMED IN – SOUTH ON LAKE MARY ROAD/AIRPORT AREA
ZOOMED IN – WEST ON OLD ROUTE 66

Mayor Daggett clarified that some areas may not be affected because they do not have a feeder line. Mr. Kelly confirmed that most areas could still be affected because nearly all feeders in Flagstaff are PSPS feeders due to the region's high wildfire risk. While some areas have been isolated or reconfigured to reduce outages, full protection is not always possible because the electric system is old and was built incrementally as the city expanded. As a result, some lines serve multiple areas with different risk levels, making complete separation difficult. Certain high-risk areas, like Mars Hill, are of particular concern, but overall, the system-wide constraints limit how fully customers can be isolated from potential shutoffs.

EMERGENCY MANAGEMENT
PREPAREDNESS AND MITIGATION
RESPONSE – PSPS EVENT
WATER SERVICES
OVERVIEW
WATER PRODUCTION
WATER RECLAMATION (WILDCAT HILL & RIO DE FLAG)
FIRE
PD
PUBLIC WORKS
CORE SERVICES
STREETS
PROSE
PARKS, RECREATION CENTERS AND SPECIAL EVENTS
IT
NETWORK AVAILABILITY
SUSTAINABILITY
COMMUNITY RESILIENCE HUB ACTIVATION
PUBLIC MESSAGING AND OUTREACH
PUBLIC AFFAIRS
DISCOVER FLAGSTAFF
VISITATION AND ECONOMIC VITALITY

Council asked whether the planned power outage preparedness campaign should be launched earlier in light of unusual seasonal conditions and the possibility of an elevated spring and summer wildfire risk. Staff responded that the timing is being actively evaluated. They referenced recent fire outlook discussions suggesting the region may be heading into a relatively busy fire season, which is not unexpected but reinforces the need for readiness and timely public communication.

Council asked about their enrollment in the RAVE system. Staff confirmed that all elected officials are already enrolled in the RAVE emergency notification system and that Council will be notified in advance, so they are not caught off guard during meetings or other engagements.

Another portion of the discussion focused on community services during outages, particularly congregate meals and senior services. There were concerns about whether the city has adequate backup plans, such as shelf-stable food supplies or alternative meal distribution methods if power disruptions affect operations. They also asked whether facilities like the senior center should have backup generators. Staff clarified that the senior center had been adjusted so it remains on power, though some nearby infrastructure, such as lighting in Thorpe Park, may still be impacted.

Council emphasized the importance of maintaining continuity of services for seniors, especially during prolonged outages. They suggested exploring contingency options similar to those used during the pandemic, such as distributing grab-and-go meals or partnering with the county to maintain Meals on Wheels and similar programs even if facilities cannot operate normally.

There was broad agreement that short-duration outages can likely be managed with operational adjustments, but extended outages would require more robust planning and coordination. Staff indicated they are already thinking along those lines and are open to working with partners to develop more resilient service models.

11. OPEN CALL TO THE PUBLIC

None

12. INFORMATIONAL ITEMS TO/FROM MAYOR, COUNCIL, AND STAFF, AND FUTURE AGENDA ITEM REQUESTS

Vice Mayor Sweet shared that she had attended an Eagle Scout Court of Honor for two young individuals in the city, noting it was a meaningful event. She also promoted an upcoming fundraiser at Rainbows End benefiting Ballet Folklórico. Lastly, she noted that she would attend the Arizona Forward Environmental Excellence Awards with the Mayor, where the Downtown Connection Center is a nominee.

Councilmember House shared that she will be in Washington, D.C. next week for a housing advocacy conference and visiting Capitol Hill but will still attend the Council meeting virtually.

City Manager Keene reminded Council of the retreat later that week. She also provided an update on the newly formed Technology Privacy Task Force, which held its first meeting that included an overview from IT leadership, and began discussing the city’s technology needs. The group will meet monthly and develop recommendations for city leadership.

City Attorney Solomon offered public thanks to Kevin Fincel for his work as Interim Deputy City Manager and Senior Assistant City Attorney Christina Rubalcava for her service as Interim Deputy City Attorney.

13. ADJOURNMENT

The Regular Meeting of the Flagstaff City Council held March 17, 2026, adjourned at 5:19 p.m.

_____
MAYOR

ATTEST:

_____
CITY CLERK

CERTIFICATION

I, STACY SALTZBURG, do hereby certify that I am the City Clerk of the City of Flagstaff, County of Coconino, State of Arizona, and that the above Minutes are a true and correct summary of the Meeting of the Council of the City of Flagstaff held on March 17, 2026. I further certify that the Meeting was duly called and held and that a quorum was present.

DATED this 19th day of May, 2026

_____
CITY CLERK

CITY COUNCIL RETREAT
THURSDAY, MARCH 19, 2026
CORE SERVICES
3200 WEST ROUTE 66
9:00 A.M.

MINUTES

1. Call to Order

Mayor Daggett called the retreat of the Flagstaff City Council held March 19, 2026, to order at 9:01 a.m.

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.

Present:	Mayor Becky Daggett Vice Mayor Miranda Sweet Councilmember Austin Aslan Councilmember Anthony Garcia Councilmember Khara House Councilmember Lori Matthews Councilmember David Spence
Staff:	City Manager Joanne Keene; City Attorney Sterling Solomon

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

The Council and audience recited the pledge of allegiance, Councilmember House read the Mission Statement of the City of Flagstaff, and Councilmember Spence read the 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 Governance Expectations

City Manager Keene introduced Mike Letcher with Bridge Group who facilitated the retreat. He provided a PowerPoint presentation that covered the following:

COUNCIL GOVERNANCE EXPECTATIONS

OUTCOMES FOR TODAY
SURVEY FOR INPUT
BUILDING SHARED EXPECTATIONS
GOVERNANCE TEAMWORK
INTERDEPENDENT
WHY THE GRS IS IMPORTANT
THE CHALLENGE
FLAGSTAFF CITY COUNCIL SPEAKS WITH ONE VOICE
GOVERNANCE RELATIONS SYSTEM (GRS) BRIDGE
THESE SEEMINGLY OPPOSITE OBJECTIVES CAN COEXIST
WHY HAVE EXPECTATIONS?
COUNCIL CONSENSUS ON GRS
TAKE STEPS TO SUCCEED
THE COUNCIL DETERMINES LEVEL OF PRIORITIES AND FOCUS FOR CITY
LET'S TALK
FACILITATION GUIDE

The following summarizes the discussions and outcomes.

Council discussed the development and consensus-building process for the Governance Relations System (GRS), focusing on shared expectations for the Council, City Manager, and staff, with input from survey results and language adjustments to ensure clarity and inclusivity.

Mr. Letcher explained that the GRS is designed to create a unified set of expectations for the Council, City Manager, and staff, serving as a legacy document that guides organizational behavior and relationships, and helps new councilmembers understand their roles beyond the city charter and operational procedures.

Mr. Letcher reviewed the results of the Council survey on expectations, noting consensus on most items but highlighting six expectations requiring further discussion and language changes, particularly to address concerns about inclusivity and clarity, such as integrating community priorities and refining technology adoption language. The Council engaged in discussion to reach consensus on the revised expectations.

Council also discussed the need for improved onboarding and orientation for incoming councilmembers, suggesting workshops and clearer guidance on council-manager-staff relationships. Mr. Letcher indicated that he would incorporate these elements into the GRS and future processes.

Council discussed and reviewed expectations for the organization, city manager, and council. They agreed on expectations for the organization to be transparent, maintain an open-book approach to financial information, commit to staff development, and continuously improve technology and internal processes, with language refined to balance cost concerns and the need for proven innovations.

Expectations for the City Manager include implementing the strategic plan, providing thorough and dependable information to the council, sharing key policy-related information with all members, planning ahead, and practicing collaborative leadership involving community stakeholders.

The Council discussed and revised expectations for member conduct, including valuing opinions, doing homework, avoiding undermining decisions, focusing on outcomes over positions, and refraining from public criticism of staff, with special attention to balancing dissent and unity after votes.

Staff expectations were set to prioritize timely responses, civic engagement, resident education, and clear, jargon-free communication, with accountability for making information accessible and useful to residents.

The Council agreed on a process where the Human Resource/Risk Management Director distributes evaluation forms for both the city manager and council self-assessments, with results compiled and discussed in executive session, and the mayor signing the final evaluation. The city manager should complete their self-evaluation before seeing Council evaluations, with the opportunity to submit written

responses to any 'needs improvement' ratings, ensuring transparency and fairness. There would be a three-point rating system for the city manager evaluation: 'on track,' 'outperforming,' and 'needs improvement,' with the requirement to specify reasons for any 'needs improvement' ratings.

Council discussed how to allow dissenting members to express their views and advocate for change after a decision, while ensuring that such actions do not actively impede the implementation of Council decisions, referencing real-world examples such as the hospital referendum. They worked collaboratively to refine the GRS language, incorporating provisions for advocacy and reconsideration through established processes, and clarifying the distinction between personal agendas and legitimate community representation.

Mr. Letcher outlined the next steps, including finalizing and distributing the revised GRS and evaluation documents, scheduling future strategic planning sessions, and ensuring all agreed changes are incorporated before council adoption.

5. Adjournment

The City Council Retreat held March 19, 2026, adjourned at 12:04: p.m.

_____
MAYOR

ATTEST:

_____
CITY CLERK

CITY COUNCIL SPECIAL MEETING
TUESDAY, APRIL 7, 2026
COUNCIL CHAMBERS
211 WEST ASPEN AVE
2:00 P.M.

1. Call to Order

Mayor Daggett called the Special Meeting to order at 2:01 p.m.

2. Roll Call

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

Present:	Mayor Becky Daggett Vice Mayor Miranda Sweet Councilmember Austin Aslan Councilmember Anthony Garcia Councilmember Khara House Councilmember Lori Matthews Councilmember David Spence
Staff Present:	City Manager Joanne Keene; City Attorney Sterling Solomon

3. Recess into Executive Session

Moved by Councilmember Lori Matthews, **seconded by** Vice Mayor Miranda Sweet to recess into Executive Session.

Vote: 7 - 0 - Unanimously

Council recessed into Executive Session at 2:06 p.m.

4. Executive Session Confidentiality Statement

Discussions made during Executive Session are confidential by law. All persons present in Executive Session or who receive Executive Session information or materials shall keep the discussion, information and materials confidential and shall not disclose them, except as allowed by law.

5. Executive Session:

A. Discussion or consultation for legal advice with the attorney or attorneys of the public body, discussion or consultation with the attorneys of the public body in order to consider its position and instruct its attorneys regarding the public body's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation or in settlement discussions conducted in order to avoid or resolve litigation pursuant to A.R.S. §38-431.03(A)(3) and (4), respectively

i. Discussion, consultation, and legal advice regarding proposed Ordinance 2026-09 pertaining to the use of City property by partner government and non-profit entities

6. Reconvene Special Meeting

Mayor Daggett reconvened the Special Meeting at 2:55 p.m.

7. Mayor and Council possible direction regarding Executive Session

Moved by Mayor Becky Daggett, **seconded by** Councilmember David Spence
to direct and authorize the City Attorney and/or designated city representative to proceed as discussed in executive session items listed in Item(s) 5Ai.

Vote: 7 - 0 - Unanimously

8. Adjournment

_____
MAYOR

ATTEST:

_____
CITY CLERK

CERTIFICATION

I, STACY SALTZBURG, do hereby certify that I am the City Clerk of the City of Flagstaff, County of Coconino, State of Arizona, and that the above Minutes are a true and correct summary of the Meeting of the Council of the City of Flagstaff held on April 7, 2026. I further certify that the Meeting was duly called and held and that a quorum was present.

DATED this 19th day of May, 2026

_____
CITY CLERK

CITY COUNCIL REGULAR MEETING
TUESDAY, APRIL 7, 2026
CITY HALL COUNCIL CHAMBERS
211 WEST ASPEN AVE
3:00 P.M.

MINUTES

1. CALL TO ORDER

Mayor Daggett called the meeting of the Flagstaff City Council held April 7, 2026, to order at 3:06 p.m.

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 regular meeting, 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.

Present:	Mayor Becky Daggett Vice Mayor Miranda Sweet Councilmember Austin Aslan Councilmember Anthony Garcia Councilmember Khara House Councilmember Lori Matthews Councilmember David Spence
Staff:	City Manager Joanne Keene; City Attorney Sterling Solomon

3. PLEDGE OF ALLEGIANCE, MISSION STATEMENT, AND LAND ACKNOWLEDGEMENT

The Council and audience recited the pledge of allegiance, Councilmember Garcia read the Mission Statement of the City of Flagstaff, and Vice Mayor Sweet read the 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. APPROVAL OF MINUTES FROM PREVIOUS MEETINGS

A. Consideration and Approval of Minutes: City Council Special Meeting of August 22, 2022, Regular Meeting of March 3, 2026, Special Meeting (Executive Session) of March 10, 2026, City Council Work

Session of March 10, 2026.

Moved by Councilmember Lori Matthews, **seconded by** Councilmember Anthony Garcia to approve the minutes of the City Council Special Meeting of August 22, 2022, Regular Meeting of March 3, 2026, Special Meeting (Executive Session) of March 10, 2026, City Council Work Session of March 10, 2026.
Vote: 7 - 0 - Unanimously

5. OPEN CALL TO THE PUBLIC

Colleen Maring from Northern Arizona Health Care addressed Council and that a new ION surgical robot will soon be available at FMC, enhancing early lung cancer diagnostics. She also invited Council the public to a demonstration event on April 23rd.

Waste Prevention Specialist Cheresa Taing addressed Council to announce Flagstaff's recognition as Circular Arizona's Municipality of the Year and outlined upcoming community waste diversion events, including Spring Drop-off Day and a fix-it clinic.

6. PROCLAMATIONS AND RECOGNITIONS

A. Proclamation: Sexual Assault Awareness Month

Mayor Daggett read and presented the proclamation.

7. COUNCIL LIAISON REPORTS

Council Member House highlighted community engagement, including the America 250 traveling museum, a local theater production, and recognition in a regional exhibit honoring impactful women.

Vice Mayor Sweet reported on Mountain Line's cost-saving pilot to rebuild buses, a Route 66 Centennial proclamation at Metro Plan, and upcoming events like Ride Your Bike Week and a Beautification and Public Art Commission meeting.

Councilmember Aslan shared updates from the Tourism Commission, which included a discussion of the impact of gas prices, the America 250 traveling museum, along with reports and analytics. He also shared information about the sustainability grants showcase, and a Coconino Plateau Water User Advisory Committee meeting focused on the Verde River, along with an upcoming groundwater workshop.

Councilmember Garcia discussed Parks and Recreation improvements made possible by a dry winter, including upgrades to ballfields and facilities, and welcomed the new Library Director.

Councilmember Matthews noted a successful Audit Committee meeting, with a strong financial report to be discussed further on the agenda.

Mayor Daggett reported that the Commission on Inclusion and Adaptive Living met for a two-hour facilitated session, which was wonderful to get the commission back into the swing of accomplishing their goals.

8. LIQUOR LICENSE PUBLIC HEARINGS

Applications under Liquor License Public Hearings may be considered under one public hearing and may be acted upon by one motion unless otherwise requested by Council.

Mayor Daggett opened the public hearing on all applications.

Chief of Staff Jessica Matias introduced the applications and indicated that the Police Department and Planning and Development Services had provided their respective findings.

There being no public comment Mayor Daggett closed the public hearing.

A. Consideration and Action on Liquor License Application: Ronald Frank Getto "Starlite Lanes", 3406 E Rte 66, Series 12 (Restaurant), New Application

Moved by Councilmember Anthony Garcia, **seconded by** Councilmember Lori Matthews to forward the application to the State with a recommendation for approval.
Vote: 7 - 0 - Unanimously

B. Consideration and Action on Liquor License Application: Amy S. Nations "Li's Asian market", 1461 S. Milton Rd. 010 (Beer and Wine Store), New Application

Moved by Councilmember Lori Matthews, **seconded by** Vice Mayor Miranda Sweet to forward the application to the State with a recommendation for approval.
Vote: 7 - 0 - Unanimously

C. Consideration and Action on Liquor License Application: Amy S. Nations "Sonesta ES Suites", 1400 N. Country Club Dr, Series 007 (Beer and Wine Bar), Owner Transfer.

Moved by Councilmember Anthony Garcia, **seconded by** Vice Mayor Miranda Sweet to forward the application to the State with a recommendation for approval.
Vote: 7 - 0 - Unanimously

D. Consideration and Action on Liquor License Application: Lauren Kay Merrett "Majestic Marketplace" 601 E. Piccadilly Dr #95., Series 06 (Bar), Owner Transfer

Moved by Councilmember Lori Matthews, **seconded by** Councilmember Anthony Garcia to forward the application to the State with a recommendation for approval.
Vote: 7 - 0 - Unanimously

9. CONSENT AGENDA

All matters under Consent Agenda are considered by the City Council to be routine. Unless a member of City Council expresses a desire at the meeting to remove an item from the Consent Agenda for discussion, the Consent Agenda will be enacted by one motion approving the recommendations listed on the agenda. Unless otherwise indicated, expenditures approved by Council are budgeted items.

Mayor Daggett pulled Item 9B for public comment.

Moved by Councilmember David Spence, **seconded by** Councilmember Anthony Garcia to approve the Consent Agenda as presented with the exception of Item 9B.
Vote: 7 - 0 - Unanimously

A. Ratification and Approval of Contract: First Amendment to Cooperative Purchase Contract for Courier Graphics Corporation to approve a 2025 expenditure, to approve the upcoming 2026 Discover Flagstaff Annual Visitor Guide expenditure, and to authorize expenditures for the 2027 and 2028 printing services.

1. Ratify the First Amendment to the Cooperative Purchase Contract authorizing a total Contract cost of $216,978.28 and an extension of the Contract until April 20, 2028; and
2. Authorize the City Manager to execute all necessary documents.

B. Ratification of letter of opposition: HB4030/HCR2052

Ace Overmann addressed Council in support of the letter of opposition.

Moved by Councilmember Anthony Garcia, **seconded by** Vice Mayor Miranda Sweet to retroactively approve the letter of opposition to HB4030/ HCR2052.
Vote: 7 - 0 - Unanimously

C. Ratification of Public Comment on Privacy Act; System of Records

Retroactive approval of Public Comment on Privacy Act; System of Records

D. Consideration and Approval of Contract: Cooperative Purchase Contract with Xerox Corporation to Lease Copiers.

1. Approve the Cooperative Purchase Contract with Xerox Corporation to Lease Copiers for a term of sixty (60) months in an amount not to exceed $100,000, annually; and
2. Authorize the City Manager to execute all necessary documents.

E. Acceptance of Dedications: The Highlands at Canyon Del Rio Block R1 Phase I Final Plat

Accept the dedications.

10. ROUTINE ITEMS

A. Consideration and Adoption of Resolution No. 2026-14 and Ordinance No. 2026-08: A resolution of the Flagstaff City Council declaring as a public record that certain document filed with the City Clerk and entitled "2026 Landfill Fees Corrections and Updates"; and an ordinance of the City Council of the City of Flagstaff, amending the Flagstaff City Code, Title 7 Health and Sanitation, Section 7-04-001-0010 Fees, Subsection H Landfill Fees; providing for penalties, severability, authority for clerical corrections, and establishing an effective date

Moved by Councilmember Lori Matthews, **seconded by** Councilmember Anthony Garcia to adopt Resolution No. 2026-14.
Vote: 7 - 0 - Unanimously

Moved by Councilmember Anthony Garcia, **seconded by** Councilmember Lori Matthews to read Ordinance No. 2026-08 by title only for the final time.
Vote: 7 - 0 - Unanimously

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FLAGSTAFF, AMENDING THE FLAGSTAFF CITY CODE, TITLE 7 HEALTH AND SANITATION, SECTION 7-04-001-0010 FEES, SUBSECTION H LANDFILL FEES; PROVIDING FOR PENALTIES, REPEAL OF CONFLICTING ORDINANCES, SEVERABILITY, AUTHORITY FOR CLERICAL CORRECTIONS, AND ESTABLISHING AN EFFECTIVE DATE

Moved by Vice Mayor Miranda Sweet, **seconded by** Councilmember Anthony Garcia to adopt Ordinance No. 2026-08.
Vote: 7 - 0 - Unanimously

B. Consideration and Adoption of Ordinance No. 2026-06: An ordinance of the City Council of the City of Flagstaff, amending the Flagstaff City Code, Title 11, General Plans and Subdivision, Chapter 11-20: Subdivision and Land Split Regulations, Division 11-20.40: Subdivision Procedures and Requirements; providing for repeal of conflicting ordinances, severability, authority for clerical

corrections, and establishing an effective date.

Moved by Councilmember Lori Matthews, **seconded by** Vice Mayor Miranda Sweet to read Ordinance No. 2026-06 by title only for the final time.
Vote: 7 - 0 - Unanimously

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FLAGSTAFF, AMENDING THE FLAGSTAFF CITY CODE, TITLE 11, GENERAL PLANS AND SUBDIVISION, CHAPTER 11-20: SUBDIVISION AND LAND SPLIT REGULATIONS, DIVISION 11-20.40: SUBDIVISION PROCEDURES AND REQUIREMENTS; PROVIDING FOR REPEAL OF CONFLICTING ORDINANCES, SEVERABILITY, AUTHORITY FOR CLERICAL CORRECTIONS, AND ESTABLISHING AN EFFECTIVE DATE

Moved by Vice Mayor Miranda Sweet, **seconded by** Councilmember Anthony Garcia to adopt Ordinance No. 2026-06.
Vote: 7 - 0 - Unanimously

C. Consideration and Approval: Materials for Washington DC Lobbying Trip

Public Affairs Director Sarah Langley reviewed the materials for the upcoming Washington DC lobbying trip.

Moved by Councilmember David Spence, **seconded by** Councilmember Anthony Garcia to approve the materials for the Washington DC Lobbying Trip, including the information presented by the City Attorney.
Vote: 7 - 0 - Unanimously

11. PUBLIC HEARING ITEMS

A. Consideration and Adoption of Resolution No. 2026-15 and Ordinance No. 2026-10: A Resolution of the City Council of the City of Flagstaff, Coconino County, Arizona, declaring as a public record that certain document filed with the City Clerk, entitled "PZ-26-00018 - Data Centers" and an Ordinance of the City Council of the City of Flagstaff, Coconino County, Arizona, amending the Flagstaff City Code, Title 10, Flagstaff Zoning Code.

Mayor Daggett opened the public hearing.

Zoning Code Manager Tiffany Antol requested an extension on the item to May 5, 2026.

The following individuals spoke in opposition to data centers:

- River Ramuglia
- Hailee Jaramillo

The following individuals submitted written comments in opposition of data centers:

- Gisela Kluwin
- Steven Andariese
- Oksana Dresler
- Darcy & Michael Falk

The following comments were received:

- Oppose the construction of additional data centers in Flagstaff.
- Consider long-term ethical and societal impacts.
- Consider the value of human life, community needs, and future consequences.
- Concerned about tech industry practices, including alleged harm, exploitation, and lack of

transparency about data center uses.
- Warned about environmental impacts such as resource consumption and electronic waste.
- Data centers should be prohibited in Flagstaff.
- Council must fully consider the implications before deciding.
- Additional community input in zoning decisions related to data centers is needed.
- Data centers have significant impacts, including high water use, energy demand, and noise.
- Sustainability is vital, particularly regarding water conservation.
- Require a rezoning process that ensures community involvement in decision-making.

City Manager Keene stated that In March, staff presented a zoning code text amendment on data centers to the Planning and Zoning commission for discussion and recommendation. This amendment is intended to help protect the community by addressing potential negative impacts, including effects on water use, energy demand, and other critical resources. At the April 21 Council Meeting, staff will provide a comprehensive presentation on data centers to answer questions raised on the topic.

Moved by Councilmember Khara House, **seconded by** Vice Mayor Miranda Sweet to continue the Public Hearing to May 5, 2026.
Vote: 7 - 0 - Unanimously

B. Consideration and Adoption of Ordinance No. 2026-07: An ordinance of the City Council of the City of Flagstaff, amending the Flagstaff Zoning Map with a Direct to Ordinance Zoning Map Amendment conditioned on a revised Site Plan of approximately 12.29 acres of real property generally located at 1801 S Milton Road.

Mayor Daggett opened the public hearing.

Current Planning Manager Alaxandra Pucciarelli provided a PowerPoint presentation that covered the following:

MILL TOWN DIRECT TO ORDINANCE ZONING MAP AMENDMENT
REQUEST OVERVIEW
VICINITY MAP
PROPOSAL
PROPOSED CHANGES
RESIDENTIAL COMPONENT
COMMERCIAL COMPONENT
PROPOSED UNIT MIX
AFFORDABLE HOUSING UNITS
SITE PLAN REVIEW
FLOOR PLAN – RESIDENTIAL
ELEVATIONS – RESIDENTIAL
FLOOR PLANS – COMMERCIAL
ELEVATIONS – COMMERCIAL
PARKING
PUBLIC SYSTEMS IMPACT ANALYSIS
FINDINGS
FINDING #1: CONFORMANCE WITH THE GENERAL PLAN
FINDING #2: COMMUNITY BENEFITS AND PUBLIC GOOD
FINDING #3: SITE IS PHYSICALLY SUITABLE
DEVELOPMENT AGREEMENT AMENDMENT
CITIZEN PARTICIPATION
RECOMMENDATION

Vice Mayor Sweet asked what horizontal mixed-use development means. Ms. Pucciarelli explained the difference between vertical and horizontal mixed-use development. Vertical mixed-use places different uses within the same building, such as commercial space on the ground floor with residential units above, while horizontal mixed-use separates those uses across a site, for example, commercial buildings facing the street with residential units located behind them.

Vice Mayor Sweet also asked about the removal of screening at pad three. Earlier plans had included a screen wall along the corner of University and Milton to conceal a loading dock area. However, this feature was not shown in the most recent drawings. Ms. Pucciarelli noted that city code likely requires this type of screening, and it is expected that it will be addressed and included during the site plan review process.

Lindsay Schube with the law firm Gammage and Burnham, on behalf of the developer, provided a PowerPoint presentation that covered the following:

MILLTOWN MIXED USE
DEVELOPMENT TEAM
ABOUT VINTAGE PARTNERS
MILLTOWN HISTORY
LOCATION & CONTEXT
PROJECT PROPOSAL
REQUEST
REQUIRED FINDINGS
FINDING #1: CONFORMANCE WITH THE GENERAL PLAN
FINDING #2: ALIGNS WITH THE PUBLIC INTEREST AND FURTHERS THE PUBLIC GOOD
FINDING #3: SITE IS PHYSICALLY SUITABLE FOR THE REGIONAL PLAN
10-YEAR HOUSING PLAN
SUSTAINABILITY FEATURES OF MILLTOWN
PROJECT SUMMARY
CONCLUSION

Councilmember Garcia noted that earlier versions relied on 2018-era plans and that current revisions appear to align with past Council direction to reduce parking, limit student-focused housing, expand multifamily and workforce housing, and improve mobility and neighborhood integration. He asked about constraints related to three-bedroom units and whether the project could further align with earlier affordable housing expectations. Ms. Schube explained that they heard from the community that the preferences were for the one- and two-bedroom units. However, there is flexibility to add additional one-, two-, and three-bedroom units as long as they do not add any more four- and five-bedroom units.

Councilmember House asked if there were tenants in mind for the commercial space. Ms. Schube stated that while specific tenants could not be disclosed, there are signed letters of intent for two commercial users: a specialty grocery store and a restaurant offering both dine-in and drive-through service.

Councilmember Matthews expressed appreciation for the project’s responsiveness over time and highlighted its broader contributions, including past infrastructure improvements such as the ADOT underpass, as well as its role in advancing affordable housing in the community. She noted that shifting away from larger student-oriented units may better support young professionals while still contributing to workforce and affordable housing goals and emphasized the need for a balanced housing mix beyond just deeply affordable units.

Vice Mayor Sweet also offered support, noting that the current proposal reflects many previously articulated priorities, including affordability, reduced vehicle reliance, multimodal design, neighborhood scale, and housing diversity.

Mayor Daggett asked about the length of the affordable housing commitment, given that similar developments often use 30-year affordability terms. Ms. Schube explained that the agreement establishes a 10-year affordability period with a formal commitment to revisit and potentially extend it for another 10 years, depending on conditions and ongoing collaboration with the city.

There being no further comment, Mayor Daggett closed the public hearing.

Moved by Councilmember Lori Matthews, **seconded by** Vice Mayor Miranda Sweet to read Ordinance No. 2026-07 by title only for the first time.
Vote: 7 - 0 - Unanimously

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FLAGSTAFF, AMENDING THE FLAGSTAFF ZONING MAP TO REZONE APPROXIMATELY 12.29 ACRES OF REAL PROPERTY GENERALLY LOCATED AT 1801 S MILTON ROAD (APNS 103-21-024, 103-21-025, 103-21-026 AND 103-21-027), BY MODIFYING THE PRIOR ZONING MAP AMENDMENT WITH A REVISED SITE PLAN AND CONDITIONS; PROVIDING FOR SEVERABILITY, AUTHORITY FOR CLERICAL CORRECTIONS, AND ESTABLISHING AN EFFECTIVE DATE

12. REGULAR AGENDA

A. Approval of Rental Incentive Bond Program Award for Lone Tree Ranch a 100% affordable rental development

Housing Planner Sullivan Moore provided a PowerPoint presentation that covered the following:

RENTAL INCENTIVE BOND PROGRAM AWARD
STAFF RECOMMENDED ACTION
HOW DID WE GET HERE?
APPLICATION RECEIVED

Councilmember Matthews expressed appreciation that the project will deliver 168 affordable housing units, noting that this is a strong outcome compared to past projects that have produced fewer units and represents effective leveraging of funding.

Mayor Daggett asked for clarification on the composition of the scoring committee. Mr. Moore stated that it included city staff, members of the Housing Commission, and members of the public.

Moved by Councilmember David Spence, **seconded by** Councilmember Lori Matthews to approve a $1,650,000 Rental Incentive Bond Program award related to 168 affordable rental units at Lone Tree Ranch.
Vote: 7 - 0 - Unanimously

B. Consideration and Adoption of Ordinance No. 2026-09: Regarding the Use of City Property by Partner Government and Non-Profit Entities.

City Manager Keene and Deputy City Attorney Kevin Fincel provided a PowerPoint presentation that covered the following:

PROTOCOLS FOR INTERACTIONS WITH FEDERAL AGENCIES
BACKGROUND ON MARCH 3 DISCUSSION
PARTNER ENTITY USE OF CITY PROPERTY
ORDINANCE PURPOSE
GUIDANCE AND PROCEDURES FOR PARTNER ENTITY REQUESTS
SIGNAGE REQUIREMENTS FOR CITY PARKS AND FACILITIES
APPLICABILITY

Councilmember Garcia asked for clarification on the intent behind the language, specifically the standard used by the City Manager when reviewing requests. Mr. Fincel explained that the policy was intentionally written broadly so the City Manager has discretion to evaluate requests based on overall city interests, including safety, potential community disruption, and operational considerations. He noted that adding too much specificity could unintentionally limit that discretion and reduce flexibility in responding to varied or urgent requests.

Councilmember Garcia raised concerns that some public comments suggested the policy should

explicitly reference certain agencies or terms, such as immigration enforcement. However, they expressed support for the broader approach, noting it avoids focusing on any single agency and instead establishes a consistent process that applies fairly across all users of city property. Mr. Fincel provided context that the policy was developed in response to real operational needs, including emergency coordination requests such as law enforcement staging after critical incidents and FEMA requests for use of city spaces during wildfire response. These examples helped illustrate why a flexible, City Manager–level approval process was needed for timely decisions.

Ms. Keene further explained that the proposal was developed collaboratively over several months, with involvement from Councilmembers, the City Attorney's office, and staff across divisions. She emphasized that Council had been engaged throughout the process through conversations, community meetings, and related policy updates, including revisions to the city's immigration-related directive. She also clarified the governance structure, noting that under the council-manager system, the City Manager is accountable to the full Council and acts in their collective direction. A directive provides more flexibility than an ordinance because it can be adjusted more quickly without requiring a formal amendment process.

Councilmember Spence indicated his preference for the directive approach over an ordinance, describing it as more functional and adaptable. He expressed support for staff's responsiveness to Council priorities and noted that the approach allows the city to remain flexible in managing diverse facility-use requests.

Mayor Daggett asked how the policy would apply to public-facing city spaces used for demonstrations and rallies. Mr. Fincel clarified that designated public gathering areas, such as those used for protests or free speech activities, would remain available for public use and would not be restricted under the policy. Signage or designation of property use would be carefully considered to avoid confusion, and the City Manager would have discretion in determining how and whether signage is applied.

The following individuals spoke about the directive and proposed ordinance:

- Eva Putzova
- Ace Overmann
- Susanna Holm
- Maile Adler
- Charlie Silver
- Kim Curtis
- Maria DeLosAngles Castillo Rincon
- Ollie Thomas

The following individuals submitted written comments about the directive and proposed ordinance:

- Aneeka Bippus
- Sandra Lubarsky
- Sue Ordway

The following comments were received:

- The proposed ordinance and City Manager directive are insufficient, duplicating existing policy and lacking clear, enforceable standards.
- Stronger, more explicit policies are needed.
- Clearly define prohibited uses of city property and require a signed judicial warrant for any civil immigration enforcement activity.
- Recommend adopting a stricter approach similar to Pima County, explicitly banning the use of city property for immigration enforcement staging or operations without a warrant.
- Concerned that relying on a City Manager directive, rather than an ordinance, reduces transparency, accountability, and public oversight, and may conflict with the city charter by over-delegating authority.
- Support converting the directive into a formal ordinance with clearer limitations and stronger protections.

- There are ongoing and longstanding community concerns about immigration enforcement impacts in Flagstaff, with repeated calls for stronger protections that have not been implemented.
- Current policies are inadequate to protect immigrant and mixed-status families from harm.
- Concerned about ICE activity, racial profiling, family separation, and broader negative impacts on community members, including U.S. citizens in immigrant families.
- Fear of federal or state retaliation and litigation should not prevent action.
- Legal risks are manageable and are outweighed by a moral obligation to protect residents.
- What is needed is more direct, decisive action to safeguard immigrant communities rather than relying on existing constraints or incremental changes.

Ms. Keene again emphasized that she operates under the direction of the elected council and is accountable to them. Based on guidance from the city attorney, she expressed ongoing concern about potential 1487 complaints and the strain they could place on city resources. For that reason, she recommended not adopting a new ordinance, but instead amending the existing City Manager directive to incorporate clearer language.

Police Chief Connolly described the city's broader approach to immigration policy as collaborative, and values driven. Early in the process, he engaged extensively with community members to discuss expectations around lawfulness, peaceful conduct, and the protection of human and civil rights. He underscored his commitment to staying informed, investigating any reported enforcement activity, and using established channels to respond appropriately. He believed that the directive reflects a balance between community values and the legal constraints imposed by state law. In terms of implementation, he noted that expectations around the directive were communicated directly and personally to the Flagstaff Police Department, including through in-person briefings where he outlined standards for professionalism, communication, and conduct. He expressed pride in the department's track record and emphasized his ongoing role in communicating with the public, even when dealing with issues outside the city's direct control, such as federal immigration enforcement.

Mayor Daggett stressed the importance of weighing legal and financial risks, particularly the possibility of 1487 complaints and the loss of funding, against other policy goals. They emphasized that taxpayer dollars support essential community services, such as housing, education, and nonprofit programs, and that these real-world impacts must be considered alongside legal strategy. Ultimately, they framed the decision as a complex balancing of multiple factors, rather than a single concern driving the outcome.

Moved by Councilmember Austin Aslan, **seconded by** Councilmember Anthony Garcia to read Ordinance No. 2026-09 by title only for the first time with the amendment to add: Section: 8-01-001-0005 PROHIBITED USES: Prohibited uses include, but are not limited to, using City property as a staging area, processing location, or operations base for civil immigration enforcement actions without a judicial warrant.
Vote: 2 - 5

AYE: Councilmember Austin Aslan
Councilmember Anthony Garcia

Moved by Councilmember Austin Aslan, **seconded by** Councilmember Anthony Garcia to read Ordinance No. 2026-09 by title only for the first time.

Councilmember House explained that she voted against the proposed amendment to the ordinance because she viewed it as the riskiest option under consideration, particularly in terms of potential legal and financial consequences. She asked if this motion would allow for future incorporation of the proposed language into the City Manager directive instead of the ordinance. Her main concern was ensuring that the conversation about strengthening the directive would remain open, rather than being closed off by the current vote.

City Attorney Solomon clarified that the motion on the floor was limited to the ordinance as presented in the agenda packet. Any discussion or changes to the directive would need to occur separately after the vote, meaning desired amendments could still be considered, but not as part of the current motion.

Vote: 3 - 4
AYE: Councilmember Austin Aslan
Councilmember Anthony Garcia
Councilmember Khara House

Councilmember Aslan stated that he wanted to strengthen the directive by adding explicit language that would prohibit the use of city property for civil immigration enforcement activities, such as staging, processing, or operations, without a judicial warrant. He noted that this language had already been shared both verbally and in writing and suggested that additional related amendments might also be needed.

Mr. Solomon stated that adding such language could raise legal questions and would require an executive session.

Moved by Councilmember Anthony Garcia, **seconded by** Councilmember Khara House to recess into Executive Session for legal advice.
Vote: 5 - 2
NAY: Councilmember Lori Matthews
Councilmember David Spence

The Council recessed into Executive Session from 6:27 p.m. through 6:53 p.m.

Ms. Keene requested formal direction from Council to amend the City Manager's directive by adding new language related to signage requirements and adding a separate provision addressing TSA and federally mandated operations at Flagstaff Pulliam Airport.

Council provided direction to proceed. Ms. Keene then confirmed that she would make the changes immediately, finalize the revised directive, and post it publicly on the city's website.

C. Consideration and Approval of Council Rules of Procedure

Communication and Civic Engagement Director Stacy Saltzburg addressed revisions to language regarding FAIR process. She explained that the updated wording clarifies that once a councilmember presents a topic they are requesting, other councilmembers should not engage in discussion or provide explanations of positions on that item. The intent is to keep council response limited after presentation, while still ensuring the initiating councilmember retains the ability to fully explain the purpose of their request.

Councilmember Garcia asked about the draft agenda review process. He supported removing the formal "council review" step from work sessions, however, he wanted to make sure that the public posting of draft agendas remained. Ms. Saltzburg confirmed that the draft agenda publishing timeline would not change it will still be published online about a week and a half before meetings. The only change is to eliminate the unused council review discussion item during work sessions. Councilmembers agreed that questions about agendas can still be directed to staff or the city manager outside of that formal step.

Councilmember Garcia asked about the requirement for speakers to be in person for Open Call to the Public, he was concerned that requiring in person attendance could limit access and potentially disenfranchise community members. Ms. Saltzburg explained that the current policy was established around 2021–2022 after incidents where individuals used the virtual platform to disrupt meetings with racist and derogatory comments. In response, the Council had directed that Open Call comments not tied to agenda items must be made in person, while comments on agenda items can still be given virtually. She noted that the online commenting system is still technically available but rarely used now, and that most people attend meetings in person or submitting written comments through email.

and when virtual participants attempt to join open call, they are redirected to in-person participation or email submission. They emphasized that there has been no significant recent disruption and limited

public feedback on the restriction. Mayor Daggett further clarified that the incident that led to the change were not comments directed at Council, they were a concerted effort on the part of a group that was not located in Flagstaff to call in with extremely inappropriate comments. The change was not to stifle comments or criticism of the Council, it was ensuring people wanting to make comments not related to specific agenda items needed to come and do so in person.

The following individuals addressed Council regarding the amendments to the Rules of Procedure:

- Michelle James
- Eva Putzova

The following comments were received:

- Concerned that the Consent Agenda rules do not clearly state whether members of the public can request items be pulled for separate discussion, this should remain explicit to ensure transparency and accountability.
- Opposed to restricting “Open Call to the Public” to in-person participation only because it reduces accessibility for residents who cannot attend due to work schedules, transportation barriers, physical limitations, or lack of technology access.
- Acknowledged prior incidents involving disruptive or inappropriate online comments, but suggestion that safeguards could be used instead of eliminating remote participation entirely.
- Concerned that requiring City Manager involvement in determining whether Councilmembers can place items on the FAIR agenda reduces Councilmember autonomy and concentrates agenda-setting power in administration.
- Councilmembers’ ability to introduce agenda topics directly should be preserved.
- Suggest that procedural limits, such as caps on number of items per meeting, could manage workload instead of administrative filtering.

Ms. Keene explained that the intent behind revising the FAIR process is to make it easier and faster for Councilmembers to bring forward agenda items. Rather than requiring all items to go through a slower “three thumbs up” Council approval process, members would have an additional pathway: they could bring ideas directly to the City Manager to assess whether there is broader Council interest. This approach is intended to expedite items reaching the agenda, while still preserving the existing FAIR process option if the City Manager believes Council discussion and consensus is appropriate. The goal, as described, is to add flexibility rather than remove any existing rights.

With regard to the Consent Agenda, staff agreed that clearer written language should be added to the Rules of Procedure to explicitly state that the public may request to speak and that the Mayor has discretion to pull items for comment.

Moved by Councilmember Khara House, **seconded by** Vice Mayor Miranda Sweet to approve the updated Council Rules of Procedure with the amendments discussed.
Vote: 7 - 0 - Unanimously

13. FUTURE AGENDA ITEM REQUESTS

After discussion and upon agreement by three members of the Council, an item will be moved to a regularly-scheduled Council meeting.

A. Future Agenda Item Request (F.A.I.R.): A Citizen Petition titled "Prohibiting discrimination in housing based on source of income"

The following individuals spoke in support of the petition:

- Rick Michels
- Michele James
- Brianna Acosta
- Kayvon Khosrowpour

- Crystal Diaz
- Ace Overmann

The following individuals submitted written comments in support of the petition:

- Izaya Emmanuel
- Meredith Brown
- Jill Stephenson
- Jay Larson
- Dara Marks Marino
- Stephanie Hammond
- Mare Schumacher
- Sue Ordway
- Bryan Bates
- Lisa Leap
- Derek R. Iannelli

The following comments were received:

- Support for prohibiting housing discrimination based on source of income, including protections for residents using Section 8 vouchers, Social Security income, disability benefits, veterans' benefits, child support, and other public or nonprofit assistance.
- Concern that landlords in Flagstaff may refuse to accept Section 8 vouchers or other housing assistance, limiting where recipients can rent even when they qualify for aid.
- Section 8 voucher waitlists in Flagstaff are approximately two to four years, contributing to significant unmet housing demand.
- Approximately 30% or about 178 annually of housing vouchers expire unused due to difficulty finding landlords who accept them.
- Source-of-income discrimination reduces voucher utilization and forces recipients back onto long waitlists.
- Source-of-income discrimination is not currently prohibited under federal or Arizona state law, leaving residents without formal protection.
- The 10 Year Housing Plan identifies exploration of expanded fair housing protections, including source of income.
- The city's civil rights ordinance currently covers employment and public accommodations but does not include housing protections for source of income.
- Expanding protections could reduce housing instability and improve access to rental housing for low-income residents.
- HUD research shows jurisdictions with source-of-income protections achieve nearly 100% voucher utilization.
- Cities such as Phoenix, Tempe, and Tucson have adopted similar ordinances since 2023 without legal challenges.
- Arizona Attorney General guidance has indicated cities may legally amend civil rights ordinances to include source-of-income protection.
- Housing discrimination based on income source limits access to housing regardless of a tenant's reliability or ability to pay rent.
- Lack of protections contributes to reduced community diversity and economic segregation.
- Expanding protections would improve housing stability and access to neighborhoods near jobs, schools, and services.

There was requisite Council support to advance the petition to a future agenda for discussion.

14. OPEN CALL TO THE PUBLIC

None

15. INFORMATIONAL ITEMS TO/FROM MAYOR, COUNCIL, AND STAFF, AND FUTURE AGENDA ITEM REQUESTS

Councilmember Matthews shared that she participated in several events including a Purina facility tour, ongoing work with the Healing Center steering committee, the America 250 bus tour, and a local blood donation drive, and noted an upcoming trip to Washington, D.C. involving city leadership.

Ms. Keene announced a temporary facility lockdown due to a police investigation of an incident in a nearby park, asking everyone to remain in the building until the situation was resolved and further notice was given.

Vice Mayor Sweet shared that she was able to ring the bell at the America 250 bus tour and promoted an upcoming “dedicate a stud” Habitat for Humanity fundraiser at Timber Sky starter homes. She thanked the City Manager’s Office for sponsoring the food for the event. It's a great celebration, and she is excited to see the homeowners moved in.

Councilmember House reported that she will be presenting to the CJCC Executive Board on the Recovery Ready Community resolution.

16. ADJOURNMENT

The Regular Meeting of the Flagstaff City Council held April 7, 2026, adjourned at 7:42: p.m.

_____
MAYOR

ATTEST:

_____
CITY CLERK

CERTIFICATION

I, STACY SALTZBURG, do hereby certify that I am the City Clerk of the City of Flagstaff, County of Coconino, State of Arizona, and that the above Minutes are a true and correct summary of the Meeting of the Council of the City of Flagstaff held on April 7, 2026. I further certify that the Meeting was duly called and held and that a quorum was present.

DATED this 19th day of May, 2026

_____
CITY CLERK

CITY COUNCIL SPECIAL MEETING
TUESDAY, APRIL 14, 2026
COUNCIL CHAMBERS
211 WEST ASPEN AVE
2:00 P.M.

1. Call to Order

Vice Mayor Sweet called the Special Meeting to order at 2:02 p.m.

2. Roll Call

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

Present:	Mayor Becky Daggett Vice Mayor Miranda Sweet Councilmember Austin Aslan Councilmember Anthony Garcia Councilmember Khara House Councilmember Lori Matthews Councilmember David Spence
Staff Present:	City Manager Joanne Keene; City Attorney Sterling Solomon

3. Recess into Executive Session

Moved by Councilmember Lori Matthews, **seconded by** Councilmember Anthony Garcia to recess into Executive Session.

Vote: 7 - 0 - Unanimously

Council recessed into Executive Session at 2:03 p.m.

4. Executive Session Confidentiality Statement

Discussions made during Executive Session are confidential by law. All persons present in Executive Session or who receive Executive Session information or materials shall keep the discussion, information and materials confidential and shall not disclose them, except as allowed by law.

5. Executive Session:

A. Discussion or consideration of employment, assignment, appointment, promotion, demotion, dismissal, salaries, disciplining or resignation of a public officer, appointee or employee of any public body, except that, with the exception of salary discussions, an officer, appointee or employee may demand that the discussion or consideration occur at a public meeting. The public body shall provide the officer, appointee or employee with written notice of the executive session as is appropriate but not less than twenty-four hours for the officer, appointee or employee to determine whether the discussion or consideration should occur at a public meeting in accordance with A.R.S. §38-431.03(A)(1).

i. City Attorney Evaluation Preparation

6. Reconvene Special Meeting

Vice Mayor Sweet reconvened the Special Meeting at 2:57 p.m.

7. Mayor and Council possible direction regarding Executive Session

No action taken.

8. Adjournment

The Special Meeting of the Flagstaff City Council held April 14, 2026, adjourned at 2:57 p.m.

_____
MAYOR

ATTEST:

_____
CITY CLERK

CERTIFICATION

I, STACY SALTZBURG, do hereby certify that I am the City Clerk of the City of Flagstaff, County of Coconino, State of Arizona, and that the above Minutes are a true and correct summary of the Meeting of the Council of the City of Flagstaff held on April 14, 2026. I further certify that the Meeting was duly called and held and that a quorum was present.

DATED this 19th day of May, 2026

_____
CITY CLERK

CITY COUNCIL SPECIAL MEETING
TUESDAY, APRIL 21, 2026
COUNCIL CHAMBERS
211 WEST ASPEN AVE
1:00 P.M.

1. Call to Order

Vice Mayor Sweet called the Special Meeting to order at 2:02 p.m.

2. Roll Call

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

Present:	Mayor Becky Daggett Vice Mayor Miranda Sweet Councilmember Austin Aslan Councilmember Anthony Garcia Councilmember Khara House Councilmember Lori Matthews Councilmember David Spence
Staff Present:	City Manager Joanne Keene; City Attorney Sterling Solomon

3. Recess into Executive Session

Moved by Councilmember Lori Matthews, **seconded by** Councilmember Anthony Garcia to recess into Executive Session.

Vote: 7 - 0 - Unanimously

Council recessed into Executive Session at 2:03 p.m.

4. Executive Session Confidentiality Statement

Discussions made during Executive Session are confidential by law. All persons present in Executive Session or who receive Executive Session information or materials shall keep the discussion, information and materials confidential and shall not disclose them, except as allowed by law.

5. Executive Session:

A. Discussion or consideration of employment, assignment, appointment, promotion, demotion, dismissal, salaries, disciplining or resignation of a public officer, appointee or employee of any public body, except that, with the exception of salary discussions, an officer, appointee or employee may demand that the discussion or consideration occur at a public meeting. The public body shall provide the officer, appointee or employee with written notice of the executive session as is appropriate but not less than twenty-four hours for the officer, appointee or employee to determine whether the discussion or consideration should occur at a public meeting in accordance with A.R.S. §38-431.03(A)(1).

i. City Manager Six Month Evaluation

6. Reconvene Special Meeting

Vice Mayor Sweet reconvened the Special Meeting at 2:57 p.m.

7. Mayor and Council possible direction regarding Executive Session

No action taken.

8. Adjournment

The Special Meeting of the Flagstaff City Council held April 21, 2026, adjourned at 2:57 p.m.

_____
MAYOR

ATTEST:

_____
CITY CLERK

CERTIFICATION

I, STACY SALTZBURG, do hereby certify that I am the City Clerk of the City of Flagstaff, County of Coconino, State of Arizona, and that the above Minutes are a true and correct summary of the Meeting of the Council of the City of Flagstaff held on April 21, 2026. I further certify that the Meeting was duly called and held and that a quorum was present.

DATED this 19th day of May, 2026

_____
CITY CLERK

CITY COUNCIL REGULAR MEETING
TUESDAY, APRIL 21, 2026
CITY HALL COUNCIL CHAMBERS
211 WEST ASPEN AVE
3:00 P.M.

MINUTES

1. CALL TO ORDER

Vice Mayor Sweet called the meeting of the Flagstaff City Council held April 21, 2026, to order at 3:03 p.m.

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 regular meeting, 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.

Present:	Mayor Becky Daggett Vice Mayor Miranda Sweet Councilmember Austin Aslan Councilmember Anthony Garcia Councilmember Khara House Councilmember Lori Matthews Councilmember David Spence
Staff:	City Manager Joanne Keene; City Attorney Sterling Solomon

3. PLEDGE OF ALLEGIANCE, MISSION STATEMENT, AND LAND ACKNOWLEDGEMENT

The Council and audience recited the pledge of allegiance, Councilmember Garcia read the Mission Statement of the City of Flagstaff, and Councilmember Austin Aslan read the 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. APPROVAL OF MINUTES FROM PREVIOUS MEETINGS

A. Consideration and Approval of Minutes: City Council Regular Meeting of March 3, 2026 and City

Council Special Meeting Executive Session of March 24, 2026.

Moved by Councilmember Khara House, **seconded by** Councilmember Anthony Garcia to approve the minutes of the City Council Regular Meeting of March 3, 2026 and City Council Special Meeting Executive Session of March 24, 2026.
Vote: 7 - 0 - Unanimously

5. OPEN CALL TO THE PUBLIC

River Ramuglia addressed Council and urged them to take a public stance on the reported establishment of an ICE presence in Flagstaff. The Council may lack legal authority to stop it; they can still issue a constitutionally protected statement condemning any actions that violate due process and human rights. It is important to speak out. He also questioned spending on police vehicles and hiring software when there are unmet needs of unhoused residents. He advocated for redirecting resources toward shelter and supportive services.

DJ addressed Council with personal statement on his opposition to circumcision. He describes it as a harmful and non-consensual act. He encourages others to speak out against circumcision, claiming that doing so would protect children and spark more honest discussion about the issue.

Eric Wolverton, CEO of Habitat for Humanity of Northern Arizona, thanked the Council for its support and highlighted the importance of the Fair Housing Act of 1968, noting it has not been updated since 1988. He encouraged more equitable housing policies and emphasized fairness in decision-making. He explained how Habitat homeownership can build equity and improve financial stability and offered continued partnership with the city on affordable housing after the Timber Sky project is complete.

Lindsay Schube, on behalf of Symmetry Companies and STL 405, informed the Council that they are coordinating closely with the city on the JWP extension project. She clarifies that activity on their property is limited to granting access for equipment and supporting project logistics, not new development.

Colleen Maring, Chief People Officer at Northern Arizona Health Care, announced the organization's expanded Mental Health Awareness Month campaign, "Mental Health Matters." The program includes region-wide events in partnership with local institutions and supports a first responder counseling initiative for Guardian Air and Guardian Medical Transport staff. She also promotes a featured film screening about trauma and recovery in first responders. She also highlighted the 988 Lifeline as a key confidential mental health support resource available 24/7.

David Portree spoke about the "Riordan Road Historic Corridor" project. He explains that Milton was once a nearby company town connected to Flagstaff by Milton Road and served as a major lumber industry hub in the late 1800s and early 1900s. He describes efforts by local partners to install historical markers, build a companion website with QR codes, and potentially add art installations to help preserve and share Milton's history.

6. PROCLAMATIONS AND RECOGNITIONS

A. Proclamation: Child Abuse Prevention Month

Councilmember Spence read and presented the proclamation.

B. Proclamation: Administrative Professionals Day

Councilmember Matthews read and presented the proclamation.

C. Proclamation : Fair Housing Month

Councilmember House read and presented the proclamation.

7. COUNCIL LIAISON REPORTS

Councilmember Garcia reported on a Parks and Recreation Commission visit to the Bushmaster Park sports courts, noting improvements in design and noise mitigation that have reduced prior neighborhood concerns and made the facility more successful.

Councilmember Spence shared that the Open Spaces Commission is collaborating on a long-term Parks and Recreation and Open Space strategic plan, which will include community outreach and guide priorities for the next five to ten years, encouraging public participation.

Vice Mayor Sweet shared that she attended a Rural Transportation Advisory Committee meeting in Phoenix and discussions with the Governor's office about Route 66 improvements and related funding efforts.

Mayor Daggett reports from the PSPRS board meeting, including approval of a return firefighter's rehire, and notes the upcoming Commission on Inclusion and Adaptive Living meeting.

8. CONSENT AGENDA

All matters under Consent Agenda are considered by the City Council to be routine. Unless a member of City Council expresses a desire at the meeting to remove an item from the Consent Agenda for discussion, the Consent Agenda will be enacted by one motion approving the recommendations listed on the agenda. Unless otherwise indicated, expenditures approved by Council are budgeted items.

Moved by Councilmember Anthony Garcia, **seconded by** Councilmember Khara House to approve the Consent Agenda as presented.
Vote: 7 - 0 - Unanimously

A. Consideration and Approval of Contract: 2026 Road Repair and Street Safety Construction Phase 2026 GMP 1 with C and E Paving & Grading, LLC in the amount of $10,792,983.06.

1. Approve the 2026 Road Repair and Street Safety Construction Phase 2026 - GMP 1 and execute a CMAR Construction Phase Services Agreement with C and E Paving & Grading, LLC for a Guaranteed Maximum Price (GMP) of $10,792,983.06; and
2. Authorize the City Manager to execute the necessary documents.

B. Consideration and Approval of Contract: Cooperative Purchase Contract with Governmentjobs.com, Inc., d/b/a NEOGOV in an amount not to exceed $100,224.05 to provide software modules to support the Human Resources & Risk Management Division.

1. Ratify and approve the Cooperative Purchase Contract with Governmentjobs.com, Inc., d/b/a NEOGOV ("NEOGOV") in an amount not to exceed $100,224.05 to provide software modules to support the Human Resources & Risk Management Division ("HRRM"); and
2. Authorize the City Manager to execute the necessary documents.

C. Consideration and Approval of Contract: Cooperative Purchase Contract with San Tan Ford for the purchase of Two 2026 Ford F150 XLT SuperCrew Hybrid Vehicles for the Police Department in the amount of $109,996.56 with Grant Funds.

1. Approve the Cooperative Purchase Contract with San Tan Ford for the purchase of Two 2026 Ford F150 XLT Hybrid 4x4 Vehicles for the Police Department in the amount of $109,996.56 with Grant Funds; and
2. Authorize the City Manager to execute the necessary documents.

D. Acceptance of Dedications and Easements: John Wesley Powell Boulevard extension

Accept the dedications and easements

9. ROUTINE ITEMS

A. Consideration and Adoption of Ordinance No. 2026-07: An ordinance of the City Council of the City of Flagstaff, amending the Flagstaff Zoning Map with a Direct to Ordinance Zoning Map Amendment conditioned on a revised Site Plan of approximately 12.29 acres of real property generally located at 1801 S Milton Road.

Current Planning Manager Alaxandra Pucciarelli provided a PowerPoint presentation that covered the following:

MILL TOWN THIRD AMENDMENT TO THE DEVELOPMENT AGREEMENT
PURPOSE OF THE AGREEMENT
DEVELOPMENT ALLOCATIONS
AFFORDABLE HOUSING COMMITMENT
SUSTAINABILITY FEATURES IN RESIDENTIAL DEVELOPMENT
COUNCIL OPTIONS

Councilmember House asks for clarification on the meaning of the 120% Area Median Income (AMI) threshold. She notes that some residents might question whether that level is truly “affordable,” and suggests it is intended to serve the “missing middle” housing segment.

Housing Planning Manager Jennifer explains that for a household of two, the 120% AMI limit is about $105,000. She clarifies that this threshold is intended to target middle-income households rather than only lower-income groups, providing more flexibility given uncertainty about future rental rates.

Councilmember House emphasized that the 120% AMI figure can seem high compared to more familiar 60% or 80% AMI thresholds, but is intended to target middle-income households, which is an important distinction in addressing the missing middle housing need.

Moved by Councilmember Khara House, **seconded by** Councilmember David Spence to read Ordinance No. 2026-07 by title only for the final time.
Vote: 7 - 0 - Unanimously

AMENDING THE FLAGSTAFF ZONING MAP TO REZONE APPROXIMATELY 12.29 ACRES OF REAL PROPERTY GENERALLY LOCATED AT 1801 S MILTON ROAD (APNS 103-21-024, 103-21-025, 103-21-026 AND 103-21-027), BY MODIFYING THE PRIOR ZONING MAP AMENDMENT WITH A REVISED SITE PLAN AND CONDITIONS; PROVIDING FOR SEVERABILITY, AUTHORITY FOR CLERICAL CORRECTIONS, AND ESTABLISHING AN EFFECTIVE DATE

Moved by Councilmember Anthony Garcia, **seconded by** Councilmember Khara House to adopt Ordinance No. 2026-07.
Vote: 7 - 0 - Unanimously

B. Consideration and Adoption of Resolution No. 2026-13: A resolution of the City Council of the City of Flagstaff, Arizona, authorizing the execution of the Third Amendment to the Mill Town Development Agreement between the City of Flagstaff and Vintage Partners, LLC, related to the development of approximately 12.29 acres of real property generally located at 1801 S Milton Road and establishing an effective date.

Moved by Councilmember Lori Matthews, **seconded by** Councilmember Anthony Garcia to read Resolution No. 2026-13 by title only.
Vote: 7 - 0 - Unanimously

A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL, AUTHORIZING THE EXECUTION OF THE THIRD AMENDMENT TO THE MILL TOWN DEVELOPMENT AGREEMENT BETWEEN VINTAGE PARTNERS, LLC AND THE CITY OF FLAGSTAFF RELATED TO THE DEVELOPMENT OF APPROXIMATELY 13 ACRES OF LAND LOCATED AT 1801 S MILTON ROAD; AND ESTABLISHING AN EFFECTIVE DATE

Moved by Councilmember Lori Matthews, **seconded by** Councilmember Khara House to adopt Resolution No. 2026-13.
Vote: 7 - 0 - Unanimously

C. Consideration and Approval of Audited Financial Reports: Year ending June 30, 2025

Finance Director Brandi Suda introduced Audit Partner Michael Lauzon with HeinfeldMeech who provided a PowerPoint presentation that covered the following:

ANNUAL AUDIT FOR THE FISCAL YEAR ENDED JUNE 30, 2025
AUDIT REQUIREMENTS
IMPORTANCE OF THE AUDIT
AUDIT PROCESS
AUDIT METHODOLOGY
REPORTS ISSUED
FINANCIAL AUDIT HIGHLIGHTS – ACFR
SINGLE AUDIT HIGHLIGHTS

Councilmember Matthews expressed appreciation for the city's finance, grants, housing, airport, IT, and related teams for their work supporting the audit process. She highlights the importance of maintaining an unmodified audit opinion and low-risk auditee status, noting these outcomes strengthen the city's ability to secure grants. She emphasizes that the results reflect strong internal controls, teamwork, and fiscal responsibility.

Councilmember House also thanks the staff, echoing appreciation for transparency and clear reporting. She notes that the audit results demonstrate strong financial stewardship across divisions and expresses gratitude for the clarity and accessibility of the presentation, even for non-financial audiences.

Moved by Councilmember Lori Matthews, **seconded by** Councilmember David Spence to approve the FY 2024-2025 Annual Comprehensive Financial Report and the FY 2024-2025 Single Audit Report.
Vote: 7 - 0 - Unanimously

D. Consideration and Approval of Contract: JWP Extension Project - Construction Phase Services Agreement - Phase One - GMP 1 (Clearing and Erosion Control) with J. Banicki Construction, Inc.

Capital Improvements Project Manager David Pedersen provided a PowerPoint presentation that covered the following:

J.W. POWELL BLVD. EXTENSION
GMP 1 – BANICKI CONSTRUCTION
VICINITY MAP
PROJECT SECTIONS
ENGINEERING UPDATE
CONCEPTUAL RIO DE FLAG CROSSING
TIMELINES
GMP 1 COMPONENTS

Councilmember Aslan asked about wildlife crossings in the Rio de Flag underpass project, specifically whether it will support elk and other animals. Mr. Pedersen explained that the structure includes wider

bridge openings that will likely work well for smaller wildlife like deer and coyotes, but elk use is uncertain due to size, depth, and openness ratio concerns. He noted that successful elk crossings typically require extensive fencing to guide animals, and without it, effectiveness drops significantly. They are continuing discussions with Game and Fish and balancing design constraints, emphasizing that wildlife crossing systems are highly dependent on full supporting infrastructure like fencing.

Councilmember Matthews highlights that Flagstaff's lower speed limits help reduce wildlife collision risk and appreciates the inclusion of lighting and safety features. Vice Mayor Sweet emphasized the importance of continued community communication and outreach.

Moved by Councilmember Lori Matthews, **seconded by** Councilmember David Spence to approve the Construction Manager at Risk (CMAR) - Construction Phase Services Agreement - Phase 1 - GMP 1 with J. Banicki Construction, Inc. for a Guaranteed Maximum Price (GMP) of $892,834.98 and a contract period of 150 calendar days and authorize the City Manager to execute the necessary documents.
Vote: 7 - 0 - Unanimously

E. Consideration and Approval of Contract: Contract for services with Sunnyside Neighborhood Association of Flagstaff, Inc. to implement the Lived Black Experience Program of Flagstaff.

Interim Deputy City Manager Heidi Hansen provided a PowerPoint presentation that covered the following:

LIVED BLACK EXPERIENCE PROGRAM OF FLAGSTAFF
THE LIVED BLACK EXPERIENCE
BACKGROUND
CONTRACT TERM
FINANCIAL IMPACT

Moved by Councilmember Anthony Garcia, **seconded by** Councilmember Lori Matthews to approve the contract for services with Sunnyside Neighborhood Association of Flagstaff, Inc. to implement the Lived Black Experience Program of Flagstaff and authorize the City Manager to execute the necessary documents.
Vote: 7 - 0 - Unanimously

F. Consideration and Adoption of Resolution No. 2026-17: A resolution of the Flagstaff City Council, ordering and calling a Primary Election, if necessary, to be held on July 21, 2026, and a General Election to be held on November 3, 2026

Communication and Civic Engagement Director Stacy Saltzburg explained that the resolution would formally call the Primary and General elections for 2026. The resolution provides notice to the public of the city's intent to hold the elections. Should additional measures be added to either election, an additional call would occur to properly notice the ballot measures.

Moved by Councilmember Austin Aslan, **seconded by** Councilmember Anthony Garcia to read Resolution No. 2026-17 by title only.
Vote: 7 - 0 - Unanimously

A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL, ORDERING AND CALLING A PRIMARY ELECTION, IF NECESSARY, TO BE HELD ON JULY 21, 2026, AND A GENERAL ELECTION TO BE HELD ON NOVEMBER 3, 2026

Moved by Councilmember Lori Matthews, **seconded by** Councilmember Austin Aslan to adopt Resolution No. 2026-17.
Vote: 7 - 0 - Unanimously

G. Consideration and Adoption of Resolution No. 2026-16: A resolution approving the Intergovernmental Agreement between the City of Flagstaff and Coconino County for election services for the Primary Election, if necessary, to be held on July 21, 2026 and the General Election to be held on November 3, 2026

Communication and Civic Engagement Director Stacy Saltzburg explained that the resolution would approve the IGA with Coconino County to provide election services for both the primary and general elections.

Moved by Councilmember Austin Aslan, **seconded by** Councilmember Anthony Garcia to read Resolution No. 2026-17 by title only.
Vote: 7 - 0 - Unanimously

A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL, APPROVING THE INTERGOVERNMENTAL AGREEMENT BETWEEN THE CITY OF FLAGSTAFF AND COCONINO COUNTY FOR ELECTION SERVICES FOR THE PRIMARY ELECTION, IF NECESSARY, TO BE HELD ON JULY 21, 2026 AND THE GENERAL ELECTION TO BE HELD ON NOVEMBER 3, 2026

Moved by Councilmember Khara House, **seconded by** Councilmember David Spence to adopt Resolution No. 2026-16.
Vote: 7 - 0 - Unanimously

10. DISCUSSION ITEMS

A. Introduction to Data Centers

City Manager Keene, Community Investment Director Dave McIntire, IT Director CJ Perry, Sustainability Director Nicole Antonopoulos, Water Services Director Lee Williams, and Interim Deputy City Manager Heidi Hansen provided a PowerPoint presentation that covered the following:

INTRODUCTION TO DATA CENTERS
BACKGROUND ON DATA CENTERS
ECONOMIC DEVELOPMENT PROCESS
TWO PATHS FORWARD
FIRST TYPE
SECOND TYPE
EXAMPLES OF INFORMATION SOUGHT
ECONOMIC DEVELOPMENT'S INTENTION
POTENTIAL IMPACTS OF DATA CENTERS
SUSTAINABILITY IMPACTS
ENERGY IMPACTS
AIR QUALITY AND EMISSIONS IMPACTS
EQUITY IMPACTS
NOISE IMPACTS
LAND DEGRADATION IMPACTS
WATER RELATED ENERGY IMPACTS
MORE ON WATER IMPACTS
OVERVIEW
WATER COMMISSION DECISION
DIRECT VS INDIRECT WATER USAGE
WHAT DO THEY LOOK LIKE?
HYPER-SCALE DATA CENTERS (1 MILLION SQ FT +)
AVERAGE DATA CENTERS (AI TRAINING WORKLOADS)
AVERAGE DATA CENTERS (COLLOCATION OR EDGE DATA CENTERS)
HOW BIG ARE THEY?
WHAT DEFINES A DATA CENTER?

POTENTIAL IMPACTS OF DATA CENTERS
ECONOMIC IMPACTS REVISITED – INDIRECT IMPACT
ECONOMIC IMPACTS REVISITED – DIRECT IMPACT
LEARNING FROM OTHERS

Councilmember House asked whether the city's information gathering process would evaluate both community needs and community values, not just potential economic upside. Her concern was whether policy could require data centers to prioritize serving local needs rather than external demand such as preventing outside users like major streaming services from consuming capacity. Mr. McIntire responded that both factors would be considered: whether a data center improves services like business efficiency, healthcare, logistics, and communications, and whether it fits Flagstaff's character and zoning values. He also noted that scale matters, suggesting very large facilities (e.g., 500,000–1,000,000 sq. ft.) would likely not fit, though smaller ones might be evaluated case-by-case, along with economic impacts like revenue to the city, county, and schools.

Councilmember House then asked whether Flagstaff has geographic or logistical advantages for data centers. Staff discussed that Flagstaff's cooler climate could reduce cooling costs compared to Phoenix, but that Flagstaff is not uniquely required for data center placement. The typical drivers are proximity to population centers, latency needs, highway access, and power infrastructure. Arizona offers data center tax incentives, and Northern Arizona's solar potential and infrastructure access could be attractive factors.

Councilmember Garcia suggested that the city may want to think beyond data centers specifically and instead consider broader categories like high water and energy use industries. He asked about water recapture, wastewater treatment impacts, and concerns raised in presentations that future data centers may rely heavily on liquid cooling. Staff responded that water and cooling systems do involve liquid circulation and potential discharge, which could require treatment coordination and possibly development agreements.

City Manager Joanne Keene shared that policy structure, planning and zoning outcomes, and regulatory questions would be addressed at the upcoming May 5, 2026, meeting.

Councilmember Aslan expressed appreciation for a presentation that helped clarify misconceptions and wished more of the public could see it to reset the tone of the community conversation around data centers. He emphasized that not all data centers are alike and suggested the city use clearer terminology to distinguish smaller-scale facilities, like server rooms or computational hubs, from large industrial data centers, so residents do not conflate very different impacts. He also noted emerging technologies, such as underwater data centers, to illustrate how quickly the industry is evolving.

Councilmember Aslan challenged the road analogy used in the presentation. He argued the comparison breaks down because roads are public goods that broadly distribute benefits, while data centers are privately controlled, profit-driven infrastructure. Data centers often create limited local employment while consuming significant resources, meaning their benefits are narrowly captured while impacts, like water and energy use, are born locally. He advocated for a water productivity policy framework. Instead of simply asking whether the city has enough water, he proposed evaluating whether a project delivers sufficient economic return per gallon of water used, factoring in jobs, tax revenue, and overall community benefit. Flagstaff may not yet be a prime target due to limited broadband capacity; it could become more attractive in the future. He urged policy development to guard against large, water-intensive facilities that generate few local jobs and export profits.

11. OPEN CALL TO THE PUBLIC

None

12. ANNOUNCEMENTS AND UPDATES TO/FROM COUNCIL AND CITY MANAGER

Council Member Spence shared that he recently hosted a small listening session at a Dark Skies event in Heritage Square. It was a great way to have more direct community engagement and

encouraged his colleagues to consider doing something similar.

Ms. Keene provided an update on the upcoming Public Safety Power Shutoff announced by APS due to high fire danger and forecasted 60 mph winds. She noted that outages could last 12–24 hours, with preparations underway including use of the Aquaplex as a Red Cross shelter and ongoing public updates.

Councilmember Aslan highlighted a community event at Lowell Observatory for viewing the Lyrid meteor shower.

Councilmember Garcia shared an update on a recent trip to Washington, D.C., where he joined Mayor Daggett, Councilmember Matthews, and city leadership to advocate for key Flagstaff projects. He described meetings with the Bureau of Reclamation, members of Congress, and federal departments. The discussions were productive and aligned with Flagstaff's priorities and focused on securing final support to move projects forward. He also highlighted the strong teamwork and synergy among the delegation, noting their ability to collaboratively and effectively communicate the city's needs.

Councilmember Matthews emphasized the importance of maintaining strong relationships with federal and state partners since cities cannot fund major projects alone and are impacted by external policies. She reiterated that the trip focused on critical priorities such as the Rio de Flag flood control project, Red Gap Ranch water supply, forest health, airport infrastructure, transportation, and housing. The trip was fast-paced and demanding but ultimately valuable and productive in advancing the city's goals.

Vice Mayor Sweet highlighted local events including Palette to Palate, Water Professionals bowling date, and the Viola Award.

Ms. Keene reminded Council about the upcoming budget retreat and additional community events, the High Country Humane brunch, Miss Cleo's Tea Party, and Drop-Off Day.

Assistant City Manager Shannon Anderson promoted "Go Orange Day," led by the American Traffic Safety Services Association. She encouraged everyone to wear orange to raise awareness for roadway worker safety.

13. ADJOURNMENT

The Regular Meeting of the Flagstaff City Council held April 21, 2026, adjourned at 7:42: p.m.

_____
MAYOR

ATTEST:

_____
CITY CLERK

CERTIFICATION

I, STACY SALTZBURG, do hereby certify that I am the City Clerk of the City of Flagstaff, County of Coconino, State of Arizona, and that the above Minutes are a true and correct summary of the Meeting of the Council of the City of Flagstaff held on April 21, 2026. I further certify that the Meeting was duly called and held and that a quorum was present.

DATED this 19th day of May, 2026

_____
CITY CLERK

CITY COUNCIL SPECIAL MEETING
TUESDAY, APRIL 28, 2026
COUNCIL CHAMBERS
211 WEST ASPEN AVE
12:00 P.M.

1. Call to Order

Mayor Daggett called the Special Meeting to order at 12:00 p.m.

2. Roll Call

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

Present:	Mayor Becky Daggett Vice Mayor Miranda Sweet Councilmember Austin Aslan Councilmember Anthony Garcia Councilmember Khara House Councilmember Lori Matthews Councilmember David Spence
Staff Present:	City Manager Joanne Keene; City Attorney Sterling Solomon

3. Recess into Executive Session

Moved by Vice Mayor Miranda Sweet, **seconded by** Councilmember Anthony Garcia moved to recess into Executive Session.

Vote: 7 - 0 - Unanimously

Council recessed into Executive Session at 12:05 p.m.

4. Executive Session Confidentiality Statement

Discussions made during Executive Session are confidential by law. All persons present in Executive Session or who receive Executive Session information or materials shall keep the discussion, information and materials confidential and shall not disclose them, except as allowed by law.

5. Executive Session:

A. Discussion or consultation for legal advice with the attorney or attorneys of the public body, discussion or consultation with the attorneys of the public body in order to consider its position and instruct its attorneys regarding the public body's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation or in settlement discussions conducted in order to avoid or resolve litigation, and discussions or consultations with designated representatives of the public body in order to consider its position and instruct its representatives regarding negotiations for the purchase, sale or lease of real property, pursuant to A.R.S. §38-431.03(A)(3), (4), and (7), respectively

i. Discussion, consultation, and legal advice regarding the City’s purchase of right-of-way from Canyon Del Rio for the John Wesley Powell extension and related property appraisals, required transportation improvements at Whetstone and John Wesley Powell, and potential amendments to Canyon Del Rio

Development Agreement.

B. Discussion or consideration of employment, assignment, appointment, promotion, demotion, dismissal, salaries, disciplining or resignation of a public officer, appointee or employee of any public body, except that, with the exception of salary discussions, an officer, appointee or employee may demand that the discussion or consideration occur at a public meeting. The public body shall provide the officer, appointee or employee with written notice of the executive session as is appropriate but not less than twenty-four hours for the officer, appointee or employee to determine whether the discussion or consideration should occur at a public meeting in accordance with A.R.S. §38-431.03(A)(1).

i. City Attorney Evaluation

6. Reconvene Special Meeting

Mayor Daggett reconvened the Special Meeting at 2:49 p.m.

7. Mayor and Council possible direction regarding Executive Session

Moved by Councilmember Lori Matthews, **seconded by** Councilmember David Spence to direct and authorize the City Attorney and/or designated city representative to proceed as discussed in executive session items listed in Item(s) 5Ai and 5Bi.

Vote: 7 - 0 - Unanimously

8. Adjournment

The Special Meeting of the Flagstaff City Council held April 28, 2026, adjourned at 2:50 p.m.

_____
MAYOR

ATTEST:

_____
CITY CLERK

CERTIFICATION

I, STACY SALTZBURG, do hereby certify that I am the City Clerk of the City of Flagstaff, County of Coconino, State of Arizona, and that the above Minutes are a true and correct summary of the Meeting of the Council of the City of Flagstaff held on April 28, 2026. I further certify that the Meeting was duly called and held and that a quorum was present.

DATED this 26th day of August, 2026

_____
CITY CLERK

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Jessica Matias, Chief of Staff

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:
Proclamation: National Public Works Week

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

Executive Summary:
NA

Financial Impact:
NA

Policy Impact:
NA

Previous Council Decision or Community Discussion:
NA

Options and Alternatives to Recommended Action:
NA

Connection to PBB Priorities and Objectives:
NA

Connection to Regional Plan:
NA

Connection to Carbon Neutrality Plan:
NA

Connection to 10-Year Housing Plan:
NA

Attachments: Proclamation

City of Flagstaff – Office of the Mayor

Proclamation

"Rooted in Service, Powered by Community"

WHEREAS, public works professionals focus on infrastructure, facilities, and services that are of vital importance to sustainable and resilient communities and to the public health, high quality of life, and well-being of the people of City of Flagstaff; and

WHEREAS, the infrastructure, facilities, and services could not be provided without the dedicated efforts of public works professionals, who are hardworking leaders and community stewards, at all levels of government. The dedicated members are responsible for maintaining, improving, and protecting our community's transportation network, solid waste collection and disposal systems, public buildings, fleet and equipment deemed essential and desired for our citizens; and

WHEREAS, it is in the public interest for the citizens, civic leaders, and visitors in the City of Flagstaff to gain knowledge of and to maintain an ongoing interest and understanding of the importance of public works and public works programs in the City of Flagstaff; and

WHEREAS, the year 2026 marks the 66th annual National Public Works Week sponsored by the American Public Works Association; and

WHEREAS, a sincere thank you is extended to all of the city public works professionals that deliver core services for the 700 lane miles of roadways, 800 pieces of fleet equipment, 1 million square feet of city facilities, 30,000 solid waste customers, and the management of the regional landfill each day in our community. Thanks to you, the city is in good hands. We appreciate the pride you take in a never-ending work program!

NOW, THEREFORE, I, Mayor Becky Daggett, Mayor of the City of Flagstaff, Arizona do hereby proclaim May 17th-23rd, 2026 as

National Public Works Week

Becky Daggett

MAYOR

ATTEST:

Stacy Saltzburg

CITY CLERK

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Jessica Matias, Chief of Staff

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:
Proclamation: Preservation Month

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

Executive Summary:
NA

Financial Impact:
NA

Policy Impact:
NA

Previous Council Decision or Community Discussion:
NA

Options and Alternatives to Recommended Action:
NA

Connection to PBB Priorities and Objectives:
NA

Connection to Regional Plan:
NA

Connection to Carbon Neutrality Plan:
NA

Connection to 10-Year Housing Plan:
NA

Attachments: Proclamation

City of Flagstaff – Office of the Mayor

Proclamation

WHEREAS, Preservation Month was established by the National Trust for Historic Preservation to promote historic places and heritage tourism, and demonstrate the social and economic benefits of historic preservation; and to

WHEREAS, the year 2026 will mark several significant national and local preservation milestones, including the centennial celebration of historic Route 66—an iconic corridor that has shaped Flagstaff's history and identity; and

WHEREAS, 2026 will also commemorate the 250th anniversary of the founding of the United States, offering an opportunity to celebrate Arizona and Flagstaff's role in national history; and

WHEREAS, in 2026 Flagstaff will celebrate the reopening of the Pioneer Museum, an institution dedicated to preserving and interpreting the region's history; and

WHEREAS, it is important to celebrate the contributions to preservation made by dedicated community partners and volunteers, including the Heritage Preservation Commission; and

WHEREAS, the City of Flagstaff's Heritage Preservation program was created to protect and enhance the cultural, historical, and archaeological heritage of the City; and

NOW, THEREFORE, I, Mayor Becky Daggett, Mayor of the City of Flagstaff, Arizona do hereby proclaim May 2026, as

Preservation Month

Dated this 19th day of May 2026

Becky Daggett

MAYOR

ATTEST:

Stacy Saltzburg

CITY CLERK

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Jessica Matias, Chief of Staff

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:
Proclamation: National Day of Prayer

STAFF RECOMMENDED ACTION:

Read and present the Proclamation.

Executive Summary:
NA

Financial Impact:
NA

Policy Impact:
NA

Previous Council Decision or Community Discussion:
NA

Options and Alternatives to Recommended Action:
NA

Connection to PBB Priorities and Objectives:
NA

Connection to Regional Plan:
NA

Connection to Carbon Neutrality Plan:
NA

Connection to 10-Year Housing Plan:
NA

Attachments: Proclamation

City of Flagstaff – Office of the Mayor

Proclamation

WHEREAS, throughout history, America has faced trials and triumphs, and one tool Americans have used to respond is prayer seeking courage and comfort, inspiration, and joy-filled celebration. As humans, we're compelled to seek and cling to the light in times of darkness and spread light to those in need; and

WHEREAS, many leaders have prayed and entreated those they serve and represent to join them; and

WHEREAS, a National Day of Prayer has been a part of the lives of many since it was declared by the First Continental Congress in 1775, but it is a Public Law established in the United States Congress in 1952 approved by a Joint Resolution and amended by Congress and President Reagan with Public Law 100-307 in 1988, affirming that it is essential for us as a nation to pray and directs the President of the United States to set aside and proclaim the first Thursday of May annually as The National Day of Prayer; and

WHEREAS, in every state across America the observance of the National Day of Prayer will be held on Thursday, May 7, 2026; and

WHEREAS, unified prayer is mobilized across America every first Thursday of May on the National Day of Prayer as neighbors come together to join their hearts and seek light for the city and country where we live, learn, work, worship, serve, and desire all to thrive; and

WHEREAS, we express our faith and exercise our freedom in prayer, then unite our hearts and voices in personal prayer and public gatherings across America with fervent praise, love, and humble intercession for our neighbor and nation.

NOW, THEREFORE, I, Mayor Becky Daggett, Mayor of the City of Flagstaff, Arizona do hereby recognize May 7th, 2026, as

National Day of Prayer

Becky Daggett

MAYOR

ATTEST:

Stacy Saltzburg

CITY CLERK

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Stacy Saltzburg, City Clerk

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Consideration of Appointments: Beautification and Public Art Commission

STAFF RECOMMENDED ACTION:

1. Vice Mayor Sweet to make one appointment.
2. Mayor Daggett to make one appointment.

Executive Summary:

The Beautification and Public Art Commission consists of seven citizens, and recommends expenditures from the BBB beautification fund and the public art portion of the Arts and Science fund. It studies and recommends community beautification projects ranging from landscaping and irrigation, signs and billboards, buildings, street-scapes, gateways, the purchase and installation of public art projects within beautification projects, and property acquisition for beautification and/or public art and neighborhood-initiated projects, to mention a few.

The City of Flagstaff is committed to increasing diversity in every board and commission, please consider how the applicant stated they may contribute to this commitment.

There are five (5) applications on file for consideration by the Council as follows:

- Claire Eddleman Heath (current Commissioner)
- Karen Begay (new applicant)
- Avigail Callan (new applicant)
- David Grandon (new applicant)
- Jennifer Watkins (new applicant)

In an effort to reduce exposure to personal information, the applicant roster and applications will be submitted to the City Council separately.

COUNCIL APPOINTMENT ASSIGNMENT: Vice Mayor Sweet and Mayor Daggett.

Financial Impact:

These are voluntary positions and there is no budgetary impact to the City of Flagstaff.

Policy Impact:

None

Previous Council Decision or Community Discussion:

None

Options and Alternatives to Recommended Action:

1. Appoint two Commissioners: By appointing members at this time, the Beautification and Public Art Commission will be at full membership, allowing the group to meet and provide recommendations to the City Council.
2. Postpone the action to allow for further discussion or expand the list of candidates.

Connection to PBB Priorities and Objectives:
Inclusive and Engaged Community - Foster community pride and civic engagement; advance social equity and social justice in Flagstaff; facilitate and foster diversity and inclusivity; and enhance community outreach and engagement opportunities.

Connection to Regional Plan:
None

Connection to Carbon Neutrality Plan:
None

Connection to 10-Year Housing Plan:
None

Attachments: Beautification and Public Art Commission Authority

CHAPTER 2-14
BEAUTIFICATION AND PUBLIC ART COMMISSION

SECTIONS:

2-14-001-0001 CREATION OF COMMISSION:
2-14-001-0002 COMPOSITION AND TERM OF OFFICE:
2-14-001-0003 COMPENSATION OF COMMISSION MEMBERS:
2-14-001-0004 ORGANIZATION:
2-14-001-0005 MEETINGS:
2-14-001-0006 DUTIES:

2-14-001-0001 CREATION OF COMMISSION:

There is hereby established a City Beautification and Public Art Commission. There shall be seven (7) voting members of said Commission who shall meet as hereinafter provided to consider and recommend programs for the expenditure of the beautification and arts and sciences portions of the Bed, Board and Booze Tax allocated under Chapter 3-06, Hospitality Industry Tax Revenues.

"Arts and sciences" means support for Flagstaff arts, scientific and cultural activities, events and organizations to provide direct and indirect citizen participation and enhancement of the overall quality of life and community image including support of public art. (Same meaning as set forth in Section 3-06-001-0001.)

"Beautification" means any modification of the urban physical environment to increase pleasure to the senses or pleasurably exalt the mind or spirit or strengthen the urban design framework of the City (same meaning as set forth in Section 3-06-001-0001). (Ord. 1580, Enacted, 08/02/1988; Ord. 2006-15, Amended, 05/16/2006; Ord. 2007-07, Amended, 02/06/2007; Ord. 2014-28, Amended, 11/18/2014; Ord. 2015-22, Amended, 01/05/2016)

2-14-001-0002 COMPOSITION AND TERM OF OFFICE:

The composition of the membership shall consist of seven (7) members appointed by the City Council.

Each member shall serve three (3) year terms, on a staggered basis. A member’s term in office shall commence with the first regular Commission meeting following the appointment and terminate with the regular Commission meeting at which the successor takes office. No voting member of the Commission may be appointed to more than two (2) full consecutive terms. (Ord. 1580, Enacted, 08/02/1988; Ord. 1674, Amended, 09/18/1990; Ord. 2006-15, Amended, 05/16/2006; Ord. 2007-04, Amended, 02/06/2007; Ord. 2014-28, Amended, 11/18/2014; Ord. 2015-22, Amended, 01/05/2016)

2-14-001-0003 COMPENSATION OF COMMISSION MEMBERS:

Members of the Commission shall serve without compensation. (Ord. 1580, Enacted, 08/02/1988)

2-14-001-0004 ORGANIZATION:

The Commission shall elect a Chairperson from among its members. The term of the Chairperson shall be one year with eligibility for reelection. Commission members may not serve more than two (2) consecutive terms as Chairperson. The Council representative shall not be eligible for the Chair. (Ord. No. 1580, Enacted, 08/02/1988)

2-14-001-0005 MEETINGS:

A. The Commission shall hold at least one (1) regular meeting per month, which shall at all times be open to the public; the time and place of said meeting shall be posted in accordance with the applicable Arizona State Statutes.

B. A quorum consisting of a minimum of four (4) voting members of the Commission shall be required to conduct business. (Ord. 1580, Enacted, 08/02/88; Ord. 2006-15, Amended, 05/16/2006; Ord. 2016-30, Amended, 07/05/2016)

2-14-001-0006 DUTIES:

The duties of the Commission shall be to:

A. The Commission shall be responsible for preparing a five (5) year plan. The five (5) year plan shall be used as a guideline for future programs. Said plan shall be presented to the Council prior to April 1st of each year.

B. Develop and present to City Council an annual plan outlining the Commission's program recommendations for the upcoming fiscal year. Said plan shall be presented to the Council prior to April 1st of each year.

C. Make recommendations to the City Council concerning the annual budgetary allocation of the beautification and public art portions of the Bed, Board and Booze Tax and other monies as deemed appropriate by the City Council, to include, but not be limited to:

1. Purchase, installation or modification of landscaping and irrigation systems;

2. Purchase, removal or modification of billboards and nonconforming signs;

3. Beautification of buildings and facilities, streetscapes and gateways;

4. Purchase and installation of public art projects;

5. Purchase or lease of easements or property necessary for beautification projects.

D. Make recommendations to the City Council for public art projects by:

1. Reviewing and defining potential public art projects and writing project descriptions.

2. Determining the artist selection method and writing the call to artists for public art projects.

3. Evaluating public art proposals for recommendation to the City Council.

4. Facilitating display of local art in public facilities.

Recommendations to City Council are required for a public art proposal when the resulting contract will be fifty thousand dollars ($50,000.00) or more.

E. With respect to the arts and science portion of the Bed, Board and Booze Tax allocated under Chapter 3-06, Hospitality Industry Tax Revenues, the Commission shall make recommendations to the Council concerning the annual budgetary allocation of the arts and science portion of this tax, to include but not be limited to:

1. Developing and supporting the Flagstaff arts, scientific and cultural activities, events and organizations to provide direct and indirect citizen participation, and opportunities for enhancement of the overall quality of life and community image.

2. Developing, acquiring and distributing material to promote arts and science.

3. Developing financial assistance programs to stimulate artistic and scientific activities in Flagstaff.

4. Retaining of appropriate staff to implement approved programs.

F. Perform those additional duties as determined by the City Council, related to the Beautification and Public Art Commission.

G. Contracts for arts and sciences and beautification are subject to procurement under the Procurement Code Manual. In addition, the City Council, City Manager or his or her designee(s) may request the Commission to make recommendations regarding any arts and sciences or beautification proposals. (Ord. No. 1580, Enacted, 08/02/88; Ordinance No. 2006-15, Amended, 05/16/2006; Ord. 2015-22, Amended, 01/05/2016; Ord. 2021-22, Amended, 10/05/2021)

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Theresa Wigley, IT Admin Services and Project Coordinator

Co-Submitter: Paul Santana

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Consideration and Approval of Contract: Ratification of Cooperative Purchase Contract with MSS Business Transformation Advisory, Inc.

STAFF RECOMMENDED ACTION:

1. Ratify the Cooperative Purchase Contract with MSS Business Transformation Advisory, Inc. in an amount not to exceed $133,000.00, annually, to establish a Master Consulting Agreement - Reconcile Past Consulting Work and Prepare for Future Consulting Projects; and
2. Authorize the City Manager to execute all necessary documents.

Executive Summary:

The City of Flagstaff has utilized the services of MSS Business Transformation Advisory, Inc. ("MSS") to support multiple IT Application Modernization initiatives, including the CAD/RMS & JMS Solution Assessment, OpenGov implementation, and RTA Fleet projects. As work progressed, additional services were required to maintain project timelines, resulting in costs documented in the associated change orders.

Approval of the Cooperative Purchase Agreement would authorize the City to reconcile payments and create a Master Consulting Agreement in anticipation of future consulting projects.

Financial Impact:

Project Name: Master Consulting Agreement - Cooperative Purchase Contract - MSS Business Transformation Advisory, Inc.
Cost: $133,000
Account Number Budgeted: 001-01-014-0047-1-4231
FY Budgeted Amount: $133,000 of $2,250,000 of the FY2026 Application Modernization budget
Grant Funded: No
Funding Source: General Fund

Policy Impact:

None

Previous Council Decision or Community Discussion:

There have been past contracts with MSS for IT Application Modernization initiatives, including, CAD/RMS & JMS Solution Assessment, OpenGov implementation, and RTA Fleet projects.

Options and Alternatives to Recommended Action:

None

Background and History:
The City of Flagstaff has undertaken several initiatives to modernize critical public safety and administrative systems, including the CAD/RMS & JMS Solution Assessment, as well as project and implementation support for OpenGov Procurement/Contracts and the RTA Fleet system. These efforts aim to improve operational efficiency, replace aging systems, and enhance departmental effectiveness through improved technology and business processes.

The CAD/RMS & JMS Solution Assessment was initiated to evaluate replacement options for the City's public safety systems. The City has relied on its current CAD/RMS system for more than 20 years, and the platform no longer fully meets operational and technical needs. Frequent technical issues require increasing IT support and create inefficiencies for Police, Fire, and Dispatch users. MSS was engaged to assist with business process mapping, requirements development, stakeholder engagement, vendor evaluations, and preparation of recommendations to support selection of a modern solution.

In addition, the City has worked with MSS on the OpenGov Procurement/Contracts and the RTA Fleet Management project implementations. These projects were undertaken to modernize administrative and operational systems, improve internal workflows, and support more efficient service delivery. As these projects progressed, additional MSS support was required to address implementation needs, project overruns, and completion of key project milestones.

MSS services for this Cooperative Purchase Contract has been procured through the Maricopa County Cooperative Contract, Serial 240024-RFP, Strategic Consulting Services, with MSS Business Transformation Advisory, Inc. The contract was last revised on January 8, 2026, and has a contract end date of February 28, 2028. City staff determined the resulting cooperative purchase contract is applicable to this agreement.

Connection to PBB Priorities and Objectives:
High Performing Governance:

- Encourage public trust through transparency, accessibility and use of the City's public participation policy.
- Become an employer of choice and provide employees with the necessary tools, training and support.

Safe and Healthy Community:

- Enhance community engagement and strengthen relationships between the community and public safety services.
- Provide public safety services with resources, staff, and training responsive to the community's needs.

Team Flagstaff Strategic Plan:

- Provide exceptional service.

Connection to Regional Plan:

- Goal PF.3. Provide high-quality emergency response and public safety services including law enforcement, fire, medical, and ambulance transport service.

Connection to Carbon Neutrality Plan:
None

Connection to 10-Year Housing Plan:

None

Connection to Division Specific Plan:
Application Modernization

Attachments: MSS Cooperative Purchase Contract and Exhibits

COOPERATIVE PURCHASE CONTRACT

Contract No. 2026-560

This Contract by and between the City of Flagstaff, a political subdivision of the State of Arizona, and MSS Business Transformation Advisory, a/an Arizona, corporation ("Contractor") shall be effective as of the date of the last signature below. The City and Contractor may be referred to as "Party" or jointly as "Parties."

RECITALS

WHEREAS, Contractor is a fully authorized vendor of **Strategic Consulting Services**;

WHEREAS, a competitive and open procurement process was conducted through Request for Proposal Maricopa County - 240024-RFP that resulted in Maricopa County - 240024-RFPwith Contractor ("Agency Contract"); and

WHEREAS, the City has authority to enter into a cooperative purchase contract with Contractor utilizing the Agency Contract.

NOW, THEREFORE, effective on the last date of execution, and in consideration for the mutual promises contained herein, the Parties agree as follows:

AGREEMENT

1. Materials and/or Services Purchased

Contractor shall provide to the City the materials and/or services, as specified in the Scope of Work, attached hereto as *Exhibit A* and in accordance with the Agency Contract. A general description of the materials and/or services being purchased is:

Establish a Master Consulting Agreement - Reconcile Past Consulting Work - Prepare for Future Consulting Projects

2. Terms and Conditions of Agency Contract Apply

2.1 All provisions of the Agency Contract documents contained within Maricopa County - 240024-RFP, attached hereto as *Exhibit B,* including any amendments, are incorporated in, and shall apply to this Contract, as though fully set forth herein.

2.2 Contractor is responsible for promptly notifying City in writing of any changes to the Agency Contract related to price for materials and/or services.

3. Compensation

3.1 Payment

Contractor shall be paid for satisfactory performance of the Contract in an amount not to exceed not to exceed one hundred thirty-three thousand dollars and zero cents ($133,000.00), annually, including fees and taxes; made in accordance with the price list and terms set forth in the Agency Contract.

3.2 Formal Amendment Required

Any price adjustment must be approved by mutual written consent of the parties through a formal amendment. The City Manager or his/her designee may approve an amendment if the total amount of the Contract, as amended, is less than $100,000; otherwise, City Council approval is required.

4. Term and Renewal

4.1 Contract Term

The term is for a period of three (3) years unless terminated pursuant to the provisions of the Contract. The Contract will be effective as of the date signed by both parties. The City Council has the authority to amend the term of the Contract.

4.2 Renewal

The Contract may be renewed for up to two (2), one (1) year additional terms by mutual written consent of the parties. The City Manager or his/her designee (the Purchasing Director) shall have authority to approve renewal on behalf of the City.

5. Insurance

All insurance provisions of the Agency Contract shall apply, including any requirement to name the City as an additional insured. Upon request, Contractor shall furnish City with a copy of the current Certificate of Insurance required by the Agency Contract.

6. Notice

Any formal notice under the Contract shall be in writing via certified mail and email as follows:

To the City:
Theresa Wigley
IT - Applications
City of Flagstaff
211 W. Aspen Ave.
Flagstaff, AZ 86001
Email:theresa.wigley@flagstaffaz.gov
Phone:(192) 821-3281

With a copy to:
Teddy Callan, Sr. Procurement Specialist
City of Flagstaff
211 W. Aspen Ave.
Flagstaff, AZ 86001
Email: Teddy.Callan@flagstaffaz.gov

To the Contractor:
David Lyons
Director of Professional Services
MSS Business Transformation Advisory, Inc.
7250 N. 16th Street, Ste. 310
Phoenix, AZ 85020
Email: dlyons@mssbta.com
Phone: (602) 387-2127

IN WITNESS WHEREOF, the Parties hereto have executed Contract as of the date hereinbefore indicated.

CITY OF FLAGSTAFF

SIGNATURE

FULL NAME

TITLE

DATE SIGNED

CONTRACTOR

SIGNATURE

FULL NAME

TITLE

DATE SIGNED

Attest:

SIGNATURE

Stacy Saltzburg

FULL NAME

City Clerk

TITLE

DATE SIGNED

Approved as to form:

SIGNATURE

FULL NAME

City Attorney's Office

TITLE

DATE SIGNED

Exhibits List

A - Exhibit A - Flagstaff Reconciliation Project

B - Exhibit B - Maricopa County Agency Contract

Exhibit A

Exhibit A - Flagstaff Reconciliation Project

EXHIBIT A - RECONCILITATION
STATEMENT OF WORK

Date: May 4, 2026

Statement of Work # COFMSS0401

Statement of Work for City of Flagstaff Reconciliation Project

1. Introduction

This Reconciliation Contract establishes a consolidated framework to complete and formally close out four remaining initiatives for the City of Flagstaff: the OpenGov Procurement implementation, the RTA Fleet Management system implementation, the Computer Aided Dispatch and Records Management System (CAD/RMS) software selection, and the Jail Management System (JMS) software selection. This agreement aligns scope, resources, and timelines under a single contract vehicle to streamline governance, improve coordination across interdependent efforts, and provide clear accountability through final delivery. The intent of this contract is to efficiently bring each project to completion, resolve outstanding deliverables, and ensure a structured and transparent transition.

The overall approach is organized into four initiatives:

Initiative 1 – Complete extension to the OpenGov implementation
Focused on ensuring the City has a fully configured, adopted, and operational procurement solution by addressing remaining configuration, workflow alignment, and user enablement needs, while stabilizing the platform for ongoing use and support.

Initiative 2 – Complete the RTA Fleet system implementation
Focused on ensuring the City achieves a fully deployed and functional fleet management system by finalizing system configuration, validating data accuracy, supporting user adoption, and resolving any remaining gaps required for operational readiness.

Initiative 3 – Complete CAD/RMS Software Selection
Focused on ensuring the City executes a structured, defensible, and stakeholder-aligned selection process that results in the identification of a best-fit CAD/RMS solution, supported by clear requirements, objective evaluation, and executive decision-making.

Initiative 4 – Complete the JMS Software Selection
Focused on ensuring the City conducts a comprehensive and coordinated selection process for a Jail Management System that aligns with operational needs, integrates effectively with public safety systems, and positions the City for successful implementation.

2.0 Scope of Services

MSS Business Transformation Advisory, Inc. (MSSBTA) will provide services to the City of Flagstaff to complete and close out four (4) remaining initiatives as defined below.

2.1 Initiative 1 – OpenGov Procurement Implementation Completion

2.1.1 Scope

MSSBTA will complete the remaining activities required to finalize the OpenGov Procurement and Contracts implementation, including configuration alignment, template development, and project coordination.

2.1.2 Objectives

- Achieve a fully configured and operational procurement solution
- Align system functionality with City procurement processes
- Transition the platform to steady-state operations

2.1.3 Key Activities

- Provide ongoing project management, coordination, and reporting
- Develop and refine procurement and contract templates
- Support configuration alignment with business processes
- Facilitate final adoption and transition activities

2.1.4 Deliverables

- Configured and operational OpenGov procurement solution
- Standardized procurement and contract templates
- Final project reporting and transition documentation

2.2 Initiative 2 – RTA Fleet System Implementation Completion

2.2.1 Scope

MSSBTA will provide project management and coordination services to complete the RTA Fleet system implementation and support final stabilization and closeout activities.

2.2.2 Objectives

- Complete all remaining implementation activities
- Ensure system readiness and operational stability
- Achieve formal project closeout

2.2.3 Key Activities

- Provide project management, coordination, and reporting
- Oversee remaining implementation and go-live support activities
- Coordinate issue resolution and stakeholder alignment
- Support final readiness and stabilization efforts

2.2.4 Deliverables

- Fully implemented and operational RTA Fleet system
- Project coordination and status reporting artifacts
- Formal project closeout documentation

2.3 Initiative 3 – CAD/RMS Software Selection Completion

2.3.1 Scope

MSSBTA will complete the CAD/RMS software selection process, including final requirements validation, vendor evaluation, demonstrations, and development of a final recommendation.

2.3.2 Objectives

- Deliver a structured and defensible software selection
- Ensure alignment with operational and technical requirements
- Support informed executive decision-making

2.3.3 Key Activities

- Finalize requirements and future-state process design
- Facilitate vendor demonstrations and fit-gap assessments
- Support stakeholder evaluation and scoring
- Develop final recommendation and supporting analysis

2.3.4 Deliverables

- Documented requirements and future-state processes
- Vendor evaluation and fit-gap analysis results
- Final CAD/RMS selection report and recommendation

2.4 Initiative 4 – JMS Software Selection Completion

2.4.1 Scope

MSSBTA will conduct and complete a comprehensive Jail Management System (JMS) solution assessment, including discovery, process mapping, requirements development, vendor evaluation, and final reporting.

2.4.2 Objectives

- Identify a JMS solution aligned with operational needs
- Ensure integration considerations with CAD/RMS and other systems
- Position the City for successful implementation

2.4.3 Key Activities

- Conduct discovery workshops and stakeholder interviews
- Document current-state workflows and integration points
- Develop requirements and a traceability matrix
- Facilitate vendor demonstrations and fit-gap assessments
- Support evaluation and selection decision

2.4.4 Deliverables

- Current-state and future-state process documentation
- Requirements Traceability Matrix
- Vendor evaluation and scoring results
- JMS Solution Assessment Report with recommendation

3. Project Schedule and Cost

3.1 Initiative-Based Cost Structure

3.1.1 Initiative 1 – OpenGov Procurement Implementation Completion (Time & Materials)

Role	Hours	Rate	Amount
Senior Consultant	47	$200	$9,400
Management Analyst	20	$190	$3,800
Total	**67**		**$13,200**

3.1.2 Initiative 2 – RTA Fleet System Implementation Completion (Time & Materials)

Role	Hours	Rate	Amount	
Senior Consultant	64	$200	$12,800	Actual
Senior Consultant	15	$200	$3,000	Estimate to Complete
Total	79		**$15,800**	

3.1.3 Initiative 3 – CAD/RMS Software Selection Completion (Fixed Fee – Milestone-Based)

Total Fixed Fee: $75,000

Milestone	%	Amount
Requirements Completion & Validation	20%	$15,000
Vendor Fit-Gap Assessment & Demonstrations	20%	$15,000

Milestone	%	Amount
Final Documentation & Recommendation	60%	$45,000
Travel and expense		$4,000
Total	100%	**$79,000**

Includes all labor and associated travel costs.

3.1.4 Initiative 4 – JMS Software Selection Completion (Fixed Fee – Milestone-Based)

Total Fixed Fee: $25,000

Milestone	%	Amount
Requirements & Future State Definition	50%	$12,500
Vendor Evaluation, Selection & Project Closeout	50%	$12,500
Total	100%	**$25,000**

4. Invoicing and Payment

Notwithstanding the milestone structure defined above, MSSBTA will submit a **single consolidated invoice** in the amount of **$130,000** dated **May 7, 2026**, representing completion of all services to date across the four initiatives. Additional invoices will be submitted each month for additional hours as utilized for Fleet Services until completed, not to exceed 15 hours and $3,000.

Payment shall be made in accordance with the terms and conditions of the applicable cooperative purchase agreements governing this contract.

5. Assumptions

- Leadership, Subject Matter Experts (SMEs), and Key Stakeholders will be available on a timely basis for the project to avoid delays.
- Any changes to scope will be agreed to by the City of Flagstaff and MSSBTA; and will be captured in Change Order.
- City will provide MSSBTA documentation, deliverables from prior work, and other resources necessary to perform the stated work.
- City will provide MSSBTA with an internal resource who will assist with scheduling meetings and other project logistics.

- Process improvement opportunities will be captured but not implemented within the scope of this work effort.
- Most of the work will be completed remotely but key face-to-face meetings are necessary to ensure quality results. Travel will be approved by the City of Flagstaff in advance of travel.

6. Master Agreement Governs

The City of Flagstaff (City) acknowledges and agrees that the obligations of the City under this Change Order are subject to the terms of the Strategic Consulting Services Contract (240024-RFP) dated 02/28/2024 between MSS Business Transformation Advisory, Inc. and Maricopa County, a political subdivision of the State of Arizona, as applicable to City cooperative use.

Agreed to by:

MSS Business Transformation Advisory, Inc.
7250 N 16th Street, Suite 310
Phoenix, AZ 85020

Keith Latchaw
Authorized Signature

Keith Latchaw
Name - type or print

President & CEO
Title

5/5/2026
Date

City of Flagstaff

_____
Authorized Signature

_____
Name - type or print

_____
Title

_____
Date

Billing Address:
_____
_____
_____

Purchase Order Number: _____
(If Applicable)

Exhibit B

Exhibit B - Maricopa County Agency Contract

SERIAL 240024-RFP STRATEGIC CONSULTING SERVICES
Contract – MSS Business Transformation Advisory Inc

DATE OF LAST REVISION: January 08, 2026 **CONTRACT END DATE: February 28, 2028**

CONTRACT PERIOD THROUGH FEBRUARY 28, ~~2026~~ 2028

TO: All Departments

FROM: Office of Procurement Services

SUBJECT: Contract for **STRATEGIC CONSULTING SERVICES**

Attached to this letter is published an effective purchasing contract for products and/or services to be supplied to Maricopa County activities as awarded by Maricopa County on **February 28, 2024 (Eff. 03/01/2024).**

All purchases of products and/or services listed on the attached pages of this letter are to be obtained from the vendor holding the contract. Individuals are responsible to the vendor for purchases made outside of contracts. The contract period is indicated above.

Kevin Tyne

Kevin Tyne, Chief Procurement Officer
Office of Procurement Services

AW/mm
Attach

Copy to: Office of Procurement Services
Trisha Fleischer, HSD
Cheryl Bucalo, Public Health

(Please remove Serial 190178-RFP from your contract notebooks)

CONTRACT STRATEGIC CONSULTING SERVICES
240024-RFP

This contract is entered into this 28th day of February, 2024 by and between Maricopa County (County), a political subdivision of the State of Arizona, and MSS Business Transformation Advisory, Inc, an Arizona corporation (Contractor) for the purchase of various consultants' services for Maricopa County Departments.

1.0 CONTRACT TERM

1.1 This contract is for a term of two years, beginning on the 1st day of March 2024 and ending the 28th day February ~~2026~~ **2028**.

2.0 OPTION TO RENEW

The County may, at its option and with the concurrence of the Contractor, renew the term of this contract up to a maximum of four additional year(s), (or at the County's sole discretion, extend the contract on a month-to-month basis for a maximum of six months after expiration). The Contractor shall be notified in writing by the Office of Procurement Services of the County's intention to renew the contract term at least 60 calendar days prior to the expiration of the original contract term.

3.0 CONTRACT COMPLETION

In preparation for contract completion, the Contractor shall make all reasonable efforts for an orderly transition of its duties and responsibilities to another provider and/or to the County. This may include, but is not limited to, preparation of a transition plan and cooperation with the County or other providers in the transition. The transition includes the transfer of all records and other data in the possession, custody, or control of the Contractor that are required to be provided to the County either by the terms of this agreement or as a matter of law. The provisions of this clause shall survive the expiration or termination of this agreement.

4.0 PRICE ADJUSTMENTS

Any requests for reasonable price adjustments must be submitted 60 calendar days prior to contract expiration. Requests for adjustment in cost of labor and/or materials must be supported by appropriate documentation. The reasonableness of the request will be determined by comparing the request with the Consumer Price Index or by performing a market survey. If County agrees to the adjusted price terms, County shall issue written approval of the change and provide an updated version of the contract. The new change shall not be in effect until the date stipulated on the updated version of the contract.

5.0 PAYMENTS

5.1 As consideration for performance of the duties described herein, County shall pay Contractor the sum(s) stated in Exhibit D – Fee Schedule.

5.2 Payment shall be made upon the County's receipt of a properly completed invoice.

5.3 INVOICES

5.3.1 The Contractor shall submit one legible copy of their detailed invoice before payment(s) will be made. Incomplete invoices will not be processed. At a minimum, the invoice must provide the following information:

- Company name, address, and contact information
- County bill-to name and contact information
- Contract serial number
- County purchase order number
- Project name and/or number
- Invoice number and date
- Payment terms
- Date of service or delivery
- Quantity
- Contract item number(s)
- Arrival and completion time
- Description of purchase (product or services)
- Pricing per unit of purchase
- Extended price
- Freight (if applicable)
- Mileage with rate (if applicable)
- Total amount due

5.3.2 Labor, services, and maintenance must be billed as a separate line item.

5.3.3 Problems regarding billing or invoicing shall be directed to the department as listed on the purchase order.

5.3.4 Payment shall only be made to the Contractor by Accounts Payable through the Maricopa County Vendor Express Payment Program. This is an electronic funds transfer (EFT) process. After contract award, the Contractor shall complete the Vendor Registration Form accessible from the County Department of Finance Vendor Registration Web Site https://www.maricopa.gov/5169/Vendor-Information.

5.3.5 Discounts offered in the contract shall be calculated based on the date a properly completed invoice is received by the County.

5.3.6 EFT payments to the routing and account numbers designated by the Contractor shall include the details on the specific invoices that the payment covers. The Contractor is required to discuss remittance delivery capabilities with their designated financial institution for access to those details.

5.4 APPLICABLE TAXES

5.4.1 It is the responsibility of the Contractor to determine any and all applicable taxes and include those taxes in their proposal. The legal liability to remit the tax is on the entity conducting business in Arizona. Tax is not a determining factor in contract award.

5.4.2 The County will look at the price or offer submitted and will not deduct, add, or alter pricing based on speculation or application of any taxes, nor will the County provide Contractor any advice or guidance regarding taxes. If you have questions regarding your tax liability, seek advice from a tax professional prior to submitting your bid. You may also find information at https://www.azdor.gov/Business.aspx. Once your bid is submitted, the offer is valid for the time specified in this solicitation, regardless of mistake or omission of tax liability. If the County finds overpayment of a project due to tax consideration that was not due, the Contractor will be liable to the County for that amount, and by contracting with the County agrees to remit

any overpayments back to the County for miscalculations on taxes included in a bid price.

5.4.3 Tax Indemnification: Contractor and all subcontractors shall pay all Federal, State, and local taxes applicable to their operation and any persons employed by the Contractor. Contractor shall, and require all subcontractors to, hold Maricopa County harmless from any responsibility for taxes, damages, and interest, if applicable, contributions required under Federal and/or State and local laws and regulations, and any other costs including: transaction privilege taxes, unemployment compensation insurance, Social Security, and workers' compensation. Contractor may be required to establish, to the satisfaction of County, that any and all fees and taxes due to the City or the State of Arizona for any license or transaction privilege taxes, use taxes, or similar excise taxes are currently paid (except for matters under legal protest).

6.0 AVAILABILITY OF FUNDS

6.1 The provisions of this contract relating to payment for services shall become effective when funds assigned for the purpose of compensating the Contractor as herein provided are actually available to County for disbursement. The County shall be the sole judge and authority in determining the availability of funds under this contract. County shall keep the Contractor fully informed as to the availability of funds.

6.2 If any action is taken by, any State agency, Federal department, or any other agency or instrumentality to suspend, decrease, or terminate its fiscal obligations under, or in connection with, this contract, County may amend, suspend, decrease, or terminate its obligations under, or in connection with, this contract. In the event of termination, County shall be liable for payment only for services rendered prior to the effective date of the termination, provided that such services are performed in accordance with the provisions of this contract. County shall give written notice of the effective date of any suspension, amendment, or termination under this section, at least 10 days in advance.

7.0 STRATEGIC ALLIANCE for VOLUME EXPENDITURES (SAVE)

The County is a member of the SAVE cooperative purchasing group. SAVE includes the State of Arizona, many Phoenix metropolitan area municipalities, and many K-12 unified school districts. Under the SAVE Cooperative Purchasing Agreement, and with the concurrence of the successful respondent under this solicitation, a member of SAVE may access a contract resulting from a solicitation issued by the County. If contractor does not want to grant such access to a member of SAVE, state so in contractor's bid. In the absence of a statement to the contrary, the County will assume that contractor does wish to grant access to any contract that may result from this bid. The County assumes no responsibility for any purchases by using entities.

8.0 INTERGOVERNMENTAL COOPERATIVE PURCHASING AGREEMENTS (ICPAs)

County currently holds ICPAs with numerous governmental entities. These agreements allow those entities, with the approval of the Contractor, to purchase their requirements under the terms and conditions of the County contract. It is the responsibility of the non-County government entity to perform its own due diligence on the acceptability of the contract under its applicable procurement rules, processes, and procedures. Certain governmental agencies may not require an ICPA and may utilize this contract if it meets their individual requirements. Other governmental agencies may enter into a separate Statement of Work with the Contractor to meet their own requirements. The County is not a party to any uses of this contract by other governmental entities.

9.0 DUTIES

9.1 The Contractor shall perform all duties stated in Exhibit B – Scope of Work, or as otherwise directed in writing by the procurement officer.

10.0 TERMS AND CONDITIONS

10.1 INDEMNIFICATION

10.1.1 To the fullest extent permitted by law, and to the extent that claims, damages, losses, or expenses are not covered and paid by insurance purchased by the contractor, the contractor shall defend, indemnify, and hold harmless the County (as Owner), its agents, representatives, officers, directors, officials, and employees from and against all claims, damages, losses, and expenses (including, but not limited to attorneys' fees, court costs, expert witness fees, and the costs and attorneys' fees for appellate proceedings) arising out of, or alleged to have resulted from, the negligent acts, errors, omissions, or mistakes relating to the performance of this contract.

10.1.2 Contractor's duty to defend, indemnify, and hold harmless the County, its agents, representatives, officers, directors, officials, and employees shall arise in connection with any claim, damage, loss, or expense that is attributable to bodily injury, sickness, disease, death, or injury to, impairment of, or destruction of tangible property, including loss of use resulting therefrom, caused by negligent acts, errors, omissions, or mistakes in the performance of this contract, but only to the extent caused by the negligent acts or omissions of the contractor, a subcontractor, anyone directly or indirectly employed by them, or anyone for whose acts they may be liable, regardless of whether or not such claim, damage, loss, or expense is caused in part by a party indemnified hereunder.

10.1.3 The amount and type of insurance coverage requirements set forth herein will in no way be construed as limiting the scope of the indemnity in this section.

10.1.4 The scope of this indemnification does not extend to the sole negligence of County.

10.2 INSURANCE

10.2.1 Contractor, at Contractor’s own expense, shall purchase and maintain, at a minimum, the herein stipulated insurance from a company or companies duly licensed by the State of Arizona and possessing an AM Best, Inc. category rating of B++. In lieu of State of Arizona licensing, the stipulated insurance may be purchased from a company or companies, which are authorized to do business in the State of Arizona, provided that said insurance companies meet the approval of County. The form of any insurance policies and forms must be acceptable to County.

10.2.2 All insurance required herein shall be maintained in full force and effect until all work or service required to be performed under the terms of the contract is satisfactorily completed and formally accepted. Failure to do so may, at the sole discretion of County, constitute a material breach of this contract.

10.2.3 In the event that the insurance required is written on a claims-made basis, Contractor warrants that any retroactive date under the policy shall precede the effective date of this contract and either continuous coverage will be maintained, or an extended discovery period will be exercised for a period of two years beginning at the time work under this contract is completed.

10.2.4 Contractor’s insurance shall be primary insurance as respects County, and any insurance or self-insurance maintained by County shall not contribute to it.

10.2.5 Any failure to comply with the claim reporting provisions of the insurance policies or any breach of an insurance policy warranty shall not affect the County’s right to coverage afforded under the insurance policies.

10.2.6 The insurance policies may provide coverage that contains deductibles or self-insured retentions. Such deductible and/or self-insured retentions shall not be applicable with respect to the coverage provided to County under such policies. Contractor shall be solely responsible for the deductible and/or self-insured retention and County, at its option, may require Contractor to secure payment of such deductibles or self-insured retentions by a surety bond or an irrevocable and unconditional letter of credit.

10.2.7 The insurance policies required by this contract, except Workers' Compensation and Errors and Omissions, shall name County, its agents, representatives, officers, directors, officials, and employees as additional insureds.

10.2.8 The policies required hereunder, except Workers' Compensation and Errors and Omissions, shall contain a waiver of transfer of rights of recovery (subrogation) against County, its agents, representatives, officers, directors, officials, and employees for any claims arising out of Contractor's work or service.

10.2.9 If available, the insurance policies required by this contract may be combined with Commercial Umbrella Insurance policies to meet the minimum limit requirements. If a Commercial Umbrella insurance policy is utilized to meet insurance requirements, the Certificate of Insurance shall indicate which lines the Commercial Umbrella Insurance covers.

10.2.9.1 Commercial General Liability

Commercial General Liability (CGL) insurance and, if necessary, Commercial Umbrella insurance with a limit of not less than $1,000,000 for each occurrence, $2,000,000 Products/Completed Operations Aggregate, and $2,000,000 General Aggregate Limit. The policy shall include coverage for premises liability, bodily injury, broad form property damage, personal injury, products and completed operations and blanket contractual coverage, and shall not contain any provisions which would serve to limit third party action over claims. There shall be no endorsement or modifications of the CGL limiting the scope of coverage for liability arising from explosion, collapse, or underground property damage.

10.2.9.2 Automobile Liability

Commercial/Business Automobile Liability insurance with a combined single limit for bodily injury and property damage of not less than $2,000,000 each occurrence with respect to any of the Contractor's owned, hired, and non-owned vehicles assigned to or used in performance of the Contractor's work or services or use or maintenance of the premises under this contract.

10.2.9.3 Workers' Compensation

10.2.9.3.1 Workers' compensation insurance to cover obligations imposed by Federal and State statutes having jurisdiction of Contractor's employees engaged in the performance of the work or services under this contract; and Employer's Liability insurance of not less than $1,000,000 for each accident, $1,000,000 disease for each employee, and $1,000,000 disease policy limit.

10.2.9.3.2 Contractor, its subcontractors, and sub-subcontractors waive all rights against this contract and its agents, officers, directors, and employees for recovery of damages to the extent these damages are covered by the workers'

compensation and Employer's Liability, or Commercial Umbrella Liability insurance obtained by Contractor, its subcontractors, and its sub-subcontractors pursuant to this contract.

10.2.9.4 Errors and Omissions/Professional Liability Insurance

Errors and Omissions (Professional Liability) insurance which will insure and provide coverage for errors or omissions or professional liability of the contractor, with limits of no less than $2,000,000 for each claim.

10.2.9.5 Cyber, Network Security, and Privacy Liability

Cyber, Network Security and Privacy Liability Insurance with a limit of not less than $5,000,000 per occurrence. The policy shall include, but not be limited to; coverage for all directors, officers, agents and employees of the Contractor, losses with respect to network risks (such as data breaches, unauthorized access or use, and ID theft of data), invasion of privacy (regardless of the type of media involved in the loss of private information), crisis management, identity theft response costs, breach notification costs, credit remediation, and credit monitoring, defense, and claims expenses, regulatory defense costs plus fines and penalties, cyber extortion, electronic data restoration expenses (data asset protection), network business interruption, computer fraud coverage, funds transfer loss, third-party fidelity, theft, no requirement for arrest and conviction, and loss outside the premises of the named insured.

10.2.10 Certificates of Insurance

10.2.10.1 Prior to contract award**,** Contractor shall furnish the County with valid and complete Certificates of Insurance, or formal endorsements as required by the contract in the form provided by the County, issued by Contractor's insurer(s), as evidence that policies providing the required coverage, conditions and limits required by this contract are in full force and effect. Such certificates shall identify this contract number and title.

10.2.10.2 In the event any insurance policy(ies) required by this contract is (are) written on a claims-made basis, coverage shall extend for two years past completion and acceptance of Contractor's work or services and as evidenced by annual certificates of insurance.

10.2.10.3 If a policy does expire during the life of the Contract, a renewal certificate must be sent to County 15 calendar days prior to the expiration date.

10.2.11 Cancellation and Expiration Notice

Applicable to all insurance policies required within the insurance requirements of this contract, Contractor's insurance shall not be permitted to expire, be suspended, be canceled, or be materially changed for any reason without 30 days prior written notice to Maricopa County. Contractor must provide to Maricopa County, within two business days of receipt, if they receive notice of a policy that has been or will be suspended, canceled, materially changed for any reason, has expired, or will be expiring. Such notice shall be sent directly to Maricopa County Office of Procurement Services and shall be mailed, or hand delivered to 301 W. Jefferson St. Suite 700, Phoenix, AZ 85003, or emailed to the procurement officer noted in the solicitation.

10.3 FORCE MAJEURE

10.3.1 Neither party shall be liable for failure of performance, nor incur any liability to the other party on account of any loss or damage resulting from any delay or failure to perform all or any part of this contract, if such delay or failure is caused by events, occurrences, or causes beyond the reasonable control and without negligence of the parties. Such events, occurrences, or causes include, but are not limited to, acts of God/nature (including fire, flood, earthquake, storm, hurricane, or other natural disaster), war, invasion, act of foreign enemies, hostilities (whether war is declared or not), civil war, riots, rebellion, revolution, insurrection, military or usurped power or confiscation, terrorist activities, nationalization, government sanction, lockout, blockage, embargo, labor dispute, strike, and interruption or failure of electricity or telecommunication service, and pandemic.

10.3.2 Each party, as applicable, shall give the other party notice of its inability to perform and particulars in reasonable detail of the cause of the inability. Each party must use best efforts to remedy the situation and remove, as soon as practicable, the cause of its inability to perform or comply.

10.3.3 The party asserting Force Majeure as a cause for non-performance shall have the burden of proving that reasonable steps were taken to minimize delay or damages caused by foreseeable events, that all non-excused obligations were substantially fulfilled, and that the other party was timely notified of the likelihood or actual occurrence which would justify such an assertion, so that other prudent precautions could be contemplated.

10.4 ORDERING AUTHORITY

Any request for purchase shall be accompanied by a valid purchase order issued by a County department or directed by a Certified Agency Procurement Aid (CAPA) with a purchase card for payment.

10.5 PROCUREMENT CARD ORDERING CAPABILITY

County may opt to use a procurement card (Visa or Master Card) to make payment for orders under this contract.

10.6 NO MINIMUM OR MAXIMUM PURCHASE OBLIGATION

This contract does not guarantee any minimum or maximum purchases will be made. Orders will only be placed under this contract when the County identifies a need and proper authorization and documentation have been approved.

10.7 PURCHASE ORDERS

10.7.1 County reserves the right to cancel purchase orders within a reasonable period of time after issuance. Should a purchase order be canceled, the County agrees to reimburse the Contractor for actual and documentable costs incurred by the Contractor in response to the purchase order. The County will not reimburse the Contractor for any costs incurred after receipt of County notice of cancellation, or for lost profits, or for shipment of product prior to issuance of purchase order.

10.7.2 Contractor agrees to accept verbal notification of cancellation of purchase orders from the County procurement officer with written notification to follow. Contractor specifically acknowledges to be bound by this cancellation policy.

10.8 BACKGROUND CHECK

Respondents may be required to pass multiple background checks (e.g., Sheriff's Office, County Attorney's Office, Courts, as well as Maricopa County general government) to determine if the respondent is acceptable to do business with the County. This applies to, but is not limited to, the company, subcontractors, and employees, and the failure to pass these checks shall deem the respondent non-responsible.

10.9 SUSPENSION OF WORK

The procurement officer may order the Contractor, in writing, to suspend, delay, or interrupt all or any part of the work of this contract for the period of time that the procurement officer determines appropriate for the convenience of the County. No adjustment shall be made under this clause for any suspension, delay, or interruption to the extent that performance would have been so suspended, delayed, or interrupted by any other cause, including the fault or negligence of the Contractor. No request for adjustment under this clause shall be granted unless the claim, in an amount stated, is asserted in writing as soon as practicable after the termination of the suspension, delay, or interruption, but not later than the date of final payment under the contract.

10.10 STOP WORK ORDER

10.10.1 The procurement officer may, at any time, by written order to the Contractor, require the Contractor to stop all, or any part, of the work called for by this contract for a period of 90 calendar days after the order is delivered to the Contractor, and for any further period to which the parties may agree. The order shall be specifically identified as a stop work order issued under this clause. Upon receipt of the order, the Contractor shall immediately comply with its terms and take all reasonable steps to minimize the incurrence of costs allocable to the work covered by the order during the period of work stoppage. Within a period of 90 calendar days after a stop work order is delivered to the Contractor, or within any extension of that period to which the parties shall have agreed, the procurement officer shall either:

10.10.1.1 cancel the stop work order; or

10.10.1.2 terminate the work covered by the order as provided in the Termination for Default or the Termination for Convenience clause of this contract.

10.10.1.3 The procurement officer may make an equitable adjustment in the delivery schedule and/or contract price, and the contract shall be modified, in writing, accordingly, if the Contractor demonstrates that the stop work order resulted in an increase in costs to the Contractor.

10.11 TERMINATION FOR CONVENIENCE

Maricopa County may terminate the resultant contract for convenience by providing 60 calendar days advance notice to the Contractor.

10.12 TERMINATION FOR DEFAULT

10.12.1 The County may, by written Notice of Default to the Contractor, terminate this contract in whole or in part if the Contractor fails to:

10.12.1.1 deliver the supplies or to perform the services within the time specified in this contract or any extension;

10.12.1.2 make progress, so as to endanger performance of this contract; or

10.12.1.3 perform any of the other provisions of this contract.

10.12.2 The County's right to terminate this contract under these subparagraphs may be exercised if the Contractor does not cure such failure within 10 business days (or more if authorized in writing by the County) after receipt of a Notice to Cure from the procurement officer specifying the failure.

10.13 PERFORMANCE

It shall be the Contractor's responsibility to meet the proposed performance requirements. Maricopa County reserves the right to obtain services on the open market in the event the Contractor fails to perform, and any price differential will be charged against the Contractor.

10.14 CONTRACTOR EMPLOYEE MANAGEMENT

14.1 Contractor shall endeavor to maintain the personnel proposed in their proposal throughout the performance of this contract.

14.2 If Contractor personnel's employment status changes, Contractor shall provide County a list of proposed replacements with equivalent or greater experience.

14.3 Under no circumstances shall the implementation schedule to be impacted by a personnel change on the part of the Contractor.

14.4 Contractor shall not reassign any key personnel an awarded Task Order without the express consent of the County.

14.5 County reserves the right to immediately remove from its premises any Contractor personnel it determines to be a risk to County operations.

14.6 County reserves the right to request the replacement of any Contractor personnel at any time, for any reason.

10.15 TRAINING

Contractor shall provide training services as applicable to County personnel in the use and care of the equipment. All training shall take place on-site in Maricopa County, unless otherwise negotiated with County.

10.16 INSPECTION OF SERVICES

16.1 The Contractor shall provide and maintain an inspection system acceptable to County covering the services under this contract. Complete records of all inspection work performed by the Contractor shall be maintained and made available to County during contract performance and for as long afterwards as the contract requires.

16.2 County has the right to inspect and test all services called for by the contract, to the extent practicable at all times and places during the term of the contract. County shall perform inspections and tests in a manner that will not unduly delay the work.

16.3 If any of the services do not conform to contract requirements, County may require the Contractor to perform the services again in conformity with contract requirements, at no cost to the County. When the defects in services cannot be corrected by re-performance, County may:

16.3.1.1 require the Contractor to take necessary action to ensure that future performance conforms to contract requirements; and

16.3.1.2 reduce the contract price to reflect the reduced value of the services performed.

16.4 If the Contractor fails to promptly perform the services again or to take the necessary action to ensure future performance in conformity with contract requirements, County may:

16.4.1.1 by contract or otherwise, perform the services and charge to the Contractor, through direct billing or through payment reduction, any cost incurred by County that is directly related to the performance of such service; or

16.4.1.2 terminate the contract for default.

10.17 USAGE REPORT

The Contractor shall furnish the County a usage report, upon request, delineating the acquisition activity governed by the contract. The format of the report shall be approved by the County and shall disclose the quantity and dollar value of each contract item by individual unit of measure.

10.18 STATUTORY RIGHT OF CANCELLATION FOR CONFLICT OF INTEREST

Notice is given that, pursuant to A.R.S. § 38-511, the County may cancel any contract without penalty or further obligation within three years after execution of the contract, if any person significantly involved in initiating, negotiating, securing, drafting, or creating the contract on behalf of the County is at any time, while the contract or any extension of the contract is in effect, an employee or agent of any other party to the contract in any capacity or consultant to any other party of the contract with respect to the subject matter of the contract. Additionally, pursuant to A.R.S. § 38-511, the County may recoup any fee or commission paid or due to any person significantly involved in initiating, negotiating, securing, drafting, or creating the contract on behalf of the County from any other party to the contract arising as the result of the contract.

10.19 OFFSET FOR DAMAGES

In addition to all other remedies at Law or Equity, the County may offset from any money due to the Contractor any amounts Contractor owes to the County for damages resulting from breach or deficiencies in performance of the contract.

10.20 SUBCONTRACTING

10.20.1 The Contractor may not assign to another Contractor or subcontract to another party for performance of the terms and conditions hereof without the written consent of the County. All correspondence authorizing subcontracting must reference the bid serial number and identify the job or project.

10.20.2 The subcontractor's rate for the job shall not exceed that of the prime Contractor's rate, as bid in the pricing section, unless the prime Contractor is willing to absorb any higher rates. The subcontractor's invoice shall be invoiced directly to the prime Contractor, who in turn shall pass-through the costs to the County, without mark-up. A copy of the subcontractor's invoice must accompany the prime Contractor's invoice.

10.21 AMENDMENTS

All amendments to this contract shall be in writing and approved/signed by both parties. Maricopa County Office of Procurement Services shall be responsible for approving all amendments for Maricopa County.

10.22 ADDITIONS/DELETIONS OF REQUIREMENTS

The County reserves the right to add and/or delete materials and services to a contract. If a service requirement is deleted, payment to the Contractor will be reduced proportionately to the amount of service reduced in accordance with the bid price. If additional materials or services are required from a contract, prices for such additions will be negotiated between the Contractor and the County.

10.23 RIGHTS IN DATA

10.23.1 The County shall have the use of data and reports resulting from a contract without additional cost or other restriction except as may be established by law or applicable regulation. Each party shall supply to the other party, upon request, any available information that is relevant to a contract and to the performance thereunder.

10.23.2 Data, records, reports, and all other information generated for the County by a third party as the result of a contract are the property of the County and shall be provided in a format designated by the County or shall be and remain accessible to the County into perpetuity.

10.24 ACCESS TO AND RETENTION OF RECORDS FOR THE PURPOSE OF AUDIT AND/OR OTHER REVIEW

10.24.1 In accordance with Section MC1-372 of the Maricopa County Procurement Code, the Contractor agrees to retain (physical or digital copies of) all books, records, accounts, statements, reports, files, and other records and back-up documentation relevant to this contract for six years after final payment or until after the resolution of any audit questions, which could be more than six years, whichever is longest. The County, Federal or State auditors and any other persons duly authorized by the department shall have full access to and the right to examine, copy, and make use of, any and all said materials.

10.24.2 If the Contractor's books, records, accounts, statements, reports, files, and other records and back-up documentation relevant to this contract are not sufficient to support and document that requested services were provided, the Contractor shall reimburse Maricopa County for the services not so adequately supported and documented.

10.25 AUDIT DISALLOWANCES

If at any time it is determined by the County that a cost for which payment has been made is a disallowed cost, the County shall notify the Contractor in writing of the disallowance. The course of action to address the disallowance shall be at sole discretion of the County, and may include either an adjustment to future invoices, request for credit, request for a check, or a deduction from current invoices submitted by the Contractor equal to the amount of the disallowance, or to require reimbursement forthwith of the disallowed amount by the Contractor by issuing a check payable to Maricopa County.

10.26 STRICT COMPLIANCE

Acceptance by County of a performance that is not in strict compliance with the terms of the contract shall not be deemed to be a waiver of strict compliance with respect to all other terms of the contract.

10.27 VALIDITY

The invalidity, in whole or in part, of any provision of this contract shall not void or affect the validity of any other provision of the contract.

10.28 SEVERABILITY

The removal, in whole or in part, of any provision of this contract shall not void or affect the validity of any other provision of this contract.

10.29 RELATIONSHIPS

10.29.1 In the performance of the services described herein, the Contractor shall act solely as an independent Contractor, and nothing herein or implied herein shall at any time be construed as to create the relationship of employer and employee, co-employee, partnership, principal and agent, or joint venture between the County and the Contractor.

10.29.2 The County reserves the right of final approval on proposed staff. Also, upon request by the County, the Contractor will be required to remove any employees working on County projects and substitute personnel based on the discretion of the County within two business days, unless previously approved by the County.

10.29.3 The County reserves the right of final approval on proposed staff for all Task Orders. Also, upon request by the County, the Contractor will be required to remove any employees working on County projects and substitute personnel based on the discretion of the County within two (2) business days, unless previously approved by the County.

10.30 NON-DISCRIMINATION

Contractor agrees to comply with all provisions and requirements of Arizona Executive Order 2009-09, including flow down of all provisions and requirements to any subcontractors. Executive Order 2009-09 supersedes Executive Order 99-4 and amends Executive Order 75-5 and is hereby incorporated into this contract as if set forth in full herein. During the performance of this contract, Contractor shall not discriminate against any employee, client, or any other individual in any way because of that person's age, race, creed, color, religion, sex, disability, or national origin. (Arizona Executive Order 2009-09 can be viewed at https://apps.azsos.gov/public_services/register/2009/46/governor.pdf).

10.31 WRITTEN CERTIFICATION PURSUANT to A.R.S. § 35-393.01

If vendor engages in for-profit activity and has 10 or more employees, and if this agreement has a value of $100,000 or more, vendor certifies it is not currently engaged in, and agrees for the duration of this agreement to not engage in, a boycott of goods or services from Israel. This certification does not apply to a boycott prohibited by 50 U.S.C. § 4842 or a regulation issued pursuant to 50 U.S.C. § 4842.

10.32 CERTIFICATION REGARDING DEBARMENT AND SUSPENSION

10.32.1 The undersigned (authorized official signing on behalf of the Contractor) certifies to the best of his or her knowledge and belief that the Contractor, its current officers, and directors:

10.32.1.1 are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from being awarded any contract or grant by any United States department or agency or any state, or local jurisdiction;

10.32.1.2 have not within a three-year period preceding this contract:

10.32.1.2.1 been convicted of fraud or any criminal offense in connection with obtaining, attempting to obtain, or as the result of performing a government entity (Federal, State or local) transaction or contract; or

10.32.1.2.2 been convicted of violation of any Federal or State antitrust statutes or conviction for embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property regarding a government entity transaction or contract.

10.32.1.3 are not presently indicted or criminally charged by a government entity (Federal, State or local) with commission of any criminal offenses in connection with obtaining, attempting to obtain, or as the result of performing a government entity public (Federal, State or local) transaction or contract.

10.32.1.4 are not presently facing any civil charges from any governmental entity regarding obtaining, attempting to obtain, or from performing any governmental entity contract or other transaction; and

10.32.1.5 have not within a three-year period preceding this contract had any public transaction (Federal, State or local) terminated for cause or default.

10.32.2 If any of the above circumstances described in the paragraph are applicable to the entity submitting a bid for this requirement, include with your bid an explanation of the matter including any final resolution.

10.32.3 The Contractor shall include, without modification, this clause in all lower tier covered transactions (i.e., transactions with subcontractors or sub-subcontractors) and in all solicitations for lower tier covered transactions related to this contract. If this clause is applicable to a subcontractor or sub-subcontractor, the Contractor shall include the information required by this clause with their bid.

10.33 VERIFICATION REGARDING COMPLIANCE WITH A.R.S. § 41-4401 AND FEDERAL IMMIGRATION LAWS AND REGULATIONS

10.33.1 By entering into the contract, the Contractor warrants compliance with the Immigration and Nationality Act (INA using E-Verify) and all other Federal immigration laws and regulations related to the immigration status of its employees and A.R.S. § 23-214(A). The Contractor shall obtain statements from its subcontractors certifying compliance and shall furnish the statements to the procurement officer upon request. These warranties shall remain in effect through the term of the contract. The Contractor and its subcontractors shall also maintain Employment Eligibility Verification forms (I-9) as required by the Immigration Reform and Control Act of 1986, as amended from time to time, for all employees performing work under the contract and verify employee compliance using the E-Verify system and shall keep a record of the verification for the duration of the employee's employment or at least three years, whichever is longer. I-9 forms are available for download at www.uscis.gov.

10.33.2 The County retains the legal right to inspect documents of Contractor and subcontractor employees performing work under this contract to verify compliance with paragraph 10.33.1 of this section. Contractor and subcontractor shall be given reasonable notice of the County's intent to inspect and shall make the documents available at the time and date specified. Should the County suspect or find that the Contractor or any of its subcontractors are not in compliance, the County will consider this a material breach of the contract and may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the contract for default, and suspension and/or debarment of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

10.34 CONTRACTOR Employee WHISTLEBLOWER RIGHTS AND REQUIREMENT TO INFORM EMPLOYEES OF WHISTLEBLOWER RIGHTS

10.34.1 The parties agree that this contract and employees working on this contract will be subject to the Contractor employee whistleblower protections established by Title 41 U.S.C. § 4712 and Section 3.908 of the Federal Acquisition Regulation.

10.34.2 Contractor shall inform its employees in writing, in the predominant language of the workforce, of employee whistleblower rights and protections under 41 U.S.C. § 4712, as described in Section 3.908 of the Federal Acquisition Regulation. Documentation of such employee notification must be kept on file by Contractor and copies provided to County upon request.

10.34.3 Contractor shall insert the substance of this clause, including this paragraph, in all subcontracts over the simplified acquisition threshold ($250,000 as of fiscal year 2018).

10.35 CONTRACTOR LICENSE REQUIREMENT

10.35.1 The Contractor shall procure all permits, insurance, and licenses, and pay the charges and fees necessary and incidental to the lawful conduct of his/her business, and as necessary complete any requirements, by any and all governmental or non-governmental entities as mandated to maintain compliance with and remain in good standing. The Contractor shall keep fully informed of existing and future trade or industry requirements, and Federal, State, and local laws, ordinances, and regulations which in any manner affect the fulfillment of a contract and shall comply with the same. Contractor shall immediately notify both Office of Procurement Services and the department of any and all changes concerning permits, insurance, or licenses.

10.36 INFLUENCE

10.36.1 As prescribed in MC1-1203 of the Maricopa County Procurement Code, any effort to influence an employee or agent to breach the Maricopa County Ethical Code of Conduct or any ethical conduct, may be grounds for disbarment or suspension under MC1-902.

10.36.2 An attempt to influence includes, but is not limited to:

10.36.2.1 A person offering or providing a gratuity, gift, tip, present, donation, money, entertainment or educational passes or tickets, or any type of valuable contribution or subsidy that is offered or given with the intent to influence a decision, obtain a contract, garner favorable treatment, or gain favorable consideration of any kind.

10.36.3 If a person attempts to influence any employee or agent of Maricopa County, the chief procurement officer, or his designee, reserves the right to seek any remedy provided by the Maricopa County Procurement Code, any remedy in equity or in the law, or any remedy provided by this contract.

10.36.4 ABSOLUTELY NO CONTACT BETWEEN THE RESPONDENT AND ANY COUNTY PERSONNEL, OTHER THAN THE OFFICE OF PROCUREMENT SERVICES, IS ALLOWED DURING THE SOLICITATION PROCESS UNLESS THE COMMUNICATION IS IN REGARD TO PRE-EXISTING BUSINESS WITH THE COUNTY. ANY COMMUNICATIONS REGARDING THE SOLICITATION, ITS PARTICIPANTS, OR ANY DOCUMENTATION PRIOR TO THE CONTRACT AWARD MAY BE GROUNDS FOR DISMISSAL OF THE RESPONDENT FROM THE EVALUATION PROCESS.

10.37 CONFIDENTIAL INFORMATION

10.37.1 Any information obtained in the course of performing this contract may include information that is proprietary or confidential to the County. This provision establishes the Contractor's obligation regarding such information.

10.37.2 The Contractor shall establish and maintain procedures and controls that are adequate to assure that no information contained in its records and/or obtained from the County or from others in carrying out its functions (services) under the contract shall be used by or disclosed by it, its agents, officers, or employees, except as required to efficiently perform duties under the contract. The Contractor's procedures and controls, at a minimum, must be the same procedures and controls it uses to protect its own proprietary or confidential information. If, at any time during the duration of the contract, the County determines that the procedures and controls in place are not adequate, the Contractor shall institute any new and/or additional measures requested by the County within 15 business days of the written request to do so.

10.37.3 Any requests to the Contractor for County proprietary or confidential information shall be referred to the County for review and approval, prior to any dissemination.

10.38 PUBLIC RECORDS

Under Arizona law, all offers submitted and opened are public records and must be retained by the County at the Maricopa County Office of Procurement Services. Offers shall be open to public inspection and copying after contract award and execution, except for such offers or sections thereof determined to contain proprietary or confidential information by the Office of Procurement Services. If an offeror believes that information in its offer or any resulting contract should not be released in response to a public record request, under Arizona law, the offeror shall indicate the specific information deemed confidential or proprietary and submit a statement with its offer detailing the reasons that the information should not be disclosed. Such reasons shall include the specific harm or prejudice which may arise from disclosure. The records manager of the Office of Procurement Services shall determine whether the identified information is confidential pursuant to the Maricopa County Procurement Code.

10.39 INTEGRATION

This contract represents the entire and integrated agreement between the parties and supersedes all prior negotiations, proposals, communications, understandings, representations, or agreements, whether oral or written, expressed, or implied.

10.40 UNIFORM ADMINISTRATIVE REQUIREMENTS

By entering into this contract, the Contractor agrees to comply with all applicable provisions of Title 2, Subtitle A, Chapter II, Part 200—UNIFORM ADMINISTRATIVE REQUIREMENTS, COST PRINCIPLES, AND AUDIT REQUIREMENTS FOR FEDERAL AWARDS contained in Title 2 C.F.R. § 200 *et seq.*

10.41 GOVERNING LAW

This contract shall be governed by the laws of the State of Arizona. Venue for any actions or lawsuits involving this contract will be in Maricopa County Superior Court, Phoenix, Arizona.

10.42 FORCED LABOR

10.42.1 By submitting a bid for this solicitation and/or entering into a contract as a result of this solicitation, contractor agrees to comply with all applicable portions of Arizona Revised Statutes Section 35-394. Contracting; procurement; prohibition; written certification; remedy; termination; exception; definitions.

10.42.2 Contractor certifies that it does not currently, and agrees for the duration of the contract, that it will not use:

10.42.2.1 The forced labor of ethnic Uyghurs in the People's Republic of China.

10.42.2.2 Any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.

10.42.2.3 Any contractors, subcontractors or suppliers that use the forced labor or any good or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China.

10.42.3 If contractor becomes aware during the term of the agreement that contractor is not in compliance with this paragraph, the contractor shall notify the County within five business days after becoming aware of the noncompliance. If the contractor fails to provide a written certification to the County that the contractor has remedied the noncompliance within 180 days after notifying the County of its noncompliance, then the agreement terminates, except that if the agreement termination date occurs before the end the 180-day period, the agreement terminates on the agreement termination date.

10.43 PRICES

Contractor warrants that prices extended to County under this contract are no higher than those paid by any other customer for these or similar services.

10.44 ORDER OF PRECEDENCE

In the event of a conflict in the provisions of this contract and Contractor's license agreement, if applicable, the terms of this contract shall prevail.

10.45 UNIQUE ENTITY IDENTIFIER (UEI) AND SYSTEM FOR AWARD MANAGEMENT REGISTRATION

All contractors that receive funding must have a UEI number through https://sam.gov/content/entity-registration. Contractor must also remain current with the System for Award Management www.sam.gov throughout the term of the contract.

10.46 RELIGIOUS ACTIVITIES

The contractor agrees that costs, planned or claimed, including costs incurred, shall not include any expense for any religious activity.

10.47 POLITICAL ACTIVITY PROHIBITED

None of the funds, materials, property, or services contributed by the County or the contractor under the agreement shall be used in the performance of this agreement for any partisan political activity, or to further the election or defeat of any candidate for public office.

10.48 EQUAL EMPLOYMENT OPPORTUNITY

10.48.1 The contractor shall not discriminate against any employee or applicant for employment because of race, age, disability, color, religion, sex, or national origin. The contractor shall take affirmative action to ensure applicants are employed and that employees are treated during employment without regard to their race, age, disability, color, religion, sex, or national origin. Such action shall include but is not limited to the following: employment, upgrading, demotion or transfer, recruitment, or recruitment advertising, lay-off or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.

10.48.2 Contractor shall comply with the following provisions:

10.48.2.1 Title VI and VII of the Civil Rights Act of 1964, as amended (42 U.S.C. §§ 2000a, et seq.);

10.48.2.2 The Rehabilitation Act of 1973, as amended (29 U.S.C. §§ 701, et seq.);

10.48.2.3 The Age Discrimination in Employment Act of 1967, as amended (29U.S.C. §§ 621, et seq.);

10.48.2.4 The Americans With Disabilities Act of 1990 (42 U.S.C. §§ 12101, et seq.); and Arizona Executive Order 2009-09, as amended, et seq. which mandates that all persons shall have equal access to employment opportunities.

10.48.2.5 Contractor understands that the United States has the right to seek judicial enforcement of this assurance.

10.49 CERTIFICATION REGARDING LOBBYING

10.49.1 Contractor certifies, to the best of their knowledge and belief, that:

10.49.1.1 No federal appropriated funds have been paid or will be paid, by or on behalf of the contractor, to any person for influencing or attempting to influence an officer or employee of any agency. This applies to a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any federal contract, the making of any federal grant. Including the making of any federal, loan the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any federal contract, grant, loan, or cooperative agreement.

10.49.2 If any funds other than federal appropriated funds, have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, “Disclosure Form to Report Lobbying,” in accordance with its instructions.

10.49.3 Contractor shall include Lobbying Certification language in the award documents for all subcontractors (including sub-grants, and contract under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

10.49.3.1 The Lobbying Certification is a material representation of fact upon which reliance was placed when this transaction is made or entered into. Submission of this certification is prerequisite for making or entering into this transaction imposed by section 1352, Title 31, U.S. Code. Any successful proposer(s) who fail to file the required certification shall be subject to a civil penalty of not less than $10,000.00 and not more than $100,000.00 for each such failure.

10.50 CLEAN AIR ACT & CLEAN WATER ACT

Contractor must comply with all applicable standards, orders, or requirements issued under section 306 of the Clean Air Act (42 U.S.C. 1857(h), section 508 of the Clean Water Act (33 U.S.C. 1368) Executive Order 11738, and Environmental Protection Agency regulations (40 CFR part 15).

10.51 ENERGY POLICY AND CONSERVATION ACT

Contractor must adhere to the standards and policies relating to energy efficiency, which are contained in the State energy conservation plan issued in compliance with the Energy Policy and Conservation Act (Pub. L. 94-163, 89 Stat.871).

10.52 TASK ORDER PROCES

The County reserves the right to select any contractor under this contract for Task Orders under $25,000 without completion of any other procurement action when the Procurement Officer determines that it is in the County's best interest. Vendors receiving an award under this contract will be notified of requirements valued over $25,000 and they will be given time to respond to the Task Order with their proposed work plan, staff and price. The vendor that best meets the need of the county will be awarded the Task Order.

10.53 NO HIRE POLICY

No Solicitation of Employees. Neither party will recruit or solicit the other's personnel or employees that have become known to a party as a result of the Services performed under this Contract until the earlier of one year after (i) the termination of this Agreement or the completion of the Task Order that the employee worked on or (ii) that person is no longer employed by the other party. The provisions will survive the termination of this contract

10.54 INCORPORATION OF DOCUMENTS

10.54.1 The following are to be attached to and made part of this Contract:

10.54.1.1 Exhibit A – Vendor Information

10.54.1.2 Exhibit A-1 Fee Schedule

10.54.1.3 Exhibit B – Scope of Work

10.54.1.4 Exhibit C – Office of Procurement Services Contractor Travel and Per Diem Policy

10.55 NOTICES

All notices given pursuant to the terms of this contract shall be addressed to:

For County:

Maricopa County
Office of Procurement Services
301 W. Jefferson St. Suite 700
Phoenix, Arizona 85003-1647

For Contractor:

MSS Business Transformation Advisory, Inc.
7250 N. 16th Street, Suite 310
Phoenix, AZ 85020

10.56 INQUIRIES

10.56.1 Inquiries concerning information herein must be submitted prior to the question deadline date/time posted in the e-procurement platform, Periscope S2G, using the link in the "Q&A" tab.

10.56.2 Administrative telephone/email inquiries shall be addressed to:

~~LAWRENCE RUSSELL~~ **ABBY WEEDA**, PROCUREMENT OFFICER
TELEPHONE: (602) 506-~~3248~~ **8711**
~~Lawrence.Russell~~ **abby.weeda**@maricopa.gov

10.56.3 Inquiries may be submitted by telephone but must be followed up in writing. No oral communication is binding on Maricopa County.

10.57 **CONTRACT DISPUTES**

All Contract disputes will be handled in accordance with the Maricopa County Procurement Code MCI-906.

IN WITNESS WHEREOF, this contract is executed on the date set forth above.

CONTRACTOR

Keith Latchaw
AUTHORIZED SIGNATURE

Keith Latchaw, President & CEO
PRINTED NAME AND TITLE

7250 N 16th Street - Suite 310, Phoenix, AZ 85020
ADDRESS

12/20/2023
DATE

MARICOPA COUNTY

Jack W. Sellers
CHAIRMAN, BOARD OF SUPERVISORS

FEB 2 8 2024
DATE

ATTESTED:

Juanita Gutierrez
CLERK OF THE BOARD

FEB 2 8 2024
DATE

APPROVED AS TO FORM:

Nicholas D. Dechert
DEPUTY COUNTY ATTORNEY

02/16/2024
DATE

EXHIBIT A – VENDOR INFORMATION

COMPANY NAME:	MSS Business Transformation Advisory, Inc.
DOING BUSINESS AS (dba):	
MAILING ADDRESS:	7250 N. 16th Street, Suite 310, Phoenix, AZ 85020
REMIT TO ADDRESS:	7250 N. 16th Street, Suite 310, Phoenix, AZ 85020
TELEPHONE NUMBER:	602-387-2115
FAX NUMBER:	None
WWW ADDRESS:	www.mssbta.com
REPRESENTATIVE NAME:	~~Ken Starr~~ **Jack Trierweiler**
REPRESENTATIVE TELEPHONE NUMBER:	602-387-2118
REPRESENTATIVE EMAIL ADDRESS	~~kstarr@mssbta.com~~ **jtrierweiler@msstech.com**

	YES	NO	REBATE
WILL ALLOW OTHER GOVERNMENTAL ENTITIES TO PURCHASE FROM THIS CONTRACT:	☑	☐	
WILL ACCEPT PROCUREMENT CARD FOR PAYMENT:	☐	☑	

☑ NET 30 DAYS

EXHIBIT A-1 FEE SCHEDULE

Serial	240024-RFP				
NIGP CODE	91858				
Company Name	MSS Business Transformation Advisory (MSSBTA)				
1.0 Pricing		Year 1	Year 2	Year 3	
1.1 Principal		$220.00	$225.00	$-	Per Hour
1.2Senior Consultant		$200.00	$205.00	$-	Per Hour
1.3 Management Analyst		$190.00	$195.00	$-	
1.4 Consultant / Subject Matter Expert					
	1.4.1 Leadership Development	$220.00	$225.00	$-	Per Hour
	1.4.2 Operational/Cultural	$220.00	$225.00	$-	Per Hour
	1.4.3 Human Resources	$220.00	$225.00	$-	Per Hour
	1.4.4 Training Development	$220.00	$225.00	$-	Per Hour
1.5 Training		$190.00	$195.00	$-	Per Hour
1.6 Facilitator		$220.00	$225.00	$-	Per Hour
1.7 Administrative		$40.00	$45.00	$-	Per Hour
1.8 Other		$	$	$-	Per Hour

HOURLY RATES ARE TO INCLUDE GENERAL OFFICE SUPPLIES, FAXES, LOCAL TRAVEL EXPENSES AND GENERAL ADMINISTRATIVE FUNCTIONS. (SEE SECTION 2.6.2)

EXHIBIT B – SCOPE OF WORK

- Subject-matter-experts (SMEs) including, but not limited to these specialties:

✓ Digital Modernization (end to end)
✓ Business and Technology Transformation
✓ Information Governance (IG)
✓ Process Improvement (PI)
✓ Change Management
✓ Strategic Planning
✓ Information Technology (IT)

Proposed Services and Offerings

At the start of each proposed Task Order for a consulting engagement, MSSBTA works with Maricopa County to define a Statement of Work that details project scope and project assumptions along with associated time and cost estimates. The purpose of the Statement of Work is to validate roles and responsibilities and to clarify the specific tasks/deliverables that will be produced as part of the engagement.

Our consistent approach across our offerings is depicted below. We deliver a sustainable and holistic solution that is difficult to produce with a one-size-fits-all approach.

CEO/CIO Alignment – Define the IT Strategy

MSSBTA can help create an IT strategy that clearly supports the business, is easy to understand, and improves business' relationship with IT.

Strategic Cost Reduction

MSSBTA can help benchmark, categorize, and allocate spending more efficiently, to enable and support business goals.

IT Management and Governance

MSSBTA has a comprehensive IT Management and Governance diagnostic service that can help benchmark, assess, and master each stage of the IT service lifecycle - from strategy and design to transition, operation and continual improvement. In addition to providing a real-time assessment of the capability at each lifecycle stage, we help ensure that service levels are optimized, and service costs are transparent to key stakeholders.

During an engagement expect several key outcomes, including a clear understanding of the IT team's strengths and weaknesses, an IT roadmap for improvement, defined ownership of IT processes, an empowered team, and identifiable opportunities for cost reduction.

Strategic Planning Workshop

Facilitated by MSSBTA subject matter experts and customized to the agency or department, the Strategic Planning Workshop will equip leaders to develop a strategy and plan to operationalize the business strategy.

Transformation Oversight/Governance

MSSBTA facilitates a comprehensive review of the initiative plan, examining its alignment with the agency's organizational strategy. We help define accountability and gain acceptance of roles from team members. This effort ensures a collaborative approach toward achieving desired outcomes.

Project Health Assessment

The Project Health Assessment helps to align an organization's project health, compliance, and quality. Use it once or on a regularly scheduled cadence.

The Assessment will be customized to the organization's specific needs and will include interviews, to identify potential risks or misalignments, and provide recommendations, corrective actions, and a roadmap to implement and track status.

MSSBTA's Results-Driven Leadership model is designed for both strategic initiatives and improving day- to-day operations.
The Leadership Development effort engages multiple levels of Maricopa County's leadership in direct partnership with MSSBTA resources.
Our teams work together to understand how to constructively define the future state and implement a structure to build the organization toward that future state.

Organizational Analysis and Process Improvement

MSSBTA deploys a structured, proven approach combined with targeted technology, to analyze each organization and provide a tangible path to the desired future state effectively and efficiently. Specifically, we provide the following targeted, customized offerings that Maricopa County can implement to improve processes and better analyze the organization.

Sociomapping® Assessment

It entails mapping out the frequency and quality of interaction among team members, identifying potential collaboration bottlenecks, and furnishing intuitive graphical reports with recommendations for optimizing the team's configuration and navigation. Through Sociomapping, effective and ineffective relationships within the team can be identified, empowering the team to define steps for fully leveraging their collaborative potential.

Information Technology Assessments

MSSBTA provides several IT-targeted assessments designed to improve an organization's processes and organizational functions, including:

Security – Gap assessment on current state of Information Protection program, as well as the development of a targeted, structured plan to close identified gaps

Operations – Assess IT operating model and performance, as well as development of a plan to close gaps and improve overall performance

Infrastructure – Assess current state infrastructure and identify opportunities for savings and improved performance, such as leveraging cloud services

IT Performance – Assess IT value and performance from a business perspective

Business and IT Alignment – Assess how well the IT plan aligns with business

Process Improvement

Process improvement centers on critical operational and procedural processes to enhance quality, eliminate inefficient practices, and decrease variability. By enhancing process efficiency Maricopa County agencies can accomplish more with current resources, so they can be more actively engaged and focused on delivering value.

Using tools such as interviews, surveys, and focus groups to gather valuable feedback, along with reviewing policies, procedures, and observing employees in their work environment, a deeper understanding of the agency's culture, values, and communication patterns is achieved.

MSSBTA can pinpoint trends and gaps through this organizational analysis. This information then serves as the foundation for developing recommendations that lead to enhanced performance, increased productivity, and successful achievement of Maricopa County's goals. Process improvement is key to unlocking greater efficiency and effectiveness in organizational operations.

Operational Excellence

Operational Excellence is the cornerstone of a successful organization. It encompasses the efficient utilization of resources, streamlined processes, and optimal performance across all departments of an organization. Our Operational Excellence consulting service is designed to help organizations achieve peak operational efficiency, cost reduction, productivity enhancement, and drive sustainable growth.

Efficiency Assessment:

- Assess current operations to identify inefficiencies and bottlenecks
- Analyze processes, workflows, and resource allocation to pinpoint areas for improvement
- Review technology utilization and infrastructure

Strategic Planning:

- Collaborate with the leadership team to develop a tailored operational strategy
- Review the organization's overall goals and objectives alignment

Process Optimization:

- Identify and implement process improvements that enhance efficiency and reduce waste
- Explore automation opportunities to streamline repetitive tasks and reduce manual errors
- Prioritize processes and initiatives based on their potential impact and feasibility

Resource Allocation:

- Optimize resource allocation including manpower, technology, and capital
- Maximize resource utilization to remain flexible and adaptable to changing market conditions

Technology Integration:

- Evaluate current technology and recommend solutions to enhance productivity and competitiveness
- Integrate new software, upgrade existing systems, or adopt emerging technologies as needed

Performance Metrics and KPIs:

- Establish key performance indicators (KPIs) and metrics to track progress and measure the improvement impacts
- Regular performance reviews to ensure that the organization stays on course

Management and Supervision Training

MSSBTA can help departments develop this critical level of organization to ensure that strategic initiatives are achieved. We provide the following targeted, customized offerings that Maricopa County can leverage to further develop and train its management and supervision level of the organization.

Management Development Program

The Management Development Program is designed to help managers learn how to accomplish important goals with limited resources and work toward their professional objectives. It also gives them a deep understanding of their pivotal role in helping the organization reach its goals.

Enterprise Change Management

Enterprise Change Management allows management to develop strategy and plan to implement formalized change management throughout an organization, business unit, or department. Establishing structures, channels, practices, and expectations to prepare the internal and external stakeholders to be successful on day one of an implemented change is invaluable for project success.

Succession Planning

Successful succession planning is performed as a constant institution in an organization, long before an individual need for succession is even identified.

MSSBTA can help develop current leaders and create a pipeline for future leaders. By understanding and identifying the critical positions within an organization, MSSBTA can help assess the current needs as well as develop a program to develop new and existing leaders within an organization. This is not a standard program, as succession planning is a complete, unique process for every organization.
However, depending on the needs of Maricopa County, we can work with the county to craft a catered, specific response for the situation.

Coaching

Leaders are never done learning to be a better leader – it is a skillset to be refined and improved throughout a career as new challenges and situations are encountered. Leaning on our experience in developing effective teams, leading business transformations, and defining strategic visions, MSSBTA can assist all levels of leadership to further develop their leadership skillset.

MSSBTA's experienced business and technology consultants can work with Maricopa County to identify and assess the unique needs of an organization's leaders and develop a customized coaching program designed to build out its leadership capabilities further.

MSSBTA Other Consulting Services

Beyond the overview of our approach and perspective on the professional services outlined in the solicitation document, MSS Business Transformation Advisory also specializes in the following offerings and services.

Digital Modernization

We provide end-to-end support, from initial guidance and oversight to seamless project management, process enhancement, and change management.

Guidance and Oversight:

- Our experienced consultants work closely with county leadership teams to understand goals, challenges, and unique needs.
- We provide strategic guidance and oversight throughout the modernization journey ensures alignment with your business objectives.
- Regular assessments and reviews are conducted to track progress and make necessary adjustments.

Project Management:

- Our certified project managers plan, execute, and monitor all modernization initiatives.
- We follow industry best practices, ensuring projects are delivered on time, within budget, and to the highest quality standards.

- Transparent reporting and communication are maintained at all stages to keep stakeholders informed.

Process Improvement:

- We conduct a comprehensive analysis of existing processes to identify inefficiencies, redundancies, and areas for improvement.
- Our consultants collaborate with staff to streamline workflows, automate manual tasks, implement best practices, and align processes to work optimally with technology.

Change Management:

- Successful digital modernization requires a high level of adoption. To achieve adoption, users must be confident in their abilities to use the new technology effectively on day one.
- Change management experts develop tailored strategies to engage and empower employees throughout the transformation.
- Training, communication plans, and resistance strategies are put in place to ease the transition and ensure user buy-in.

Vendor Management:

- We take responsibility for managing the relationship with the System Integrator engaged in your modernization project.
- Vendor management experts ensure that the System Integrator meets project milestones, adheres to contractual agreements, and delivers quality work.
- We function as a bridge between the organization and the System Integrator, facilitating effective communication and issue resolution.

Project Management & Program Leadership

MSSBTA works directly with an organization's leadership to ensure that the project efforts align with the strategy, that individuals (including implementation partners) are held accountable for their roles, and that sufficient governance is employed throughout the project lifecycle.

Vendor Selection & Management

Leveraging our experience, MSSBTA will partner with agencies to define true business requirements, develop comprehensive RFI, RFP, etc., and guide them through the evaluation and selection process. Once the preferred vendor is selected, MSSBTA can also assist Maricopa County in negotiating and accurately scoping the contract with the vendor.

Change Management

MSSBTA utilizes our Change Management consultants to create a communication plan, assess change readiness, and optimize the team experience to ensure they know how to improve the recommended processes. This ensures the agency is equipped to anticipate potential risks, realize the desired benefits more quickly and thoroughly, and ensure everyone involved in the initiative is on board with the plan. It also helps improve performance measured by KPIs, resulting in better bottom-line results.

Information Governance

MSSBTA utilizes a comprehensive Information Governance methodology to properly assess an organization's current IG state through a needs assessment, gap analysis, and benchmarking processes. This report yields future state recommendations and roadmaps for improvement. MSSBTA's process extends to help audit, enhance, and implement key IG program components such as a records retention schedule, policies and procedures, and training in accordance with our Change Management expertise.

EXHIBIT C
OFFICE OF PROCUREMENT SERVICES CONTRACTOR TRAVEL AND PER DIEM POLICY

1.0 All contract-related travel plans and arrangements shall be prior-approved by the County contract administrator.

2.0 Lodging, per diem, and incidental expenses incurred in performance of Maricopa County/Special District (County) contracts shall be reimbursed based on current U.S. General Services Administration (GSA) domestic per diem rates for Phoenix, Arizona. Contractors must access the following internet site to determine rates (no exceptions): www.gsa.gov.

2.1 Additional incidental expenses (i.e., telephone, fax, internet, and copying charges) shall not be reimbursed. They should be included in the contractor's hourly rate as an overhead charge.

2.2 The County will not (under any circumstances) reimburse for contractor guest lodging, per diem, or incidentals.

3.0 Commercial air travel shall be reimbursed as follows:

3.1 Coach airfare will be reimbursed by the County. Business class airfare may be allowed only when preapproved in writing by the County contract administrator as a result of the business needs of the County when there is no lower fare available.

3.2 The lowest direct flight airfare rate from the contractor's assigned duty post (pre-defined at the time of contract signing) will be reimbursed. Under no circumstances will the County reimburse for airfares related to transportation to or from an alternate site.

3.3 The County will not (under any circumstances) reimburse for contractor guest commercial air travel.

4.0 Rental vehicles may only be used if such use would result in an overall reduction in the total cost of the trip, not for the personal convenience of the traveler. Multiple vehicles for the same set of travelers for the same travel period will not be permitted without prior written approval by the County contract administrator.

4.1 Purchase of comprehensive and collision liability insurance shall be at the expense of the contractor. The County will not reimburse a contractor if the contractor chooses to purchase this coverage.

4.2 Rental vehicles are restricted to sub-compact, compact, or mid-size sedans unless a larger vehicle is necessary for cost efficiency due to the number of travelers. (NOTE: Contractors shall obtain pre-approval in writing from the County contract administrator prior to rental of a larger vehicle.)

4.3 County will reimburse for parking expenses if free, public parking is not available within a reasonable distance of the place of County business. All opportunities must be exhausted prior to securing parking that incurs costs for the County. Opportunities to be reviewed are the DASH, shuttles, etc. that can transport the contractor to and from County buildings with minimal costs.

4.4 County will reimburse for the lowest rate, long-term, uncovered (covered or enclosed parking will not be reimbursed) airport parking only if it is less expensive than shuttle service to and from the airport.

4.5 The County will not (under any circumstances) reimburse the contractor for guest vehicle rental(s) or other any transportation costs.

5.0 Contractor is responsible for all costs not directly related to the travel except those that have been pre-approved by the County contract administrator. These costs include, but are not limited to, the following: in-room movies, valet service, valet parking, laundry service, costs associated with storing luggage at a hotel, fuel costs associated with non-County activities, tips that exceed the per diem allowance, health club fees, and entertainment costs. Claims for unauthorized travel expenses will not be honored and are not reimbursable.

6.0 Travel and per diem expenses shall be capped at 15 percent of project price unless otherwise specified and approved by the County in individual contracts.

7.0 Contractor shall provide, (upon request) with their invoice(s), copies of receipts supporting travel and per diem expenses, and, if applicable, with a copy of the written consent issued by the County contract administrator. No travel and per diem expenses shall be paid by County without copies of the written consent as described in this policy and copies of all receipts.

MSS BUSINESS TRANSFORMATION ADVISORY, INC 7250 N 16TH ST STE 310 PHOENIX, AZ 85020

PRICING SHEET: NIGP CODE 91800, 91804

Terms:	NET 30 DAYS
Vendor Number	VC0000007734
Certificates of Insurance	Required
Contract Period:	To cover the period ending **February 28,** ~~2026~~ **2028.**

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Justin Emerick, Project Manager, Water Services

Co-Submitter: Mac McNamara

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Consideration and Approval of Contract: On-Call Professional Services Contract with Carollo Engineering, Inc. in the amount of $440,582.35 for the Fort Tuthill Well #2 Project for Construction Administration and Inspection Services.

STAFF RECOMMENDED ACTION:

1. Approve the On-Call Professional Services Contract with Carollo Engineering, Inc. in the amount of $440,582.35 for the Fort Tuthill Well #2 & Pumphouse Project for Construction Administration and Inspection Services; and
2. Authorize the City Manager to execute the necessary documents.

Executive Summary:

Approval of the On-Call Professional Services Contract with Carollo Engineers, Inc. ("Carollo") for Construction Administration & Inspection Services will provide the project administration and inspection requirements necessary for a successful project delivery of the Fort Tuthill Well #2 and Pumphouse reconditioning project; expected to last 15 months in duration.

This scope of engineering services includes the production of Bid Phase documents necessary for project advertisement, management of Pre-Bid meetings, reviewing contractor bids for completeness, producing and administering the construction schedule, reviewing submittals, producing project documents, providing construction inspections, performing materials testing, producing as-built plans, manage start up and commissioning activities, and managing electrical engineering sub consultant.

There is a master On-Call Professional Services Contract with Carollo approved by the City Council and under the City's Procurement Code, requests to contract for On-Call Professional Services over $100,000.00 require that staff seek approval from the Change Order Committee prior to seeking Council's approval. The Change Order Committee granted final approval of this On-Call Professional Services Contract on 4-21-2026. Staff, now, seeks City Council approval for this vital water production infrastructure project to help meet growing water demand.

Financial Impact:

Project Name: Fort Tuthill Well #2 & Pumphouse Reconfiguration Engineering Project
Cost: $440,582.35
Account Number Budgeted: 202-08-370-3497-0-4464
FY Budgeted Amount: $2,200,000.00
Grant Funded: No
Funding Source: Drinking Water Fund - Fort Tuthill Well & Pumphouse Program - 202-08-370-3497-0-4464

Policy Impact:

No Policy Impact

Previous Council Decision or Community Discussion:

1. City Council approved a contract for the Fort Tuthill Well #2 Drilling project in October of 2020 with Boart-Longyear to drill this new well. Drilling was successfully completed in June of 2021 and the well drilling project was concluded at that time.
2. On August 7, 2025, the City Council approved the On-Call Professional Services Contract: Engineering - Water Systems with Carollo Engineers, Inc.
3. On April 17, 2026, a First Amendment was executed to the Carollo On-Call Professional Services Contract.

Options and Alternatives to Recommended Action:

1. Approve the On-Call Professional Services Contract with Carollo in the amount of $440,582.35, as approved by the Change Order Committee, and as requested, or
2. Do not approve the Contract and provide staff direction for further engineering on the project.

Background and History:

In 2018, the City contracted with Atlas Corporation for well siting services and one of the locations that looked promising was the Coconino County Fort Tuthill Recreation Area. The City had previously drilled a well at Fort Tuthill in 2007 and under an agreement with Coconino County we maintained the right to drill one more additional well on the campus if we chose to do so. Atlas Corporation located a site on an unused section of the park and the City hired Boart Longyear through a qualifications-based selection process. Boart-Longyear drilled our new well down to 2,500 feet in just 100 days and de-mobilized on June 10, 2021.

On June 2, 2021, City Council and Staff were invited to the well site for a celebration and barbeque. In 2022, the City hired Carollo Engineers to generate a Conceptual Design Report and develop a workshop to guide our decision process on the construction of a new pumphouse for this new water source. The decision was made by Staff to retrofit and re-tool the existing pumphouse, Fort Tuthill Well #1 pumphouse, to now also receive this second new water source from Tuthill Well #2. Carollo produced a plan set to squeeze additional infrastructure into the existing pumphouse and at the same time, replace some of the existing infrastructure that limited the water production from well #1.

Additional infrastructure for this project will include items such as 2,600 feet of 8" raw waterline connecting the new well to the pumphouse, a new chlorine disinfection system, a new 30,000-gallon disinfection contact tank, new filtration equipment, and new booster pump to boost the finished water up to distribution pressures. This design also addresses the previous designs shortcomings that ultimately restricted well #1's water production by about 1/3. The new pumphouse design, and the addition of the new well #2 will produce approximately 1,440,000 gallons of water per day for the City's residents and visitors.

Connection to PBB Priorities and Objectives:

Safe & Healthy Community: Foster a safe, secure, and healthy community.
Sustainable, Innovative Infrastructure: Deliver outstanding services to residents through a healthy, well maintained infrastructure system.

Connection to Regional Plan:

Goal PF.2.: Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics.
Goal WR.3: Satisfy current and future human water demands and the needs of the natural environment through sustainable and renewable water resources and strategic conservation measure.
Goal WR.4. Logically enhance and extend the City's public water, wastewater, and reclaimed water services including their treatment, distribution, and collection systems in both urbanized and newly developed areas of the City to provide an efficient delivery of services.

Goal WR.6: Protect, preserve, and improve the quality of surface water, groundwater, and reclaimed water in the region.
Goal CD.1. Improve the City and County financial systems to provide for needed infrastructure development and rehabilitation, including maintenance and enhancement of existing infrastructure.

Connection to Carbon Neutrality Plan:
N/A

Connection to 10-Year Housing Plan:
This project will ultimately increase our water production capabilities which will increase our ability to serve additional residents.

Connection to Division Specific Plan:
This project will add to our water production capabilities and grow our infrastructure to continue to meet planned water demand. Additional water production infrastructure increases our production portfolio giving us more redundancy and resiliency moving forward as we continue to grow as a City.

Attachments: Carollo On-Call Request
Carollo Professional Services Contract
Carollo First Amendment

CITY OF FLAGSTAFF
On-Call Service Request for over 100K

PROJECT NO.	WA3497	**PROJECT NAME:**	Fort Tuthill Well #2 - CAI & Prebid Services
FILE NO.		**PROJECT MANAGER:**	Justin Emerick - COF Project Manager
FIRM NAME:	Carollo Engineers	**DISCIPLINE:**	Water Services - Engineering

SIGNATURES

SUBMITTER

Project Manager	04/06/2026 (Date)	**Approved Signature**	Justin Emerick — Digitally signed by Justin Emerick Date: 2026.04.06 13:13:19 -07'00'
Division Head	04/06/2026 (Date)	**Approved Signature**	Lee Williams — Digitally signed by Lee Williams Date: 2026.04.06 15:12:23 -07'00'

COMMITTEE

Water Services	2026-04-20 (Date)	**Approved Signature**	Douglas Slover Jr — Digitally signed by Douglas Slover Jr Date: 2026.04.20 14:57:25 -07'00'
Public Works	4-20-2026 (Date)	**Approved Signature**	
City Engineering	4/20/2026 (Date)	**Approved Signature**	Paul Mood
City Attorney	(Date)	**Approved Signature**	Christina A. Kinnear — Digitally signed by Christina A. Kinnear Date: 2026.04.21 09:17:33 -07'00'
Finance	4/21/2026 (Date)	**Approved Signature**	Tammy L Ryan
Purchasing (Chair)	(Date)	**Approved Signature**	Patrick Brown — Digitally signed by Patrick Brown Date: 2026.04.21 11:49:14 -07'00'

EXECUTIVE

City Manager	(Date)	**Approved Signature**	

Description of work to be done:

Design Engineer to provide pre-bid services, generate advertisement documents, manage pre-bid conference, provide construction administration and inspection services throughout construction period, submittal review, produce shop drawings, manage contractor change order requests, start up and commissioning services, electrical engineering review

We have given careful consideration to the proposed and hereby agree, if this proposal is approved, that we will provide all equipment, furnish all materials, and perform all services necessary for the work specified.

FIRM NAME: Carollo Engineers

Signature: Digitally signed by Brian J. Bernard Contact Info: Carollo Engineers, Inc. Date: 2026.04.07 07:39:56 -07'00'

Accepted Date: 04/07/2026

Print name and Title: Brian Bernard, P.E. Associate Vice President

Change Order From On-Call >$100K: 102623

04/08/2026

CITY OF FLAGSTAFF

FORT TUTHILL PUMP HOUSE #2 BID PHASE AND CONSTRUCTION ADMINISTRATION AND INSPECTION (CA&I) SERVICES

EXHIBIT B - FINAL CONSULTANT FEE PROPOSAL

TASKS	TASK DESCRIPTION	Carollo Labor Hours by Category										Total Carollo Labor Hours	Carollo Labor Budget + Subconsultant
		Project Manager	Senior Professional	Supervising Professional	Staff Professional	Resident Project Representative (Supplied by City)	Inspector	Resident Engineer	CAD Drafter	Administrative Assistant	Subconsultants (With Markup)		
100 - General (15 Month Duration)													
110	Project Control and Reporting (15 Months)	24										24	$ 7,320
120	Subconsultant Agreements and Management	16										16	$ 4,880
	Subtotal	**40**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**$ 6,435.00**	**40**	**$ 18,635.00**
200 - Project Administration Services During Construction													
210	Representation on Behalf of City of Flagstaff (15 months) - Not Used												$ -
220	Administer the Construction Schedule (15 months) - Not Used												$ -
230	Review of Submittals Including Shop Drawings (125 total), Test Results and Operation and Maintenance Documentation	60		260			24			130		474	$ 105,776
240	Issue Interpretations and Clarifications (10 RFIs + 3 DCs)	11		16					8	13		48	$ 10,479
250	Certify Contractor Progress Payments - Not Used												$ -
260	Substantial Completion and Final Inspection		16				16					32	$ 8,224
	Subtotal	**71**	**16**	**276**	**0**	**0**	**40**	**0**	**8**	**143**	**$ 74,177.95**	**554**	**$ 198,656.95**
300 - Engineering Services During Construction													
310	Change Order Reviews (2 Total)	8					8					16	$ 4,472
320	Material Testing - Not Used												$ -
330	Record Drawings and Project Documents	8			24				80			112	$ 21,080
340	Manufacturer Operation and Maintenance Manuals - Not Used												$ -
350	Permitting Assistance Approval of Construction - Not Used												$ -
	Subtotal	**16**	**0**	**0**	**24**	**0**	**8**	**0**	**80**	**0**	**$ 14,055.80**	**128**	**$ 39,607.80**
400 - Resident Services During Construction													
410	Field Administration (15 months)	60					144					204	$ 54,876
420	On-Site Inspection and Review of the Work (15 site inspection visits)		40		40		40					120	$ 29,360
430	Completion Services (1 Substantial and 1 Final Completion Inspection)	16		16			20					52	$ 13,720
	Subtotal	**76**	**40**	**16**	**40**	**0**	**204**	**0**	**0**	**0**	**$ 17,410.80**	**376**	**$ 115,366.80**
500 - Special Services													
510	Warranty Services - Not Used												$ -
520	Pump House O&M Manual - Not Used												$ -
530	Contractor's & Manufacturer's Equipment Training - Not Used												$ -
540	Electrical Instrumentation and Control System - Not Used												$ -
550	Start-Up and Commissioning (2 days Phase I and 2 days Phase II)	32			32		32			8		104	$ 26,176
	Subtotal	**32**	**0**	**0**	**32**	**0**	**32**	**0**	**0**	**8**	**$ 5,431.80**	**104**	**$ 31,607.80**
600 - Bid Phase Services													
610	Bid Phase Services Meetings	12					4	12		1		29	$ 7,580
620	Bid Phase Services	13					5	16		4		38	$ 9,523
	Subtotal	**25**	**0**	**0**	**0**	**0**	**9**	**28**	**0**	**5**	**$ 3,300.00**	**67**	**$ 20,403.00**
	Labor Hours	**260**	**56**	**292**	**96**	**0**	**293**	**28**	**88**	**156**	**$120,811.35**	**1,269**	**$ 424,277.35**
	Labor Billing Rate ($/hour)	$305	$260	$235	$220	$264	$254	$229	$167	$156			
	Carollo Labor Cost ($)	$79,300	$14,560	$68,620	$21,120	$0	$74,422	$6,412	$14,696	$24,336			**$ 303,466.00**

SUBCONSULTANTS	
100 - EIC Engineers	$ 5,850.00
200 - EIC Engineers	$ 67,434.50
300 - EIC Engineers	$ 12,778.00
400 - EIC Engineers	$ 15,828.00
500 - EIC Engineers	$ 4,938.00
600 - EIC Engineers	$ 3,000.00
700 - EIC Engineers Reimbursable Expenses (See Task 600 Allowances)	$ 2,030.00
Total Subconsultants*	**$ 111,858.50**

**Refers to estimate by task above; does not include 10% markup; fee proposal amount includes 10% markup.*

Task 700 - Allowances	
Allowance 1 - Additional Materials Testing - Not Used	$ -
Allowance 2 - Additional or Extended CA&I Services - Not Used	$ -
Allowance 3 - High Performance Coatings Inspections	$ 5,000
Reimbursable Expenses	$ 11,305
Owner's Contingency[3]	$ -
	$ 16,305.00
Total Bid Phase and CA&I Services Fee	**$ 440,582.35**

NOTES:

1. Compensation method will be based on the fee schedule rates above with a not-to-exceed amount of the Total Budget Estimate shown. Invoiced amounts will reflect actual labor hours, subconsultant costs, and expenses.
2. Task line item budgets are shown for estimating purposes only and do not represent individual not-to-exceed amounts. Actual expenditures for individual tasks will likely vary from the task estimates.
3. Carollo labor billing rates shown are based on 2025 labor rates, and subject to change annually.
4. Owner's Contingency to be Determined by Owner at Time of Final Contract

City of Flagstaff
Fort Tuthill Pump House #2
Bid Phase and Construction Administration and Inspection Services
Scope of Services - Final
April 7, 2026

EXHIBIT A – SCOPE

Section 100 - General

Section 200 - Project Administration Services During Construction

Task 210	Representation on Behalf of City of Flagstaff – NOT USED
Task 220	Administer the Construction Schedule – NOT USED
Task 230	Review of Submittals Including Shop Drawings and Test Results
Task 240	Issue Interpretations and Clarifications
Task 250	Certify Contractor Progress Payments – NOT USED
Task 260	Substantial Completion and Final Inspection

Section 300 - Engineering Services During Construction

Task 310	Minor Changes, Change Order Requests, and Change Orders
Task 320	Material Testing – NOT USED
Task 330	Record Drawings and Project Documents
Task 340	Manufacturer Operation and Maintenance Manuals – NOT USED
Task 350	Permitting Assistance Approval of Construction – NOT USED

Section 400 - Resident Services During Construction

A. General
B. Duties and Responsibilities:

Task 410	Field Administration
Task 420	On-Site Inspection and Review of the Work
Task 430	Completion Services

C. Limitations of Authority

Section 500 - Special Services

Task 510	Warranty Services – NOT USED
Task 520	Pump House O&M Manual – NOT USED
Task 530	Contractor's & Manufacturer's Equipment Training – NOT USED
Task 540	Electrical, Instrumentation, and Control System – NOT USED
Task 550	Start-Up and Commissioning
Allowance - 1	Additional Materials Testing – NOT USED
Allowance - 2	Additional or Extended CA&I Services – NOT USED
Allowance - 3	High Performance Coatings Inspections

Section 600 – Bid Phase Services

Task 610	Bid Phase Services Meetings
Task 620	Bid Phase Services

Exhibit A

CONSTRUCTION ADMINISTRATION AND INSPECTION SERVICES

FORT TUTHILL PUMP HOUSE #2

SCOPE OF SERVICES - FINAL

SECTION 100 - GENERAL

This scope of services describes the Work to be provided by Carollo Engineers, Inc. (Carollo) for the City of Flagstaff Fort Tuthill Pump House #2 (FTPH#2). The Contractor for the project is to be determined through a public bidding process, the City of Flagstaff, specifically the Water Resources Department (WRD) will engage the Contractor to construct the FTPH#2 designed by Carollo. During construction Carollo will be contracted directly by the WRD to provide construction administration and periodic inspection services consisting of the following:

Section 200 - Project Administration Services During Construction

Section 300 - Engineering Services During Construction

Section 400 - Resident Project Representative Services During Construction

Section 500 - Special Services

The level of effort associated with these services is proposed in Exhibit B – Fee Proposal. Carollo acknowledges that the WRD may retain other consultants, engineering and otherwise, and coordination between other consultants and Carollo may be necessary from time to time to ensure proper performance of these services. Carollo agrees to provide such coordination as necessary within the scope of services. The WRD will contract with the Contractor directly for the construction phase, and it is assumed that Carollo will coordinate with the Contractor, WRD, and Fort Tuthill County Park during construction. Carollo's scope of services and authority to perform some of the services herein may be impacted by the WRD's direct agreement with the Contractor (e.g., submittal review responses, reviewing pay apps, negotiating change orders, construction schedule coordination, etc.).

Carollo's construction administration and inspection services team includes EIC Engineers (EIC) as a subconsultant. EIC previously provided electrical, instrumentation, and controls engineering (EI&C) design services, and will provide support for their design elements during construction.

Construction Contract Documents (Construction Documents or Contract Documents) are defined as the agreement, general conditions, supplemental conditions, drawings, standard details, specifications, addendum, and executed change orders prepared for construction of the project.

The Contractor's construction schedule is assumed to have a duration of 15 months. Carollo's Exhibit B fee proposal assumes that Carollo/EIC field staff will provide periodic field services (shared inspection duties with the WRD) for the FTPH#2 project. The WRD will be responsible for day-to-day inspection and the Carollo / EIC team will be responsible for Special Inspections and inspection services as requested by the WRD.

SECTION 200 - PROJECT ADMINISTRATION SERVICES DURING CONSTRUCTION

Task 210 - Representation on Behalf of the City of Flagstaff – NOT USED

Task 220 - Administer the Construction Schedule – NOT USED

Task 230 - Review of Submittals Including Shop Drawings and Test Results

Carollo will receive, review, evaluate, and distribute (or take other appropriate action with respect to) shop drawings (75 submittals + 50 re-submittals = 125 total), materials samples and test results which Contractor is required to submit. Carollo's review will be for conformance with the design concept and compliance with the Construction Documents. Such review will not extend to construction means, methods, sequences, techniques, procedures, or safety programs selected by the Contractor.

Carollo will maintain an electronic submittal log showing dates received for submittals, transmittal action to other subconsultants, dates of return, and the review action. Copies of the log will be presented to the WRD and Contractor monthly.

Task 240 - Issue Interpretations and Clarifications

Carollo will issue necessary interpretations and clarifications of the Construction Documents (based on 10 Requests For Information (RFIs) and 3 Design Clarifications (DCs); and make recommendations on claims by Contractor relating to the acceptability of the Work or the interpretation of the requirements of the Construction Documents. Carollo will render interpretations or decisions in good faith and in accordance with the requirements of the Construction Documents.

Carollo will respond to the WRD and/or Contractor to clarify and/or interpret technical or design related questions. Routine technical interpretations will be responded to under Task 410. Carollo will respond to issues raised during construction regarding interpretation and clarification of the contractual administrative and technical requirements of the Construction Documents. Carollo will serve as the WRD's advisor in resolution of these issues.

Task 250 - Certify Contractor Progress Payments – NOT USED

Task 260 – Substantial and Final Completion Inspections

Following notice from the Contractor, Carollo and the WRD will conduct an inspection to determine the status of completion. If Carollo does not consider the project substantially complete, they will notify the Contractor in writing. If Carollo considers the project substantially complete, Carollo will deliver to the WRD a tentative certificate which will fix the date of Substantial Completion. Attached to the certificate will be a list of items to be completed or corrected before final acceptance of the Work. After WRD reviews and approves the tentative certificate of Substantial Completion, Carollo will deliver to the WRD and Contractor a definitive certificate of Substantial Completion and punch list.

Carollo and the WRD will, upon Contractor notification of the completion of the punch list items, make final inspection to determine if the finished project has been completed as required by the Construction Documents. Final inspection will also determine whether approvals for permit compliance have been satisfactorily completed, and the Contractor has fulfilled their contractual obligations. If final acceptance is achieved, Carollo will make recommendation in writing to the WRD for final payment to the Contractor.

After the Work is determined to be complete and Carollo determines that the Contractor has properly submitted all items required for final project closeout, Carollo will certify to the WRD that the Contractor is entitled to final payment (and retention, if applicable).

Carollo's certification for final payment constitutes representation that:

1) The Work complies with (a) the construction Contract Documents, (b) applicable building codes, rules or regulations of governmental authorities having jurisdiction over the project, and (c) applicable installation and workmanship standards.
2) The Contractor has submitted proper Final Completion project close-out documents.
3) The Contractor is entitled to final payment.

Carollo will provide to the WRD, at the time it submits a signed final payment request from the Contractor, Final Completion project close-out documents.

Carollo will not be responsible for the acts or omissions of any Contractor, or subcontractor, or any of the Contractor(s)' or subcontractor(s)' agents or employees or any other persons (except Carollo's own employees and agents) at the site(s) or otherwise performing any of the Contractor's Work.

SECTION 300 - ENGINEERING SERVICES DURING CONSTRUCTION

Task 310 - Change Order Reviews

Carollo will promptly consult with and advise the WRD concerning change order requests (maximum of two) and will administer and manage change order requests (CORs) and change orders (COs).

Carollo will prepare, when requested by the WRD, required drawings, specifications, and other supporting information regarding minor changes, CORs and COs.

Carollo will prepare and submit CORs for the change and a recommendation for the WRD's approval and acceptance.

Carollo will negotiate an agreement with the Contractor as to scope of Work and cost, time or both associated with the change in Work. The CO will include a written justification for the cost of the Work.

Carollo will administer and manage COs on behalf of the WRD. COs will be prepared on a standard form provided by the WRD.

Should a COR be accepted by the WRD in the absence of an agreement with the Contractor as to cost, time, or both, Carollo will:

1) Receive and maintain documentation pertaining to the COR required of the Contractor.
2) Examine such documentation on the WRD's behalf.
3) Take such other action as may be reasonably necessary or as the WRD may request.
4) Make a recommendation to the WRD concerning any appropriate adjustment in the construction cost and/or time and prepare a CO for Contractor's acceptance and WRD approval.

Changes and substitutions will be limited to the scope of the project as defined by the Construction Documents or additional Work as may be requested by the WRD.

Task 320 – Material Testing – NOT USED

Task 330 – Record Drawings and Project Documents

Record Drawings

Carollo will prepare Record Drawings showing approved changes made during construction per the City of Flagstaff's Engineering Standards. Record drawing information will be based on marked-up prints, drawings, and other data furnished by the Contractor to Carollo. The record drawing markups will be reviewed for accuracy, completeness, use of the original cover sheet with signatures, and Carollo's seal for the Record Drawings.

Carollo will prepare the following:

- CADD and pdf files of Record Drawings
- Full Size Sets – 2 each
    - One to be submitted for Record Drawings
    - One for the WRD Project Manager
- Half Size Sets – 2 each
    - One for WRD staff
    - One for WRD Project Manager

Carollo's Inspector will review and coordinate Work associated with the Record Drawings. The Record Drawings will be available to the WRD within thirty (30) working days of receipt of data in its entirety from the Contractor.

Project Documents

Project documents will be assembled as part of the closeout activities and delivered to the WRD Project Manager. The project documents will be delivered in pdf format and/or native format on electronic media acceptable to the WRD. The project documents will include the following documents, organized by folders:

- General Correspondence
- Test Results
    - Equipment (pumps, motors, etc.)
    - Electrical/I&C
    - Bacteriological
    - Asphalt
    - Concrete
    - Compaction
    - Pressure
    - Leak
    - Continuity
    - Adhesion/Bond
    - Coating Thickness
- Change Orders
- Final Shop Drawings
- Photos and pre and post inspection video

Task 340 – Manufacturer Operation and Maintenance Manuals – NOT USED

Task 350 – Permitting Assistance Approval of Construction – NOT USED

SECTION 400 - RESIDENT SERVICES DURING CONSTRUCTION

A - General

A part-time Inspector will be furnished to assist in inspecting performance of the Work. Monthly inspection services (15) will be provided as requested by the WRD Project Manager with 48-hours prior notification. The furnishing of an Inspector does not transfer responsibility from the Contractor for construction means, methods, techniques, sequences or procedures, costs, safety precautions or programs, performing Work in accordance with the Contract Documents.

The Inspector will confer with the WRD Project Manager. The Inspector's dealings in matters pertaining to the on-site Work will be limited to Carollo and the Contractor. Interaction with subcontractors will only be through or with the knowledge of the Contractor. Written communication with WRD will be only through or as directed by Carollo, and when appropriate, potentially through the Inspector.

B – Duties and Responsibilities

Task 410 - Field Administration

Schedules: Review the progress schedule, schedule of Shop Drawing submissions, schedule of values, and consult with Carollo concerning their acceptability.

Meetings: Conduct preconstruction conferences and attend periodic construction progress meetings. Prepare and distribute minutes for the preconstruction meeting, and review Contractor's meeting agenda and minutes for the periodic construction progress meetings.

Liaison: Serve as Carollo's liaison with Contractor and WRD, working solely through Contractor and assist with understanding the meaning of the Construction Documents. Serve as WRD's liaison with Contractor (when requested). Assist in providing additional details or information, when required, for proper execution of the Work.

Shop Drawings and Samples: Shop drawings and samples furnished by the Contractor will be received and reviewed as defined in Task 230. The Inspector may advise the Contractor prior to the commencement of Work requiring a Shop Drawing or sample submission if the submission has not been approved.

Interpretation of Construction Documents: Receive and transmit clarifications and interpretations of the Construction Documents to/from the Contractor and Carollo as described in Task 240. Inspector will notify WRD of Carollo's decision prior to issuance to the Contractor.

Changes: Consider and evaluate Contractor's suggestions for changes in drawings or specifications and report suggestions with recommendations to Carollo. Notify the WRD of changes or alterations believed to be in the WRD's best interest. Provide the WRD with support documentation of proposed changes. Prepare drawings, details, and specifications needed to describe and justify the change. Prepare an estimate of the cost and time impact of the change and negotiate scope, cost, and schedule with the Contractor.

Records: Maintain files for correspondence, reports of job conferences, shop drawings and sample submissions, Construction Documents including addenda, change orders, field orders, additional drawings issued, Carollo's clarifications and interpretations of the Construction Documents, progress reports, and other project related documents.

Prepare inspection reports summarizing Contractor's Work performed, major construction equipment on-site, weather conditions, information relative to questions of extras or deductions, list of visiting officials and representatives of manufacturers, fabricators, suppliers and distributors, activities, decisions, on-site equipment, subcontractors on-site, inspections in general and specific inspections in detail as to inspecting test procedures. Send record copies to Carollo.

Maintain notes to be capable of cross referencing the Contractor's record drawing information for accuracy and completeness.

Receive, review and process daily inspection reports from the Contractor and City / WRD RPR.

Reports: Each month, Carollo will furnish to WRD a monthly report describing the progress of the Work and Contractor's compliance with the approved progress schedule and schedule of shop drawing submissions.

The report will include as a minimum:

1) Total Project cost to date.
2) Total Project cost during the period.
3) Planned versus actual progress.
4) Actual and/or potential deviations from the Construction Documents.
5) Remedies to the deviations noted above.
6) Change order reviews (Task 310).
7) Site visits by regulatory agencies.
8) Other project issues.

It is assumed WRD will consult with Carollo in advance of scheduled major tests, inspections, or start of important phases of the Work. It is also assumed the Contractor will promptly notify the WRD of any accident relating to the project.

Start-up Assistance: Start-up services will be sufficient to transfer finished Work from a construction status to an operating, functional system. Such services will include review of Contractor's start-up plan, prepare and coordinate a start-up plan and procedures for WRD personnel use, supervise during start-up procedures, and assist WRD during initial operation.

Special Inspection: During the Work, arrange and coordinate Special Inspections for structural, mechanical, and electrical Work as required by the Special Inspection Certificates issued by permitting agencies and the WRD's Planning and Development Department.

Task 420 - On-Site Inspection and Review of Work

The Inspector will maintain a part-time presence at the site, as requested by the WRD Project Manager, but with sufficient frequency to be knowledgeable about the progress and quality of the Work to:

1) Conduct 15 on-site inspections (not less than monthly) to determine if the Work is in accordance with the Construction Documents and that completed Work conforms to the Construction Documents.

2) Verify that tests, equipment, and systems start-up procedures are conducted and witnessed in accordance with the Construction Documents. Verify associated reports, tests and documents including the operation and maintenance manuals, are maintained and provided as required by the Construction Documents. The Inspector will witness test and equipment start-ups and report to Carollo appropriate details relative to the test procedures and start-ups.

Task 430 – Completion Services

1) Before Carollo recommends issuance of a Certificate of Substantial Completion, submit to Contractor a list of items requiring completion or correction in accordance with the requirements of the Construction Documents.

2) After the Contractor has completed the Work on the list of Subtask 430.1 and upon request of the Contractor, the Inspector will conduct an inspection to verify with Carollo, WRD and Contractor. If necessary, prepare a final list of items to be completed or corrected in accordance with the requirements of the Construction Documents for Substantial Completion.

3) After the Contractor has completed the Work on the list of Subtask 430.2 and upon written notice from the Contractor, review and determine that items on the final list have been completed or corrected and make recommendations to Carollo for Substantial Completion.

C - Limitations of Authority

Except for written instructions, Inspector will not:

1) Authorize deviation from the Contract Documents (Construction Documents) or approve substitute materials or equipment.

2) Undertake any of the responsibilities of Contractor or subcontractors or expedite the Work.

3) Advise on or issue directions relative to any aspect of the means, methods, techniques, sequences or procedures of construction unless such is specifically called for in the Construction Documents.

4) Advise on or issue directions as to safety precautions and programs in connection with the Work.

5) Authorize WRD to occupy the project in whole or in part.

SECTION 500 - SPECIAL SERVICES

Task 510 – Warranty Services – NOT USED

Task 520 – Pump House Operations O&M Manual – NOT USED

Task 530 – Contractor's & Manufacturer's Equipment Training – NOT USED

Task 540 – Electrical, Instrumentation and Control System – NOT USED

Task 550 – Start-Up and Commissioning

Carollo will assist the WRD with start-up and operations services during commissioning of the facilities. Commissioning is defined as the process in which the newly constructed facility will be placed into routine operation. The commissioning process will include a planned, systematic approach to verify that facility systems operate as intended and there is an orderly transition from construction phase to routine operation. Commissioning will include four phases with estimated durations as follows:

Phase I - Initial start-up in manual operating mode.

Phase II - Transition into computer operation mode.

Phase III - Extended operational assistance.

Commissioning will begin no later than substantial completion of the facilities and coordination of programming effort with the WRD.

Start-up Plan: Contractor will prepare a start-up plan and procedures for the WRD. The plan will be approved by the WRD. Carollo will assist the WRD with start-up activities. Carollo will collaborate with the Contractor to provide the necessary information required. The start-up plan will include identification of key milestone activities necessary for orderly start-up of the facilities. The milestone activities will include coordination of chemical deliveries, completion of any construction activities required for substantial completion, and coordination of required Contractor maintenance activities. The Contractor will provide and identify the time required for each start-up and commissioning phase as part of the start-up plan.

Phase I - Manual Start-up (1 day per week for 2 weeks): The objective of Phase I is to verify proper operation of equipment and facilities in manual mode in accordance with the design concept. Phase I will consist of the following activities:

A) Following a sequentially coordinated initial start-up of the facility, the facility will be operated continuously. Phase I operation is anticipated to require continuous (8 hours per day) operation by WRD staff, providing time for Contractor access for maintenance, troubleshooting and correcting malfunctions.

B) Carollo will assist WRD staff and witness that Contractor verifies that each process, associated mechanical equipment, associated hydraulic control devices, and conveyance components operate properly under actual operating conditions. This includes the verification of hardwired electrical control interlocks.

C) Carollo will assist WRD staff and witness that Contractor maintains documentation of the areas of operational concern encountered during the manual start-up phase with a determination of whether the item of concern is a Contractor warranty issue or requires a design modification. Carollo will monitor the documented concerns and promptly notify the Contractor of all warranty issues.

D) Design modifications will be evaluated by Carollo, and recommendations will be presented to the WRD for a determination of the necessity for implementation.

E) Carollo / EIC will assist WRD staff and witness the Contractor complete the necessary check out of the instrumentation system components and initial loading of the control software simultaneously with the completion of the Phase I activities.

Phase II - Transition to Computer Operation Mode (1 day per week for 2 weeks): The objective of Phase II is to verify the proper remote control and operation (to the degree of automation included in the instrumentation system design) of the facility in accordance with the contract documents. Phase II will consist of the following activities:

A) Carollo will provide technical assistance to WRD staff to operate the facility using the instrumentation and control system. Following a sequentially coordinated initial start-up of each component, the entire new facility will be operated continuously. It is anticipated that Phase II operation will require continuous (8 hours per day) operation by WRD staff. The schedule will be coordinated to accommodate Contractor and/or Carollo access for maintenance, troubleshooting and correcting malfunctions.

B) Carollo will assist WRD staff to verify that each system, associated mechanical equipment, and instrumentation system components operate properly under actual operating conditions. This includes the verification that all software based electrical/process control monitoring, interlocks, automatic control logic, alarms, and report generation subroutines are functioning properly.

C) Carollo's staff will maintain documentation of the areas of operational concern encountered during Phase II with a determination of whether the item of concern is a Contractor issue or requires a design modification. Carollo will monitor the documented concerns and notify the Contractor of issues.

D) Design modifications will be evaluated by Carollo, recommendations will be presented to the WRD for a determination of the need to implement.

SECTION 600 – BID PHASE SERVICES

The FTPH#2 project bid phase services will include the following components and elements:

- Develop "front end" bidding documents (bid package) in conjunction with CITY Procurement Department and the CITY Project Manager.
- Develop a project bid schedule and bid tabulation form.
- Facilitate and lead a virtual Pre-Bid Meeting for potential bidders. Field questions and compose a bid addendum with responses to be completed one week prior to the bid due date.
- Review the prospective bids for responsiveness and accuracy, then summarize the results with a recommendation to accept/reject the apparent low bid.

Task 610 – Bid Phase Services Meetings

Facilitate virtual meetings as described below. Prepare and distribute agendas for each meeting. Final agendas will be submitted to the CITY at least one (1) day prior to the meeting.

Bid Phase Services Kickoff Meeting (1):

Conduct a virtual Project kickoff meeting approximately two (2) weeks following receipt of written NTP from the CITY. Meeting objectives will be to review the CITY "front end" bid documents, confirm required information from the CITY; and coordinate the schedule of key Project milestone dates anticipated throughout the duration of the Project.

Pre-Bid Meetings (2):

Conduct one virtual project Pre-Bid Meeting to inform the CITY and prospective bidders of the Project bidding requirements, Project description, and field questions from the prospective bidders. Assume, one virtual meeting will be held prior to the Pre-Bid Meeting and will include coordination with Fort Tuthill County Park staff regarding existing facilities.

Task 620 – Bid Phase Services

Facilitate and attend a Pre-Bid Meeting (Task 1.2.2) to explain the Project's principal design elements, goals, objectives, schedule, and construction budget. During the bidding period, answer questions from bidders, respond to RFIs, review requests for "or equal" determinations and prepare no more than two addenda with detailed responses. Review and evaluate the responsive bids, then make a recommendation to the CITY for acceptance or rejection of the apparent low bid and bidder.

ALLOWANCES

Allowance – 1 Additional Material Testing – NOT USED

Allowance – 2 Additional or Extended CA&I Services – NOT USED

Allowance – 3 High Performance Coatings Inspections

Carollo will provide the services of a NACE certified coatings subconsultant to provide independent 3rd party inspections of high-performance coatings of new and existing equipment and miscellaneous structural components, if needed.

END OF DOCUMENT

EIC ENGINEERING
POWERING SUSTAINABLE WATER

City of Flagstaff
Fort Tuthill Well No.2
Limited Construction Phase Services

Date: March 2, 2026 **REVISED-2**

Task	Description	Sr Managing Engineer	Senior Engineer	Lead Engineer	Engineer	Field Engineer	Sr I&C Designer	Total Hours	Total $
	Limited Construction Phase Services								
100	**General (15 Month Duration)**								
110	Project Management (based on 2 hrs per month for 15 months)	30						30	$5,850.00
210	**Representation on Behalf of City of Flagstaff**								
.1	Kickoff meeting	2	2					4	$764.00
.2	Construction progress meetings (based on one 30-min meeting every other week for 15 months)		16			16		32	$5,536.00
.3	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
220	**Administer the Construction Schedule - Not Included**								
230	**Review of Submittals Including Shop Drawings**								
.1	Mechanical equipment (from electrical and I&C aspects only)		21		21			42	$7,413.00
.2	Electrical power equipment		60		60			120	$21,180.00
.3	Instrumentation and PLC equipment		25.5		25.5			51	$9,001.50
.4	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
240	**Issue Interpretations and Clarifications**								
.1	Based on answering 10 "single-question & subject" Simple RFIs		20					20	$3,740.00
.2	Based on answering10 "single-question & subject" Not-Simple RFIs		40				40	80	$13,200.00
.3	Based on issuing 5 Design Clarifications		20				20	40	$6,600.00
.4	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
250	**Certify CMAR Progress Payments - Not Included**								
260	**Substantial Completion and Final Inspection**								
.1	Based on one trip to for Susbtantial Completion and report/punchlist - Not included - by City of Flagstaff staff		-	-	-	-	-	0	$0.00
.2	Based on one trip to for Final Inspection and report - Not included - by City of Flagstaff staff	-	-	-	-	-	-	0	$0.00
.3	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
310	**Change Order Review - Not Included**								
.1	Based on reviewing two Change Orders	2	4					6	$1,138.00
.2	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
320	**Material Testing - Not Included**								
330	**Record Drawings**								
.1	Review contractor's marked up Drawings and Incorporate them into Design Drawings	1	2		4		16	23	$3,521.00
.2	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
340	**Manufacturer Operation and Maintenance Manuals**								
.1	Review Mechanical equipment O&M manuals (from electrical and I&C aspects only)		6.5		6.5			13	$2,294.50
.2	Review contractor's electrical equipment O&M manuals		5.5		5.5			11	$1,941.50
.3	Review contractor's instrumentation equipment O&M manuals		11		11			22	$3,883.00
.4	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
410	**Field Administration**								
.1	Schedules: Not Included	-	-	-	-	-	-	0	$0.00
.2	Meetings: This sub-task includes only work included under Task 210	-	-	-	-	-	-	0	$0.00
.3	Liaison: Not Included	-	-	-	-	-	-	0	$0.00
.4	Shop Drawings: This sub-task includes only work included under Task 230	-	-	-	-	-	-	0	$0.00
.5	Interpretation of Construction Documents: This sub-task includes only work included under Task 240		-	-	-	-	-	0	$0.00
.6	Changes: This sub-task includes only work included under Task 240	-	-	-	-	-	-	0	$0.00

Date: March 2, 2026 **REVISED-2**

.7	Records: This sub-task includes only work included under Task 330	-	-	-	-	-	-	0	$0.00
.8	Reports: Not Included	-	-	-	-	-	-	0	$0.00
.9	Contractor Pay Applications: Not Included	-	-	-	-	-	-	0	$0.00
.10	Certificates and Operation and Maintenance Manuals: This sub-task includes only work included under Task 340			-	-	-	-	0	$0.00
.11	Start-up Assistance: This sub-task includes only work included under Task 560	-	-	-	-	-	-	0	$0.00
.12	Special Inspection: Based on **2** trips & sealed reports - Additional inspections, if any, by City of Flagstaff staff	24	-	-	-	-	-	24	$4,680.00
.13	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
420	**On-Site Inspection and Review of the work**								
.1	Based on total of **5** trips, and reports - Additional inspections, if any, by City of Flagstaff staff		10			40		50	$8,230.00
.2	No specific trip is included for witnessing loop checks or witnessing tests such as ground resistance, megering cables, hipot buses, setting breakers or VFDs, calibrations, etc. We assume such services, if needed can be performed under and is limited to Task 420.1 above.	-	-	-	-	-	-	0	$0.00
.3	Factory Acceptance Test (FAT) Based on one control panels plus one PLC Panel, in Phoenix)		2			16		18	$2,918.00
.4	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
430	**Completion Services**								
.1	Completion Services: This Task includes only work included under Task 260	-	-	-	-	-	-	0	$0.00
.2	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
510	**Warranty Services - Not Included**								
520	**Pump House O&M - Not Included**								
530	**Contractor's and Manufacturer's Equipment Training Coordination - Not Included**								
540	**Electrical, Instrumentation, and Control System - Not Included**								
550	**Instrumentation and Control System**								
.1	Construction Support: This sub-task includes only work included elsewhere in this proposal	-	-	-	-	-	-	0	$0.00
.2	Start-up Testing: This sub-task includes only work included under Task 400 series	-	-	-	-	-	-	0	$0.00
.3	Commissioning Support: This sub-task includes only work included under Task 560	-	-	-	-	-	-	0	$0.00
.4	Arc Flash Hazard Analysis: This sub-task includes only work included under Task 230	-	-	-	-	-	-	0	$0.00
.5	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
560	**Start-Up and Commissioning**								
.1	Based on one trip for Phase I - Manual Start-up (limited to the indicated hours)		2			8		10	$1,646.00
.2	Based on one trip for Phase II - Transition to Computer Operation Mode (limited to the indicated hours)		2			8		10	$1,646.00
.3	Based on one trip for Phase III - Extended Operational Assistance (limited to the indicated hours)		2			8		10	$1,646.00
.4	No other effort is included for this Task	-	-	-	-	-	-	0	$0.00
	Total (hrs)	59	252	0	134	96	76	616	
	Std Hourly Rates:	$195.00	$187.00	$170.00	$166.00	$159.00	$143.00		
	Total ($)	$11,505.00	$47,030.50	$0.00	$22,161.00	$15,264.00	$10,868.00	$106,828.50	$106,828.50
								Travelling:	$2,030.00
								Total Fees:	**$108,858.50**

This proposal is based on EIC Engineering's understanding of the scope of work and level of efforts. These understandings may not be the same as our client(s). It is imperative for the client(s) to carefully read this proposal including assumptions and exclusions to make sure that this proposal includes all efforts required by the client(s) for this project. There may be work under the Prime Contract that is modified and/or excluded herein. Work not included in this proposal will require a change order.

Date: March 2, 2026 **REVISED-2**

SCOPE ASSUMPTIONS:

1	EIC Engineering's services are based on the indicated assumptions, level of efforts, and exclusions. In the event of any ultimate facts or events differ from such assumptions, EIC Engineering's services, schedule, and compensation shall be adjusted accordingly.
2	Observations are based on National Electric Code (as a minimum). No other standards, rules, regulations, codes, etc... are included in this proposal.
3:	**Electrical and I&C Scope to include:**
Task 100	**General** - IF included, the proposed efforts are for managing tasks internal to EIC Engineering. Work associated with other tasks are not included.
Task 210	**Construction Progress Meetings** - IF included, as indicated in the above fee schedule
Task 230	**Review of Electrical Equipment Literature and Shop Drawing** - IF included, these review efforts are based upon a maximum of two (2) reviews per Specification Section submittal (as indicated in the attached supporting documents, if included). The reviews will be based on general compliance with the design drawings and specification. It is assumed that the common material and equipment for all projects and sites will be submitted in one submittal by one contractor (i.e. all VFDs are submitted once under one submittal package.) Review of alternative and optional products or installations are EXCLUDED. Submittal reviews for multiple equipment or packaged systems (alternatives, options, equals, etc...) are EXCLUDED. Packaged Control Panels (PCP): PCPs are assumed to be provided by the mechanical manufacturer/vender/supplier. It will require only one 480 volt, 3-phase power source. All other power, control, instrumentation, and their conduits & conductors are designed and constructed by the Packaged System manufacturer/vender/supplier. EIC Engineering's electrical and control submittal reviews will be for one packaged system only. Submittal reviews for multiple PCPs or packaged systems (alternatives, options, equals, etc...) are excluded. Review of product specifics and suitability, where the evidence is not readily and clearly identified, is EXCLUDED. Review of product specifics and suitability, where the evidence should be known by the manufacturer, yet is not readily and clearly identified on the shop drawings, is EXCLUDED. All documentation for one Specification Section is provided in one submittal package in a clear and concise manner.
Task 240	**RFIs and Clarifications** - IF included, the following proposed efforts are based on providing the contractor with answers or clarifications to their questions regarding the design-drawings and design-specifications. Answers and clarifications to non-design based questions are not included. The answers will be based on general compliance with the design drawings and specification. Review or approval of alternative and optional equipment and installations are not included.
	Simple RFIs and Clarifications - Answer questions as related to the design documents based on "single-question & subject" Simple RFIs. Work associated with new or revised design is EXCLUDED.
	Not-Simple RFIs and Clarifications - Answer questions as related to the design documents based on "single-question & subject" Not-Simple RFIs. Work associated with new or revised design is EXCLUDED.
	Design Clarification - Issue design clarification as related to the design documents. Work associated with new design is EXCLUDED.
Task 310	**Change Order Review** - IF included, as indicated in the above fee schedule
Task 330	**Manufacturer Operation and Maintenance Manuals** - IF included, the following proposed efforts are based on reviewing contractor's O&M Manuals (Manufacturer's O&M Manuals) for general conformity to the Specification requirements. Other O&M Manuals are not included.
Task 340	**Record Drawings** - IF included, the following proposed efforts are based reviewing contractor's marked up Drawings (Contract Design drawings) and incorporating those marked up changes into AutoCAD drawings. Other drawings are not included.
Tasks 410 and 420	**Field Administration (Construction Progress Site Visits)** - IF included, the following proposed efforts are based on all contractors having installed all underground work prior to our site visit and being completely prepared to show/expose the installation in a continuous, uninterrupted, and complete manner. The level of efforts includes observance of the electrical installation and reporting work that does not meet the work indicated on the drawings and specifications. Actual installation, testing, handling tools, or exposure to live equipment or material is EXCLUDED. These efforts do not include directing the contractor (including all subs, suppliers, vendors, shops, etc...) to perform any work.
	Special Inspections for AFP - IF included, perform visual observations and issue electrical "Special Inspection Certificate" and "Electrical Observation Certificate" forms to AFP. The efforts associated with issuing these certificates assume that all tests (meggering, HiPot, resistance, equipment, etc...) have been performed successfully and reports have been submitted by accredited testing firms.
	Witness Testing - IF included, the following proposed efforts are based on the contractor (including all subs, suppliers, vendors, shops, etc...) having successfully tested the equipment prior to the test. The level of efforts does not include actual installation, testing, handling tools, or exposure to live equipment or material. These efforts do not include directing the contractor (including all subs, suppliers, vendors, shops, etc...) to perform any work.
	Witness Loop Checks - IF included, the following proposed efforts are based on the contractor (including all subs, suppliers, vendors, shops, etc...) having successfully tested all loops prior to the Loop test. The level of efforts does not include actual installation, testing, handling tools, or exposure to live equipment or material. These efforts do not include directing the contractor (including all subs, suppliers, vendors, shops, etc...) to perform any work.

	Witness Factory Acceptance Test (FAT) - IF included, the following proposed efforts are based on the contractor (including all subs, suppliers, vendors, shops, etc...) having successfully completed all functional tests prior to the FAT test. The contractor (including all subs, suppliers, vendors, shops, etc...) must be completely prepared to perform the FAT test in a continuous, uninterrupted, and complete manner. These efforts do not include directing the contractor (including all subs, suppliers, vendors, shops, etc...) to perform any work.
	Perform Start up assistance - IF included, the following proposed efforts are based on all contractors having performed FAT, loop-checks, and functions tests prior to the field test witnessing and being completely prepared to perform the field test in a continuous, uninterrupted, and complete manner. The level of efforts includes observance of the electrical installation and reporting work that does not meet the drawings and specifications. Actual installation, testing, handling tools, or exposure to live equipment or material is EXCLUDED. These efforts do not include directing the contractor (including all subs, suppliers, vendors, shops, etc...) to perform any work. These efforts do not include troubleshooting work.
Task 550	**Instrumentation and Control System** - IF included, limited as indicated in the fee table.
Task 560	**Start-Up and Commissioning** - IF included, as indicated in the above fee schedule

SCOPE EXCLUSIONS:

1	Items not specifically included in this proposal. Tasks not included in the proposal table are excluded.
2	Conformed Drawings and Specifications. Bidding phase services
3	Work associated with existing equipment unless specifically included herein.
4	Work associated with temporary service or power.
5	Work associated with scheduling, constructability, and/or value engineering
6	Work associated with utility or environmental work, meeting, coordination, problem resolution, fees, licensing, permitting, ALTA, easements, surveys, deeds, etc …
7	Work associated with Distributed Control Systems, computer controls, radio, SCADA, or programming and associated work
8	Bringing the electrical system up to National Electric Code (or other building and safety codes) compliance.
9	Power Coordination or Arc Flash studies. Arc flash mitigation.
10	Shade structure (Architectural and Structural drawings for shade structures) by others.
11	Concrete work including equipment pads (Structural drawings for all concrete work) by others.
12	Non-electrical work, even if this work is for the electrical equipment and installation
13	Civil, structural, mechanical, process, and other work required for electrical and instrumentation installations
14	Panel design: (1) Input and output device or signal list. (2) Loop Diagrams and drawings. (3) Point-to-point diagrams and drawings. (4) Wiring and termination diagrams and drawings. (5) Panel diagrams and drawings. (6) ISA or any data sheets. (7) Control Schematics.
15	Consequential damages
16	Work including or associated with control strategy, control description, operational description
17	As-building existing panels, cabinets, and enclosures. Performing information gathering tasks that require exposure to existing energized equipment, devices, and conductors. Opening electrical panels, cabinets, and enclosures. As building the power distribution equipment and their associated drawings.
18	As-building existing ductbanks, conduits, conductors. Performing information gathering tasks that require exposure to existing exposed conductors.
19	Evaluation of equal or approved manufacturer or product during bid phase. Post startup services.
20	Work associated with troubleshooting. Work associated with work requiring any tools. Providing, using, or operating equipment or devices for measuring or testing. Performing work that requires Personal Protection Equipment (PPE). Performing work that exposes EIC personnel to hazardous gases and material, confined areas, dangerous conditions.

GENERAL AGREEMENTS:

1	EIC Engineers shall not be responsible for the means, methods, techniques, sequences, or procedures of construction selected by contractors or the safety precautions and programs incidental to the work of contractors and will not be responsible for Contractor's failure to carry out work in accordance with the Contract Documents
2	Packaged Control Panels (PCP): PCPs are assumed to be provided by the mechanical manufacturer/vender/supplier. It will require only one 480 volt, 3-phase power source. All other power, control, instrumentation, and their conduits & conductors are designed and constructed by the Packaged System manufacturer/vender/supplier. EIC Engineering's electrical and control design will be for one packaged system only.
3	EIC Engineers will be responsible to the level of competency and standard of care presently maintained by other practicing Professional Engineers performing the same or similar type of work at the time notice to proceed is issued. EIC Engineers and the Client mutually agree that standard of care, as applied to design professionals, shall be defined as the ordinary and reasonable care required and established by expert testimony of what a reasonable and prudent professional would have done under the same or similar circumstances

4	EIC Engineering will be entitled to rely on the adequacy and accuracy of information provided by Client and/or Client's consultants and representatives. EIC Engineering will be entitled to rely on the adequacy and accuracy of information provided by Contractors, sun-contractors, vendors, suppliers, manufacturers, installers, and/or their representatives or agents. EIC Engineering shall not be responsible for the acts or omissions of the above or any other persons or entities performing work on the Project who are not under the direct control and authority of EIC Engineering.
5	EIC Engineering's services shall be limited to those expressly set forth above, and EIC Engineering shall have no other obligations or responsibilities for the Project or to the Client except as agreed to in writing or as provided in this Agreement. All of EIC Engineering's services in any way related to the Project or Client shall be subject to the terms of this Agreement.
6	EIC Engineering's' services and deliverables are not a warranty or guarantee and EIC Engineering shall have no such obligation. Client shall provide appropriate contingencies for schedule and costs.
7	EIC Engineering's services are intended for the Client's sole use and benefit and solely for the Client's use on the Project and shall not create any third party rights. Except as agreed to in writing, EIC Engineering's services and work product shall not be used or relied on by any other person or entity, or for any purpose following substantial completion of the Project.
8	This Agreement and any rights or deliverables hereunder may not be assigned or transferred without the written consent of both Parties.
9	EIC Engineering has no control over the cost of labor, materials, equipment, or services furnished by others, or over Contractor's methods of determining prices, or other competitive bidding or market conditions, practices, or bidding strategies. Cost estimates are based on EIC Engineering's opinion based on experience and judgment. EIC Engineering cannot and does not guarantee that proposals, bids, or actual project construction costs will not vary from cost estimates prepared by the EIC Engineering.
10	When several equipment or packaged systems are specified, EIC Engineering will provide electrical and I&C design for only one equipment or packaged system. (Design for multiple equipment or packaged systems is excluded)
11	Interfacing with the existing Client's CCS/SCADA network: It is assumed that the existing SCADA network has been established using best practices and is fully ready and capable of interfacing with the additional devices. EIC Engineering is not privy to the Client's IT requirements. The Client's is responsible for coordination with any IT requirements.

ON-CALL PROFESSIONAL SERVICES CONTRACT
Contract No.: 2025-03

The Contract is entered into this 7 day of August, 20 25 by and between the City of Flagstaff, a political subdivision of the State or Arizona ("City"), and Carollo Engineers, Inc, a California S corporation ("Firm").

WHEREAS, the City desires to receive and Firm is able to provide professional services; and

NOW THEREFORE, in consideration for the mutual promises contained herein, the City and Firm (the "Parties") agree as follows:

SERVICES

1. Scope of Work: Firm shall provide the professional services generally described as follows:

ON-CALL PROFESSIONAL SERVICES
Engineering: Water Systems

and as more specifically described in the Scope of Work attached hereto as *Exhibit A.1.*

2. Standard Terms and Conditions: The City of Flagstaff Standard Terms and Conditions, attached hereto as *Exhibit B* are hereby incorporated by reference and shall apply to performance of this Contract, except to the extent modified in *Exhibit(s) A.1. or A.2.*

3. Key Personnel/Subcontractors: Key Personnel are those employees whose license number and signature will be placed on key documents and those employees who have significant responsibilities for completion of the services. The City Representative for this Contract has the right to approve any proposed substitution of Key Personnel or Subcontractors.

CITY RESPONSIBILITIES

4. City Representative: The City Representative is **Mac McNamara** or their designee. All communications to the City shall be through the City Representative. The City Representative is responsible for bringing any request for a Contract amendment or price adjustment to the attention of the Procurement Agent.

5. City Cooperation: The City will cooperate with Firm by placing at its disposal all available information concerning the City, City property, or the City project reasonably necessary for Firm's performance of this Contract.

CONTRACT TERM

6. Contract Term: The Contract term is for a period of three (3) years unless terminated pursuant to the Standard Terms and Conditions, attached hereto as *Exhibit B.* The Contract will be effective as of the date signed by both Parties. Performance shall commence within 10 days from the City's issuance of the Notice to Proceed.

7. Renewal: The Contract may be renewed for up to two (2) additional one (1)- year terms by mutual written consent of the parties. The City Manager or their designee (the Purchasing Director) shall have authority to approve renewal on behalf of the City.

8. Unilateral Extension: The Contract may be unilaterally extended for ninety (90) days. The City Manager or their designee (the Purchasing Director) shall have the authorize to approve the extension on behalf of the City. Contractor will be provided written notice of the Unilateral Extension prior to expiration of the Contract.

9. Termination: The Contract may be terminated pursuant to the Standard Terms and Conditions attached hereto as ***Exhibit B.***

PAYMENT

10. Compensation: Firm shall be paid for satisfactory performance of the Scope of Work identified in ***Exhibit A.1***, in accordance with the Fee Schedule attached hereto as ***Exhibit A.2.***

11. Price Adjustment: Price adjustments may be negotiated at the time of Contract-renewal at the discretion of the City. Any request for a price increase must include supporting documentation demonstrating that the increase in contract price is based on an increased cost to the Firm and that the proposed pricing is still competitive in the marketplace.

12. Formal Amendment Required: Any price adjustment or change to the scope of work must be approved by mutual written consent of the parties through a formal amendment. The City Manager or their designee may approve an amendment if the total amount of the Contract, as amended, is less than $100,000; otherwise, City Council approval is required.

DATA AND RECORDS

13. City Ownership of Document and Data: Any original documents prepared or collected by Firm in performance of this Contract such as models, samples, reports, test plans, survey results, graphics, tables, charts, plans, maps, specifications, surveys, computations and other data shall be the property of City ("City's work product"), unless otherwise agreed by the parties in writing. Firm agrees that all materials prepared under this Contract are "works for hire" within the meaning of the copyright laws of the United States and hereby assigns to the City all rights and interests Firm may have in the materials it prepares under this Contract, including any right to derivative use of the material.

14. Re-Use: The City may use the City's work product without further compensation to Firm; provided, however, that the City's reuse without written verification or adaption by Firm for purposes other than contemplated herein is at the City's sole risk and without liability to Firm. Firm shall not engage in any conflict of interest nor appropriate any portion of the City's work product for the benefit of Firm or any third parties without the City's prior written consent.

15. Delivery of Document and Data: Upon termination of this Contract in whole or part, or upon expiration if not previously terminated, Firm shall immediately deliver to the City copies all of the City's work product and any other documents and data accumulated by Firm in performance of this Contract, whether complete or in process.

INSURANCE

16. Insurance: Firm shall meet insurance requirements of the City, as set forth in ***Exhibit C.***

MISCELLANEOUS

17. Notice: Any notice concerning this Contract shall be in writing and sent by certified mail and email as follows:

To the City:
Mac McNamara
Water Services
City of Flagstaff
211 W. Aspen Ave.
Flagstaff, AZ 86001
Email: MMcnamara@flagstaffaz.gov

To Firm:
Chad Meyer, PE
Carollo Engineers, Inc
4600 East Washington, Suite 500
Phoenix, Arizona 85034
Email: Cmeyer@carollo.com
602-474-4186

With a copy to:
Emily Markel
City of Flagstaff
211 W. Aspen Ave.
Flagstaff, AZ 86001
Email: EMarkel@flagstaffaz.gov

18. Authority: Each Party warrants that it has authority to enter into the Contract and perform its obligations hereunder, and that it has taken all actions necessary to enter into the Contract.

CAROLLO ENGINEERS, INC

Print name: Chad D. Meyer

Title: Vice President

Print name: Brian Bernard

Title: Associate Vice President

CITY OF FLAGSTAFF

Greg Clifton signed on 8/7/2025 3:45:58 PM

Print name:

Title: City Manager

Attest:

Stacy Saltzburg

City Clerk

Stacy Saltzburg signed on 8/7/2025 4:14:11 PM

Approved as to form:

Christina Kinnear

City Attorney's Office

Christina Kinnear signed on 8/7/2025 8:00:20 AM

Notice to Proceed issued: _____, 20___

Last Updated November 4, 2024

Exhibit A.1 - Scope of Work

Water Systems: Projects may involve master planning efforts, and design and construction related services for new construction, rehabilitation or other modifications. Design components included in these projects may include, but will not be limited to, hydraulic and process modeling, process modifications, control system upgrades, plant equipment replacement, structures, block walls and utilities. Typical projects include, but are not limited to, well sites, water production and storage facilities, water metering facilities, pump stations, reservoirs, water distribution systems, SCADA and PLC control systems, scoping studies, hydraulic modeling, and on-site utility line extensions. These projects may include any or all the design areas and services included in the plant treatment areas.

CAROLLO ENGINEERS, INC.
BILLING CATEGORIES AND HOURLY RATE FEE SCHEDULE

As of January 1, 2025

Billing Classification	Hourly Rate
Engineers/Scientists	
Project Principal	$ 335.00
Senior Technical Advisor	$ 320.00
Project Manager	$ 305.00
Assistant Project Manager	$ 285.00
Senior Professional	$ 260.00
Supervising Professional	$ 235.00
Lead Professional	$ 205.00
Professional	$ 170.00
Assistant Professional	$ 145.00
Engineering Intern	$ 120.00
Technicians	
Senior Designer	$ 260.00
Lead Designer	$ 235.00
Designer	$ 215.00
Senior CADD Technician	$ 195.00
CADD Technician	$ 165.00
Assistant CADD Technician	$ 145.00
Support Staff	
Graphics / Lead Document Processor	$ 165.00
Document Processor	$ 130.00

Other Direct Expenses	
Travel and Subsistence	Cost + 10%
Mileage	$0.70 per mile
Subconsultant	Cost + 10%
Other Direct Cost	Cost + 10%
Expert Witness	Hourly Rate x 2.0

This fee schedule is subject to annual revisions due to labor adjustments.

EXHIBIT B

STANDARD TERMS AND CONDITIONS

(Last Updated January 19, 2023)

*The term “Contractor” may substitute for the term “vendors,” “consultants,” or “firms,” depending on the purpose of the underlying Contract.

IN GENERAL

1. **PARTIES:** The City of Flagstaff (“City”) and the contractor identified in the Contract (“Contractor”) may be referred to individually as “Party” or collectively as “Parties”.

2. **NOTICE TO PROCEED:** Contractor shall not commence performance until after the City has issued a Notice to Proceed.

3. **LICENSES AND PERMITS:** Contractor its expense shall maintain current federal, state, and local licenses, permits and approvals required for performance of the Contract and provide copies to City upon request.

4. **COMPLIANCE WITH LAWS:** Contractor shall comply with all applicable federal, state and local laws, regulations, standards, codes and ordinances in performance of the Contract.

5. **NON-EXCLUSIVE:** Unless expressly provided otherwise in the Contract, the Contract is non-exclusive and the City reserves the right to contract with others for materials or services.

6. **SAMPLES:** Any sample submitted to the City by the Contractor and relied upon by City as representative of quality and conformity, shall constitute an express warranty that all materials and/or service to be provided to City shall be of the same quality and conformity.

MATERIALS

7. **PURCHASE ORDERS:** The City will issue a purchase order for the materials covered by the Contract, and such order will reference the Contract number.

8. **QUALITY:** Contractor warrants that all materials supplied under the Contract will be new and free from defects in material or workmanship. The materials will conform to any statements made on the containers or labels or advertisements for the materials and will be safe and appropriate for use as normally used. The City’s inspection, testing, acceptance or use of materials shall not serve to waive these quality requirements. This warranty shall survive termination or expiration of the Contract.

9. **ACCEPTANCE:** All materials and services provided by Contract are subject to final inspection and acceptance by the City. Materials and services failing to conform to the Contract specifications may be rejected in whole or part. If rejected, Contractor is responsible for all costs associated arising from rejection.

10. **MANUFACTURER’S WARRANTIES:** Contractor shall deliver all Manufacturer’s Warranties to the City upon the City’s acceptance of the materials.

11. **PACKING AND SHIPPING:** Contractor shall be responsible for industry standard packing which conforms to requirements of carrier's tariff and ICC regulations. Containers shall be clearly marked as to lot number, destination, address and purchase order number. All shipments shall be F.O.B. Destination, City of Flagstaff, 211 West Aspen Avenue, Flagstaff, Arizona 86001, unless otherwise specified by the City. C.O.D. shipments will not be accepted.

12. **TITLE AND RISK OF LOSS:** The title and risk of loss of material shall not pass to the City until the City actually receives the material at the point of delivery and the City has completed inspection and has accepted the material, unless the City has expressly provided otherwise in the Contract.

13. **NO REPLACEMENT OF DEFECTIVE TENDER:** Every tender of materials shall fully comply with all provisions of the Contract. If a tender is made which does not fully conform, this shall constitute a breach and Contractor shall not have the right to substitute a conforming tender without prior written approval from the City.

14. **DEFAULT IN ONE INSTALLMENT TO CONSTITUTE TOTAL BREACH:** Contractor may not substitute nonconforming materials and/or services. Delivery of nonconforming materials and/or services, or a default of any nature, shall constitute a breach of the Contract as a whole.

15. **SHIPMENT UNDER RESERVATION PROHIBITED:** Contractor is not authorized to ship materials under reservation and no tender of a bill of lading shall operate as a tender of the materials.

16. **LIENS:** All materials and other deliverables supplied to the City shall be free of all liens, other than the security interest held by Contractor, until payment in full is made by the City. Upon request of the City, Contractor shall provide a formal release of all liens.

17. **CHANGES IN ORDERS:** The City reserves the right at any time to make changes in any one or more of the following: (a) methods of shipment or packing; (b) place of delivery; and (c) quantities. If any change causes an increase or decrease in the cost of or the time required for performance, an equitable adjustment may be made in the price or delivery schedule, or both. Any claim for adjustment shall be evidenced in writing and approved by the City Purchasing Director prior to the institution of the change.

PAYMENT

18. **INVOICES:** A separate invoice shall be issued for each shipment and each job completed. Invoices shall include the Contract and/or Purchase Order number and dates when goods had been shipped or work performed. Invoices shall be sent within thirty (30) days following performance. Payment will only be made for satisfactory materials and/or services received and accepted by City.

19. **LATE INVOICES:** The City may deduct up to 10% of the payment price for late invoices. The City operates on a fiscal year budget, from July 1 through the following June 30. Except in unusual circumstances, which are not due to the fault of Contractor, the City will not honor any invoices or claims submitted after August 15 for materials or services supplied in the prior fiscal year.

20. TAXES: Contractor shall be responsible for payment of all taxes including federal, state, and local taxes related to or arising out of Contractor's performance of the Contract. Such taxes include but are not limited to federal and state income tax, social security tax, unemployment insurance taxes, transaction privilege taxes, use taxes, and any other taxes or business license fees as required.

Exception: The City will pay any taxes which are specifically identified as a line-item dollar amount in the Contractor's bid, proposal, or quote, and which were considered and approved by the City as part of the Contract award process. In this event, taxes shall be identified as a separate line item in Contractor's invoices.

21. FEDERAL EXCISE TAXES: The City is exempt from paying certain Federal Excise Taxes and will furnish an exemption certificate upon request.

22. FUEL CHARGES: Contractor at its own expense is liable for all fuel costs related to performance. No fuel surcharges will be accepted or paid by the City.

23. DISCOUNTS: If the Contract provides for payment discounts, payment discounts will be computed from the later date of the following: (a) when correct invoice is received by the City; or (b) when acceptable materials and/or materials were received by the City.

24. AMOUNTS DUE TO THE CITY: Contractor must be current and remain current in all obligations due to the City during performance. Payments to Contractor may be offset by any delinquent amounts due to the City or fees and charges owed to the City under the Contract.

25. OFAC: No payments may be made to any person in violation of Office of Foreign Assets Control regulations. 31 C.F.R. Part 501.

SERVICES

26. INDEPENDENT CONTRACTOR: Contractor shall be an independent contractor for purposes of all laws, including but not limited to the Fair Labor Standards Act, Federal Insurance Contribution Act, Social Security Act, Federal Unemployment Tax Act, Internal Revenue Code, Immigration and Naturalization Act; Arizona revenue and taxation, workers' compensation, and unemployment insurance laws.

27. CONTROL: Contractor shall be responsible for the control of the work.

28. WORK SITE: Contractor shall inspect the work site and notify the City in writing of any deficiencies or needs prior to commencing work.

29. SAFEGUARDING PROPERTY: Contractor shall responsible for any damage to real property of the City or adjacent property in performance of the work and safeguard the worksite.

30. QUALITY: All work shall be of good quality and free of defects, performed in a diligent and professional manner.

31. ACCEPTANCE: If the City rejects Contractor's work due to noncompliance with the Contract, the City, after notifying Contractor in writing, may require Contractor to correct the

deficiencies at Contractor's expense, or cancel the work order and pay Contractor only for work properly performed.

32. WARRANTY: Contractor warrants all work for a period of one year following final acceptance by the City. Upon receipt of written notice from the City, Contractor at its own expense shall promptly correct work rejected as defective or as failing to conform to the Contract, whether observed before or after acceptance, and whether or not fabricated, installed or completed by Contractor, and shall bear all costs of correction. If Contractor does not correct deficiencies within a reasonable time specified in the written notice from the City, the City may perform the work and Contractor shall be liable for the costs. This one year warranty is in addition to and does not limit Contractor's other obligations herein. This warranty shall survive termination or expiration of the Contract.

INSPECTION, RECORDS, ADMINISTRATION

33. RECORDS: The City shall have the right to inspect and audit all Contractor books and records related to the Contract for up to five years after completion of the Contract.

34. RIGHT TO INSPECT BUSINESS: The City shall have the right to inspect the place of business of the Contractor or its subcontractor during regular business hours at reasonable times, to the extent necessary to confirm Contract performance.

35. PUBLIC RECORDS: The Contract and any related materials are a matter of public record and subject to disclosure pursuant to Arizona Public Records Law. A.R.S. § 39-121 et seq. If Contractor has clearly marked its proprietary information as "confidential", the City will endeavor to notify Contractor prior to release of such information.

36. CONTRACT ADMINISTRATION: Contractor will be required to participate in the City's contract administration process. Contractor will be closely monitored for Contract compliance and will be required to promptly correct any deficiencies.

INDEMNIFICATION

37. GENERAL INDEMNIFICATION: Contractor shall indemnify and hold the City, and its officers, agents, employees, and subcontractors, harmless from and against any third-party claims, actions, liabilities, costs, including reasonable attorneys' fees and other costs of defense, arising out of the acts, errors, or omissions of Contractor, its officers, agents, employees, and subcontractors, in performing or failing to perform the responsibilities identified in the Contract. In the event any such action or claim is brought against the City, Contractor shall, if the City so elects, and upon tender by the City: (a) defend the same at Contractor's sole cost and expense; and/or (b) promptly satisfy any judgment adverse to the City; or (c) reimburse the City for any loss, cost, damage, or expense, including attorneys' fees, suffered or incurred by the City. The City shall notify Contractor, within a reasonable time, of any claim, threat of claim, or legal action as it relates to the responsibilities identified in the Contract. This indemnification shall survive termination or expiration of the Contract.

38. INTELLECTUAL PROPERTY INDEMNIFICATION: Contractor shall indemnify and hold the City, and its officers, agents, employees, and subcontractors, harmless from and against any third-party claims, actions, liabilities, costs, including reasonable attorneys' fees and other costs of defense arising out of the alleged infringement of any patent, trademark or copyright or other proprietary rights of any third-parties arising out of Contract performance

or use by the City of materials furnished or work performed under the Contract. In the event any such action or claim is brought against the City, Contractor shall, if the City so elects and upon tender by the City: (a) defend the same at Contractor's sole cost and expense; and/or (b) promptly satisfy any judgment adverse to the City; or (c) reimburse the City for any loss, cost, damage, or expense, including attorneys' fees, suffered or incurred by the City. The City shall notify Contractor, within a reasonable time, of any claim, threat of claim, or legal action as it relates to the responsibilities identified in the Contract. This indemnification shall survive termination or expiration of the Contract.

39. **NETWORK SECURITY AND PRIVACY LIABILITY:** Contractor shall indemnify and hold the City, and its officers, agents, employees, and subcontractors, harmless from an against any third-party claims, actions, liabilities, costs, including reasonable attorneys' fees and other costs of defense arising out of all acts, errors, omissions, negligence, infringement of intellectual property (except patent and trade secret); network security and privacy risks, including but not limited to unauthorized access, failure of security, breach of privacy perils, wrongful disclosure, collection, or other negligence in the handling of confidential information, privacy perils, and including coverage for related regulatory defense and penalties; data breach expenses, including but not limited to, consumer notification, whether or not required by law, computer forensic investigations, public relations and crisis management firm fees, credit file or identity monitoring or remediation services in the performance of services for the City. In the event any such action or claim is brought against the City, Contractor shall, if the City so elects and upon tender by the City: (a) defend the same at Contractor's sole cost and expense; and/or (b) promptly satisfy any judgment adverse to the City; or (c) reimburse the City for any loss, cost, damage, or expense, including attorneys' fees, suffered or incurred by the City. The City shall notify Contractor, within a reasonable time, of any claim, threat of claim, or legal action as it relates to the responsibilities identified in the Contract. This indemnification shall survive termination or expiration of the Contract.

CONTRACT CHANGES

40. **PRICE INCREASES:** Except as expressly provided for in the Contract, no price increases will be approved.

41. **COMPLETE AGREEMENT:** The Contract is intended to be the complete and final agreement of the Parties.

42. **AMENDMENTS:** The Contract may be amended by written agreement of the Parties.

43. **SEVERABILITY:** If any term or provision of the Contract is found by a court of competent jurisdiction to be illegal or unenforceable, then such term or provision is deemed deleted and the remainder of the Contract shall remain in full force and effect.

44. **NO WAIVER:** Both Parties have the right insist upon strict performance of the Contract, and the prior failure of a Party to insist upon strict performance, or a delay in any exercise of any right or remedy, or acceptance of materials or services, shall not be deemed a waiver of any right to insist upon strict performance.

45. **ASSIGNMENT:** Contractor was selected for its special knowledge, skills, and expertise, and shall not assign the services/materials required in the Contract, in whole or in part, without the City's prior written consent, which may be withheld for any reason. Any

assignment without such consent shall be null and void. No assignment shall relieve Contractor (Assignor) from any of its obligations and liabilities under the Contract with respect to the City. The Purchasing Director shall have authority to consent to an assignment on behalf of the City.

46. BINDING EFFECT: The Contract shall be binding upon and inure to the benefit of the Parties and their successors and assigns.

EMPLOYEES AND SUBCONTRACTORS

47. SUBCONTRACTING: Contractor was selected for its special knowledge, skills, and expertise, and shall not assign the services/materials required in the Contract, in whole or in part, without the City's prior written consent, which may be withheld for any reason. The City reserves the right to withhold consent if the subcontractor is deemed irresponsible and/or subcontracting may negatively affect performance. All subcontracts shall comply with the underlying Contract. Contractor is responsible for Contract performance whether or not subcontractors are used.

48. NONDISCRIMINATION: Contractor shall not discriminate against any employee or applicant for employment or person to whom it provides services because of race, color, religion, sex, national origin, disability, genetic information, veteran's status, pregnancy, familial status and represents and warrants that it complies with all applicable federal, state and local laws and executive orders regarding employment. In addition, any Contractor whose business is located within City of Flagstaff limits shall comply with the City Code, Chapter 14-02, *Civil Rights*, which also prohibits discrimination based on sexual orientation, or gender identity or expression.

49. DRUG FREE WORKPLACE: The City has adopted a Drug Free Workplace policy for itself and those doing business with the City to ensure the safety and health of all persons working on City contracts and projects. Contractor's personnel shall abstain from use or possession of illegal drugs while engaged in performance of the Contract.

50. IMMIGRATION LAWS: Pursuant to A.R.S. § 41-4401, Contractor hereby warrants to the City that Contractor and each of its subcontractors shall comply with all state and federal immigration laws and regulations that relate to its employees and A.R.S. § 23-214(A). A breach of state and federal immigration laws and regulations shall constitute a material breach of the Contract and shall subject Contractor to penalties up to and including termination of the Contract. The City may, at its sole discretion, conduct random verification of the employment records of the employees of the Contractor and any subcontractors to ensure compliance with all state and federal immigration laws and regulations. Neither Contractor nor any subcontractor shall be deemed to have materially breached the Contract if Contractor or subcontractor establishes that it has complied with the employment verification provisions prescribed by sections 274A and 274B of the Federal Immigration and Nationality Act and the E-verify requirements prescribed by A.R.S. § 23-214(A).

DEFAULT AND TERMINATION

51. TERMINATION FOR DEFAULT: Prior to terminating the Contract for a material breach, the non-defaulting Party shall give the defaulting Party written notice and reasonable opportunity to cure the default, not to exceed thirty (30) days unless a longer period of time is granted by the non-defaulting Party in writing. In the event the breach is not timely cured,

or in the event of a series of repeated breaches the non-defaulting Party may elect to terminate Contract by written notice to Contractor, which shall be effective upon receipt. In the event of default, the Parties may execute all remedies available at law in addition to the Contract remedies provided for herein.

52. CITY REMEDIES: In the event of Contractor's default, the City may obtain required materials and/or services from a substitute contractor, and Contractor shall be liable to the City to pay for the costs of such substitute service. The City may deduct or offset the cost of substitute service from any balance due to Contractor, and/or seek recovery of the costs of substitute service against any performance security, and/or collect any liquidated damages provided for in the Contract. Remedies herein are not exclusive.

53. CONTRACTOR REMEDIES: In the event of the City's default, Contractor may pursue all remedies available at law, except as provided for herein.

54. TERMINATION FOR NONAPPROPRIATION OF FUNDS: The City may terminate all or a portion of the Contract due to budget constraints and non-appropriation of funds for the following fiscal year, without penalty or liability to Contractor.

55. TERMINATION FOR CONVENIENCE: Unless expressly provided for otherwise in the Contract, the Contract may be terminated in whole or part by the City for convenience upon thirty (30) days written notice, without further penalty or liability to Contractor. If the Contract is terminated, City shall be liable only for payment for satisfactory materials and/or services received and accepted by the City before the effective date of termination.

56. TERMINATION DUE TO INSOLVENCY: If Contractor becomes a debtor in a bankruptcy proceeding, or a reorganization, dissolution or liquidation proceeding, or if a trustee or receiver is appointed over all or a substantial portion of the property of Contractor under federal bankruptcy law or any state insolvency law, Contractor shall immediately provide the City with a written notice thereof. The City may terminate the Contract, and Contractor is deemed in default, at any time if the Contractor becomes insolvent, or is a party to any voluntary bankruptcy or receivership proceeding, makes an assignment for a creditor, or there is any similar action that affects Contractor's ability to perform under the Contract.

57. PAYMENT UPON TERMINATION: Upon termination of the Contract, the City will pay Contractor for satisfactory performance up until the effective date of termination. The City shall make final payment within thirty (30) days from receipt of the Contractor's final invoice.

58. CANCELLATION FOR GRATUITIES: The City may cancel the Contract at any time, without penalty or further liability to Contractor, if City determines that Contractor has given or offered to give any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with award or performance of the Contract.

59. CANCELLATION FOR CONFLICT OF INTEREST: Pursuant to A.R.S. § 38-511, if the City identifies a conflict of interest in the award or performance of the Contract, the City may cancel the Contract within three years after its execution, without penalty or further liability to Contractor.

MISCELLANEOUS

60. COOPERATIVE PURCHASE CONTRACTS: Presuming that Contractor agreed to such during the procurement process, Contractor will enter into cooperative purchase arrangements, as sanctioned by state and federal law, to allow Contractor to sell materials and services to any member of a cooperative group under the same pricing, terms and conditions of the contract awarded to the Contractor by the public procurement unit, following a competitive procurement process.

61. ADVERTISING: Contractor shall not advertise or publish information concerning its Contract with the City without the prior written consent of the City.

62. NOTICES: All notices given pursuant to the Contract shall be delivered at the addresses as specified in the Contract or updated by Notice to the other Party. Notices may be: (a) personally delivered, with receipt effective upon personal delivery; (b) sent via certified mail, postage prepaid, with receipt deemed effective four days after being sent; or (c) sent by overnight courier, with receipt deemed effective two days after being sent. Notice may be sent by email as a secondary form of notice.

63. THIRD PARTY BENEFICIARIES: The Contract is intended for the exclusive benefit of the parties. Nothing herein is intended to create any rights or responsibilities to third parties.

64. GOVERNING LAW: The Contract shall be construed in accordance with the laws of Arizona.

65. FORUM: In the event of litigation relating to the Contract, any action at law or in equity shall be filed in Coconino County, Arizona.

66. ATTORNEYS' FEES: If any action at law or in equity is necessary to enforce the terms of the Contract, the prevailing party shall be entitled to recover its reasonable attorneys' fees, costs, professional fees and expenses.

67. FORCE MAJUERE:

a. There may be events that occur during the term of the Contract that are beyond the control of both the City and Contractor, including events of war, floods, labor, disputes, earthquakes, epidemics, pandemics, adverse weather conditions not reasonably anticipated, forest fires, and other acts of God ("Events"). These Events may result in a temporary delay of contractual deliverables, or the permanent inability to provide the contractual deliverables that are the subject of the Contract.

b. There shall be no claims arising from a temporary delay of contractual deliverables, or the permanent inability to provide the contractual deliverables caused by the Events and the City shall not pay additional costs incurred by Contractor as a result of such Events.

c. The Parties shall act in good faith to extend the Contract completion date without any penalty to Contractor and that the extension will be in an amount of time equal to any temporary delay. This provision of the Contract supersedes all other terms regarding temporary delay, permanent shut down, or increased costs.

68. **NO BOYCOTT OF ISRAEL:** Pursuant to A.R.S. §§ 35-393 and 35-393.01, if a Party has over ten (10) employees and the Contract is worth at least one-hundred thousand dollars and no cents ($100,000), the Party shall certify that it is not currently engaged in, and agrees, for the duration of the Contract, will not engage in a boycott of Israel.

69. **CHANGES TO CONTRACT:** The Contract shall not be modified within the first year after Contract award where: (a) an amendment may result in a competitive advantage that was not made available to other proposers/bidders; or (b) requests for changes may delay commencement of performance.

70. **FORCED LABOR OF ETHNIC UYGHURS:** If Contractor engages in for-profit activity and has ten (10) or more employees, pursuant to A.R.S. §35-394, the Contractor certifies that it does not currently, and agrees for the duration of the contract that it will not, use: 1) the forced labor of ethnic Uyghurs in the People's Republic of China; 2) any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China; and 3) any contractors, subcontractors or suppliers that use the forced labor or any goods or services produced by the forced labor of ethnic Uyghurs in the People's Republic of China. If the Contractor becomes aware during the term of the contract that the company is not in compliance with the written certification, the Contractor shall notify the City within five (5) business days after becoming aware of the noncompliance. If the Contractor does not provide the City with a written certification that the Contractor has remedied the noncompliance within 180 days after notifying the City of the noncompliance, this Contract terminates, except that if the contract termination date occurs before the end of the remedy period the Contract terminations on the Contract termination date.

EXHIBIT C

STANDARD INSURANCE REQUIREMENTS

(Last Updated January 19, 2023)

*The term "Contractor" may substitute for the term "vendors," "consultants," or "firms," depending on the purpose of the underlying Contract.

1. **IN GENERAL:** Contractor shall maintain insurance against claims for injury to persons or damage to property, arising from performance of or in connection with the Contract by Contractor, its agents, representatives, employees, and/or subcontractors.

2. **REQUIREMENT TO PROCURE AND MAINTAIN:** Each insurance policy required by the Contract shall be in effect at, or before, commencement of work under the Contract and shall remain in effect until all of Contractor's obligations under the Contract have been met, including any warranty periods. Contractor's failure to maintain the insurance policies as required by the Contract, or to provide timely evidence of renewal, will be considered a material breach of the Contract.

3. **MINIMUM SCOPE AND LIMITS OF INSURANCE:** The following insurance requirements are minimum requirements for the Contract and in no way limit the indemnity covenants contained in the Contract. The City does not represent or warrant that the minimum limits set forth in the Contract are sufficient to protect Contractor from liabilities that might arise out of the Contract, and Contractor is free to purchase such additional insurance as Contractor may determine is necessary.

   Where applicable, as related to the Scope of Work, Contractor shall provide coverage at least as broad and with limits not less than those stated below.

   a. Commercial General Liability - Occurrence Form

General Aggregate	$2,000,000
Products/Completed Operations	$1,000,000
Each Occurrence	$1,000,000

   b. Umbrella Coverage $2,000,000

   c. Automobile Liability

Any Automobile or Owned, Hired, and Non-owned Vehicles Combined Single Limit Per Accident for Bodily Injury & Property Damage	$1,000,000

   d. Workers' Compensation and Employer's Liability

Workers' Compensation	Statutory
Employer's Liability: Each Accident	$1,000,000
Disease - Each Employee	$1,000,000
Disease - Policy Limit	$1,000,000

   e. Professional Liability $2,000,000

f. Network Security and Privacy Liability

Per claim	$2,000,000
Annual Aggregate	$2,000,000

4. **NETWORK SECURITY AND PRIVACY LIABILITY:** Contractor shall maintain the requisite insurance requirements covering all acts, errors, omissions, negligence, infringement of intellectual property (except patent and trade secret); network security and privacy risks, including but not limited to unauthorized access, failure of security, breach of privacy perils, wrongful disclosure, collection, or other negligence in the handling of confidential information, privacy perils, and including coverage for related regulatory defense and penalties; data breach expenses, including but not limited to, consumer notification, whether or not required by law, computer forensic investigations, public relations and crisis management firm fees, credit file or identity monitoring or remediation services in the performance of services for the City. The insurance policy shall include coverage for third-party claims. The insurance policy shall contain an affirmative coverage grant for contingent bodily injury and property damage emanating from the failure of the technology services or an error or omission in the content/information provided.

5. **SELF-INSURED RETENTION:** Any self-insured retentions must be declared to and approved by the City. If not approved, the City may require that Contractor reduce or eliminate such self-insured retentions with respect to the City, its officers, agents, employees, and/or subcontractors. Contractor shall be solely responsible for any self-insured retention amounts. The City at its option may require Contractor to secure payment of such self-insured retention by a surety bond or irrevocable and unconditional letter of credit.

6. **OTHER INSURANCE REQUIREMENTS:** The insurance policies shall contain, or be endorsed to contain, the following provisions:

   a. Additional Insured: In Commercial General Liability and Automobile Liability Coverages, the City of Flagstaff, its officers, officials, agents, employees, and/or subcontractors shall be named and endorsed as additional insureds with respect to liability arising out of the Contract and activities performed by or on behalf of Contractor, including products and completed operations of Contractor, and automobiles owned, leased, hired, or borrowed by Contractor.

   b. Broad Form: Contractor's insurance policy shall contain broad form contractual liability coverage.

   c. Primary Insurance: Contractor's insurance coverage shall be primary insurance with respect to the City, its officers, officials, agents, employees, and/or subcontractors. Any insurance or self-insurance maintained by the City, its officers, officials, agents, employees, and/or subcontractors shall be in excess of the coverage of Contractor's insurance and shall not contribute to it.

   d. Each Insured: Contractor's insurance policies shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability.

   e. Not Limited: Coverage provided by Contractor shall not be limited to the liability assumed under the indemnification provisions of the Contract.

f. Waiver of Subrogation: The insurance policies shall contain a waiver of subrogation against the City, its officers, officials, agents, employees, and/or subcontractors for losses arising from work performed by Contractor for the City.

7. **NOTICE OF CANCELLATION:** Each insurance policy required by the insurance provisions of the Contract shall provide the required coverage and shall not be suspended, voided, cancelled, and/or reduced in coverage or in limits unless prior written notice has been given to the City. Notices required by this section shall be sent directly to the Procurement Agent and shall reference the Contract Number.

8. **ACCEPTABILITY OF INSURERS:** Contractor shall place insurance hereunder with insurers duly licensed or approved unlicensed companies in the State of Arizona and with a "Best's" rating of not less than A-: VII. The City does not represent or warrant that the above required minimum insurer rating is sufficient to protect Contractor from potential insurer insolvency.

9. **CERTIFICATES OF INSURANCE:** Contractor shall furnish the City with certificates of insurance (ACORD form) as required by the Contract. The certificates for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf. Any policy endorsements that restrict or limit coverage shall be clearly noted on the certificate of insurance. The City Contract number shall be noted on the certificates of insurance. If requested by the City, all certificates of insurance and endorsements must be received and approved by the City before the Contractor commences work.

10. **POLICIES:** The City reserves the right to require, and receive within ten (10) days, complete, certified copies of all insurance policies and endorsements required by the Contract. The City shall not be obligated, however, to review any insurance policies or to advise Contractor of any deficiencies in such policies and endorsements. The City's receipt of Contractor's policies or endorsements shall not relieve Contractor from, or be deemed a waiver of, the City's right to insist on strict fulfillment of Contractor's obligations under the Contract.

11. **MODIFICATIONS:** Any modification or variation from the insurance requirements in the Contract must have the prior approval of the City's Attorney's Office in consultation with the City's Risk Manager, whose decision shall be final. Such action will not require a formal Contract amendment but may be made by their handwritten revision and notation to the foregoing insurance requirements.

Docusign Envelope ID: 055FBCBC-EB81-40FA-9111-4E3E318EDB49

FIRST AMENDMENT
ON-CALL PROFESSIONAL SERVICES CONTRACT
Engineering: Water Systems

Contract No. 2025-03

This First Amendment ("First Amendment") by and between the City of Flagstaff, a political subdivision of the State of Arizona, and Carollo Engineers, Inc, a California S corporation ("Firm") shall be effective as of the date of the last signature below. The City and Firm may be referred to as "Party" or jointly as "Parties."

RECITALS

WHEREAS, on August 7, 2025, the City and Firm entered an On-Call Professional Services Contract where the Firm would provide certain on-call engineering services related to water systems, including, master planning efforts, and design and construction related services ("Contract"); and

WHEREAS, pursuant to the conditions of the Contract, the City desires to engage the services of Firm for specific construction related services and intend to submit an On-Call Service Request; and

WHEREAS, the Parties desire to amend the Contract to update the Fee Schedule to reflect the services that the Firm will provide for the related On-Call Service Request.

AGREEMENT

NOW, THEREFORE, in consideration for the mutual promises herein, the Parties agree:

1. Amendment of Exhibit A.2. The Parties hereby replace all prior versions of the Fee Schedule in their entirety with *Exhibit A.2* attached to this First Amendment.

2. All other terms and conditions of the Contract, except to the extent amended herein, remain in full force and effect.

3. The Recitals included in this First Amendment are incorporated herein.

4. Each Party warrants that it has authority to enter the Contract and perform its obligations hereunder, and that it has taken all actions necessary to enter into the Contract.

IN WITNESS WHEREOF, the Parties hereto have executed this First Amendment.

Docusign Envelope ID: 055FBCBC-EB81-40FA-9111-4E3E318EDB49

IN WITNESS WHEREOF, the City and Contractor, by their duly authorized representatives, have executed this Contract effective as of the date of the last signature below.

CONTRACTOR

Signed by:
Brian Bernard
07A14844139E41C...
SIGNATURE

Brian Bernard
FULL NAME

4/17/2026
DATE SIGNED

CITY OF FLAGSTAFF

Signed by:
Joanne Keene
488BAC37E6364C7...
SIGNATURE

City Manager
TITLE

Joanne Keene
FULL NAME

4/17/2026
DATE SIGNED

ATTEST:

Signed by:
Stacy Saltzburg
8C95EB0863D1441...
SIGNATURE

City Clerk
TITLE

Stacy Saltzburg
FULL NAME

4/17/2026
DATE SIGNED

APPROVED AS TO FORM:

Signed by:
Christina Kinnear
22D0FAFBF1354FB...
SIGNATURE

City Attorney's Office
TITLE

Christina Kinnear
FULL NAME

4/17/2026
DATE SIGNED

Docusign Envelope ID: 055FBCBC-EB81-40FA-9111-4E3E318EDB49

Exhibits List

A - Exhibit A.2

Docusign Envelope ID: 055FBCBC-EB81-40FA-9111-4E3E318EDB49

Exhibit A

Exhibit A.2

Docusign Envelope ID: 055FBCBC-EB81-40FA-9111-4E3E318EDB49

CAROLLO ENGINEERS, INC.
FEE SCHEDULE – CA&I SERVICES

As of January 1, 2025

Billing Classification	Hourly Rate
Engineers/Scientists	
Project Principal	$ 335.00
Senior Technical Advisor	$ 320.00
Project Manager	$ 305.00
Assistant Project Manager	$ 285.00
Resident Project Representative	$ 264.00
Senior Professional	$ 260.00
Inspector	$ 254.00
Supervising Professional	$ 235.00
Resident Engineer	$ 229.00
Staff Professional	$ 220.00
Professional	$ 170.00
Assistant Professional	$ 145.00
Technicians	
Lead Designer	$ 235.00
Designer	$ 215.00
Senior CADD Technician	$ 195.00
CADD Drafter	$ 167.00
Assistant CADD Technician	$ 145.00
Support Staff	
Graphics / Lead Document Processor	$ 165.00
Construction Administrative Assistant	$ 156.00
Document Processor / Clerical	$ 130.00

Other Direct Expenses	
Travel and Subsistence	Cost + 10%
Mileage	$0.70 per mile
Subconsultant	Cost + 10%
Other Direct Cost	Cost + 10%
Expert Witness	Hourly Rate x 2.0

This fee schedule is subject to annual revisions due to labor adjustments.

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Sarah Langley, Public Affairs Director

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Ratification of Letter of Support: Inclusion of SNAP funding and flexibility in 2026 Farm Bill

STAFF RECOMMENDED ACTION:

Retroactively approve the letter.

Executive Summary:

In late April, 2026 House of Representatives passed a version of the 2026 Farm Bill which cements cuts to the SNAP program and sent it to the Senate for consideration. The City issued a letter of support for inclusion of SNAP funding and flexibility in 2026 Farm Bill to members of the Senate Committee on Agriculture, Nutrition and Forestry. This letter is in line with the City's federal legislative priority on Federal Social Protection Programs.

Financial Impact:

None

Policy Impact:

None

Previous Council Decision or Community Discussion:

Approval of the 2026 Federal Legislative Priorities, including a priority on Federal Social Protection Programs.

Options and Alternatives to Recommended Action:

N/A

Background and History:

N/A

Connection to PBB Priorities and Objectives:

N/A

Connection to Regional Plan:

N/A

Connection to Carbon Neutrality Plan:

N/A

Connection to 10-Year Housing Plan:
N/A

Connection to Division Specific Plan:
N/A

Attachments: SNAP letter of support

CITY OF
FLAGSTAFF

FLAGSTAFF CITY COUNCIL
211 West Aspen Avenue, Flagstaff, Arizona 86001
Main Line: 928-213-2000
Website: https://www.flagstaff.az.gov

May 4, 2026

Chairman John Boozman & Ranking Member Amy Klobuchar
Senate Committee on Agriculture, Nutrition & Forestry
328A Russell Senate Office Building
Washington, DC 20510

RE: Restoration of SNAP funding

Dear Chairman Boozman and Ranking Member Klobuchar,

I am writing as the Mayor or Flagstaff, Arizona to respectfully urge the restoration of Supplemental Nutrition Assistance Program (SNAP) funding and the inclusion of additional time and flexibility for states in the Farm, Food, and National Security Act of 2026.

Across the country, SNAP remains one of the most effective tools for reducing hunger, supporting children and families, stabilizing household budgets, and strengthening local economies. Any reduction or interruption in SNAP resources has immediate and far-reaching consequences, especially for vulnerable households already balancing high food, housing, and transportation costs.

In Arizona, the effects of recent policy changes have been especially severe. Since the passage of H.R. 1, more than 400,000 Arizonans, including 180,000 children, have lost their SNAP benefits. This amounts to a staggering 47 percent decrease in enrollment and the largest drop of any state in the nation. At the same time, the current drafted legislation would require states to maintain a SNAP payment error rate below 6%. Although Arizona's rate of 8.8% is below the national average, the new threshold requires significant and rapid administrative changes. Without adequate time and resources to make these adjustments, Arizona could face federal penalties totaling up to $195.4 million in just two years, which is more than double the state's total cost to operate the program.

I respectfully ask that you support full restoration of SNAP funding in the Farm, Food, and National Security Act of 2026 and champion amendments that treat all states equally and provide reasonable timelines and flexibility to successfully implement changes.

Thank you for your consideration of this critical issue and for your continued service.

Sincerely,

Becky Daggett

Becky Daggett
Mayor of Flagstaff, on behalf of the Flagstaff City Council

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Jessica Kittleson, Customer Service Director

Co-Submitter: Rick Tadder

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Consideration and Adoption of Resolution No. 2026-19 and Ordinance No. 2026-11: a resolution declaring as a public record that certain document filed with the city clerk and entitled "2026 Short-Term Rental Code Updates; and an ordinance amending the Flagstaff City Code, Title 3 Business Regulations, but adopting by reference that certain document entitled "2026 Short Term Rental Code Updates"; providing for penalties, repeal of conflicting ordinances, severability, authority for clerical corrections, and establishing an effective date

STAFF RECOMMENDED ACTION:

1. Adopt Resolution No. 2026-19
2. Read Ordinance No. 2026-11 by title only for the final time
3. City Clerk reads Ordinance No. 2026-11 by title only (if approved above)
4. Adopt Ordinance No. 2026-11

Executive Summary:

The City of Flagstaff has monitored and regulated short-term rentals (STRs) since 2020. Staff is recommending key changes to more closely align with state law regulatory options and to address ongoing compliance challenges. These include increasing the license fee to the state maximum of $250, requiring liability insurance and background checks, implementing fire safety requirements, and updating neighborhood notification requirements. A 60-day Notice of Proposed New Rates/Fees for Short-Term Rental License Fee and accompanying report was posted on the City website on March 18, 2026.

Financial Impact:

Proposed Fee Increase:
The ordinance increases the annual license fee to $250. The City anticipates approximately 1,100 STRs will receive licenses annually. The full cost recovery amount would be approximately $270 per license ($297,000 ÷ 1,100); however, the maximum rate allowable per statute is $250. This increase will generate additional revenue of approximately $71,500 annually.

Other City Code changes do not have a financial impact.

Policy Impact:

Increase regulation of short-term rentals within state regulatory authority.

Previous Council Decision or Community Discussion:

- April 23-24, 2020: Council directed staff at budget retreat to purchase Short-Term Rental monitoring technology.

- November 3, 2020: Council adopted Ordinance 2020-27 to establish the Short-Term Rental code.
- May 9, 2023: Council discussed Short-Term Rental code updates.
- July 3, 2023: Council adopted Ordinance 2023-16 for Short-Term Rental code and established an initial fee of $175.

Options and Alternatives to Recommended Action:

1. Adopt the ordinance and resolution as proposed.
2. Adopt the STR Fee increase and amend the STR code recommendations.
3. Do not adopt the ordinance and resolution.

Background and History:

Summary of Changes

The ordinance amends City Code Chapter 3-12 (Short-Term Rentals) and Chapter 3-10 (User Fees) to:

1. Definitions: Amends the definition of a "STR" to clarify it does not include a unit used for a nonresidential use (similar to existing language in the prohibited uses section of the code and conforming with state law). Adds definition of a "special event" as an event which requires a temporary use permit (on private property) or special event permit (on city property), for purposes of STR licensing.
2. Neighborhood Notifications: Aligns requirements with state law (A.R.S. § 9-500.39), which requires notification only before the first rental or when emergency contact information changes. Notification is limited to adjacent properties, not all surrounding neighbors. The City's STR mapping system provides ongoing public notification.
3. License Fee: Increases the annual fee from $185 to $250, the state law maximum.
4. Prohibited Uses: Adds provision from state law which allows the City to require that the STR owner reside on the property if there is an accessory dwelling unit (ADU) on the property that was issued a certificate of occupancy on or after September 14, 2024.
5. Insurance: Requires $500,000 minimum liability insurance or advertising through an online marketplace that provides equivalent coverage (state law maximum).
6. Background Checks: Requires owners or online marketplaces to conduct sex offender background checks on booking customers.
7. Posted Notice Requirements: Updates required postings to include winter parking restrictions, fire restrictions, solid waste collection information, and human trafficking hotline. Removes the STR complaint hotline (complaints are now filed online).
8. Fire Safety Requirements: Adds requirements for smoke alarms, carbon monoxide detectors, fire extinguishers, and clear egress paths consistent with residential building codes and hotel requirements.
9. Fire Watch During Restrictions: Requires owners to disable grills and fire sources during Stage 2 or higher fire restrictions to address documented issues with visitors being unfamiliar with local fire restrictions.

Key Considerations:

State Law Alignment: The proposed changes align with Arizona Revised Statutes § 9-500.39, which defines a STR, establishes the maximum license fee ($250), allows cities to require the owner of a STR to reside on the property where there is a new accessory dwelling unit, permits insurance requirements ($500,000 minimum), and allows background check requirements.

Definitions: Updates definition of STR to clarify it excludes a unit used for a nonresidential use per state law. Also, adds a definition of a "special event" as this is not defined by state law for purposes of STR licensing, to include an event requiring a temporary use permit (on private property) or special use permit (on city property).

Neighborhood Notifications: State law limits mandatory notification to properties immediately adjacent, across, and diagonally across from STRs, and only requires notification before the first rental or when emergency contact changes. This may result in inadequate neighbor awareness. The City's public STR mapping system provides comprehensive ongoing notification to all interested parties.

Accessory Dwelling Units: State law allows cities to require a STR owner to reside on site if there is an ADU with a certificate of occupancy issued on or after September 14, 2024 located on the property. Having the owner reside on site may help preserve local housing supply and with site control.

Fire Safety Justification: The wildfire risk in the Flagstaff area, combined with documented instances of STR guests being unfamiliar with or ignoring fire restrictions, justifies the requirement for owners to disable fire sources during Stage 2 or higher restrictions. The fire safety equipment requirements (smoke alarms, CO detectors, fire extinguishers, egress) are standard requirements for new residential construction and hotels.
Insurance Requirement: Most Arizona cities require STR insurance. AirBNB and VRBO each offer insurance for units advertised through their platforms (VRBO has a deductible). Standard homeowners' insurance does not cover STR use.
Background Check Requirement: Most Arizona cities require background checks for STR guests. The requirement is satisfied if the online marketplace (such as AirBNB or VRBO) performs the background check.

History

- 2016: Arizona SB 1350 preempted municipalities from prohibiting short-term rentals.
- 2019: The Flagstaff City Council expressed interest in regulating STRs but lacked regulatory authority under state preemption.
- April 2020: Council directed staff at the budget retreat to purchase STR monitoring technology to track STR activity in Flagstaff.
- September 2020: Council approved a contract with LodgingRev for STR monitoring software to identify STR properties and monitor compliance.
- January 2021: The City began requiring STR registration, though regulatory authority remained limited. At this time, 573 properties were identified as operating STRs in Flagstaff.
- February 2022: STR monitoring identified 750 properties operating as short-term rentals, representing 31% growth from January 2021.
- July 2, 2022: Arizona SB 1168 was signed into law, granting municipalities authority to require STR licensing and establish regulations for health, safety, and welfare purposes.
- October 11, 2022: Council directed staff to develop an STR licensing system utilizing the new state authority.
- April 2023: STR inventory reached 1,045 properties, representing 39% growth from February 2022.
- July 2023: Council adopted Ordinance No. 2023-20 establishing the STR licensing program with an initial license fee of $175. The ordinance included requirements for licensing, neighbor notification, emergency contacts, and enforcement provisions.
- October 2024: The City transitioned from LodgingRev to Deckard/Rentalscape for STR monitoring services.
- September 2024: A new state law became effective, adding A.R.S. § 9-461.18, which requires municipalities to allow for construction of accessory dwelling units (ADUs), and amending A.R.S. § 9-500.39 to allow municipalities to require a STR owner to reside on the property that contains an ADU with a certificate of occupancy was issued after September 14, 2024.
- Current Status (2026): The City's monitoring system has identified 1,119 STRs operating in Flagstaff. Of these, 1,055 have current or expired licenses, representing approximately 94% compliance with licensing requirements. The City's STR monitoring software maps all licensed STR locations and provides emergency contact information on a public webpage, serving as an effective ongoing neighborhood notification system.

Connection to PBB Priorities and Objectives:
• Safe and Healthy Community

Connection to Regional Plan:
Regional Plan Goal LU.7: Support tourism and visitor services while protecting residential character.

Connection to Carbon Neutrality Plan:
None

Connection to 10-Year Housing Plan:
Protect 1.1: Advocate to the State of Arizona to allow greater local control of vacation rentals and second homes.
There are many references to Short-Term Rentals in the 10-Year Housing Plan

Attachments: Res. 2026-19
2026 STR Code Updates
Ord. 2026-11
Short-Term Renal Fee Report
Presentation

RESOLUTION NO. 2026-19

A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL DECLARING AS A PUBLIC RECORD THAT CERTAIN DOCUMENT FILED WITH THE CITY CLERK AND ENTITLED *"2026 SHORT-TERM RENTAL CODE UPDATES"*

RECITALS:

WHEREAS, pursuant to A.R.S. § 9-802 a municipality may enact or amend provisions of the City Code by reference to a public record, provided that the adopting ordinance is published in full; and

WHEREAS, the City desires to update its short-term rental regulations.

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. In General.

That certain document known as *"2026 Short-Term Rental Code Updates"* attached hereto as Exhibit A is hereby declared to be a public record, and one (1) paper copy and one (1) electronic copy maintained in compliance with A.R.S. § 44-7041 shall remain on file with the City Clerk and kept available for public use and inspection.

PASSED AND ADOPTED by the City Council of the City of Flagstaff this 19th day of May, 2026.

_____
MAYOR

ATTEST:

_____
CITY CLERK

APPROVED AS TO FORM:

_____
CITY ATTORNEY

Exhibit A: 2026 Short-Term Rental Code Updates

2026 SHORT-TERM RENTAL CODE UPDATES

The Flagstaff City Code, Title 3 Business Regulations, Chapter 3-12 Short-Term Rentals is hereby amended by amending Sections 3-12-001-0004 License Application, 3-12-001-0007 Prohibited Uses, 3-12-001-0008 Advertisements, 3-12-001-0009 Posting on the Property, 3-12-001-0010 Neighbor Notifications, and adding new sections 3-12-001-0011, 3-12-001-0012, and 3-12-001-0013 to read as follows (additions are shown in capitalized, underlined text, and deletions are shown as stricken):

CHAPTER 3-12
SHORT-TERM RENTALS

SECTIONS:

3-12-001-0001 PURPOSE

3-12-001-0002 DEFINITIONS

3-12-001-0003 LICENSE REQUIRED

3-12-001-0004 LICENSE APPLICATION

3-12-001-0005 LICENSE TERM, RENEWAL

3-12-001-0006 EMERGENCY POINT OF CONTACT

3-12-001-0007 PROHIBITED USES

3-12-001-0008 ADVERTISEMENTS

3-12-001-0009 POSTING ON THE PROPERTY

3-12-001-0010 NEIGHBOR NOTIFICATION

3-12-001-0011 ~~RESERVED~~ INSURANCE REQUIRED

3-12-001-0012 ~~RESERVED~~ BACKGROUND CHECKS REQUIRED

3-12-001-0013 ~~RESERVED~~ PUBLIC SAFETY AND PROTECTION OF PROPERTY

3-12-001-0014 LICENSE SUSPENSIONS

3-12-001-0015 PENALTIES FOR VERIFIED VIOLATIONS

3-12-001-0016 ENFORCEMENT

3-12-001-0017 HEARING PROCEDURES

3-12-001-0001 PURPOSE

The purpose of the short-term rental (STR) regulations is to protect the health, safety, and welfare of the community and visitors. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0002 DEFINITIONS

For purposes of this chapter:

"City business day" means a day that City Hall is open for business.

"Emergency point of contact" means the owner or individual designated by the owner to: (1) serve as the local twenty-four (24) hour emergency point of contact for the short-term rental; and (2) respond to complaints and emergencies relating to the short-term rental in a timely manner.

"Nonresidential use" means any use that is not permitted in a residentially zoned district of the City.

"Online lodging marketplace" has the same meaning prescribed in A.R.S. Section 42-5076 and generally means a person that provides a digital platform for compensation through which an unaffiliated third party offers to rent lodging accommodations in this State to an occupant, including a transient.

"Online lodging operator" has the same meaning as prescribed in A.R.S. Section 42-5076 and means a person that is engaged in the business of renting to an occupant, including a transient as defined in A.R.S. Section 42-5070, any lodging accommodation in this State offered through an online lodging marketplace.

"Owner" means any person who, alone or with others, has title or interest in a property, dwelling unit, or portion thereof, with or without actual possession of the short-term rental.

"Owner's designee" means any person or persons with the charge, care, or control of any property, dwelling unit, or portion thereof and includes the "emergency point of contact."

"Person" means any individual, public entity, firm, corporation, partnership, limited liability company, trust, association, or any other entity of any kind.

"Short-term rental" or "STR" means:

A. Any individually or collectively owned single-family or one (1) to four (4) family house or dwelling unit, accessory dwelling unit, or any unit or group of units in a condominium or cooperative that is also a transient public lodging establishment or owner-occupied residential home offered for transient use if the accommodations are not classified for property taxation under A.R.S. Section 42-12001. A short-term rental shall also include a dwelling unit in a multiple-family development offered for rent as transient lodging. Each unit that is separately leased is an STR.

B. A STR DOES NOT INCLUDE A UNIT THAT IS USED FOR ANY NONRESIDENTIAL USE, INCLUDING RETAIL, RESTAURANT, BANQUET SPACE, EVENT CENTER, OR ANOTHER SIMILAR USE, OR ANY USE THAT REQUIRES AN EVENT PERMIT OR LICENSE. A short-term rental does not include a timeshare managed pursuant to A.R.S. Section 33-2201 et seq.

“SPECIAL EVENT,” FOR PURPOSES OF THIS CHAPTER, MEANS ANY EVENT THAT REQUIRES A TEMPORARY USE PERMIT (FOR USE OF PRIVATE PROPERTY), OR A SPECIAL EVENT PERMIT (FOR USE OF CITY PROPERTY).

"Transaction privilege tax license" is the license issued by the State of Arizona pursuant to A.R.S. Title 42.

"Transient" means any person who either at the person’s own expense or at the expense of another obtains lodging space or use of lodging space on a daily or weekly basis, or any other basis for less than thirty (30) consecutive days.

"Verified violation" means a final adjudication finding of guilt or civil responsibility for violating any State law or City Code provision relating to a purpose prescribed in A.R.S. Section 9-500.39(B) or (K) that has been finally adjudicated (a final decision of a court or administrative hearing officer with no further right of appeal).

"Written notice" includes but is not limited to a written notice sent by electronic means, United States certified mail, return receipt requested, or hand delivery to the address on file for the STR. If written notice is served by electronic means, it is deemed received on the date sent. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0003 LICENSE REQUIRED

A. License Required. It is unlawful to rent or offer to rent a short-term rental (STR) without having first obtained a valid STR license issued under this chapter. A separate license is required for each STR.

B. Prima Facie Evidence. Representations or advertisements including online listings that reference the property, house or dwelling unit location within the City as available for transient lodging is prima facie evidence that an owner is offering to rent or operating an STR in the City.

C. Violations. In addition to any penalty or fine that may be imposed under Section 3-12-001-0015 (Penalties for Verified Violations), the owner shall immediately cease operations of the STR until a valid license is obtained. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0004 LICENSE APPLICATION

A. License Applications. The owner of an STR shall apply for a license on an application form supplied by the City. The City Management Services Director may require use of an online licensing system. The application must be signed by the applicant and shall contain the following information:

1. The physical address of the STR property.

2. The name, address, email address, and telephone number of the owner of the STR. If the property owner is an entity, the legal name of the entity and its state of incorporation. The owner's email address and telephone number will not be public information when the owner is not the emergency point of contact, unless disclosure is required by law.

3. The name, address, email address, and telephone number of the owner's designee, if any.

4. The name, address, email address, and twenty-four (24) hour telephone number of the individual who will serve as the emergency point of contact. The emergency point of contact shall be public information.

5. The transaction privilege tax ("TPT") license number issued for the STR by the State of Arizona, including the location code (where applicable).

6. A statement that the owner acknowledges and agrees that the owner shall comply with all applicable laws, regulations, and ordinances in operating the STR.

7. A statement that the owner and each owner designee is not a registered sex offender, has not been convicted of any felony act that resulted in death or serious physical injury, and has not been convicted of any felony use of a deadly weapon within the past five (5) years.

8. A statement that the owner shall timely complete the neighborhood notification required under Section 3-12-001-0010. AND PROVIDE: (1) THE COMPLETE ADDRESS OF EACH PROPERTY TO BE NOTIFIED; (2) THE MANNER IN WHICH THE OWNER WILL PROVIDE WRITTEN NEIGHBORHOOD NOTIFICATION.

109. A license fee in the amount established in Chapter 3-10, User Fees. The license fee is nonrefundable, shall not be prorated, and is for an entire year, regardless of whether or not the STR is operated for an entire year.

1110. Proof of lawful presence in the United States in accordance with A.R.S. Sections 1-502 and 41-1080, unless exempted by A.R.S. Section 41-1080(B).

1211. The application may request that the owner of the STR voluntarily indicate whether the STR is owner occupied.

B. License Approval. The City shall promptly issue or deny an STR license after receipt of a complete application.

C. License Denial. The City may deny an STR license for any of the following reasons:

1. The applicant failed to provide the required application information;

2. The applicant failed to pay the license fee;

3. The applicant provided false information;

4. The owner or owner's designee: (a) is a registered sex offender; (b) has been convicted of any felony act that resulted in death or serious physical injury; or (c) has been convicted of any felony use of a deadly weapon within five (5) years of submitting the application; or

5. At the time of application, the owner has a suspended license for the same STR.

D. Notice of Denial and Appeals. City Code Compliance Manager shall give written notice of the license denial of an application to the applicant. The notice shall inform the applicant of the right to appeal the denial to the City Manager within ten (10) calendar days and request a hearing pursuant to Section 3-12-001-0017 (Hearing Procedures).

E. Violations. In addition to any other penalty imposed under Section 3-12-001-0015 (Penalties for Verified Violations), the City may impose a civil penalty of one thousand dollars ($1,000.00) per month against the owner if the owner or owner's designee fails to apply for a license within thirty (30) days after receiving written notice of the failure to comply with licensing requirements. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0005 LICENSE TERM, RENEWAL

A. License Term. An STR license issued under this chapter shall be valid for one (1) year from the date of issuance unless suspended or revoked.

B. Renewal. The owner shall apply for an STR license renewal and pay a renewal license fee via the STR license account.

C. Nontransferable. An STR license is nontransferable and nonassignable.

D. License Information on File. The owner shall maintain current and accurate information in its online STR license account. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0006 EMERGENCY POINT OF CONTACT

A. Response Time. When requested by a police officer, the emergency point of contact must be on the STR premises, or be available over the phone or text, within sixty (60) minutes of the request related to an emergency that requires police response. For purposes of this section, an emergency includes but is not limited to securing a crime scene, cleanup of a biohazard, cleanup of hazardous materials, or any other circumstances requiring immediate action to protect public health and safety, or property.

B. Violations. In addition to any other penalty imposed under Section 3-12-001-0015 (Penalties for Verified Violations), the City may impose a civil penalty of one thousand dollars ($1,000.00) against the owner for every thirty (30) days the owner fails to provide or maintain current emergency point of contact information on file with the City as required by Section 3-12-001-0004(A)(4). The City shall provide at least thirty (30) days' written notice to the STR owner before imposing the initial civil penalty. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0007 PROHIBITED USES

A. Prohibited Uses. No person may use an STR for any of the following:

1. Nonresidential uses including for a special event that would otherwise require a permit or license pursuant to a City or Town ordinance or a State law or rule or for a retail, restaurant, banquet space or other similar use.

2. Housing sex offenders, sex trafficking, operating or maintaining a sober living home, selling illegal drugs, liquor control violations, producing pornography, obscenity, nude or topless dancing and other adult oriented businesses.

3. Any other use that violates applicable laws, including but not limited to local zoning, building and fire codes, CURRENT FIRE RESTRICTIONS, health and sanitation, and noise regulations.

B. AFFECT OF ACCESSORY DWELLING UNIT. THE OWNER OF A STR SHALL RESIDE ON THE PROPERTY AS THE OWNER'S PRIMARY RESIDENCE IF THE PROPERTY CONTAINS AN ACCESSORY DWELLING UNIT AND IF A CERTIFICATE OF OCCUPANCY WAS ISSUED FOR THE ACCESSORY DWELLING UNIT BY THE CITY ON OR AFTER SEPTEMBER 14, 2024.

C.~~B.~~ Prima Facie Evidence. Representations or advertisements including online listings that advertise one (1) of the prohibited uses under this section OR USE IN VIOLATION OF THIS SECTION that reference an STR located within the City is prima facie evidence that an STR is operating in violation of this section.

D.~~C.~~ Nothing herein shall be construed to prohibit a group home for persons with disabilities as allowed by the Americans with Disabilities Act. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0008 ADVERTISEMENTS

The owner shall display the City short-term rental license number on each advertisement for the STR. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0009 POSTING ON THE PROPERTY

The owner of the STR shall display a notice inside the STR within ten (10) feet of the primary entrance to the STR. The notice will INCLUDE THE FOLLOWING INFORMATION ~~read as follows~~:

NOTICE

It is unlawful to use this property for any nonresidential use, special events that otherwise require a permit or license, retail business, restaurant, event center, banquet hall or other uses prohibited by Flagstaff City Code 3-12-001-0007 (Prohibited Uses).

IT IS UNLAWFUL TO PARK VEHICLES ON CITY STREETS FROM MIDNIGHT TO 7:00 A.M. FROM NOVEMBER 1 TO APRIL 1, PER FLAGSTAFF CITY CODE SECTION 9-01-001-0003.E.7

IT IS UNLAWFUL TO USE AN OUTDOOR FIRE PIT, OPEN FLAME BARBECUE OR GRILL IN VIOLATION OF CURRENT FIRE RESTRICTIONS. SEE CITY WEBSITE FOR CURRENT FIRE RESTRICTIONS: [INSERT CURRENT WEB ADDRESS]

WASTE AND RECYCLING CONTAINERS SHALL BE PLACED CURBSIDE BY 6:00 A.M. ON THE DAY OF COLLECTION, AND SHALL BE REMOVED FROM CURBSIDE ON THE SAME DAY AS THE CONTAINER IS SERVICED, PER FLAGSTAFF CITY CODE SECTION 7-04-001-0008.D.5.

Emergency Contact: (name and phone number)

~~City Complaints Hotline #:~~

City Short-Term Rental License #:

The City Management Services Director may include additional information in the notice related to the STR or City contact information, INCLUDING BUT NOT LIMITED TO LOCAL REGULATIONS AND HUMAN TRAFFICKING HOTLINE INFORMATION. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0010 NEIGHBOR NOTIFICATION

A. Neighbor Notification. Prior to offering an STR for rent for the first time, the owner shall provide neighbor notification to each single-family residential property adjacent to the STR, directly across from the STR~~, directly behind the STR~~, diagonally across the street of the STR, ~~and diagonally behind the STR (touching a point on the adjacent STR property)~~. Prior to offering an STR located within a multifamily residential building, the owner shall provide neighbor notification to residents on the same building floor as the STR~~, and the units directly above and below the STR~~. The neighbor notification shall be provided in writing in the form required by the City and shall include the following information:

1. The STR license number issued by the City;

2. The physical address of the STR; and

3. The name, physical address, email address, and twenty-four (24) hour telephone number of the emergency point of contact.

B. Attestation of Compliance. UPON REQUEST OF THE CITY, ~~Upon completion of the neighborhood notification, the~~ THE OWNER ~~licensee~~ shall submit to the City an attestation of compliance which shall include: (1) the address of each property notified; (2) a description of the manner IN which the owner chose to provide notification to each property so notified; (3) the name and contact information of the person attesting to compliance; AND (4) THE DATE(S) THAT NOTIFICATION WAS COMPLETED. ~~The attestation submittal date shall be prima facie evidence as to the date the neighborhood notification was completed.~~

C. Additional Neighbor Notifications. The owner shall provide an additional neighbor notification within ten (10) days after any change in the emergency point of contact on file with the City ~~and at time of license renewal~~. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0011 ~~RESERVED~~ INSURANCE REQUIRED

PRIOR TO OFFERING OR RENTING A SHORT-TERM RENTAL FOR RENT, OWNER SHALL OBTAIN LIABILITY INSURANCE APPROPRIATE TO COVER THE SHORT-TERM RENTAL IN THE AGGREGATE

OF AT LEAST FIVE HUNDRED THOUSAND DOLLARS ($500,000.00) OR ADVERTISE AND OFFER THE SHORT-TERM RENTAL THROUGH AN ONLINE LODGING MARKETPLACE THAT PROVIDES EQUAL OR GREATER COVERAGE.

3-12-001-0012 ~~RESERVED~~ BACKGROUND CHECKS REQUIRED

A. NO LATER THAN TWENTY-FOUR (24) HOURS BEFORE EVERY STAY THE OWNER OR OWNER'S DESIGNEE SHALL PERFORM A BACKGROUND CHECK ON THE PERSON BOOKING A SHORT-TERM RENTAL THROUGH THE ONLINE NATIONAL SEX OFFENDER PUBLIC WEBSITE OPERATED BY THE UNITED STATES DEPARTMENT OF JUSTICE IS NOT IDENTIFIED AS A SEX OFFENDER.

B. THE OWNER OR OWNER'S DESIGNEE SHALL RETAIN A RECORD (EITHER IN HARD COPY OR ELECTRONIC FORM) OF THE BACKGROUND CHECK ON THE PERSON BOOKING THE PROPERTY FOR TWELVE (12) MONTHS AFTER THE BOOKING DATE. RECORDS OF EACH BACKGROUND CHECK SHALL BE MADE AVAILABLE FOR INSPECTION BY THE CITY UPON DEMAND DURING NORMAL BUSINESS HOURS.

C. THE REQUIREMENTS OF SUBSECTIONS (A) AND (B) ABOVE ARE SATISFIED AND/OR WAIVED IF THE ONLINE LODGING MARKETPLACE ON WHICH THE SHORT-TERM RENTAL IS ADVERTISED PERFORMS THE BACKGROUND CHECK.

D. THE FAILURE OF AN ONLINE LODGING MARKETPLACE TO CONDUCT A BACKGROUND CHECK SHALL NOT RELIEVE THE OWNER OF LIABILITY UNDER THIS SECTION.

3-12-001-0013 ~~RESERVED~~ PUBLIC SAFETY AND PROTECTION OF PROPERTY

A. SMOKE ALARMS.

1. EACH SHORT-TERM RENTAL (STR) SHALL BE EQUIPPED WITH PROPERLY FUNCTIONING SMOKE ALARMS THAT INCLUDE BATTERY BACKUP AND ARE INSTALLED IN ACCORDANCE WITH MANUFACTURER SPECIFICATIONS. SMOKE ALARMS SHALL BE INSTALLED AND MAINTAINED IN ALL OF THE FOLLOWING LOCATIONS:

   a. ON THE CEILING OR WALL OUTSIDE EACH SEPARATE SLEEPING AREA, IN THE IMMEDIATE VICINITY OF BEDROOMS.

   b. WITHIN EACH ROOM USED FOR SLEEPING PURPOSES.

   c. ON EVERY STORY OF THE DWELLING UNIT, INCLUDING BASEMENTS, BUT EXCLUDING CRAWL SPACES AND UNINHABITABLE ATTICS.

2. ALL SMOKE ALARMS SHALL BE TESTED REGULARLY AND MAINTAINED IN OPERABLE CONDITION AT ALL TIMES.

B. CARBON MONOXIDE DETECTION.

1. CARBON MONOXIDE (CO) DETECTORS SHALL BE INSTALLED IN EACH STR THAT CONTAINS A FUEL-BURNING APPLIANCE, FUEL-BURNING FIREPLACE, OR AN ATTACHED GARAGE. FOR PURPOSES OF THIS SECTION, FUEL-BURNING APPLIANCES INCLUDE, BUT ARE NOT LIMITED TO, THOSE USING NATURAL GAS, PROPANE, WOOD, OR SIMILAR FUELS.

2. CO DETECTORS SHALL BE INSTALLED AND MAINTAINED IN THE FOLLOWING LOCATIONS:

a. OUTSIDE EACH SEPARATE SLEEPING AREA, IN THE IMMEDIATE VICINITY OF BEDROOMS.

b. WITHIN EACH SLEEPING UNIT.

3. CO DETECTORS SHALL BE TESTED REGULARLY AND MAINTAINED IN OPERABLE CONDITION AT ALL TIMES.

C. FIRE EXTINGUISHERS

1. EACH STR SHALL BE EQUIPPED WITH AT LEAST ONE FIRE EXTINGUISHER WITH A MINIMUM RATING OF 2-A:10-B:C. FIRE EXTINGUISHERS SHALL BE:

a. PROPERLY MOUNTED IN A VISIBLE AND READILY ACCESSIBLE LOCATION, OR CLEARLY MARKED TO INDICATE THEIR LOCATION;

b. MAINTAINED IN ACCORDANCE WITH APPLICABLE FIRE CODES AND MANUFACTURER RECOMMENDATIONS; AND

c. SERVICED, INSPECTED, AND TAGGED AT LEAST ANNUALLY, OR IMMEDIATELY AFTER EACH USE.

D. MEANS OF EGRESS

1. EACH STR DWELLING UNITS SHALL MAINTAIN ADEQUATE MEANS OF EGRESS TO ENSURE SAFE AND RAPID EVACUATION IN THE EVENT OF AN EMERGENCY. IN MOST CASES, THIS REQUIRES A MINIMUM OF TWO DISTINCT AND UNOBSTRUCTED EXIT PATHS.

2. EACH MEANS OF EGRESS SHALL BE:

a. CONTINUOUSLY MAINTAINED IN A SAFE AND USABLE CONDITION;

b. KEPT FREE OF OBSTRUCTIONS AT ALL TIMES, INCLUDING BUT NOT LIMITED TO FURNITURE, STORAGE, DEBRIS, SNOW, AND ICE; AND

c. CLEARLY IDENTIFIABLE AND ACCESSIBLE TO OCCUPANTS.

E. FIRE RESTRICTIONS AND OUTDOOR COMBUSTION DEVICES

1. DUE TO THE ELEVATED WILDFIRE RISK IN THE FLAGSTAFF AREA, AND DOCUMENTED TRENDS INDICATING THAT VISITORS MAY BE UNFAMILIAR WITH OR FAIL TO COMPLY WITH LOCAL FIRE RESTRICTIONS, THE OWNER OR THE OWNER'S DESIGNEE SHALL TAKE PROACTIVE MEASURES TO PREVENT UNAUTHORIZED OPEN-FLAME USE:

a. DURING PERIODS WHEN STAGE 2 OR HIGHER FIRE RESTRICTIONS ARE IN EFFECT, THE OWNER OR OWNER'S DESIGNEE SHALL REMOVE, DISABLE, OR SECURELY LOCK ANY FIRE PIT, OPEN-FLAME BARBECUE OR GRILL TO RENDER SUCH DEVICES INOPERABLE.

b. SUCH DEVICES MAY BE RESTORED TO USE ONLY WHEN FIRE RESTRICTIONS ARE REDUCED TO STAGE 1 OR STAGE 0.

2. GAS-FUELED APPLIANCES EQUIPPED WITH A FUNCTIONAL ON/OFF SWITCH AND DESIGNED FOR SAFE SHUTOFF ARE EXEMPT FROM THIS REQUIREMENT.

3-12-001-0014 LICENSE SUSPENSIONS

A. License Suspensions. The City may suspend an STR license for a period of up to twelve (12) months for any of the following:

1. Three (3) verified violations within a twelve (12) month period, not including any aesthetic, solid waste disposal or vehicle parking violation that is not also a serious threat to public health and safety.

2. One (1) verified violation that results in or constitutes any of the following:

a. A felony offense committed at or in the vicinity of an STR by the owner of the vacation rental or by the owner's designee;

b. A serious physical injury or wrongful death at or related to an STR resulting from the knowing, intentional or reckless conduct of the owner of the vacation rental or the owner's designee;

c. The owner of the STR or the owner's designee knowingly or intentionally housing a sex offender, allowing offenses related to adult-oriented businesses, sexual offenses, sex trafficking, or prostitution, or operating or maintaining a sober living home; or

d. The owner of the STR or the owner's designee knowingly or intentionally allowing the use of an STR for a special event that would otherwise require a permit or license pursuant to the City Code or a State law or rule or for a retail, restaurant, banquet space or other similar use.

B. Notice of License Suspension and Appeals. City shall give written notice of the license suspension to the owner of the STR. The notice shall inform the owner of the right to appeal the license suspension within ten (10) calendar days to the City Manager and request a hearing pursuant to Section 3-12-001-0017 (Hearing Procedures). An appeal under this section does not operate as a stay of the license suspension. This section is not applicable to actions for judicial relief brought pursuant to subsection (C) of this section.

C. Judicial Relief. Notwithstanding any attempted or completed felony act arising from the occupancy or use of an STR that results in a death, or actual or attempted serious physical injury, shall be grounds for judicial relief in the form of a suspension of the property's use as an STR for a period that shall not exceed twelve (12) months.

D. Authority. The City Attorney may initiate proceedings in the City Court or other court of competent jurisdiction to enforce this section. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0015 PENALTIES FOR VERIFIED VIOLATIONS

A. Penalties. Notwithstanding any other law or penalties assessed, the City may impose the following enhanced civil penalties upon the owner of an STR if the owner receives one (1) or more verified violations related to the same STR within a twelve (12) month period:

1. Five hundred dollars ($500.00) for the first verified violation.

2. One thousand dollars ($1,000.00) for the second verified violation.

3. Three thousand five hundred dollars ($3,500.00) for a third and any subsequent verified violation.

B. If multiple violations arise out of the same response to an incident at an STR, those verified violations are considered one (1) verified violation for the purpose of imposing a penalty.

C. If multiple violations under Section 3-12-001-0008 (Advertisements) for the same STR have occurred within a period of thirty (30) days, then, upon a showing that the STR has come into compliance with such section, those verified violations shall be considered as one (1) verified violation for the purpose of imposing a penalty.

D. If multiple violations under Section 3-12-001-0010 (Neighbor Notification) for the same STR have occurred within a period of thirty (30) days, then upon a showing that the STR has come into compliance with such

section, those verified violations shall be considered as one (1) verified violation for the purpose of imposing a penalty. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0016 ENFORCEMENT

A. Enforcement Authority. The City Manager, the City Police Department, City Code Compliance Manager, City Attorney or their designees are delegated authority to enforce this chapter.

B. Notice of Violation. The City may send a written notice of violation of any provision of this chapter to the owner or owner's designee. The notice of violation shall inform the owner of:

1. The nature of the violation(s).

2. The section(s) of the code alleged to have been violated.

3. Possible fines or penalties that may be assessed by the City.

4. The time for curing any deficiency or violation so as to avoid fines or penalties.

5. The right to appear at a hearing on a specific date and time to contest the notice of violation, fines, or penalties.

6. The effect of failure to timely request a hearing or appear.

   a. A failure of the person to request a hearing within ten (10) calendar days from receipt of the written notice of violation shall constitute a waiver of the right to a hearing or to challenge the validity of the City notice of violation and assessment of fines or penalties. The Hearing Officer may render a final decision notwithstanding the owner's failure to appear.

   b. Similarly, a failure of the person to request a hearing within ten (10) calendar days from receipt of the written notice of the denial or suspension of a license shall constitute a waiver of the right to a hearing or to challenge the validity of the denial or suspension of a license. The Hearing Officer may render a final decision notwithstanding the owner's failure to appear.

7. The hearing procedures, which are set forth in Section 3-12-001-0017 (Hearing Procedures).

C. Civil Offenses. Each violation of this chapter shall constitute a civil offense. Each day that a violation occurs shall be a separate offense. VIOLATIONS OF THIS CHAPTER ARE SUBJECT TO CIVIL PENALTIES

UNDER SECTION 3-12-001-0015 VERIFIED VIOLATION IN ADDITION TO PROVISIONS FOR LICENSE SUSPENSION.

D. Owner Liability. The failure of any owner's designee to comply with this chapter shall not relieve the owner of liability under this chapter.

E. Remedies Cumulative. The remedies in this chapter are cumulative and the City may proceed under one (1) or more such remedies. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

3-12-001-0017 HEARING PROCEDURES

A. Hearing Officer. The City Manager shall appoint an independent Hearing Officer to preside over any hearing under this chapter.

B. Hearing Date. Upon receipt of a timely appeal or request for a hearing, the Hearing Officer shall schedule a hearing to occur within thirty (30) days or as soon as practicable. The hearing date may be continued or rescheduled upon good cause shown.

C. Information Submittal. Each party shall submit the following to the Hearing Officer and to the opposing party at least ten (10) days prior to the scheduled hearing date:

1. Factual bases for contesting City's written notice of violation or decision;
2. List of persons expected to testify, and a brief summary of each person's expected testimony;
3. A list of and copy of all exhibits;
4. Notice as to whether the party will be represented by legal counsel at the hearing;
5. If desired, a request that the hearing be recorded by an electronic hearing device.

D. Informal Process. The hearing shall be conducted in an informal process to determine whether there is a sufficient factual and legal basis to support the City's notice of violation, fines to be imposed if any, or decision that is being appealed. The rules of evidence shall not apply; provided, however, that the decision of the Hearing Officer shall in all cases be based upon substantial and reliable evidence. All parties to the hearing shall have the right to present evidence and conduct cross-examination. The City shall present its case first. The Hearing Officer may issue orders as may be necessary or appropriate to fairly and efficiently determine the

truth and decide the case at hand. The Hearing Officer may ask questions. The City shall have the burden of establishing by a preponderance of the evidence that a violation has occurred or that its action was merited.

E. Final Decision. The Hearing Officer shall issue its written decision within thirty (30) days from the hearing date. The decision shall include factual findings. The decision of the Hearing Officer is final.

F. Waiver. A failure of the person who received written notice in compliance with the requirements of this chapter to timely request a hearing or the failure to appear at a scheduled hearing shall constitute a waiver of the right to a hearing or to challenge the validity of the City notice of violation or action. The Hearing Officer may render a final decision notwithstanding the person's failure to appear at the hearing. (Ord. 2023-16, Rep&ReEn, 07/03/2023 (Res. 2023-38))

***

The Flagstaff City Code, Title 3 Business Regulations, Chapter 3-10 User Fees is hereby amended by amending Sections 3-10-001-0008 License Fees to read as follows (additions are shown in capitalized, underlined text, and deletions are shown as stricken):

CHAPTER 3-10 USER FEES
SECTION 3-10-001-0008 LICENSE FEES

3-10-001-0008 License Fees

The user fees of the Management Services Division shall be as follows:

Fee Type	Fee per Each
Business license – annual	$8
Business license – renewal	$8
Business license – penalty failure to obtain/renew	50% of fee
Transient merchant approval	$0
Transaction privilege and use tax license (see Section 3-05-003-0320)	
Commercial ground transportation – per taxi	$38

Fee Type	Fee per Each
Commercial ground transportation – per motor coach	$38
Commercial ground transportation – annual renew	$8
Adult oriented business (see Section 3-08-001-0006)	
Adult oriented business renew (see Section 3-08-001-0006)	
Scavenger waste permit	$45
Short-term rental license – annual (see Chapter 3-12)	$250~~$175*~~
SHORT-TERM RENTAL LICENSE – FAILURE TO APPLY WITHIN 30 DAYS (SEE CHAPTER 3-12)	$1,000**

~~* Short-term rental license fee will increase by five dollars ($5.00) annually on November 1st, commencing in 2024.~~

(Ord. 2018-22, Amended, 06/19/2018; Ord. 2023-16, Amended, 07/03/2023 (Res. 2023-38); Ord. 2024-19, Amended, 07/03/2024 (Res. 2024-30))

ORDINANCE NO. 2026-11

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF FLAGSTAFF, AMENDING THE FLAGSTAFF CITY CODE, TITLE 3 BUSINESS REGULATIONS, BY ADOPTING BY REFERENCE THAT CERTAIN DOCUMENT ENTITLED *"2026 SHORT TERM RENTAL CODE UPDATES;"* PROVIDING FOR PENALTIES, REPEAL OF CONFLICTING ORDINANCES, SEVERABILITY, AUTHORITY FOR CLERICAL CORRECTIONS, AND ESTABLISHING AN EFFECTIVE DATE

RECITALS:

WHEREAS, the City may regulate short-term rentals to the extent allowed by A.R.S. Section 9-500.39; and

WHEREAS, the City desires to update its short-term rental regulations to protect the health, safety, and welfare of City residents and visitors; and

WHEREAS, the City desires to increase its licensing fee to help recover licensing costs and has published notice of a proposed new short-term rental licensing fee pursuant to A.R.S. Section 9-499.15.

ENACTMENTS:

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. In General.

That certain document known as "2026 Short-Term Rental Code Updates", one(1) paper copy and (1) electronic copy of which are on file in the office of the City Clerk of the City of Flagstaff, Arizona, has been declared a public record by Resolution No. 2026-19 of the City of Flagstaff, Arizona, and is hereby referred to, adopted and made a part hereof as if fully set out in this ordinance.

The Flagstaff City Code, Title 3 Business Regulations is hereby amended by amending Chapter 3-12 Short-Term Rentals and Chapter 3-10 User Fees, all as set forth in the 2023 Short-Term Rental Code.

SECTION 2. Penalties.

Any person found in violation of this ordinance shall be guilty of a civil infraction and shall be fined a sum of $500.00, $1,000.00, or $3,500.00 as set forth in the 2026 Short-Term Rental Code Updates (Chapter 3-12 of the Flagstaff City Code), and all other penalty clauses that are set forth in the Chapter 3-12. Any violation which is continuing in nature shall constitute a separate offense on each successive date the violation continues, unless otherwise provided.

SECTION 3. Repeal of Conflicting Ordinances.

All ordinances and parts of ordinances in conflict with the provisions of this ordinance or any part of the code adopted herein by reference are hereby repealed.

SECTION 4. Severability.

If any section, subsection, sentence, clause, phrase or portion of this ordinance or any part of the code adopted herein by reference is for any reason held to be invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions thereof.

SECTION 5. Clerical Corrections.

The City Clerk is hereby authorized to correct clerical and grammatical errors, if any, related to this ordinance, and to make formatting changes appropriate for purposes of clarity, form, or consistency with the Flagstaff City Code.

SECTION 6. Effective Date.

This Ordinance shall be effective July 1, 2026.

PASSED AND ADOPTED by the City Council of the City of Flagstaff this 19th day of May 2026.

_____
MAYOR

ATTEST:

_____
CITY CLERK

APPROVED AS TO FORM:

_____
CITY ATTORNEY

City of Flagstaff

Short-Term Rental License Fee Analysis – 2026

Executive Summary

The City Management Services Division has prepared a fee analysis for the Short-Term License Fee. The proposed fee is to recover the cost of licensing and management of short-term rental properties.

Staff intends to provide City Council with a recommendation for Short-Term Rental Licensing Fees at the May 5, 2026 and May 19, 2026 Council meetings. It is anticipated an Ordinance will be adopted with the new fee at the May 19, 2026 Council meeting with an effective date of July 1, 2026. The current Short-Term Rental License Fee is $185.00, established in September 2023. The proposed fee of $250.00 represents an increase of $65.00 per license.

Short-Term Rental License Fee Proposal

Staff Proposal

Staff has developed a licensing fee proposal that will meet the proposed cost considerations of managing the licensing and compliance for short-term rentals.

To develop the proposed licensing fee, staff looked at the staffing, software, and operational expenses as well as an indirect cost allocation for the program.

Cost of Service	Annual Costs
Personnel	$193,000
Software Services	$ 75,000
Operating Expenses	$ 1,700
Indirect Costs	$ 27,000
Total Cost of Service	$297,000

The City anticipates approximately 1,100 short-term rentals receiving a license on an annual basis. The full cost recovery amount would be approximately $270 per license ($297,000 ÷ 1,100); however, the is set at $250.00. Therefore, the Short-Term Rental License is recommended to be set at $250 for an annual license.

During adoption of the fee, the City Council may approve, disapprove, or modify the proposed rates or fees at that time.

Short-Term Rental (STR) Fee and Code Updates

May 5, 2026

TEAM FLAGSTAFF

WE MAKE THE CITY BETTER

Background and History

- **2016:** SB 1350 preempted municipalities from prohibiting STRs
- **Sept. 2020:** Council approved STR management software
- **Jan. 2021:** City required registration of STRs (no fee) 573 STRs identified
- **July 2022:** SB 1168 allowed for STR licensing (fee and limited local authority)
- **July 2023:** Council adopted STR licensing code and fee
- **September 2024:** HB 2720 required municipalities to allow accessory dwelling units (ADUs) in residential areas; a STR owner may be required to reside on with an ADU with a Certificate of Occupancy issued on or after Sept. 14, 2024
- **October 2025**: Public facing map of STR locations and emergency contacts
- **March 2026:** 1,119 identified STRs; 1,055 licensed; 94% compliance

STRs Current State

Public Facing Portal

RENTALSCAPE

Short-Term Rental (STR)
Public Portal

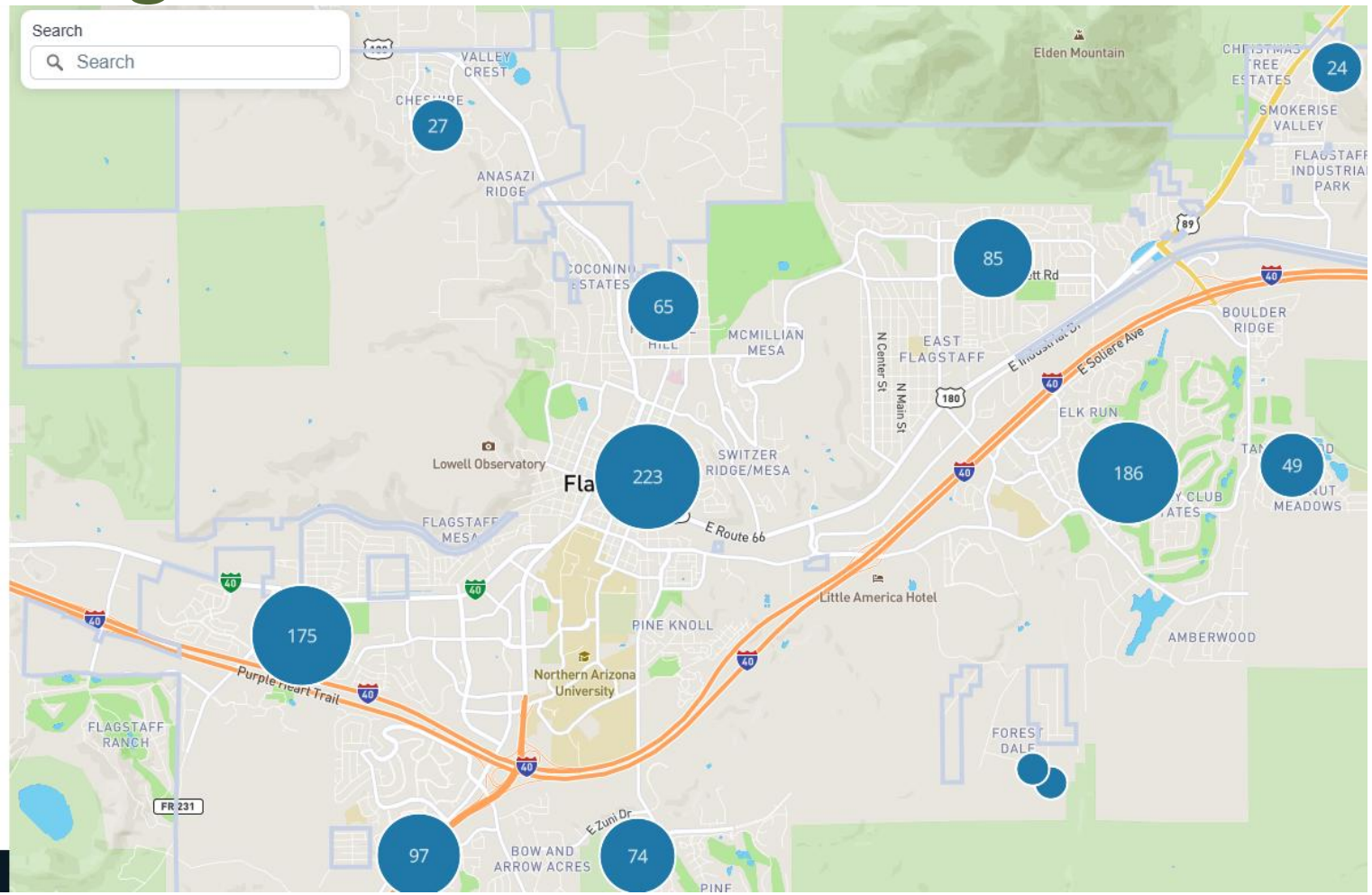
Program Stats

- **1007** Licensed Short-Term Rental properties

Useful Links

- City of Flagstaff website
- Complaint Portal link

Powered By:



October 2025:
Public facing map of all licensed STR's- includes emergency contacts

Direct link to complaint portal where citizens can report issues occurring at STRs and report unlicensed properties

Complaints

Total Complaints: 307 (November 2024 - March 2026)

- **Noise** - 117 (38%) - Most common issue
- **Other** - 102 (33%) - Various miscellaneous issues/fire safety/combined concerns
- **Trash** - 73 (23%) – Trash
- **Parking** - 71 (23%) - Parking concerns
- **Number of Guests** - 40 (13%) - Occupancy concerns
- **Illegal Rental** – 38 (12%) - Unlicensed operations

Complaint Distribution by Location

Out of **1,119 total identified STRs** in Flagstaff:

- **No complaints:** 1,018 STR locations (91.0%)
- **One complaint only:** 70 STR locations (6.3%)
- **Multiple complaints:** 31 STR locations (2.8%)
- **Unique addresses with complaints:** 101 (9.0% of all STRs)

Among the 31 properties with multiple complaints:

- 9 properties: 2 complaints each
- 8 properties: 3-5 complaints
- 7 properties: 6-10 complaints
- 6 properties: 11-20 complaints
- 1 property: 50 complaints

This data supports the need for enhanced fire safety, posting, and background check requirements in the proposed ordinance amendments, as these address many of the root causes of documented complaint patterns.

Summary of Key Changes

License Fee & Financial

- **Increase annual fee from $185 to $250 *(state maximum)***
- **Total cost of service: $296K annually *(City fee analysis)***

Definitions/Uses

- **Define STR to exclude units used for nonresidential use, define special event *(a prohibited use)***
- **Require STR owner to reside on property if it contains an accessory dwelling unit with certificate of occupancy issued on or after September 14, 2024 *(allowed by state law)***

Neighborhood Notification

- **Updated to align with state law requirements *(City's public STR mapping system also provides notice)***

Insurance & Background Checks

- **$500K minimum liability insurance required *(Owner/online platform responsibility)***
- **Background checks on booking customers *(Owner/online platform responsibility)***

Updated Posting Requirements

- **Add winter parking, fire restrictions, waste collection info**
- **Add human trafficking hotline; remove complaint hotline**

Fire Safety and Public Protection

- **Fire Safety Equipment Requirements**
  - Smoke alarms in sleeping areas and all floors
  - Carbon monoxide detectors near bedrooms
  - Fire extinguishers (2-A:10-B:C minimum)
  - Clear egress paths maintained at all times
  - *Standards consistent with fire code requirements* ~~*residential building codes and hotel requirements*~~

- **Fire Restrictions (Stage 2+)**
  - Owner must disable fire pits, open-flame grills during Stage 2+ restrictions
  - Addresses documented issues with visitors unfamiliar with local fire rules
  - *Standards critical due to elevated wildfire risk in Flagstaff area*

Staff Recommendation

- **Key Benefits:**
  - Enhanced fire and public safety protections
  - Alignment with state law requirements and within regulatory limits
  - Improved cost recovery for City services
- **Staff Recommended Action:**
  - Amend City Code Chapter 3-12 (Short-Term Rentals) and Chapter 3-10 (User Fees)
- **Questions?**

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Jana Weldon, Beautification Arts & Sciences Program Manager

Co-Submitter: David McIntire

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Consideration and Approval of Contract Addendum to Contract No. 2025-176: to adopt Creative Flagstaff FY27 Scope of Work and Price.

STAFF RECOMMENDED ACTION:

1. Approve the Contract Addendum with Creative Flagstaff to establish the FY Scope of Work and price of $1,011,250.00.
2. Authorize the City Manager to execute all necessary documents.

Executive Summary:

In 2025 the City entered into a contract with Flagstaff Arts Council doing business as Creative Flagstaff (Contractor). Contractor serves both as a Grant Making Agency (GMA), and as a Lead Arts Agency (LAA) on behalf of the City. The GMA provides a competitive process for the arts community to apply for grants. The LAA activities focus on elevating the arts in Flagstaff through educational workshops, events, and exhibitions.

Each year the City Council is asked to approve an addendum to the Contract, to establish a specific scope of work and budget for the upcoming fiscal year. The proposed addendum includes the following:

For FY27 GMA activities, the arts, culture, and sciences grants, which are passed through to the non-profits for operating and project support, the budget is $675,000. The grant administration fee is 15% or $101,250, an industry standard. Total budget is $776,250. Changes from FY26 include:

- The grant funding for ARTx decreased for FY27 from $125,000 to $50,000. ARTx as a larger festival is a biennial. In off years like FY27, smaller scope events will occur at First Friday Art Walks and venues such as the Arboretum.
- Grants for General Operating Support increased from $490,000 to $500,000. Grants for Capacity Building and Innovation Projects remained constant at $125,000.
- Changes to the application process to streamline and reflect best practices.

For FY27 LAA activities, the budget is $234,600. The specific plans and activities are outlined in the addendum (attached). Changes from FY26 include:

- Leadership for ARTx decreased for FY27 from $100,000 to $50,000. ARTx as a larger festival is a biennial. In off years like FY27, smaller scope events will occur at First Friday Art Walks and venues such as the Arboretum.
- Leadership funding for exhibitions, educational workshops increased for FY27
- New additions under Multigenerational programming include a new afterschool program and a new interactive space in Coconino Center for the Arts' exhibition space.
- Resume building, grant writing, finance, and art documentation are the focus of the free workshops offered to the art community.
- Nightvisions – Amber is one of five new exhibitions at the Coconino Center for the Arts

This Contract is funded by a 2% local transaction privilege tax on gross revenues from the hotel and restaurant industries, also known as the Bed, Board & Beverage or BBB tax.

Financial Impact:

Project Name : Lead Arts Agency and Grantmaking Agency for Arts, Culture and Science
Cost : $1,011,250
Account Number Budgeted : 054-07-216-0872-5-4273: Service Partner Contracts; 054-07-216-0873-5-4273: Service Partner Contracts
FY27 Budgeted Amount : $1,011,250 ($235,000 LAA and $776,250 GMA pass-through and administration)
Grant Funded: NA
Funding Source : BBB - Arts and Science funding

Policy Impact:

There is no major policy impact. The Contract (and proposed Addendum) continue the City's historical practice of supporting the arts community.

Previous Council Decision or Community Discussion:

Council set to hear on Creative Flagstaff's Annual Report for FY26, on May 12, 2026.

Council approved a five-year contract, with three one-year extensions, with Creative Flagstaff to serve as the City's Lead Arts Agency (LAA) and Grantmaking Agency (GMA) for Arts, Culture and Science on May 20, 2025 (attached).

Council heard a presentation of the City’s Arts, Culture and Science survey on January 14, 2025.

Beautification and Public Art Commission (BPAC) is set to approve FY27 budget that includes $1,011,250 for the Creative Flagstaff addendum on May 11, 2026.

BPAC heard a presentation of Creative Flagstaff’s LAA programming and GMA administration overview on March 9, 2026.

BPAC heard a presentation on pass through project grants, Arts & Sciences Innovation/Capacity Building and ARTx, administered by Creative Flagstaff on February 9, 2026.

Options and Alternatives to Recommended Action:

Council may approve the Addendum for FY27.

Council may request changes to the Addendum, and staff will work to negotiate those changes with Creative Flagstaff.

Council may reject the Addendum, and provide guidance on next steps.

Background and History:

As stated above, the contract has two distinct components, but these components will support and enhance each other. The LAA Scope of Work activities include serving as the coordinating agency for the arts, culture and science endeavors in the Flagstaff area including, but not limited to:

a. Long-range planning to address opportunities and gaps in sector and infrastructure.
b. Leadership and coordination with outside agencies, as well as within the community.
c. Promotional activities for the community and the sector to enhance participation, audiences, community awareness, and potential funding.

d. General and technical support for individuals, programs, activities and organizations.
e. Enhancement of community funding through grants and other means.
f. and serving as a source of direct arts, science and cultural provision generating exhibitions and events that enhance the sector and provide vitality to the community. This will increase participation opportunities for residents and stimulate public and private support for arts, culture and science endeavors. Offerings will be reviewed as a part of the amended scope of services each year.

In the accomplishment of these items there are requirements, also outlined in the scope of work, for the LAA staff to meet with City staff to coordinate the activities and to present accomplishments and updates to City Council annually. The specifics of their efforts to achieve the scope of work above are outlined in the Addendum and will be updated each year based on the available budget and best use of funds. This year's addendum includes specific professional development activities and workshops, festivals such as ArtX, performances and exhibitions at the Coconino Center for the Arts, and a myriad of others.

As Grantmaking Agency (GMA), Creative Flagstaff is responsible for providing a fair and impartial grant process. Specifically, they will be appointing a review committee composed of area residents with one member representing the City Arts and Science Program which shall:

1. Review funding proposals programmatically, financially and administratively using a ranking system and taking into account availability of funding, diversity of offerings and demonstrated public benefit from proposals.
2. Make funding recommendations which shall be approved by the GMA Board of Directors prior to disbursement.
3. Disburse all funding in a timely and effective manner.
4. Notify organizations of requirements and payment schedules.
5. Monitor funded programs and finances for compliance.
6. GMA will provide the following deliverables:
    a. Annual Request for Proposals document prior to release. City will be able to request amendments to ensure process achieves City goals.
    b. Annual meeting with City staff to discuss any desired adjustments to the process.
    c. Proposed service agreement text. City will review for consistency with City goals.
    d. Rating and evaluation form used for the scoring of proposals.
    e. Verbal presentation to City Council and written report summarizing funding allocations and benefits achieved through grant process.

Alongside the above, the GMA is also obligated to meet with City staff once a year to go over improvements and ideas for the process.

These cumulative efforts are designed to create direct artistic impact through festivals, exhibits and performances, provide professional development to non-profits and creatives directly, and provide funding for great art, science and culture in the community. Flagstaff gives a larger amount of grant funding towards these activities than most cities and this was applauded in public comment as part of the surveys. In times when Federal and State resources seem less certain, these funds become a critical tool in helping Flagstaff residents create amazing art, culture and science and add to the quality of life and fabric of the community.

This contract was originally procured through a formal Request for Proposals, wherein Creative Flagstaff was the singular proposer, and was determined by the evaluation committee to be fit to perform this work.

Connection to PBB Priorities and Objectives:

Livable Community - Work with regional partners that provide equitable and inclusive educational and cultural opportunities for Flagstaff residents of all ages; Provide activities that support a healthy lifestyle.

Robust and Resilient Economy -Support and strengthen a robust and resilient economy

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

Connection to Regional Plan:
Goal CC.5 Support and promote art, sciences and education resources for all to experience.

Connection to Carbon Neutrality Plan:
There is no direct connection to the Carbon Neutrality Plan although some grants may have a component supporting this goal.

Connection to 10-Year Housing Plan:
None

Attachments: Contract
Addendum

SERVICES AGREEMENT
Contract No. 2025-176

This Contract is entered into this 10 day of June, 2025 by and between the City of Flagstaff, a political subdivision of the State or Arizona ("City"), and Flagstaff Arts Council, an Arizona nonprofit corporation d/b/a Creative Flagstaff ("Contractor").

WHEREAS, the City desires to receive and Contractor is able to provide services;

NOW THEREFORE, in consideration for the mutual promises herein, the Parties agree as follows:

1. Scope of Work: Contractor shall provide the services generally described as:

LEAD ARTS, CULTURE AND SCIENCE AGENCY/
ARTS GRANT MAKING AGENCY

and as more specifically described in the document attached here to as *Exhibit A* (the "Services").

2. Term and Renewal:

2.1 Contract Term: The term is for a period of five (5) years unless terminated pursuant to the provisions of the Contract. The Contract will be effective as of the date signed by both parties. The City Council has the authority to amend the term of the Contract.
2.2 Renewal: The Contract may be renewed or extended for up to two (2) one- year additional terms by mutual written consent of the parties. The City Manager or his/her designee (the Purchasing Director) shall have authority to approve renewal on behalf of the City.
2.3 Unilateral Extension: The Contract may be unilaterally extended for one (1) 90-day period. The City Manager or his/her designee (the Purchasing Director) shall have the authority to approve the extension on behalf of the City. Contractor will be provided written notice of the Unilateral Extension prior to expiration of the Contract.

3. Compensation: Contractor shall be paid for satisfactory performance of the Contract in an amount not to exceed the sum set forth in *Exhibit A*, including taxes and fees. Any price adjustment must be approved by mutual written consent of the parties through a formal amendment. Any Contract amendment for a price increase exceeding the amount set forth in Exhibit A shall require Council approval.

4. Termination & Cancellation Clauses.

4.1 Non-Appropriation: The City may terminate the Contract due to budget constraints and non-appropriation of funds for the following fiscal year, without penalty or liability to Contractor.

4.2 For Convenience: City may terminate the Contract for any reason by giving the other Party written notice of such termination no less than ninety (90) days prior to the date of termination. If the Contract is so terminated, the City's only payment obligation under the Contract shall be for those services completed prior to the effective date of the termination.

4.3 Conflict of Interest: Pursuant to A.R.S. § 38-511, if the City identifies a conflict of interest in the award or performance of the Contract, the City may cancel the Contract within three (3) years after its execution, without penalty or further liability to Contractor.

5. Amendment: The Contract is intended to be the complete and final agreement of the Parties. The Contract may be amended through a formal written amendment Parties.

6. Compliance with Laws: Contractor shall comply with all applicable federal, state, and local laws, regulations, standards, codes, and ordinances, including acquiring the requisite insurance, licenses, permits, and approvals, required to perform the Contract, and provide copies to City upon request.

7. Insurance: Contractor shall meet and maintain City's insurance requirements attached hereto as Exhibit B throughout the term of this Contract.

8. Indemnity: Contractor shall be fully liable for the actions of its agents, employees, partners, and assigns and shall fully indemnify, defend, and hold harmless the City, and their officers, agents, and employees from third party suits, actions, damages, and costs of every name and description, including attorneys' fees to the extent arising from or relating to personal injury and damage to real or personal property, caused in whole or in part by the negligence or willful misconduct of Contractor, its agents, employees, partners, or assigns. This indemnification shall survive termination or expiration of the Contract.

9. Assignment/Subcontracting: Contractor shall not assign, sell, transfer, or subcontract rights, or delegate responsibilities under this Contract, in whole or in part, without prior written approval of the City.

10. Independent Contractor: Contractor shall be an independent contractor for purposes of all laws, including but not limited to the Fair Labor Standards Act, Federal Insurance Contribution Act, Social Security Act, Federal Unemployment Tax Act, Internal Revenue Code, Immigration and Naturalization Act; Arizona revenue and taxation, workers' compensation, and unemployment insurance laws.

11. Nondiscrimination: Contractor shall not discriminate against any employee or applicant for employment or person to whom it provides services because of race, color, religion, sex, national origin, disability, genetic information, veteran's status, pregnancy, and/or familial status and represents and warrants that it complies with all applicable federal, state, and local laws, ordinances and executive orders regarding employment.

12. City Ownership of Document and Data: Any original documents prepared or collected by Contractor in performance of this Contract such as models, samples, reports, surveys, survey results, graphics, tables, charts, plans, computations and other data shall be the property of City ("City's work product"). Contractor agrees that all materials prepared under this Contract are "works for hire" within the meaning of the copyright laws of the United States and hereby assigns to the City all rights and interests Contractor may have in the materials it prepares under this Contract, including any right to derivative use of the material.

13. Re-Use: The City may use the City's work product without further compensation to Contractor; provided, however, that the City's reuse without written verification or adaption by Contractor for purposes other than contemplated herein is at the City's sole risk and without liability to Contractor. Contractor shall not engage in any conflict of interest nor appropriate any portion of the City's work product for the benefit of Contractor or any third parties without the City's prior written consent.

14. Delivery of Document and Data: Upon termination of this Contract in whole or part, or upon expiration if not previously terminated, Contractor shall immediately deliver to the City copies all of the City's work product and any other documents and data accumulated by Contractor in performance of this Contract, whether complete or in process.

15. Immigration Laws: Pursuant to A.R.S. § 41-4401, Contractor hereby warrants that it and each of its subcontractors shall comply with all state and federal immigration laws and regulations that relate to its employees and A.R.S. § 23-214(A). A breach of state and/or federal immigration laws and regulations shall constitute a material breach of the Contract.

16. Forced Labor of Ethnic Uyghurs: Contractor hereby certifies that it does not use the forced labor of

ethnic Uyghurs in the People's Republic of China as defined in A.R.S. § 35-394, et seq.

17. Notice: Any formal notice under the Contract shall be in writing via certified mail and email as follows:

To the City:
Jana Weldon
City of Flagstaff
211 W. Aspen Ave.
Flagstaff, AZ 86001
Jana.weldon@flagstaffaz.gov

To Contractor:
Julie Comnick
Executive Director
Creative Flagstaff
2300 N Fort Valley Rd
Flagstaff, AZ 86001
928.779.2300

With a copy to:
Teddy Callan
Procurement Specialist
City of Flagstaff
211 W. Aspen Ave.
Flagstaff, AZ 86001
Email: tcallan@flagstaffaz.gov

18. Authority: Each Party warrants that it has authority to enter into the Contract and perform its obligations hereunder, and that it has taken all actions necessary to enter into the Contract.

FLAGSTAFF ARTS COUNCIL:

By: Julie Comnick

Title: Executive Director

Date: June 3, 2025

CITY OF FLAGSTAFF

By:

Greg Clifton signed on 6/9/2025 3:16:40 PM

Title: City Manager

Date:

ATTEST:

Stacy Saltzburg
City Clerk

Stacy Saltzburg signed on 6/10/2025 4:55:46 PM

APPROVED AS TO FORM:

Anja Wendel
City Attorney's Office

Anja Wendel signed on 6/9/2025 9:38:08 AM

EXHIBIT A
SCOPE OF WORK

1) LEAD ARTS, CULTURE AND SCIENCE AGENCY (LAA)
    a. The LAA will serve as the coordinating agency for arts, culture and science endeavors in the Flagstaff area including:
        i. Long range planning to address opportunities and gaps in sector and infrastructure.
        ii. Leadership and coordination with outside agencies, as well as within the community.
        iii. Promotional Activities for the community and the sector to enhance participation, audiences, community awareness, and potential funding.
        iv. General and technical support for individuals, programs, activities and organizations.
        v. Enhancement of community funding through grants and other means.

    b. The LAA will serve as a source of direct arts, science and cultural provision generating exhibitions and events that enhance the sector and provide vitality to the community. This will increase participation opportunities for residents and stimulate public and private support for arts, culture and science endeavors. Offerings will be reviewed as a part of the amended scope of services each year.

    c. Specific plans and activities related to this scope each year, and inclusive of the budget amount provided through City Council, will be amended through an addendum incorporated as **Attachment A**. This Addendum will be updated each year to reflect the current initiatives and requirements the LAA will accomplish to achieve the scope in the upcoming fiscal year.

    d. LAA Executive Director will meet annually with City staff to discuss plans for the upcoming Addendum and to ensure LAA efforts are aligned with the scope of work and that both entities have an opportunity to discuss collaboration.

    e. LAA will present to Council at least once per fiscal year to demonstrate activities, accomplishments, challenges and the state of the arts, culture and science sectors in Flagstaff.

2) GRANT MAKING AGENCY (GMA)
    a. The Grant Making Agency will use a fair and impartial public process, approved in advance each year by the City, to disburse Bed, Board and Beverage funds dedicated by the City, as well as any other available revenue, to local source providers.
        i. GMA will appoint a review committee composed of area residents and one member representing or appointed by the City which shall:
            1. Review funding proposals programmatically, financially and administratively using a ranking system and taking into account availability of funding, diversity of offerings and demonstrated public benefit from proposals.
            2. Make funding recommendations which shall be approved by the GMA Board of Directors prior to disbursement.
            3. Disburse all funding in a timely and effective manner.

4. Notify organizations of requirements and payment schedules.
5. Monitor funded programs and finances for compliance.

ii. GMA will provide the following deliverables:

1. Annual Request for Proposals document prior to release. City will be able to request amendments to ensure process achieves City goals.
2. Annual meeting with City staff to discuss any desired adjustments to the process.
3. Proposed service agreement text. City will review for consistency with City goals.
4. Rating and evaluation form used for the scoring of proposals.
5. Verbal presentation to City Council and written report summarizing funding allocations and benefits achieved through grant process.

b. Specific plans and activities related to this scope each year, and inclusive of the budget amount provided through City Council, will be amended through an addendum incorporated as **Attachment A**. This Addendum will be updated each year to reflect the current initiatives and requirements the LAA will accomplish to achieve the scope in the upcoming fiscal year.

FY26 Scope of Work Addendum

Creative Flagstaff: Lead Arts Agency
Reflecting current initiatives and requirements the Lead Arts Agency will accomplish to achieve the scope in FY26 for $50,575 ongoing and additional one-time $125,000 leadership investment, and additional $100,000 for festivals/events.

Coconino Center for the Arts (CCA)

- **10 Exhibitions** (5 in the Main Gallery and 5 in the Project Gallery). Season highlight: CCA's launch of Flagstaff's U.S. Route 66 Centennial Celebration with *Route 66: Alternative Perspectives* featuring photodocumentary projects by renowned artists Edward Keating and Wes Pope along with Shades of Route 66.
- **3-year Exhibition Calendar** coordinated and updated annually to balance a rotation of solo, group, and juried exhibitions by local, national, and international artists, with attention to diversity of presenters on topics relevant to the Flagstaff community. Artists submit proposals for solo projects and juried exhibitions selected by the CCA Exhibitions Selection Committee, a subcommittee of the CF Board of Directors comprised of arts professionals and community members.
- **Presenting Artist Honoraria:** CCA issues honoraria to support its presenting artists by reviewing and aiming to meet or exceed the guidelines presented in the W.A.G.E. calculator platform. CCA's presenting artist honoraria range between $250 - $2500 based on the contract commitments of each artist; contracts vary by services provided, travel distance, and artwork shipping expenses.
- **Programming**: Relevant programming will accompany each exhibition with guest experts and educators expanding on the exhibition content through lectures, panel discussions, and art workshops, 4 presentations per exhibition.
- **Theater Concerts, Performances & Presentations:** CCA will serve as the booking agent for many of its concerts and performances, while continuing to partner with other local booking agents, to significantly increase the number and diversity of offerings. 50+ performances are planned for FY26, presenting paid opportunities to local and touring performers. The Theater Programming Committee of the Creative Flagstaff Board assists in the selection of performances with attention to diversity of presenters and audience.
- **Community Art Markets:** CCA will offer a minimum of 2 markets in FY26 supporting over 45 artisan vendors.
- **Multigenerational Programming:** In addition to the annual county-wide Youth Arts Exhibition every March, CCA is expanding Youth Arts offerings in FY26:
    - **Free Youth Arts Workshops** during each exhibition, 6-8 per year
    - **Exhibition-Specific Curriculum** created by local arts educators for youth and family engagement
    - **Free Customized Fieldtrips** for K-12 schools and sliding scale for university classes
    - **Creative Camps** immerse children in the arts with professional arts educators guiding their experience. Spring Break and Summer session day-camps offer opportunities for children to explore disciplines of drawing + painting, theater + dance, ceramics + sculpture, and fiber + textiles, and provide paid opportunities for local teaching artists.
    - **Creative Aging** partnering with Arizona Commission in the Arts to develop programming opportunities such as the Greg Hill Dementia Fund.

Arts Leadership

- **Professional Development Workshop Series for Artists & Creatives**: Free workshops to provide general and technical support for individuals, programs, activities and organizations, with new offerings such as: *Navigating Partnerships between Non-Profits*; *Marketing & AI for Artists & Creatives*; *Web Presence for Artists, Creatives & Non-Profits*; *Non-Profit Board Basics*; *Tax issues for grant recipients,* and *Development & Fundraising Partnerships for Artists & Non-Profits*.
- **Cultural Convenings:** Facilitation of 4 quarterly community meetings to build partnerships with other local non-profit organizations for collaborative programming on entrepreneurship and topics such as: *Strengthening Arts, Science & Culture Collaboration*; *Collaborative Solutions: Arts, Science & Culture in Action*; and *Future Forward: Visioning & Calendar Alignment for Arts, Science & Culture*. Networking conversations based on discipline and sector will pair creatives with mentors for professional development connections.
- **Artist Registry:** Creation of a publicly accessible county-wide artist registry. The registry will be a resource and networking opportunity for Visual Artists, Performing Artists, Literary Artists, and Artisans in Flagstaff and Coconino County to share their work and expertise in a free online registry accessible to other artists, venues, and organizations, housed on CCA's website. Partnerships with state organizations such as Artlink and Articipant will expand reach state and nationwide.

Events & Activations

- **ARTx Art + Ideas Experience**, an annual, accessible community opportunity to engage with the arts in an immersive and interactive way, will expand in FY26 with:
    - **6 ARTx Engagements** throughout the year aligned with the ArtWalk season
    - **Concentrated city-wide display**, multi-day, multi-venue experience in late spring 2026
    - Presenting artists will receive funding for projects that bridge disciplines of art, science, and culture in Flagstaff
    - A return to the FY24 model with enhanced participation, broader audiences, and greater engagement.
- **ArtWalk** revitalization:
    - Reclamation of ArtWalk map, listings, website, and marketing with new digital format for increased accessibility in partnership with associated groups.
    - Change to free listings for business and studios to incentivize participation
    - Expanded footprint of businesses and studios beyond downtown
    - Enhanced offerings in Heritage Square
- **Satellite Venues**: Following the FY25 feasibility study, pilot at least one satellite exhibition in Flagstaff and develop rollout of future satellite program.

Accountability

- Creative Flagstaff is accountable to these scopes through qualitative input: when practical, exhibitions and programming events will be accompanied by surveys with open-ended questions to help gauge interest and input for future programming and thematic content. Social media platforms will also be activated to collect participant feedback.
- Creative Flagstaff is accountable to these scopes through quantitative data: we will continue to track participation through ticketing and headcount and compare with recent years to assess changes to audience numbers.
- Quarterly reporting: Creative Flagstaff will provide combined qualitative and quantitative reports to the City of Flagstaff aligned with invoicing and payments.

Creative Flagstaff Grant Making Agency

Reflecting focus of scope of $66,000 ongoing and additional one-time $45,000 grant administration and $440,000 ongoing and additional one-time $300,000 passthrough grant funding.

Accountability

- Selection panels for general operating grants, innovation and capacity-building project grants, and ARTx project grants will include a City designated Beautification, Arts & Science staff member.
- Creative Flagstaff will propose a distribution of the grant funding of $740,000 amongst to the City of Flagstaff 30 days prior to the fiscal year to be approved by City of Flagstaff Community Investment Director.

Integrated Grants Program

- Creative Flagstaff will integrate Arts & Science Grantmaking into its programmatic areas by offering ongoing professional development opportunities targeted to grant processes, supporting mentorship for applicants, and fostering long-term relationships to track, support, and showcase grantee projects. Improved branding will be implemented to better integrate the Grants program into CF's outreach and marketing.
- Staff support for Grantmaking will include executive direction and involvement in addition to a dedicated staff member for all aspects of grantmaking, including but not limited to panelist selection, application and review processes, staff oversight, and grantee recognition. Additional staff support will be provided for outreach, events, and marketing pertaining to grantmaking.
- Professional development support for grantmaking staff members to stay abreast of evolving "best practices" in grantmaking, including participation in webinars and trainings specific to Arts, Science, and Cultural grantmaking.

Grantmaking and Nonprofit Educational Component

- 4 free workshops offered quarterly to provide general and technical support for artists and nonprofits, with new offerings such as *Navigating Partnerships between Non-Profits*; *Marketing & AI for Artists & Creatives*; *Web Presence for Artists, Creatives & Non-Profits*; *Non-Profit Board Basics*; *Tax Issues for grant recipients*; and *Development & Fundraising Partnerships for Artists & Non-Profits*.
    - **Navigating Partnerships between Non-Profits** Opportunities such as volunteering, internships, project-based learning, and research experiences. NAU will partner to provide an overview of current programs and services related to experiential learning and designing a mutually beneficial experience. Speakers will also discuss collaborative opportunities, joint funding, and community engagement.
    - **Board Basics + Bylaws, Roles, Development and Succession Planning** Learn the Basics of Nonprofit Board of Directors. This workshop is designed around the community's ongoing demand for Board Development, which focuses on roles and responsibilities, what to expect as a Board Member, recruiting and cultivating new board members, overall organization structure, policies and procedures, strategic and succession planning, and much more. If you are a new or seasoned Board member, this presentation will have something for you.
    - **Digital Marketing and AI for Nonprofits** Explore how nonprofits can leverage marketing strategies and AI tools to enhance outreach, engagement, and efficiency. Led by artist and designer Kayley Quick and marketing professional and theater leader Caitlin Burd, this session will provide practical insights on branding, content creation, and the evolving role of AI in nonprofit marketing. Whether you're looking to streamline operations or strengthen your organization's presence, this workshop will offer valuable takeaways for nonprofit leaders and creatives alike.
    - **Development and Fundraising Partnerships for Artists & Nonprofits**

In this workshop, participants will be introduced to diversified fundraising strategies tailored to today's evolving federal funding environment. Learn how individual artists can collaborate with 501(c)(3) organizations through fiscal sponsorships, explore a range of funding opportunities, and discover approaches to developing accessible, financially sustainable projects. The session will also cover how to build meaningful, strategic partnerships with cultural institutions to support responsible and successful project execution.

Fundraising Partnerships and Tax Awareness for Artists & Nonprofits

In this workshop, participants will be introduced to diversified fundraising strategies tailored to today's evolving federal funding environment. Learn how individual artists can collaborate with 501(c)(3) organizations through fiscal sponsorships, explore a range of funding opportunities, and discover approaches to developing accessible, financially sustainable projects. The session will also cover how to build meaningful, strategic partnerships with cultural institutions to support responsible and successful project execution. Participants will learn a few essentials of the federal tax code in regard to those who receive grant monies, and how tax burdens fluctuate whether the recipient is a non-profit, a business, or an individual. This workshop will offer valuable takeaways so grant recipients are not surprised when filing tax returns.

EXHIBIT B

STANDARD INSURANCE REQUIREMENTS

(Last Updated January 19, 2023)

*The term "Contractor" may substitute for the term "vendors," "Contractors," or "firms," depending on the purpose of the underlying Contract.

1. **IN GENERAL:** Contractor shall maintain insurance against claims for injury to persons or damage to property, arising from performance of or in connection with the Contract by Contractor, its agents, representatives, employees, and/or subcontractors.

2. **REQUIREMENT TO PROCURE AND MAINTAIN:** Each insurance policy required by the Contract shall be in effect at, or before, commencement of work under the Contract and shall remain in effect until all of Contractor's obligations under the Contract have been met, including any warranty periods. Contractor's failure to maintain the insurance policies as required by the Contract, or to provide timely evidence of renewal, will be considered a material breach of the Contract.

3. **MINIMUM SCOPE AND LIMITS OF INSURANCE:** The following insurance requirements are minimum requirements for the Contract and in no way limit the indemnity covenants contained in the Contract. The City does not represent or warrant that the minimum limits set forth in the Contract are sufficient to protect Contractor from liabilities that might arise out of the Contract, and Contractor is free to purchase such additional insurance as Contractor may determine is necessary.

   Where applicable, as related to the Scope of Work, Contractor shall provide coverage at least as broad and with limits not less than those stated below.

a. Commercial General Liability - Occurrence Form	
General Aggregate	$2,000,000
Products/Completed Operations	$1,000,000
Each Occurrence	$1,000,000
b. Umbrella Coverage	$2,000,000
c. Automobile Liability	
Any Automobile or Owned, Hired, and Non-owned Vehicles Combined Single Limit Per Accident for Bodily Injury & Property Damage	$1,000,000
d. Workers' Compensation and Employer's Liability	
Workers' Compensation	Statutory
Employer's Liability: Each Accident	$1,000,000
Disease - Each Employee	$1,000,000
Disease - Policy Limit	$1,000,000
e. Professional Liability	$2,000,000

f. Reserved.

4. Reserved.

5. SELF-INSURED RETENTION: Any self-insured retentions must be declared to and approved by the City. If not approved, the City may require that Contractor reduce or eliminate such self-insured retentions with respect to the City, its officers, agents, employees, and/or subcontractors. Contractor shall be solely responsible for any self-insured retention amounts. The City at its option may require Contractor to secure payment of such self-insured retention by a surety bond or irrevocable and unconditional letter of credit.

6. OTHER INSURANCE REQUIREMENTS: The insurance policies shall contain, or be endorsed to contain, the following provisions:

a. Additional Insured: In Commercial General Liability and Automobile Liability Coverages, the City of Flagstaff, its officers, officials, agents, employees, and/or subcontractors shall be named and endorsed as additional insureds with respect to liability arising out of the Contract and activities performed by or on behalf of Contractor, including products and completed operations of Contractor, and automobiles owned, leased, hired, or borrowed by Contractor.

b. Broad Form: Contractor's insurance policy shall contain broad form contractual liability coverage.

c. Primary Insurance: Contractor's insurance coverage shall be primary insurance with respect to the City, its officers, officials, agents, employees, and/or subcontractors. Any insurance or self-insurance maintained by the City, its officers, officials, agents, employees, and/or subcontractors shall be in excess of the coverage of Contractor's insurance and shall not contribute to it.

Executive Director

d. Each Insured: Contractor's insurance policies shall apply separately to each insured against whom a claim is made or suit is brought, except with respect to the limits of the insurer's liability.

e. Not Limited: Coverage provided by Contractor shall not be limited to the liability assumed under the indemnification provisions of the Contract.

f. Waiver of Subrogation: The insurance policies shall contain a waiver of subrogation against the City, its officers, officials, agents, employees, and/or subcontractors for losses arising from work performed by Contractor for the City.

7. **NOTICE OF CANCELLATION:** Each insurance policy required by the insurance provisions of the Contract shall provide the required coverage and shall not be suspended, voided, cancelled, and/or reduced in coverage or in limits unless prior written notice has been given to the City. Notices required by this section shall be sent directly to the Procurement Agent and shall reference the Contract Number.

8. **ACCEPTABILITY OF INSURERS:** Contractor shall place insurance hereunder with insurers duly licensed or approved unlicensed companies in the State of Arizona and with a "Best's" rating of not less than A-: VII. The City does not represent or warrant that the above required minimum insurer rating is sufficient to protect Contractor from potential insurer insolvency.

9. **CERTIFICATES OF INSURANCE:** Contractor shall furnish the City with certificates of insurance (ACORD form) as required by the Contract. The certificates for each insurance policy shall be signed by a person authorized by that insurer to bind coverage on its behalf. Any policy endorsements that restrict or limit coverage shall be clearly noted on the certificate of insurance. The City Contract number shall be noted on the certificates of insurance. If requested by the City, all certificates of insurance and endorsements must be received and approved by the City before the Contractor commences work.

10. **POLICIES:** The City reserves the right to require, and receive within ten (10) days, complete, certified copies of all insurance policies and endorsements required by the Contract. The City shall not be obligated, however, to review any insurance policies or to advise Contractor of any deficiencies in such policies and endorsements. The City's receipt of Contractor's policies or endorsements shall not relieve Contractor from, or be deemed a waiver of, the City's right to insist on strict fulfillment of Contractor's obligations under the Contract.

11. **MODIFICATIONS:** Any modification or variation from the insurance requirements in the Contract must have the prior approval of the City's Attorney's Office in consultation with the City's Risk Manager, whose decision shall be final. Such action will not require a formal Contract amendment but may be made by their handwritten revision and notation to the foregoing insurance requirements.

Attachment A
FY27 Scope of Work Addendum

Creative Flagstaff: Lead Arts Agency
Reflecting current initiatives and requirements the Lead Arts Agency will accomplish to achieve the scope in FY27 for $50,575 ongoing and additional one-time $134,425 leadership investment, and additional one-time $50,000 for community events.

Coconino Center for the Arts (CCA)

- **5 Exhibition Seasons** (Winter A&B, Spring, Summer, Fall) with exhibitions in the Main Gallery and Project Gallery. Exhibition highlight: NightVisions–AMBER: In its 9th iteration for 2026, this long-standing collaboration between Coconino Center for the Arts and the Flagstaff Dark Skies Coalition celebrates the 25th anniversary of Flagstaff's designation as the world's first International Dark Sky City. This special anniversary-year exhibition includes a focused thematic exploration of amber lighting, aligning with the critical role that amber spectrum lighting plays in Flagstaff's dark-sky conservation.
- **3-year Exhibition Calendar** coordinated and updated annually to balance a rotation of solo, group, and juried exhibitions by local, national, and international artists, with attention to diversity of presenters on topics relevant to the Flagstaff community. Artists submit proposals for solo projects and juried exhibitions selected by the CCA Exhibitions Selection Committee, a subcommittee of the CF Board of Directors comprised of arts professionals and community members.
- **Presenting Artist Honoraria:** CCA issues honoraria to support its presenting artists by reviewing and aiming to meet or exceed the guidelines presented in the W.A.G.E. calculator platform. CCA's presenting artist honoraria range between $250 - $2500 based on the contract commitments of each artist; contracts vary by services provided, travel distance, and artwork shipping expenses.
- **Programming**: Relevant programming will accompany each exhibition with guest experts and educators expanding on the exhibition content through lectures, panel discussions, and art workshops, with 4 presentations per exhibition season.
- **Theater Concerts, Performances & Presentations:** CCA will serve as the booking agent for many of its concerts and performances, while continuing to partner with other local booking agents, for a diversity of offerings. 50+ performances are planned for FY27, presenting paid opportunities to local and touring performers. The Theater Programming Committee of the Creative Flagstaff Board assists in the selection of performances with attention to diversity of presenters and audience.
- **Community Art Markets:** CCA will offer a minimum of 2 markets in FY27 supporting over 45 artisan vendors.
- **Multigenerational Programming:** In addition to the annual county-wide Youth Arts Exhibition every March, CCA is expanding Youth Arts infrastructure and offerings in FY27:
    - **New Interactive Space** segmentation of CCA's exhibition gallery dedicated to educational and interpretive art activities for meaningful and impactful engagement
    - **Free Youth Arts Workshops** during each exhibition, 6-8 per year
    - **Exhibition-Specific Curriculum** created by local arts educators for youth and family engagement
    - **Free Customized Fieldtrips** for K-12 schools and sliding scale for university classes
    - **Creative Camps** summer week-long day-camps offer opportunities for children to explore disciplines of drawing, painting, sculpture, and fiber arts, and provide paid opportunities for local teaching artists. Scholarships ensure that children can explore creativity regardless of financial circumstances.
    - **Creative Aging** partnering with Arizona Commission in the Arts to develop co-generational collaborations and other programming opportunities.

- **New Afterschool Program** pilot afterschool program for youth arts and co-generational opportunities during the school year, 2 per pilot year

Arts Leadership

- **Professional Development Workshop Series for Artists & Creatives**: Free workshops to provide general and technical support for individuals, programs, activities and organizations, with new offerings such as: *Introduction to Grant Writing for Artists, Creatives & Nonprofits; Writing for Artists & Creatives: Biography, Résumé & Artist Statement; Introduction to Finance for Artists, Creatives & Non-Profits; Artwork Photographic Documentation*
- **Cultural Convenings:** Facilitation of 3 (fall, winter, spring) community meetings to build partnerships with other local non-profit organizations for collaborative programming on entrepreneurship and topics such as: *Strengthening Arts, Science & Culture Collaboration*; *Collaborative Solutions: Arts, Science & Culture in Action*; and *Future Forward: Visioning & Calendar Alignment for Arts, Science & Culture*. Networking conversations based on discipline and sector will pair creatives with mentors for professional development connections.
- **Artist Registry:** Maintain and build a publicly accessible artist registry. The registry will be a resource and networking opportunity for Visual Artists, Performing Artists, Literary Artists, and Artisans in Flagstaff and Coconino County to share their work and expertise in a free online registry accessible to other artists, venues, and organizations, housed on CCA's website.

Community Events

- **ARTx Art + Ideas Experience**, an annual, accessible community opportunity to engage with the arts in an immersive and interactive way, will continue in FY27 with:
  - **6 ARTx Engagements** throughout the year aligned with the ArtWalk season
  - Presenting artists will receive funding in the form of micro-grants for projects that bridge disciplines of art, science, and culture in Flagstaff
- **ArtWalk** revitalization:
  - Enhanced ArtWalk map, listings, website, and marketing with new digital format for increased accessibility in partnership with associated groups.
  - Free listings for business and studios to incentivize participation
  - Expanded footprint of businesses and studios beyond downtown
  - Enhanced offerings in Heritage Square with Aspen St. activations
- **Satellite Venues**: host 1 satellite venue exhibition in Flagstaff and build long-term satellite program

Accountability

- Creative Flagstaff is accountable to these scopes through qualitative input: when practical, exhibitions and programming events will be accompanied by surveys with open-ended questions to help gauge interest and input for future programming and thematic content. Social media platforms will also be activated to collect participant feedback.
- Creative Flagstaff is accountable to these scopes through quantitative data: we will continue to track participation through ticketing and headcount and compare with recent years to assess changes to audience numbers.
- Quarterly reporting: Creative Flagstaff will provide combined qualitative and quantitative reports to the City of Flagstaff aligned with invoicing and payments.

Creative Flagstaff Grant Making Agency

Reflecting focus of scope of $73,500 ongoing and additional one-time $27,750 grant administration and $490,000 ongoing and additional one-time $185,000 passthrough grant funding.

Accountability

- Selection panels for general operating grants, innovation and capacity-building project grants, and ARTx project grants will include a City designated Beautification, Arts & Science staff member.
- Creative Flagstaff will propose a distribution of the grant funding of $675,000 to the City of Flagstaff 30 days prior to the fiscal year to be approved by City of Flagstaff Community Investment Director. $500,000 will be distributed for General Operating Support, $125,000 will be distributed for innovation an capacity building projects, and $50,000 will be distributed for event project grants.

Integrated Grants Program

- Creative Flagstaff will integrate Arts & Science Grantmaking into its programmatic areas by offering ongoing professional development opportunities targeted to grant processes, supporting mentorship for applicants, and fostering long-term relationships to track, support, and showcase grantee projects. Build on improved application process to integrate the Grants program into CF's outreach and marketing.
- Staff support for Grantmaking will include executive direction and involvement in addition to a dedicated staff member for all aspects of grantmaking, including but not limited to panelist selection, application and review processes, staff oversight, and grantee recognition. Additional staff support will be provided for outreach, events, and marketing pertaining to grantmaking.
- Professional development support for grantmaking staff members to stay abreast of evolving "best practices" in grantmaking, including participation in webinars and trainings specific to Arts, Science, and Cultural grantmaking.

Grantmaking and Nonprofit Educational Component

- 4 free workshops offered quarterly to provide general and technical support for artists and nonprofits, with new offerings such as *Introduction to Grant Writing for Artists, Creatives & Nonprofits; Writing for Artists & Creatives: Biography, Résumé & Artist Statement; Introduction to Finance for Artists, Creatives & Non-Profits; Artwork Photographic Documentation.*
    - **Introduction to Grant Writing for Artists, Creatives & Non-Profits** Creative Flagstaff, the City of Flagstaff, and the Arizona Commission on the Arts partner to present a comprehensive workshop on grant writing tailored for artists, creatives, and non-profit organizations. This session will provide valuable insight into sources for grant funding and guide you through the application process. Don't miss this chance to enhance your grant writing skills and connect with the local arts and non-profit community.
    - **Writing for Artists & Creatives: Biography, Résumé & Artist Statement** Develop writing skills to introduce yourself, your artwork, and your professional experience. The bio, résumé, and artist statement are typical portfolio requirements when applying for grants, exhibitions, residencies, fellowships, and other creative opportunities. This engaging workshop presents different writing strategies tailored to various types of opportunities, provides examples and writing prompts, and offers feedback on writing samples generated during the class. Participants leave prepared to complete their own written documents.
    - **Introduction to Finance for Artists, Creatives & Non-Profits** Understanding how to manage your finances as an artist, creative, or non-profit organization can help you realize your objectives and foster creative development. This workshop provides a comprehensive introduction to basic bookkeeping (recording revenues and expenses, in-kind, deferments, accounts and classes); financial reporting (understanding financial reports: profit and loss, balance sheets, budget tracking, inventory); and preparation for tax filings.

- **Artwork Photographic Documentation** Original artwork is most often viewed through reproduction—websites, social media, print catalogs—and professionally photographed artwork is critical to the success of artists who are applying for grants, exhibitions, residencies, fellowships, and other creative opportunities. Professional photography can be expensive for an artist to document their entire portfolio. This workshop teaches the artist to professionally photograph their own work—paintings, drawings, and sculpture—along with post-processing, editing, and formats for digital platforms and professional applications. Camera equipment and editing software available for participant use at Coconino Center for the Arts.

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Calvin Adamson, NAU Fellow

Co-Submitter: Paul Mood

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Consideration And Adoption of Resolution No. 2026-21: A resolution of the Flagstaff City Council, approving an Amended and Restated Master Intergovernmental Agreement between the City of Flagstaff (City), Coconino County (County) for the Flagstaff Metropolitan Planning Organization (FMPO or MetroPlan).

STAFF RECOMMENDED ACTION:

1. Read Resolution No. 2026-21 by title only.
2. City Clerk reads Resolution No. 2026-21 by title only (if approved above).
3. Adopt Resolution No. 2026-21.

Executive Summary:

In 2023, Northern Arizona University (NAU) indicated a desire to be added to the MetroPlan Board. As directed by the MetroPlan Board, MetroPlan staff and legal counsel drafted an Amended And Restated Master IGA to replace the existing IGA. This 2026 Amended And Restated Master IGA adds NAU as a participant in the same manner as the Arizona Department of Transportation (ADOT) and the Northern Arizona Intergovernmental Public Transportation Authority (NAIPTA or Mountain Line). The first step in the process of NAU joining the FMPO IGA is Council approval of the Amended and Restated Master IGA proposed by MetroPlan.

Financial Impact:

There is no specific financial impact related to the adoption of the Amended and Restated Master IGA.

Policy Impact:

N/A

Previous Council Decision or Community Discussion:

The original Master IGA was approved in May of 1996 by both City and County. In 2019, FMPO became a separate legal entity.

Options and Alternatives to Recommended Action:

1. Adopt the Amended and Restated Master Intergovernmental Agreement as presented.
2. Do not adopt the Amended and Restated Master Intergovernmental Agreement.

Background and History:
The City of Flagstaff is currently a member of the FMPO along with Coconino County. This board for FMPO also currently includes representatives from Mountain Line and ADOT. FMPO has been operating as the state designated metropolitan planning organization for the Flagstaff Urbanized area since 1996 and has been a separate legal entity since 2019.

The goal of creating FMPO was to carry out metropolitan transportation planning for the FMPO planning area. The Executive Board serves as the policy making body for cooperative decision making regarding the use of federal transportation funds and other transportation related policies. In addition to this Agreement, the FMPO adopts Operating Procedures.

When creating the original Master IGA in 1996, the purpose was to create a cooperative planning organization between the City and County. Since then, the Master IGA has been amended to change membership, stakeholders, address liability and risk, and modify authority and scope of responsibilities. This Amended And Restated Master IGA is to capture all prior amendments to the Restated Master IGA, remove those provisions that are no longer in force and effect, and further amend the Restated Master IGA to include NAU on the Executive Board as a member in the same way ADOT and Mountain Line are included.

Connection to PBB Priorities and Objectives:
High Performing Governance
Inclusive And Engaged Community

Connection to Regional Plan:
Policy CC.5.2. Coordinate educational master plans (Northern Arizona University, Coconino Community College, Flagstaff Unified School District, and charter schools) with regional planning efforts.
Policy ED.2.2. Support collaborative workforce training efforts by secondary schools, Coconino Community College, Northern Arizona University, and regional economic development partners

Connection to Carbon Neutrality Plan:

Connection to 10-Year Housing Plan:

Attachments: Presentation
Res. 2026-21
Ex. A - IGA

Including NAU in MetroPlan

TEAM FLAGSTAFF

WE MAKE THE CITY BETTER

Including NAU in MetroPlan

History

- MetroPlan Created in 1996
  - Purpose was to create an intergovernmental planning organization

- In 2019, MetroPlan Became a Separate Entity
  - Operates independently through the Intergovernmental Agreement

Including NAU in MetroPlan

History

- Membership Has Been Amended Before
  - Several changes to Executive Board membership have occurred including for ADOT and NAIPTA

- In 2023 NAU Indicated a Desire to Be Included in MetroPlan

Including NAU in MetroPlan

Action

- MetroPlan Staff Drafted an Amended IGA
  - This captures all prior amendments and further includes NAU on the Executive Board in the same way ADOT and NAIPTA are included.

- The First Step to Including NAU is City and County Approval
  - This can be done by adopting the resolution today.

Including NAU in MetroPlan

Summary

- Why Include NAU?
  - Importance of key stakeholders taking part in MetroPlan
- Recommended Action
  - Adopt the Resolution to amend the IGA
  - Amendments of this sort have been approved before

RESOLUTION NO. 2026-21

A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL, APPROVING AN AMENDED AND RESTATED INTERGOVERNMENTAL AGREEMENT BETWEEN COCONINO COUNTY AND THE CITY OF FLAGSTAFF FOR THE PURPOSE OF INCLUDING NORTHERN ARIZONA IN METROPLAN

RECITALS:

WHEREAS, Coconino County and City of Flagstaff desire to enter into an Amended and Restated Intergovernmental Agreement Regarding the Flagstaff Metropolitan Planning Organization ("IGA") for the purpose of supporting a cooperative intergovernmental planning organization for Northern Arizona;

WHEREAS, in 1996 Coconino County and City of Flagstaff authorized the establishment of MetroPlan for the purpose of creating and intergovernmental planning organization;

WHEREAS, in 2019 MetroPlan became a separate legal entity;

WHEREAS, Northern Arizona University (NAU) desires to be added to the MetroPlan Board;

WHEREAS, MetroPlan staff and legal counsel have drafted an Amended and Restated Intergovernmental Agreement to include NAU; and

WHEREAS, other agencies such as the Arizona Department of Transportation and the Northern Arizona Public Transportation Authority are included in the Executive Board of MetroPlan.

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. In General.

The Flagstaff City Council hereby authorizes the Mayor to execute the IGA between Coconino County and the City of Flagstaff, Arizona, attached hereto as Exhibit A.

SECTION 2. Effective Date.

This resolution shall be immediately effective upon adoption.

PASSED AND ADOPTED by the City Council of the City of Flagstaff this 19th day of May 2026.

_____

MAYOR

ATTEST:

_____
CITY CLERK

APPROVED AS TO FORM:

_____
CITY ATTORNEY

Exhibits:
IGA

AMENDED AND RESTATED
INTERGOVERNMENTAL AGREEMENT
REGARDING
THE FLAGSTAFF METROPOLITAN PLANNING ORGANIZATION

Between
City of Flagstaff
and
Coconino County

This Amended and Restated Intergovernmental Agreement ("Agreement") is entered into this ___ day of _____, 2026 (the "Effective Date"), among the City of Flagstaff (the "City"), an Arizona municipal corporation with offices at 211 West Aspen Avenue, Flagstaff, Arizona and Coconino County (the "County"), a political subdivision of the State of Arizona, with offices at 219 E. Cherry Avenue, Flagstaff, Arizona. The City and the County may each be referred to in this Agreement individually as a Party, and collectively as the Parties.

RECITALS

A. The City authorized the establishment of a Metropolitan Planning Organization (the "FMPO") by Resolution 2070, adopted May 21, 1996.

B. The County authorized the establishment of an FMPO by Resolution 96-32, adopted May 20, 1996.

C. Under 23 C.F.R. § 450.104, a Metropolitan Planning Organization is a federal designation for "the policy board of an organization created and designated to carry out the metropolitan transportation planning process."

D. On or about June 24, 1996, Fife Symington, then Governor of the State of Arizona, in accordance with 23 CFR § 450.306, designated the FMPO as the Metropolitan Planning Organization for the Flagstaff Urbanized Area.

D. The City, the County and the State entered into an intergovernmental agreement regarding the designation of the Flagstaff Metropolitan Planning Organization (FMPO) on September 12, 1996 (the "1996 IGA").

E. On October 7, 2005, the County and the City entered into an intergovernmental agreement (the "2005 IGA") that sought to clarify the nature of each Party's FMPO responsibilities, removed ADOT from the IGA at ADOT's request, and superseded the 1996 IGA.

F. On January 9, 2012, the County and the City entered into an intergovernmental agreement (the "2012 IGA") that extended and further clarified the nature of each Party's responsibilities with regard to the FMPO.

G. The County and the City established the FMPO as a separate legal entity pursuant to Arizona Revised Statutes § 11-952 having the common powers specified in this Agreement, and the FMPO was created as a separate Arizona nonprofit corporation on May 14, 2019.

H. The City and County wish to allow the Arizona Board of Regents for and on behalf of

Northern Arizona University (NAU) to participate in the FMPO in a similar manner to ADOT and NAIPTA by being represented on the FMPO Board and on its committees, but without NAU becoming a direct party to this Agreement.

NOW, THEREFORE, in consideration of the mutual covenants contained in this Agreement, the Parties agree as follows:

1. Purpose of the Agreement

The purpose of this Agreement is to carry out metropolitan transportation planning for the FMPO planning area, and such other functions as may be determined by the FMPO Executive Board (the "Executive Board") that are within the FMPO's authority and consistent with its designation as an MPO. The FMPO planning area is described in the attached Exhibit A, the boundaries of which are unchanged by this Agreement. The Executive Board will serve as the policy-making body for cooperative decision-making regarding the use of federal transportation funds and other transportation related policies. In addition to this Agreement, the FMPO Board will adopt Operating Procedures. FMPO responsibilities include:

1.1 Determining the metropolitan planning area boundary subject to approval of the Governor;

1.2 Carrying out its federal and state required regional transportation planning processes, including corridor and sub-area studies, in cooperation with the State and transit operators;

1.3 Developing the metropolitan transportation plan and transportation improvement program (TIP) in coordination with other providers of transportation such as regional airports, rail and truck companies, and the unified planning work program (UPWP) in cooperation with the State and transit operators;

1.4 Approving the metropolitan transportation plan, updates, the TIP, and amendments;

1.5 Assisting in the development of a cooperative process to initiate and perform each major investment study involving the State, transit operators, environmental interests, resource and permitting agencies, and appropriate federal agencies;

1.6 Satisfying such other requirements or mandates from the state or federal government; and

1.7 Leveraging resources, identifying projects, and working to secure funding in collaboration with member agencies and other partners.

2. Duration and Termination of Agreement

Upon execution by the Parties, all previous agreements and understandings between the City and the County regarding the FMPO will cease to be effective. This Agreement will remain effective for five (5) years from the Effective Date. This Agreement shall renew automatically, subject to the appropriation of funds by the Parties or the federal or state government for MPO purposes, for one (1) additional five (5) year period. A Party may terminate this Agreement upon at least sixty (60) days prior written notice to the other Party to the Agreement. Terminating the Agreement shall not relieve a Party from those liabilities or obligations already incurred under this Agreement.

3. Form and Common Powers of the FMPO

3.1 The FMPO is a separate legal entity formed pursuant to A.R.S. § 11-952. More specifically, the FMPO is a domestic nonprofit corporation organized pursuant to Title 10, Chapter 25 of the Arizona Revised Statutes.

3.2 The FMPO is governed by an Executive Board that consists of the following voting members:

- Three (3) members of the Flagstaff City Council
- Two (2) members of the Coconino County Board of Supervisors
- One (1) representative from the Arizona Department of Transportation or Arizona State Transportation Board.
- One (1) representative of NAIPTA appointed by the NAIPTA Board of Directors who is not a member of the Flagstaff City Council or County Board of Supervisors.
- One (1) representative of NAU appointed by NAU who is not a member of the Flagstaff City Council or County Board of Supervisors.

3.3 As a separate legal entity formed pursuant to A.R.S. § 11-952, the FMPO, subject to existing applicable law, may:

a. Make and enter into contracts, including contracts, leases or other transactions with one or more of the parties to the agreement forming the separate legal entity.
b. Employ agents and employees.
c. Acquire, hold or dispose of property.
d. Acquire, construct, manage, maintain and operate buildings, works, infrastructure and improvements.
e. Incur debts, liabilities and obligations.
f. Sue and be sued.

4. Administrative and Financial Responsibilities

4.1 The Parties agree that the FMPO will procure administrative and financial services (collectively "Services") as required to meet its legal and regulatory responsibilities in a manner that best serves the needs of the FMPO as determined by the FMPO Executive Board, and include, but are not limited to:

4.1.1 Administrative services including human resources, personnel policies, legal services, information technology, office space, payroll processing, and other services needed to carry out the business of the FMPO.

4.1.2 Fiscal services including procurement, grant acceptance, auditing, budgeting, and budget adoption.

4.2 Services may be provided by FMPO staff, procured from the public or private sector, or from a Party that is interested in providing the services, and will be memorialized in a separate IGA or contract.

5. Executive Leadership and Staffing

5.1. The FMPO is led by an Executive Director, who is hired by the Executive Board, which sets the compensation and conducts an annual review of the Executive Director.

5.2 The Executive Director hires and supervises FMPO staff.

5.3 The FMPO Board may enter into a contract with the Executive Director, or employ the Executive Director as an employee of the FMPO, selecting the method that best meets the needs of the FMPO.

6. Funding and Reimbursement

6.1 For FMPO annual operating support, including grant-related match requirements and non-federal aid eligible expenses, the Parties will make an annual contribution to the FMPO to be determined through the Parties' respective annual budget processes.

6.2 For FMPO projects, the Parties will provide the local match to be determined on a project-by-project basis. Factors to be considered to determine which Party will be responsible for the amount and type of match include: (i) grant requirements; (ii) jurisdictional location or authority of a project (e.g., within the City limits, state highway); and (iii) funding allocated through the annual budget process.

7. Federal and State Funding

On FMPO projects, the Parties and the FMPO agree to follow all applicable provisions of federal or state law pertaining to procurement and accounting procedures with regard to the acceptance of federal or state funding.

8. Liability and Indemnification

8.1 Force Majeure. A Party shall not be liable for failure to comply with any of the terms and conditions of this Agreement where any failure to comply is caused by an act of God, court order, government regulation or requirement, other than those imposed by the Party that fails to perform, strike or labor difficulty, fire, flood, windstorm, breakdown or other damage to equipment, power failure or any other cause beyond the reasonable control of said Party.

8.2 Indemnification. Each Party (as "Indemnitor") agrees to indemnify, defend, and hold harmless the other Party (as "Indemnitee") from and against any and all claims, losses, liability, costs, or expenses (including reasonable attorney's fees) (collectively referred to as "Claims") arising out of bodily injury of any person (including death) or property damage, but only to the extent that such claims which result in vicarious/derivative liability to the Indemnitee are caused by the act, omission, negligence, misconduct, or other fault of the Indemnitor, its officers, officials, agents, employees, or volunteers.

9. Dispute Resolution

9.1 Mediation. If a dispute arises out of or relates to this Agreement, and if the dispute cannot be settled through negotiation, the Parties agree first to try in good faith to resolve the dispute by mediation before resorting to litigation or some other dispute resolution procedure. Mediation will take place in Flagstaff, Arizona, be self-administered and be conducted under the CPR Mediation Procedures established by the CPR Institute for Dispute Resolution, 366 Madison Avenue, New York, New York 10017, (212) 949-6490, www.cpradr.org, with the exception of the mediator

selection provisions, unless other procedures are agreed upon by the Parties. Unless the Parties agree otherwise, the mediator(s) shall be selected from panels of mediators trained under the auspices of the Alternative Dispute Resolution Program of the Coconino County Superior Court. Each agrees to bear its own costs in mediation. The Parties will not be obligated to mediate if an indispensable Party is unwilling to join the mediation.

9.2 Legal Action. This mediation provision is not intended to constitute a waiver of a Party's right to initiate legal action if a dispute is not resolved through good faith negotiation or mediation, or if a Party seeks provisional relief under the Arizona Rules of Civil Procedure.

9.3 Litigation and Attorney's Fees. In the event any action at law or in equity is instituted between the Parties in connection with this Agreement, the prevailing Party in the action will be entitled to its costs including reasonable attorneys' fees and court costs from the non-prevailing Party.

10. Notices

Unless otherwise specified in this Agreement, any notice or other communication required or permitted to be given shall be in writing and sent to the address given below for the Party to be notified, or to such other address notice of which is given:

If to City:	If to the County:
City Manager	County Manager
City of Flagstaff	Coconino County
211 West Aspen Avenue	219 E. Cherry Avenue
Flagstaff, Arizona 86001	Flagstaff, Arizona 86001

11. General Provisions

11.1 Authorization to Contract. Each Party represents and warrants that it has full power and authority to enter into this Agreement and perform its obligations under this Agreement and has taken all required acts or actions necessary to authorize the same.

11.2 Integration; Modification. Each Party acknowledges and agrees that it has not relied upon any statements, representations, agreements or warranties, except as expressed in this Agreement, and that this Agreement constitutes the Parties' entire agreement with respect to the matters addressed in this document. All prior or contemporaneous agreements and understandings, oral or written, with respect to such matters are superseded and merged in this Agreement. This Agreement may be modified or amended only by written agreement signed by or for both Parties and recorded by the County Recorder, and any modification or amendment will become effective on the date so specified, but no earlier than the date of the recording by the County Recorder.

11.3 Cancellation for Conflict of Interest. Pursuant to A.R.S. § 38-511, the City or the County may cancel this Agreement without penalty or further obligation if any person significantly involved in initiating, negotiating, securing, drafting or creating this Agreement on behalf of a Party is, at any time while the Agreement or any extension of the Agreement is in effect, an employee or agent of another Party of the Agreement in any capacity or as a consultant to the other Party of the Agreement with respect to the subject matter of this Agreement.

11.4 Waiver. No failure to enforce any condition or covenant of this Agreement will imply or

constitute a waiver of the right of a Party to insist upon performance of the condition or covenant, or of any other provision of this Agreement, nor will any waiver by either Party of any breach of any one or more conditions or covenants of this Agreement constitute a waiver of any succeeding or other breach under this Agreement.

11.5 Compliance with Immigration Laws and Regulations. Pursuant to the provisions of A.R.S. § 41-4401, each Party warrants to the other Parties that the warranting Party and its subconsultants, if any, are in compliance with all Federal Immigration laws and regulations that relate to their employees and with the E-Verify Program under A.R.S. § 23-214(A). The Parties acknowledge that a breach of this warranty by a Party or any of its subconsultants is a material breach of this IGA subject to penalties up to and including termination of this IGA or any subcontract. Each Party retains the legal right to inspect the papers of any employee of the other or any subconsultant who works on this IGA to ensure compliance with this warranty.

11.5.1 A Party may conduct random verification of the employment records of the other Parties, and any of its subconsultants, to ensure compliance with this warranty.

11.5.2 A Party will not consider the other Parties or any of their subconsultants in material breach of the foregoing warranty if the other Party and its subconsultants establish that they have complied with the employment verification provisions prescribed by 8 USCA § 1324(a) and (b) of the Federal Immigration and Nationality Act and the EVerify requirements prescribed by A.R.S. § 23-214(A).

11.5.3 The provisions of this Article must be included in any contract a Party enters into with any and all of its subconsultants who provide services under this IGA or any subcontract. As used in this Section 11.5, “services” are defined as furnishing labor, time or effort in the State of Arizona by a contractor or subcontractor. Services include construction or maintenance of any structure, building or transportation facility, or improvement to real property.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed as of the day and year first written above.

City of Flagstaff	**Coconino County**
_____	_____
Becky Daggett, Mayor	Patrice Horstman, Chair Board of Supervisors
Attest:	Attest:
_____	_____
City Clerk	Clerk of the Board
Approved as to form:	Approved as to form:
_____	_____
City Attorney	County Attorney

ACKNOWLEDGED AND AGREED:

Flagstaff Metropolitan Planning Organization, an
Arizona nonprofit corporation

_____
Kate Morley, Executive Director

Approved as to form:

_____
Mangum, Wall, Stoops & Warden, PLLC
Legal Counsel for FMPO

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Kristine Pavlik, Housing and Grants Administrator

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Consideration and Adoption of Resolution No. 2026-23: A resolution approving the City of Flagstaff's 2026-2030 Consolidated Plan and authorizing its submission to the U.S. Department of Housing and Urban Development (HUD)

STAFF RECOMMENDED ACTION:

1. Read Resolution No. 2026-23 by title only
2. City Clerk reads Resolution No. 2026-23 (if approved above)
3. Adopt Resolution No. 2026-23

Executive Summary:

The 2026–2030 Consolidated Plan (ConPlan) is a five-year strategic plan and assessment of community needs. This plan serves as a guiding document for the community to help achieve HUD's federally required primary and national objectives for the Community Development Block Grant (CDBG) program. It identifies priority needs, establishes goals and strategies, and outlines how federal resources will be used to support low- and moderate-income residents, address housing and community development challenges, and improve overall quality of life in Flagstaff.

The creation of the Consolidated Plan is an extensive process that involves public and stakeholder input (collected through surveys, public meetings, and a 30-day public comment period), community needs assessments, and a housing market analysis. The data outlined in the ConPlan helps determine the relative priority of activities and the populations that will be served in the coming years with federal funds.

Key findings from this process highlight several ongoing challenges in the Flagstaff community. Housing cost burden remains one of the most significant issues, with rising home values and rents outpacing income growth. A substantial portion of the housing stock is aging and in need of rehabilitation, increasing maintenance costs and potential health and safety risks. Community input also identified continued demand for homelessness services, including shelter capacity and coordinated access to housing resources, as well as the need for improved public facilities, infrastructure, and ADA accessibility in low- and moderate-income neighborhoods.

The following are the four priority needs proposed for the 2026–2030 Consolidated Plan:

Preserve & Develop Affordable Housing

- Support the preservation of existing affordable housing and the development of new units to ensure safe, stable, and accessible housing options for low- and moderate-income (LMI) households. This includes protecting existing affordability, improving housing quality, and expanding the supply of rental and homeownership opportunities.

Improve Public Facilities & Infrastructure

- Invest in the improvement of public facilities and infrastructure to support safe, accessible, and resilient neighborhoods, particularly in low- and moderate-income areas. This includes addressing aging systems, removing barriers to access, and enhancing community-serving spaces.

Public Services for LMI & Special Needs Populations

- Provide funding for public service programs that support low- and moderate-income residents and individuals with special needs, including those experiencing homelessness, poverty, disability, or behavioral health challenges. These services are intended to improve stability, access to resources, and overall quality of life.

Effective Program Administration

- Ensure the effective and compliant administration of HUD-funded programs through oversight, financial management, and ongoing monitoring of subrecipients. This includes planning, reporting, and community engagement activities necessary to implement programs in alignment with federal requirements and local priorities.

Financial Impact:
Approval of the resolution authorizes the City of Flagstaff to submit the 2026–2030 Consolidated Plan to the U.S. Department of Housing and Urban Development (HUD), which is required for the City to continue receiving annual Community Development Block Grant (CDBG) entitlement funding. While the Consolidated Plan does not appropriate funds directly, it establishes a five-year framework that guides the use of approximately $600,000 to $700,000 in annual CDBG funding, along with program income and prior-year resources. These funds support eligible housing, public service, and infrastructure activities that benefit low- and moderate-income residents. All funding allocations will be determined annually through the Annual Action Plan.

Policy Impact:
The Flagstaff City Council's CDBG Priorities (established January 2025):

- Provide affordable housing (rental and homeownership)
- Address homelessness
- Support neighborhood revitalization
- Workforce development (including job training and lifespan education)

Previous Council Decision or Community Discussion:

Development of the Consolidated Plan included extensive community and stakeholder engagement. Housing staff conducted multiple focus groups with service providers, housing and homelessness partners, and community organizations to better understand system gaps and emerging needs. Additional outreach included stakeholder meetings, coordination with the Coconino County Continuum of Care, and consultation with regional partners. A community-wide survey was distributed to gather input from residents, and public meetings were held to provide opportunities for feedback. The draft Consolidated Plan was also made available for a 30-day public comment period in accordance with HUD requirements. Feedback received through these efforts directly informed the identified priority needs, goals, and strategies included in the 2026–2030 Consolidated Plan.

An overview of the Consolidated Plan (ConPlan), including key findings from the Market Analysis and Needs Assessment as well as the proposed goals and priorities, was presented to the Housing Commission on March 26, 2026. The Housing Commission reviewed the information and provided input. This overview was also presented to City Council during the April 14, 2026, work session, where Council provided direction to inform the finalization of the Plan.

Options and Alternatives to Recommended Action:

1. Approve Resolution and authorize the submission of the 2026-2030 Consolidated Plan to HUD.
2. Modify Resolution and authorize the submission to HUD.
3. Not approve Resolution and risk losing the 2026 and future CDBG allocations.

Background and History:
The City of Flagstaff is an Entitlement Community and receives an annual allocation of Community Development Block Grant (CDBG) funds from the U.S. Department of Housing and Urban Development (HUD). To receive these funds, the City is required to complete a five-year Consolidated Plan (ConPlan) that identifies community needs, sets priorities, and outlines how federal resources will be used to benefit low- and moderate-income residents. The 2026–2030 Consolidated Plan builds on prior planning efforts and aligns with other adopted plans, including the Flagstaff Regional Plan, the 10-Year Housing Plan, and the Carbon Neutrality Plan.

The ConPlan is based on a data-driven process that includes a housing market analysis, needs assessment, and community input. Key findings show that housing affordability remains a significant challenge, with home prices and rents rising faster than incomes. At the same time, much of the City's housing stock is aging and in need of rehabilitation, and there is continued demand for homelessness services, including shelter capacity and coordinated access to housing resources. Community input also highlighted the need to improve public facilities, infrastructure, and ADA accessibility, particularly in low- and moderate-income neighborhoods. Public and stakeholder engagement was a key part of developing the Plan. Housing staff conducted focus groups with housing and service providers, met with community partners, and coordinated with the Coconino County Continuum of Care. Additional outreach included a community survey, public meetings, and a 30-day public comment period in accordance with HUD requirements.

This input directly informed the four priority areas and associated goals:
Preserve and Develop Affordable Housing
Improve Public Facilities and Infrastructure
Public Services for Low- and Moderate-Income and Special Needs Populations
Effective Program Administration.
The Consolidated Plan establishes the framework for how CDBG funds will be used over the next five years and is implemented annually through the Annual Action Plan (AAP). Each year, projects are selected through the Notice of Funding Availability (NOFA) process, staff review, and community input to ensure funding aligns with identified priorities and HUD requirements. This approach allows the City to stay responsive to community needs while maintaining compliance and advancing long-term housing and community development goals.

Connection to PBB Priorities and Objectives:
The 2026–2030 Consolidated Plan (ConPlan) aligns with the City of Flagstaff's Priority Based Budgeting (PBB) framework by supporting investments that reflect community-identified priorities and outcomes. Through PBB, the City evaluates programs and services based on how well they align with key community priorities established by residents and City Council, ensuring that resources are directed toward the areas of greatest need and impact. The ConPlan's focus on housing stability, public services, infrastructure improvements, and equitable access to resources directly supports priorities such as a Safe & Healthy Community, Inclusive & Engaged Community, and Livable Community.

The ConPlan development process also mirrors the City's PBB emphasis on transparency and community input. HUD's citizen participation requirements require robust engagement, including public meetings, surveys, stakeholder consultations, and a formal public comment period. This process ensures that resident voices help shape funding priorities in a way that is consistent with how the City defines and updates its PBB priorities and objectives through ongoing public input. Together, the ConPlan and PBB framework reinforce a consistent approach to decision-making—grounding both planning and budgeting in community priorities, data, and measurable outcomes.

Connection to Regional Plan:

The 2026–2030 Consolidated Plan (ConPlan) aligns with the City of Flagstaff Regional Plan by supporting goals related to housing, neighborhood vitality, and community well-being. The ConPlan's focus on preserving and developing affordable housing, improving public facilities and infrastructure, and providing services for low- and moderate-income residents directly supports Regional Plan goals to expand housing opportunities at a range of price points, maintain safe and healthy neighborhoods, and address homelessness. Investments guided by the ConPlan are intended to strengthen existing neighborhoods, improve access to community resources, and support overall quality of life across the region.

In addition, the ConPlan supports Regional Plan policies related to accessibility, sustainability, and equity. Efforts to improve public facilities, remove barriers to access, and support vulnerable populations align with policies focused on safe and sanitary housing, accessibility for persons with disabilities, and equitable access to services. The Plan also reinforces ongoing coordination with community partners and regional systems, including homelessness response and housing programs, which supports broader Regional Plan goals to eliminate homelessness and expand housing stability. Overall, the ConPlan provides a framework for aligning federal resources with local and regional priorities to address housing and community development needs in a coordinated and consistent way.

Connection to Carbon Neutrality Plan:

The 2026–2030 Consolidated Plan (ConPlan) supports the City of Flagstaff's Carbon Neutrality Plan by prioritizing investments that improve building performance, strengthen community resilience, and ensure that sustainability efforts benefit low- and moderate-income residents. The ConPlan's focus on public facility and infrastructure improvements, housing rehabilitation, and community-serving spaces aligns with the City's goals to reduce energy use, improve indoor environmental quality, and prepare for climate-related impacts such as extreme heat, wildfire smoke, and other environmental stressors.

In addition, the ConPlan emphasizes equity and access in alignment with the Carbon Neutrality Plan's commitment to ensuring that climate strategies are inclusive and responsive to community need. Investments in accessible facilities, neighborhood improvements, and services for vulnerable populations help ensure that residents most impacted by climate risks have access to safe, resilient spaces and resources. The ConPlan also supports coordination with local partners and broader planning efforts, reinforcing a comprehensive approach to sustainability that integrates housing, infrastructure, and community health.

Connection to 10-Year Housing Plan:

The 2026–2030 Consolidated Plan (ConPlan) aligns closely with the City of Flagstaff's 10-Year Housing Plan by providing a federal funding framework that supports the City's broader housing goals and strategies. While the 10-Year Housing Plan establishes a long-term vision to increase housing supply, preserve affordability, and improve housing stability, the ConPlan identifies how Community Development Block Grant (CDBG) funds can be used to support those efforts, particularly for low- and moderate-income residents. The ConPlan's priority areas—preserving and developing affordable housing, improving public facilities and infrastructure, and providing public services—directly support the Housing Plan's focus on reducing homelessness, increasing housing access, and strengthening the overall housing system.

A key area of alignment is the shared focus on reducing homelessness and improving housing stability. The ConPlan supports strategies to strengthen coordinated systems such as Coordinated Entry and partnerships with the Continuum of Care, which are central to the Housing Plan's approach to making homelessness rare, brief, and non-recurring. Investments in shelter operations, supportive services, and facility improvements help address immediate needs while also supporting pathways to permanent housing. In addition, the ConPlan reinforces the Housing Plan's emphasis on integrating housing with healthcare and social services by supporting programs that connect residents to behavioral health, case management, and other critical resources.

The ConPlan also supports the Housing Plan's focus on equity and access. Through investments in ADA improvements, removal of architectural barriers, and targeted investments in low- and moderate-income neighborhoods, the ConPlan helps address disparities in access to housing, services, and community resources. These efforts align with the Housing Plan's strategies to center equity in housing policies and ensure that historically underserved populations have access to safe and stable housing opportunities. The Plan's emphasis on fair housing education, inclusive service delivery, and coordination with community partners further supports these goals.

Finally, the ConPlan complements the Housing Plan's strategies to preserve and improve the existing housing stock. With a significant portion of Flagstaff's housing built prior to 1980, both plans recognize the importance of rehabilitation and ongoing investment to maintain safe and habitable housing. While the ConPlan is limited in scale compared to local funding tools, it plays an important role in supporting housing stability, improving living conditions, and leveraging other local, state, and federal resources. Together, the ConPlan and the 10-Year Housing Plan provide a coordinated approach to addressing housing challenges in Flagstaff through both long-term planning and targeted annual investments.

Connection to Division Specific Plan:

Please see the Connection to 10-Year Housing Plan section.

Attachments: Res. 2026-23
CDBG 2026-2030 Consolidated Plan DRAFT

RESOLUTION NO. 2026-23

A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL APPROVING THE CITY OF FLAGSTAFF COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM YEAR 2026-2030 CONSOLIDATED PLAN AND AUTHORIZING ITS SUBMISSION TO THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

RECITALS:

WHEREAS, the Flagstaff City Council is committed to the welfare of its low- and moderate-income residents; and

WHEREAS, the Flagstaff City Council is committed to meeting the national objectives of the United States Department of Housing and Urban Development ("HUD") to: (1) benefit low- and moderate-income persons, (2) address slum and blight conditions, and (3) meet an urgent community need; and

WHEREAS, the City of Flagstaff has been designated as a Community Development Block Grant ("CDBG") Entitlement Community by HUD; and

WHEREAS, preparation of the Consolidated Plan is a federal requirement for local entitlement jurisdictions to continue to receive CDBG and other HUD grant funding; and

WHEREAS, the City of Flagstaff has prepared its 2026-2030 Consolidated Plan in order to meet the federal requirement; and

WHEREAS, the Flagstaff City Council has reviewed and approved the 2026-2030 Consolidated Plan.

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. In General.

That the submission of the 2026-2030 Consolidated Plan reflecting strategies developed within the required public planning process is hereby approved and authorized for submission to the US Department of Housing and Urban Development(HUD).

SECTION 2. Delegation of Authority.

That the Housing Section be authorized to submit this resolution and the Consolidated Plan to HUD.

That the Mayor and/or the City Manager be authorized to execute all associated certifications and grant acceptances.

SECTION 3. Effective Date.

This resolution shall be immediately effective upon adoption.

PASSED AND ADOPTED by the City Council of the City of Flagstaff, this 19th day of May, 2026.

MAYOR

ATTEST:

CITY CLERK

APPROVED AS TO FORM:

CITY ATTORNEY

Exhibits:
A – 2026-2030 Consolidated Plan

Flagstaff 2026-2030 ConPlan

Working Draft

Title Page

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Consolidated Plan Helpful Definitions:

Affordable Housing: Housing affordable at 30 percent or less of a household's monthly income.

Cost-Burden: Households spending more than 30 percent of their gross income on monthly housing costs, including rent or mortgage payments, utilities, taxes, and insurance.

Severe Cost-Burden: Households spending more than 50 percent of their gross income on monthly housing costs, including rent or mortgage payments, utilities, taxes, and insurance.

Median Household Income: Midpoint of a specific jurisdiction's income distribution, calculated annually by U.S. Census survey. Data is typically one or two years lagging. This measure is used to assess economic trends and living standards within different geographic areas.

Area Median Income (AMI): Annual household income for regional metro areas, generally published on an annual basis by HUD.

HUD Area Median Family Income (HAMFI): The median family income calculated by HUD to determine Fair Market Rents (FMRs) and Income Limits for HUD programs.

Low- and Moderate-Income (LMI): Collectively refers to both low- and moderate-income households, with a focus on those below 80% of AMI for many HUD programs.

Extremely low-income household: Households earning 30 percent of AMI or less for their household size. In 2025, a four-person household in Flagstaff, AZ Metropolitan Statistical Area (MSA), with an income at 30 percent AMI earned $32,750 or less.

Very Low-income households: Households earning 31 percent to 50 percent AMI for their household size. In 2025 a four-person household in Flagstaff, AZ MSA, with an income at 50 percent AMI earned a maximum of $54,550 per year.

Low-income households: Households earning 51 to 80 percent AMI for their household size. In 2025, a four-person household in Flagstaff, AZ MSA, with an income at 80 percent AMI earned a maximum of $87,250.

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Needs Assessment

NA-05 Overview

Needs Assessment Overview

To ensure the efficient and effective use of resources, the City of Flagstaff must first assess the community's needs. This section describes and analyzes various demographic and economic indicators to provide an understanding of the community's needs. By using data gathered from state, local, and federal sources, the City can identify needs based on broad trends in population, income, and household demographics. Primary data sources include the U.S. Census Bureau, the U.S. Department of Housing and Urban Development (HUD), and the Bureau of Labor Statistics. Once gathered, the data is analyzed to explore how family and household dynamics, race, and housing challenges are interconnected. A key objective of this Needs Assessment is to identify the nature and extent of housing challenges experienced by Flagstaff residents.

In addition to demographic analysis, this section examines factors that influence, or are influenced by, the housing market. These include public housing needs, the needs of individuals facing homelessness, and non-homeless special needs populations. Furthermore, non-housing development needs, such as public services and infrastructure, are also evaluated to guide resource allocation decisions.

Each of these issues is analyzed alongside economic and demographic indicators to determine if certain groups are disproportionately affected. By understanding the scale and prevalence of housing challenges within Flagstaff, the City can set evidence-based priorities for their Community Development Block Grant (CDBG). This approach ensures that resources are directed toward the areas and populations that need them most, promoting more equitable outcomes across the community.

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NA-10 Housing Needs Assessment - 24 CFR 91.305 (a,b,c)

Summary of Housing Needs

The housing needs of a community are influenced by supply and demand. However, the factors that impact housing supply and demand are far more complex than simply matching one house to one household. Variables such as population growth, household size, availability of rental housing, income levels, and property conditions all contribute to shaping the community's housing needs.

The following section highlights that the most significant housing challenge in Flagstaff is the lack of affordable housing. According to the 2019-2023 American Community Survey (ACS) 5-Year Estimates, approximately 11,921 households in the City are cost burdened, representing 44.3% of the population. HUD defines cost-burden as a household spending more than 30% of their income on housing costs. Both renters and homeowners are affected, with 9,309 rental households (60.6% of renters) and 2,612 homeowner households (22.6% of homeowner households, including those with and without a mortgage experiencing cost burden.

Demographics	Base Year: 2013	Most Recent Year: 2023	% Change
Population	66,569	76,333	14.7%
Households	23,006	27,815	20.9%
Median Income	$49,771	$68,041	36.7%

Table 1 - Housing Needs Assessment Demographics

Data Source: 2009-2013-ACS (Base Year), 2019-2023 ACS (Most Recent Year)

Since 2013, Flagstaff's population has increased by approximately 14.7%, reflecting a very modest rate of population increase. In contrast, the number of households in the City has risen by about 20.9%, indicating a decrease in average household size as the population has increased at a slightly lower rate than the number of households. This indicates that since the population is increasing, increased housing supply is needed to meet the current demand. This shift could also point to demographic changes, such as an increase in young adults or seniors living independently, or economic factors influencing living arrangements, like affordability and housing availability.

During the same period, Flagstaff's Median Household Income (MHI) rose by 36.7%. While this outpaces inflation, the impact on housing affordability remains limited. Rising home prices and rental costs have outstripped income growth, leading to ongoing affordability challenges for many residents. This trend underscores the need for continued investments in affordable housing, rental assistance, and homeownership support programs to ensure that economic gains translate into improved housing stability for households across the city.

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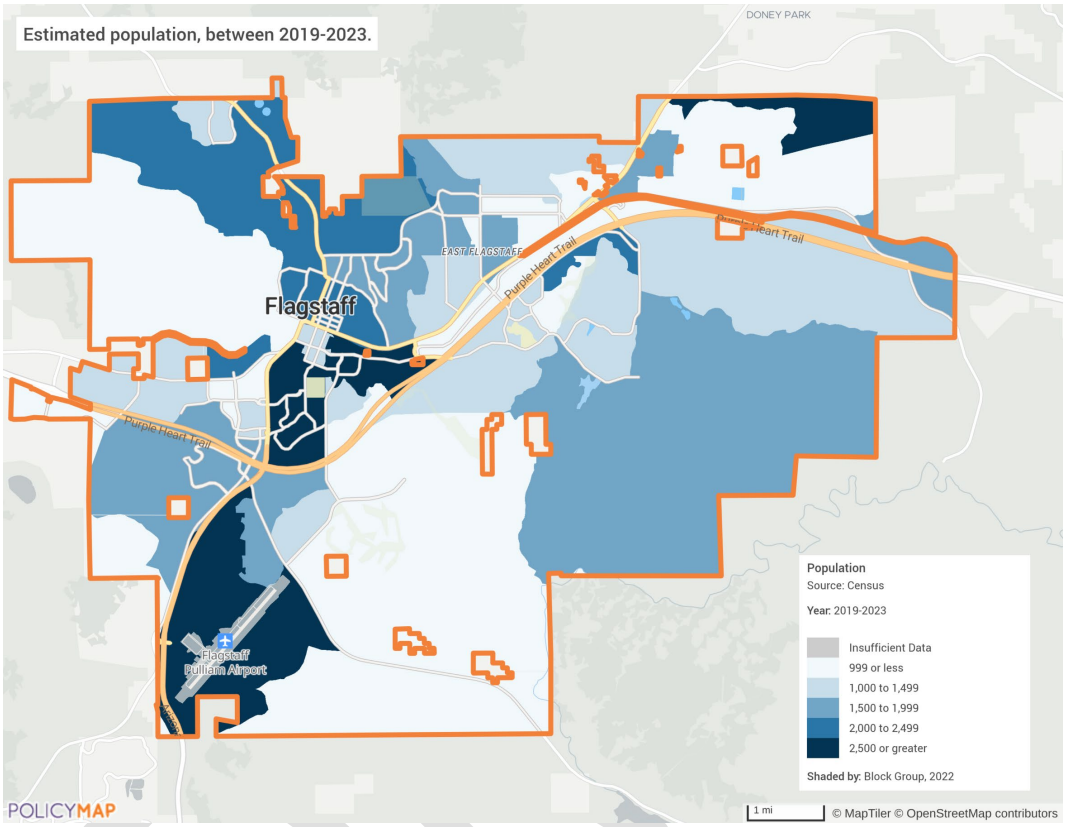
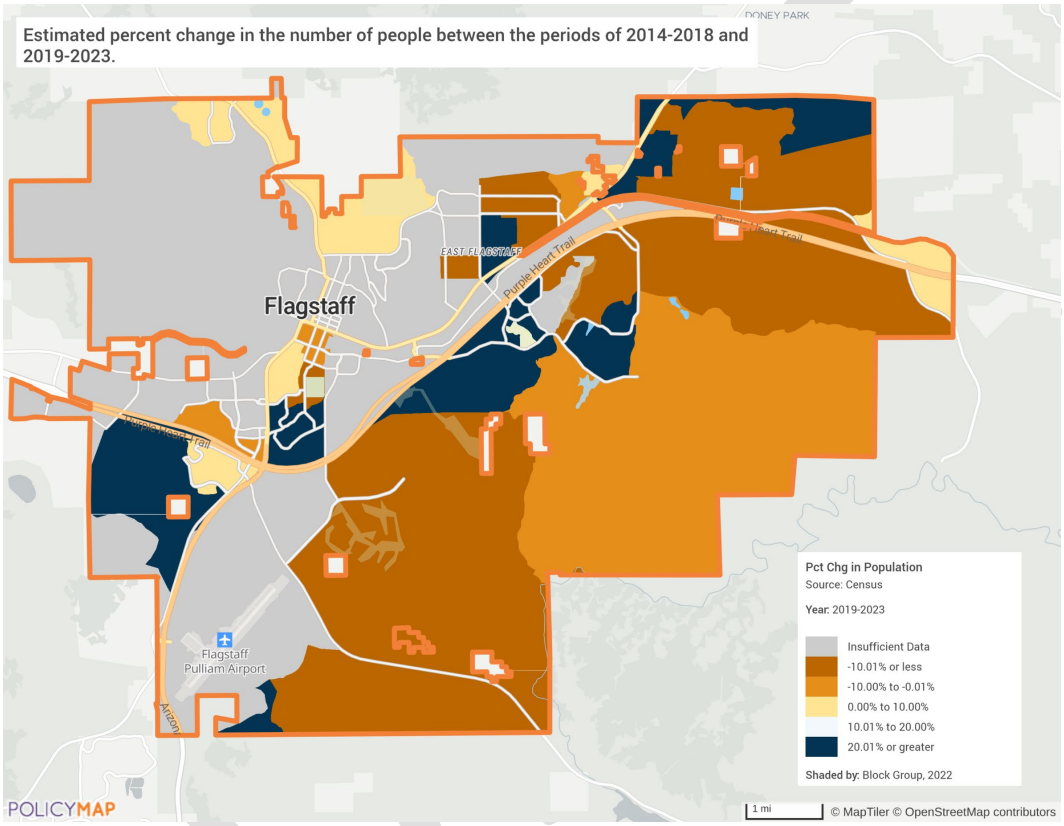
Population

The map below illustrates estimated population distribution in Flagstaff by block group between 2019 and 2023. Areas with the highest populations are found near the central area of the City and surrounding the Flagstaff Pulliam Airport. Areas with the lowest population are mostly due to mountainous terrain and areas of dense forest or agriculture.



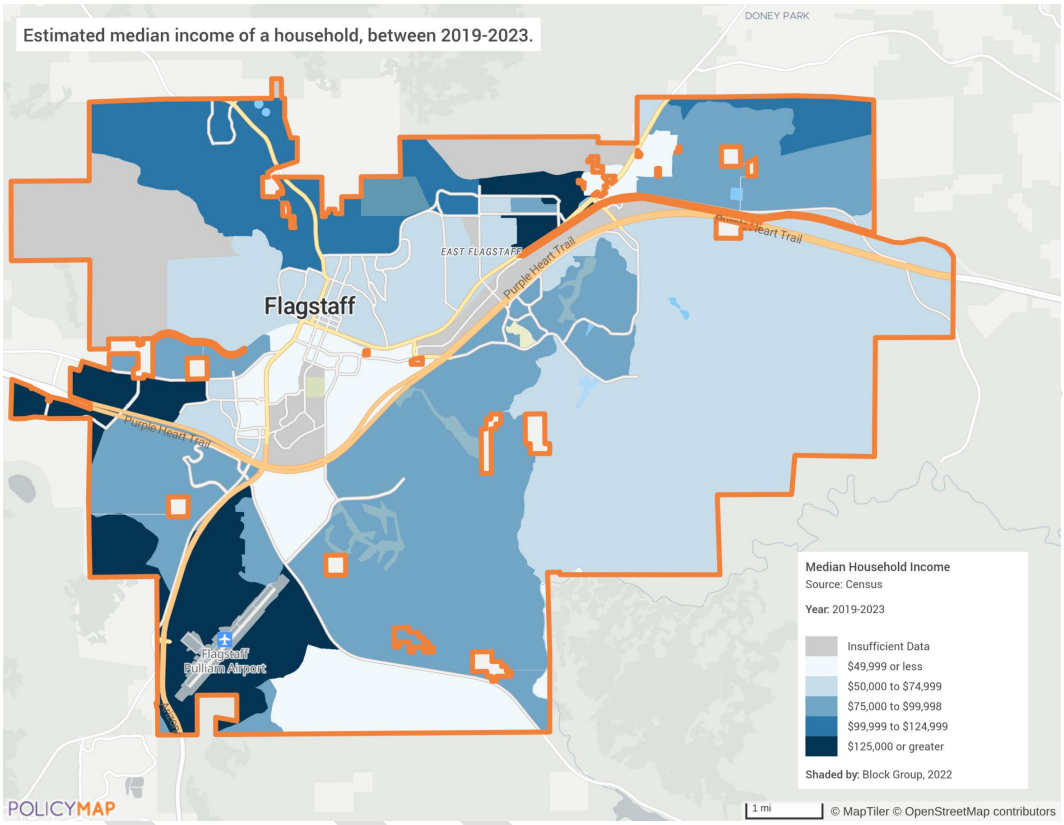
Change in Population from 2018-2023

The map below illustrates population changes in Flagstaff between 2018 and 2023, highlighting notable demographic shifts throughout much of the city. Population decline, often exceeding 10%, is evident in many areas of the City as shown by Block Groups shaded in orange and yellow. Conversely, several sections of Flagstaff have experienced marked population increases, with some areas seeing population increases surpassing 20%. Many areas surrounding the city center and the Flagstaff Pulliam Airport had insufficient data to provide accurate reports. These reported trends underscore shifting population dynamics, indicating potential changes in residential density and community composition across the City.



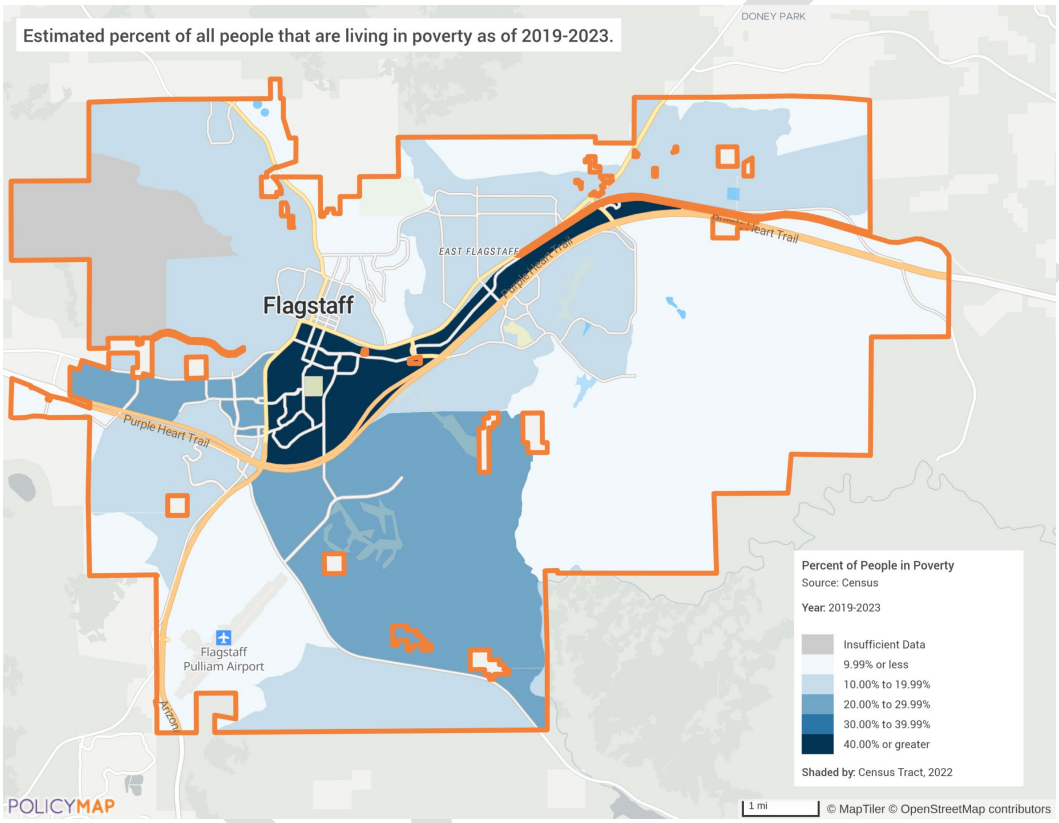
Median Household Income

The citywide median household income in Flagstaff in 2023 was $68,041. Most block groups in and around the city center have a similar or lower median household income (MHI), with the lowest median incomes below $50,000 represented by the lightest shading. In contrast, areas in the southeastern corner surrounding the Flagstaff Pulliam Airport have higher income levels, with many having a MHI of $125,000 or more as indicated by the darkest shading.



Poverty Rate

The map below illustrates the poverty rate across the census tracts in Flagstaff. Based on data from ACS 2019-2023 data, the citywide poverty rate was 19.4%. There is a significant concentration of poverty in the central areas of the city and east of the city along Interstate 40, where many tracts report poverty rates above 40%. In contrast, poverty rates in the areas surrounding the Flagstaff Pulliam Airport and regions north and east of the city are generally lower, often under 10%. These poverty rates directly correlate with the previous map showing Median Household Income throughout Flagstaff. This distribution illustrates a clear socioeconomic divide, with higher poverty near the city center, tapering off in areas outside of the city and near the airport.



Number of Households Table

	0-30% HAMFI	>30-50% HAMFI	>50-80% HAMFI	>80-100% HAMFI	>100% HAMFI
Total Households	3,990	3,230	4,560	2,845	11,830
Small Family Households	600	885	1190	1215	5455
Large Family Households	45	85	345	75	975
Household contains at least one person 62-74 years of age	455	420	690	350	2400
Household contains at least one person age 75 or older	189	195	330	165	690
Households with one or more children 6 years old or younger	170	300	505	490	1660

Table 2 - Total Households Table

Data Source: 2017-2021 CHAS

In the above table, data from HUD's 2017-2021 Comprehensive Housing Affordability Strategy (CHAS) is used to develop a more detailed look at household composition and incomes in Flagstaff. The HUD Area Median Family Income (HAMFI) provides a baseline for income in the area.

This document uses the following income group definitions:

- Extremely Low Income: 0-30% HAMFI
- Very Low Income: 30-50% HAMFI
- Low Income: 50-80% HAMFI
- Moderate Income: 80-100% HAMFI
- Above Moderate Income: >100% HAMFI

According to 2017-2021 CHAS data, 55.3% (14,625) of Flagstaff's households have incomes below 80% of the Area Median Income (AMI), classifying them as low-income. Among these, small households make up approximately 26.6%, while large households represent only 3.8%. A notable correlation exists between household composition and income level: about 47.5% of elderly households (those with at least one member aged 62 or older) fall within lower-income categories, and nearly half of households with children under six are also low-income. These trends highlight diverse housing and service needs across age and income groups, indicating a need for targeted support for these demographics in Flagstaff.

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Housing Needs Summary Tables

1. Housing Problems (Households with one of the listed needs)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Substandard Housing - Lacking complete plumbing or kitchen facilities	70	0	25	0	95	4	0	15	0	19
Severely Overcrowded - With >1.51 people per room (and complete kitchen and plumbing)	45	20	85	0	150	0	0	0	0	0
Overcrowded - With 1.01-1.5 people per room (and none of the above problems)	40	195	75	95	405	0	4	60	0	64
Housing cost-burden greater than 50% of income (and none of the above problems)	2430	1435	390	4	4259	380	330	415	4	1129

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	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
Housing cost-burden greater than 30% of income (and none of the above problems)	120	485	1665	645	2915	95	90	360	205	750
Zero/negative Income (and none of the above problems)	335	0	0	0	335	110	0	0	0	110

Table 3 – Housing Problems Table

Data Source: 2017-2021 CHAS

The table above provides a summary of housing issues in Flagstaff by income group and tenure (renter or homeowner), using 2017-2021 CHAS data. The table only looks at households at or below the AMI. Among the households referenced in Table 7, the most common issues are cost-burden and overcrowding. Specifically, 7,174 renters and 1,879 homeowners in Flagstaff are cost-burdened, spending 30% or more of their income on housing. Within this group of cost-burdened households, nearly 60% of both cost-burdened renters and homeowners are classified as severely cost-burdened, with housing expenses consuming more than 50% of their income.

In addition to cost-burden, overcrowding affects a notable number of these households. Approximately 555 renters and 64 homeowners live in conditions defined as having more than 1.01 persons per room. This prevalence of cost-burdened households highlights the financial strain that housing costs impose on Flagstaff residents, regardless of whether they rent or own, with renters particularly experiencing high rates of overcrowding and mostly located to areas east and southeast of the city center.

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2. Housing Problems 2 (Households with one or more Severe Housing Problems: Lacks kitchen or complete plumbing, severe overcrowding, severe cost-burden)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Having 1 or more of four housing problems	2705	2135	2240	745	7825	480	425	850	210	1965
Having none of four housing problems	230	180	830	1370	2610	135	490	635	520	1780
Household has negative income, but none of the other housing problems	335	0	0	0	335	110	0	0	0	110

Table 4 – Housing Problems 2

Data Source: 2017-2021 CHAS

Severe Housing Problems

Severe housing problems are common amongst lower-income households in Flagstaff. Among households earning between 0% and 100% of the Area Median Income (AMI), around 75.8% of the 10,770 renter households and around 53.8% of the 3,855 owner households experience at least one documented housing issue. These challenges are especially acute for those with extremely low incomes, with 93% of renter households and around 81.4% of homeowners earning between 0-30% of AMI facing at least one housing problem. This underscores the urgent need for targeted home repair programming for extremely low-income households to improve housing quality and safety. CHAS 2017-2021 Data presented in Tables 7 and 8 indicate that cost-burden remains the most widespread housing issue in Flagstaff, as many households struggle to meet housing expenses. This underscores the urgent need for targeted efforts to improve housing affordability, particularly for lower-income households.

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3. Cost-burden > 30%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	15	210	385	610	0	20	125	145
Large Related	0	35	60	95	0	30	95	125
Elderly	55	99	85	239	65	25	140	230
Other	45	255	1210	1510	30	20	40	90
Total need by income	115	599	1740	2454	95	95	400	590

Table 5 – Cost-burden > 30%

Data Source: 2017-2021 CHAS

Housing Cost-burden

The table above uses 2017-2021 CHAS data to provide an in-depth analysis of cost-burdened households in Flagstaff within income ranges from 0% to 80% of the Area Median Income (AMI), showcasing characteristics of households experiencing cost-burdens across different income groups. Among renter households experiencing cost-burdens, 24.8% are small households, while large households make up only 3.9% of this group. For homeowners, a similar pattern emerges for renters, with approximately 24.5% of small households facing cost-burdens, compared to 21.2% of large households.

Cost-burden amongst elderly households is more common among homeowners than renter households. This suggests that older residents who own their homes may continue to face significant challenges with housing costs in Flagstaff.

The likelihood of a household being cost-burdened is heavily influenced by location, as indicated by the maps that follow. Factors impacting housing supply and demand contribute to these variations, with lower-income areas showing a higher need for affordable housing. In regions with higher median home values, housing costs are often out of reach for many residents. The maps, utilizing U.S. Census Bureau data, illustrate cost-burdened households by census tracts across Flagstaff.

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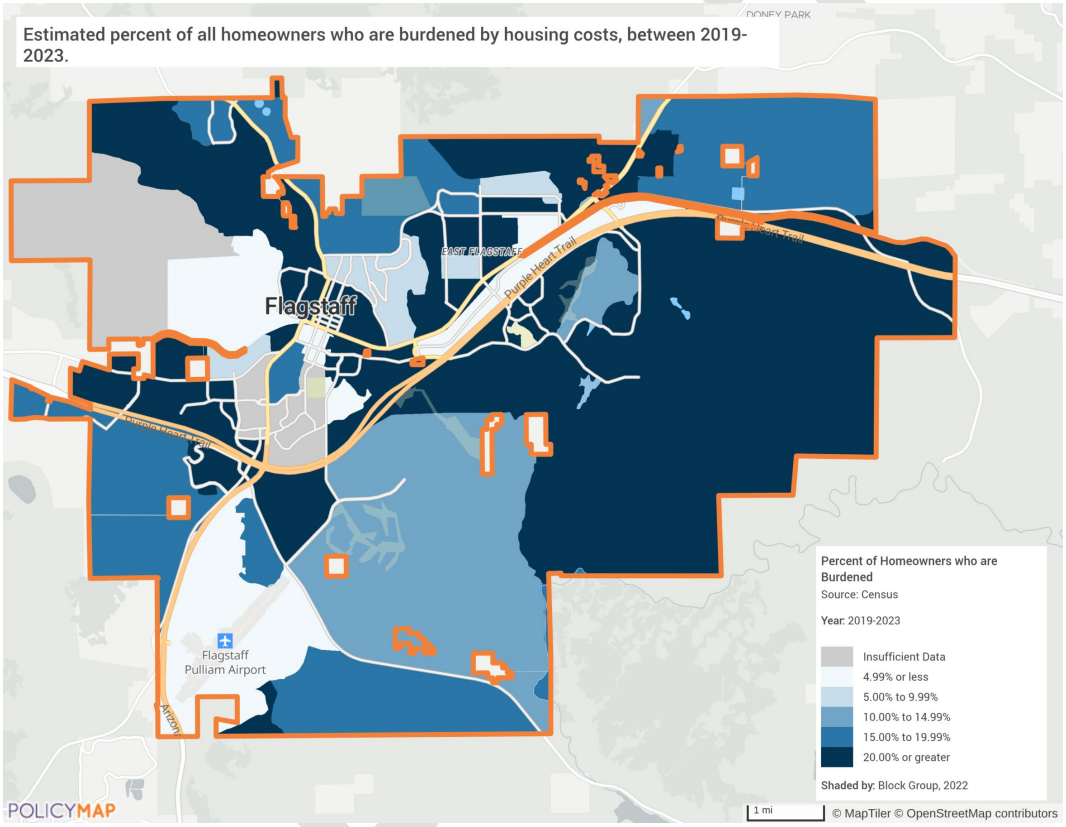
Homeowner Cost-burden

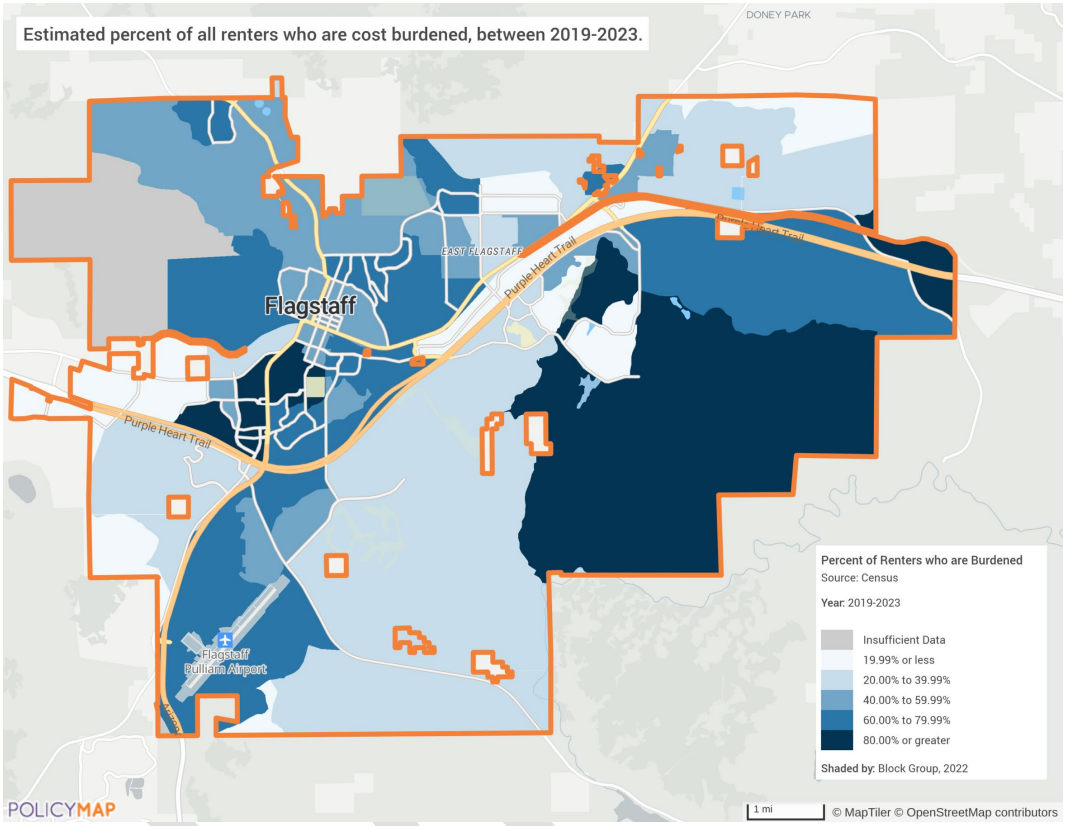
According to 2019 – 2023 ACS 5-Year estimates, the citywide rate of cost-burden for homeowners, including both those with and without a mortgage, was 22.6% or just over 2,600 homeowner households. Of these cost-burdened households, approximately 80.2% are homeowners with a mortgage and the remaining 19.8% are without a mortgage.

Cost-burdened homeowners are distributed across Flagstaff, with rates varying throughout the city. In many tracts, shaded in dark blue, more than 20% of homeowners spend over 30% of their income on housing costs, underscoring notable affordability challenges in these areas while only a few areas shaded the lightest report having below 5% of cost-burdened households. These findings indicate there is a widespread moderate cost-burden issue amongst homeowners throughout most of Flagstaff.



Renter Cost-burden

According to 2019 – 2023 ACS 5-Year estimates as identified in the City's Housing Inventory and Affordability Analysis, the citywide rate of cost-burden for renters was 60.6%. Cost-burden rates for renters in Flagstaff show relatively high rates across most of the city. In most of the census tracts, over 40% of renters are cost-burdened, with some areas reaching rates above 60% and certain tracts exceeding 80% south of the city center and in the eastern regions of Flagstaff. This widespread prevalence of cost-burden among renters underscores a critical affordability issue affecting many parts of Flagstaff.



4. Cost-burden > 50%

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
NUMBER OF HOUSEHOLDS								
Small Related	430	320	50	800	90	40	170	300
Large Related	15	10	45	70	0	0	0	0
Elderly	225	80	45	350	145	119	130	394
Other	1905	1110	250	3265	140	165	120	425
Total need by income	2575	1520	390	4485	375	324	420	1119

Table 6 – Cost-burden > 50%

Data Source: 2017-2021 CHAS

Severe Cost-burden

In Flagstaff, a significant portion of cost-burdened households are classified as severely cost-burdened, meaning these households spend over 50% of their income on housing costs. Among renters facing severe cost-burdens, small, related households constitute approximately 17.8% of this group, while large households make up only 1.6%. Similarly, among homeowners with severe cost-burdens, small, related households account for approximately 26.8%, while there are no large households reported to be severely cost-burdened. Elderly households are particularly impacted, with a higher ratio of severe cost-burden among homeowners than renters.

For households managing such severe cost-burdens, unexpected expenses—such as increases in utility bills or medical costs—can threaten housing stability and increase the risk of displacement or homelessness. These vulnerable residents may benefit from additional resources, including financial aid or housing subsidies, to support stable housing. Addressing the needs of severely cost-burdened households is essential to preventing housing crises and promoting long-term stability for at-risk residents in Flagstaff.

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5. Crowding (More than one person per room)

	Renter					Owner				
	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	>80-100% AMI	Total
NUMBER OF HOUSEHOLDS										
Single family households	0	195	80	95	370	0	0	45	0	45
Multiple, unrelated family households	0	0	10	0	10	0	4	15	0	19
Other, non-family households	90	20	80	0	190	4	0	0	0	4
Total need by income	90	215	170	95	570	4	4	60	0	68

Table 7 – Crowding Information – 1/2

Data Source: 2016-2020 CHAS

Overcrowding

In Flagstaff, HUD defines an overcrowded household as one with 1.01 to 1.50 occupants per room, and overcrowding patterns vary by housing tenure. Amongst households earning up to 100% of the Area Median Income (AMI), renters make up a majority of overcrowded households, with 570 cases compared to 68 among homeowners. This issue is particularly pronounced among lower-income renters; nearly 83% of overcrowded renter households fall below 80% of the Area Median Income (AMI), classifying them as low income. These findings underscore the disproportionate impact of overcrowding on low-income renter households, highlighting the urgent need for targeted strategies to address both space and affordability constraints for these residents.

	Renter				Owner			
	0-30% AMI	>30-50% AMI	>50-80% AMI	Total	0-30% AMI	>30-50% AMI	>50-80% AMI	Total
Households with Children Present	170	235	330	735	0	65	175	240

Table 8 – Crowding Information – 2/2

Data Source: 2016-2020 CHAS

The presence of children shows similar patterns between LMI renter and homeowner households in Flagstaff. Among low-income households, children are less frequently found in households with the lowest income compared to those with higher income levels. This pattern highlights how income levels and housing tenure shape family structure and living conditions, underscoring the influence of economic status on household composition across the city.

Describe the number and type of single person households in need of housing assistance.

Single-person households in Flagstaff face an elevated risk of housing instability due to lower income levels and limited resources. According to ACS 2019-2023 data, the median income for a single-person household is $41,992 which is just over half of HUD's Area Median Income for a two-person household at $76,856. Additionally, single-person households are less likely to own a vehicle, limiting transportation options and complicating commuting.

According to 2019-2023 ACS data, single-person households are more prevalent among renters, with approximately 5,390 single-person renter households compared to 2,779 single-person homeowner households. The average rent in Flagstaff for a studio apartment at the 2020 census was $1,254 and for a 1-bedroom unit, it was $1,404 meaning a household living in these units would need to earn over $50,160 annually for a studio or $56,160 annually for a 1-bedroom unit to not be cost-burdened. Among homeowners, less than 8% of total owner housing would have housing costs that are low enough for a single-person household to not be considered cost-burdened. Based on the MHI for a 1-person household, it is safest to estimate that all single-person households may require housing assistance. This highlights the vulnerability of single-person households in terms of both housing affordability and access to essential services like transportation.

Estimate the number and type of families in need of housing assistance who are disabled or victims of domestic violence, dating violence, sexual assault, and stalking.

Disability

In Flagstaff, based on 2019-2023 American Community Survey (ACS) data, 8,588 residents, or approximately 11.3% of the population, report having a disability, with prevalence increasing drastically with age. Among residents aged 65 and older, 26.2% experience some form of disability, emphasizing the importance of housing that accommodates both physical and cognitive limitations. For many individuals, accessible housing features and supportive services are crucial for maintaining safe and independent living.

The most common disability reported is cognitive difficulty, which affects memory, concentration, or decision-making and impacts around 4,221 residents. To support these individuals, ADA guidelines recommend structured, easy-to-navigate environments, in-home assistance, and access to communities designed to meet cognitive needs. The next most common disabilities are independent living difficulty and ambulatory difficulty. Residents with mobility challenges may benefit from ADA-compliant modifications, such as ground-level units, ramps, and widened doorways to accommodate mobility aids.

Survivors of Domestic Violence, Dating Violence, Sexual Assault, and Stalking

Accurate crime statistics for incidents such as family violence, intimate partner violence, and sexual assault are challenging to collect due to significant underreporting. Many survivors do not report incidents

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due to concerns about potential retaliation, child custody issues, or lack of economic or housing resources. Providing accessible resources for safety and stability is essential for survivors who report and seek assistance.

According to the Flagstaff Police Department Annual Report 2023, there were 92 Sex Offenses in 2023, an 11% drop from the previous year when there were 103 cases. Additionally, there were 50 cases of Sex Assaults in 2023 which was an increase of 11% from the previous year when there were 45 cases of Sex Assaults. In comparison, Flagstaff's rate of Sex Assault was 45 per 100,000 which was very similar to the overall statewide rate of 44 per 100,000 in Arizona.

According to the most recent reporting by the Sojourner Center in Phoenix regarding Domestic Violence in Arizona, the state recently ranked 12th in the nation for the number of survivors of Domestic Violence in shelters. It was reported that as many as 36.5% of women and 27.1% of men experience some form of domestic violence from an intimate partner in Arizona and at least one child in Arizona witnesses domestic violence every 44 minutes. Nearly two-thirds of all rapes in the US are committed by people the victims know, such as friends or family members. Housing is the most common urgent need for victims of domestic violence in Arizona, as up to 223 unmet housing service requests have been reported statewide in one day by state programs.

What are the most common housing problems?

Flagstaff faces significant housing challenges, including cost-burden, low vacancy rates, overcrowding, aging housing stock, and housing instability. Cost-burden is a significant issue, especially for lower-income renters, with many spending over 30% of their income on housing and a substantial portion dedicating more than half. This underscores an urgent need for affordable housing to ease financial strain. Cost-burden and overcrowding statistics were previously provided in Table 7 in this section.

Homeownership opportunities are limited, with only 11,664 total owner-occupied housing units in the City compared to 16,151 total renter-occupied units and a homeowner vacancy rate of only 1.8%, per 2019-2023 ACS data. This limited availability contributes to overcrowding and housing instability, affecting single-person households, elderly residents, and lower-income families who struggle with access to stable housing and essential services.

HUD guidelines identify lead-based paint hazards (LBPHs) as a significant risk in older homes, particularly those built before 1978. In Flagstaff, 8,927 housing units were built before 1980, with 848 dating to pre-1950. These units require ongoing updates for lead-based paint safety as well as other potential environmental hazards such as asbestos.

Are any populations/household types more affected than others by these problems?

While housing challenges are prevalent across Flagstaff, low-income households, disabled households and elderly households are disproportionately impacted, with extremely low-income households facing the

most severe obstacles. These households often endure significant cost-burdens, overcrowding, and housing instability, all of which heighten financial strain and restrict access to stable, affordable housing.

Senior residents and households with disabilities face unique challenges, including deferred maintenance issues and accessibility challenges such as difficulties with stairs, which can pose safety risks and further limit housing options. Cost-burdened households, who spend over 30% of their household income on housing costs, are most common among households earning between 50% and 80% of the Area Median Income (AMI). In contrast, severely cost-burdened households, who spend over 50% of their income on housing costs, are predominantly experienced by extremely low-income households earning below 30% of AMI.

These factors underscore the urgent need for housing solutions and supportive services specifically designed to meet the housing needs of low-income families, students, and seniors in Flagstaff.

Describe the characteristics and needs of Low-income individuals and families with children (especially extremely low-income) who are currently housed but are at imminent risk of either residing in shelters or becoming unsheltered 91.205(c)/91.305(c)). Also discuss the needs of formerly homeless families and individuals who are receiving rapid re-housing assistance and are nearing the termination of that assistance

Characteristics of low- and extremely low-income individuals and families with children who are at imminent risk of homelessness include severe cost-burden. HUD defines extremely low-income households as those earning 0-30% of the Area Median Income (AMI) and classifies households spending over 50% of their income on housing as severely cost-burdened. These households often rely on fixed or limited incomes, such as seasonal or part-time work that may not offer benefits. When a household includes a person with a disability, high medical expenses can further limit the income available for housing. In Flagstaff, approximately 8.5% of households are headed by a single parent (2019–2023 ACS). Single-parent households typically have fewer financial resources, relying on just one income to cover all household expenses. They are also more likely to face high childcare costs, which can take up a large share of their budget, especially when access to affordable childcare and healthcare is limited.

According to 2017-2021 CHAS data from the Housing Needs Summary Tables, the most pressing need for extremely low-income individuals and families with children in Flagstaff is access to affordable housing. In Flagstaff, approximately 475 extremely low-income homeowner households and 2,550 renter households are severely cost-burdened, meaning they allocate over half of their income to housing. Together, these 3,025 households are at high risk of housing instability and potential homelessness. This same data also indicates that Flagstaff has 170 extremely low-income households with children, all of whom are renters. These families face severe housing challenges, underscoring the urgent need for targeted interventions to support and stabilize housing for the City's most vulnerable residents.

In addition to access to housing, needs of LMI individuals and families include supportive services, such as food support, healthcare, employment support, and childcare. High rates of severe cost-burden leave families with few or no resources to afford these necessities. Extremely low-income households may also

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have lower levels of educational attainment, which can limit their job opportunities and earning potential. As noted in section MA-45. Addressing these affordability challenges and limited nature of available supportive service is crucial to prevent housing instability and ensure long-term security for low-income families and households in Flagstaff.

If a jurisdiction provides estimates of the at-risk population(s), it should also include a description of the operational definition of the at-risk group and the methodology used to generate the estimates:

No additional populations are identified as at-risk that have not been mentioned in this report.

Specify particular housing characteristics that have been linked with instability and an increased risk of homelessness

In Flagstaff, several housing characteristics contribute to instability and elevate the risk of homelessness. The City's prevalence of older housing stock often requires costly repairs and updates to meet safety standards, leaving many properties vulnerable to deferred maintenance or structural issues that could render them uninhabitable. Low-income tenants are especially at risk of displacement if they cannot afford these repairs. Additionally, inadequate maintenance and unmet needs for essential repairs, such as plumbing, heating, and electrical work, can create health hazards, often forcing residents to vacate or face eviction when they lack resources to address or contest unsafe conditions.

The limited housing availability, with only an 1.8% vacancy rate of homeowner properties and 5.6% vacancy rate of rental properties, combined with a shortage of affordable options, as indicated by the high proportion of cost-burdened households as previously discussed, compounds these challenges. This situation highlights an urgent need for affordable and stable housing solutions in Flagstaff.

Discussion

The City of Flagstaff and County of Coconino offer various assistance programs to address many of the needs of the previously mentioned populations and housing needs in this section. Further discussions about the various programs can be found in this section and the Market Analysis section of this report.

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NA-15 Disproportionately Greater Need: Housing Problems - 91.305 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

To understand community needs, it is essential to identify whether any racial or ethnic groups face greater housing challenges. This section compares housing problems across racial and ethnic groups within each income category, using HUD guidelines that define a disproportionately greater need as when a group experiences housing problems at a rate of at least 10 percentage points higher than the City's average, highlighting whether certain groups in Flagstaff are more affected by these housing problems.

0%-30% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	3185	810	0
White	1915	480	0
Black / African American	80	0	0
Asian	105	40	0
American Indian, Alaska Native	395	105	0
Pacific Islander	40	0	0
Hispanic	465	85	0

Table 9 - Disproportionally Greater Need 0 - 30% AMI

Data Source: 2017-2021 CHAS

*The four housing problems are:
1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4.Cost-burden greater than 30%

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30%-50% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2560	670	0
White	1285	430	0
Black / African American	110	0	0
Asian	90	10	0
American Indian, Alaska Native	440	130	0
Pacific Islander	20	0	0
Hispanic	460	70	0

Table 10 - Disproportionally Greater Need 30 - 50% AMI

Data Source: 2017-2021 CHAS

*The four housing problems are:
1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4.Cost-burden greater than 30%

50%-80% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	3090	1465	0
White	2080	795	0
Black / African American	10	10	0
Asian	20	25	0
American Indian, Alaska Native	265	125	0
Pacific Islander	0	0	0
Hispanic	605	295	0

Table 11 - Disproportionally Greater Need 50 - 80% AMI

Data Source: 2017-2021 CHAS

*The four housing problems are:
1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4.Cost-burden greater than 30%

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80%-100% of Area Median Income

Housing Problems	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	955	1890	0
White	700	1075	0
Black / African American	35	10	0
Asian	15	10	0
American Indian, Alaska Native	50	245	0
Pacific Islander	0	0	0
Hispanic	105	445	0

Table 12 - Disproportionally Greater Need 80 - 100% AMI

Data Source: 2017-2021 CHAS

*The four housing problems are:
1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than one person per room, 4.Cost-burden greater than 30%

Discussion

Extremely Low Income: The jurisdiction-wide rate of households with a housing problem in this income group is 79.7%. Black / African American and Pacific Islander households in this income range are considered disproportionately in greater need.

Very Low Income: In this income group, 79.3% of households report a housing problem. Black / African American, Asian and Pacific Islander households in this income range are considered disproportionately in greater need.

Low Income: The jurisdiction-wide rate of households with a housing problem in this income group is 67.8%.No racial or ethnic households are disproportionately impacted.

Moderate Income: In this income group, 33.6% of households report a housing problem. Black / African American and Asian households in this income range are considered disproportionately in greater need.

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NA-20 Disproportionately Greater Need: Severe Housing Problems – 91.305(b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

To understand community needs, it is essential to identify whether any racial or ethnic groups disproportionately face severe housing problems. This section compares housing problems across racial and ethnic groups within each income category, using HUD guidelines that define a disproportionately greater need when a group experiences housing problems at a rate of at least 10 percentage points higher than the City's average highlighting whether certain groups in Flagstaff are more affected by these housing problems.

The following series of tables looks at the existence of severe housing problems amongst different racial and ethnic groups across the 0% -30%, 30%-50%, 50%-80%, and 80%-100% AMI cohorts.

0%-30% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	2965	1025	0
White	1755	635	0
Black / African American	80	0	0
Asian	105	40	0
American Indian, Alaska Native	355	145	0
Pacific Islander	40	0	0
Hispanic	445	105	0

Table 13 – Severe Housing Problems 0 - 30% AMI

Data Source: 2017-2021 CHAS

*The four severe housing problems are:
1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4.Cost-burden over 50%

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30%-50% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	1980	1250	0
White	1125	585	0
Black / African American	110	0	0
Asian	60	40	0
American Indian, Alaska Native	190	380	0
Pacific Islander	20	0	0
Hispanic	385	150	0

Table 14 – Severe Housing Problems 30 - 50% AMI

Data Source: 2017-2021 CHAS

*The four severe housing problems are:
1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4.Cost-burden over 50%

50%-80% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	1060	3495	0
White	765	2100	0
Black / African American	10	10	0
Asian	10	35	0
American Indian, Alaska Native	55	335	0
Pacific Islander	0	0	0
Hispanic	165	735	0

Table 15 – Severe Housing Problems 50 - 80% AMI

Data Source: 2017-2021 CHAS

*The four severe housing problems are:
1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4.Cost-burden over 50%

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80%-100% of Area Median Income

Severe Housing Problems*	Has one or more of four housing problems	Has none of the four housing problems	Household has no/negative income, but none of the other housing problems
Jurisdiction as a whole	104	2735	0
White	84	1685	0
Black / African American	0	45	0
Asian	0	25	0
American Indian, Alaska Native	0	295	0
Pacific Islander	0	0	0
Hispanic	70	575	0

Table 16 – Severe Housing Problems 80 - 100% AMI

Data Source: 2017-2021 CHAS

*The four severe housing problems are:
1. Lacks complete kitchen facilities, 2. Lacks complete plumbing facilities, 3. More than 1.5 persons per room, 4.Cost-burden over 50%

Discussion

Extremely Low Income: The jurisdiction-wide severe housing problem rate in this income group is 74.3%. Black / African American and Pacific Islander households in this income range are considered disproportionately in need.

Very Low Income: In this income group, 61.3% of households report a severe housing problem. Black / African American, Pacific Islander and Hispanic households in this income range are considered disproportionately in greater need.

Low Income: The jurisdiction-wide severe housing problem rate in this income group is 23.3%. Black / African American households in this income range are considered disproportionately in greater need.

Moderate Income: In this income group, 3.7% of households report a severe housing problem. None of these groups are disproportionately impacted.

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NA-25 Disproportionately Greater Need: Housing Cost-burdens – 91.305 (b)(2)

Assess the need of any racial or ethnic group that has disproportionately greater need in comparison to the needs of that category of need as a whole.

Introduction

To understand community needs, it is essential to identify whether any racial or ethnic groups face greater housing challenges. This section compares housing cost-burdens across racial and ethnic groups within each income category, using HUD guidelines that define a disproportionately greater need as when a group experiences housing cost-burdens at a rate of at least 10 percentage points higher than the City's average, highlighting whether certain groups in Flagstaff are more affected by these housing problems.

Housing Cost-burden

Housing Cost-burden	<=30%	30-50%	>50%	No / negative income (not computed)
Jurisdiction as a whole	15480	4869	5655	444
White	11050	3105	3525	270
Black / African American	60	90	140	0
Asian	320	109	135	105
American Indian, Alaska Native	1140	585	580	55
Pacific Islander	25	0	60	0
Hispanic	2195	790	900	4

Table 17 – Greater Need: Housing Cost-burdens AMI

Data Source: 2017-2021 CHAS

Discussion

Cost-burden: The jurisdiction-wide housing cost-burden rate (30% to 50% of household income) is 18.4%. Black / African American households are disproportionately impacted.

Severe Cost-burden: The jurisdiction-wide rate of severe housing cost-burden (over 50% of household income) is 21.4%. Black / African American and Pacific Islander households are disproportionately impacted by severe cost-burden.

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NA-30 Disproportionately Greater Need: Discussion – 91.305 (b)(2)

Are there any Income categories in which a racial or ethnic group has disproportionately greater need than the needs of that income category as a whole?

Housing Problems

- Extremely Low Income: Black or African American and Pacific Islander households
- Very Low Income: Black or African American, Asian and Pacific Islander households
- Low Income: No racial or ethnic groups
- Moderate Income: Black or African American and Asian households

Severe Housing Problems

- Extremely Low Income: Black or African American and Pacific Islander
- Very Low Income: Black or African American, Pacific Islander, and Hispanic households
- Low Income: Black or African American households
- Moderate Income: No racial or ethnic groups

Housing Cost-burden

- Cost-burden: No racial or ethnic groups
- Severe Cost-burden: Black or African American and Pacific Islander households

If they have needs not identified above, what are those needs?

The most pressing needs in Flagstaff include the development of new or renovated affordable housing for both homeownership and rental purposes, alongside expanded economic opportunities such as job training and job placement. Further analysis exploring the intersections of race and ethnicity, income, and housing issues is provided in section MA-50.

Are any of those racial or ethnic groups located in specific areas or neighborhoods in your community?

The relationship between racial or ethnic groups and specific neighborhoods is included in section MA-50.

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NA-35 Public Housing – (Optional)

Introduction

Public housing is designed to provide safe and affordable rental housing for eligible low- and moderate-income families, the elderly, and individuals with disabilities. These housing units are federally subsidized and owned and operated by public housing authorities to ensure accessibility for those in need. The City of Flagstaff Housing Authority is part of the City organization and administers public housing and voucher programs, and works to maintain housing quality and affordability.

The Housing Choice Voucher (HCV) Program in Flagstaff is managed by the CFHA and provides rental assistance to low-income households, enabling them to secure housing in the private market. The CFHA oversees specialty Vouchers in partnership with the Veterans Administration (VA) on the Veterans Affairs Supportive Housing (VASH) program and the State Department of Child Safety on HUD's Foster Youth to Independence (FYI) program providing special HCV vouchers for young adults exiting foster care without a stable residence. These vouchers along with other rental assistance programs overseen by the CFHA ensure that affordable housing options remain available to eligible residents. These efforts help support housing stability for low-income families, seniors, and individuals with disabilities throughout Flagstaff.

Totals in Use

Program Type									
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project - based	Tenant - based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program (FYI)	Mainstream
# of units and vouchers in use	-	12	265	520	0	392	106	2	40

Table 18 - Public Housing by Program Type

Data Source: PIC (PIH Information Center)

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Characteristics of Residents

	Program Type							
	Certificate	Mod-Rehab	Public Housing	Vouchers				
				Total	Project - based	Tenant - based	Special Purpose Voucher	
							Veterans Affairs Supportive Housing	Family Unification Program
# Homeless at admission	-	-	-	-	-	-	-	-
# of Elderly Program Participants (>62)	-	-	-	-	-	-	-	-
# of Disabled Families	-	-	-	-	-	-	-	-
# of Families requesting accessibility features	-	-	-	-	-	-	-	-
# of HIV/AIDS program participants	-	-	-	-	-	-	-	-
# of DV victims	-	-	-	-	-	-	-	-

Table 19 – Characteristics of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

Race of Residents

	Program Type								
Race	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project - based	Tenant - based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
White	-	-	-	-	-	-	-	-	-
Black/African American	-	-	-	-	-	-	-	-	-
Asian	-	-	-	-	-	-	-	-	-
American Indian/Alaska Native	-	-	-	-	-	-	-	-	-

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Program Type									
Race	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project - based	Tenant - based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
Pacific Islander	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-

***includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition**

Table 20 – Race of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

Ethnicity of Residents

Program Type									
Ethnicity	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project - based	Tenant - based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
Hispanic	-	-	-	-	-	-	-	-	-
Not Hispanic	-	-	-	-	-	-	-	-	-

***includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition**

Table 21 – Ethnicity of Public Housing Residents by Program Type

Data Source: PIC (PIH Information Center)

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Section 504 Needs Assessment: Describe the needs of public housing tenants and applicants on the waiting list for accessible units:

Flagstaff's public housing program includes units "designed with special accommodations," and the Admissions and Continued Occupancy Policy (ACOP, effective April 1, 2024) identifies a Reasonable Accommodation transfer category that, among other things, allows the Housing Authority to transfer households out of units with accessibility features that the household does not require so those units can be offered to applicants who do need them (ACOP Appendix and Transfer policy). This framework, together with the ACOP's detailed reasonable-accommodation procedures (e.g., timelines, verification standards, and live-in aide provisions), indicates an ongoing need for: (1) mobility- and sensory-accessible units across multiple bedroom sizes; (2) timely transfers to align unit features with household needs; and (3) assistance with disability-related household composition (e.g., live-in aides) and communication supports. These needs are driven by limited inventory—Flagstaff owns and operates 265 public housing units and fee manages an additional 80 units —and by high market rents that make accessible units in the private market difficult to secure without assistance. According to the City's own program pages, FY 2025 Fair Market Rents (FMRs) for the Flagstaff MSA range from $1,564 (0-BR) to $2,666 (4-BR), with payment standards set above FMR to improve lease-up feasibility; where necessary for disability-related reasons, the Section 8 Administrative Plan allows the Housing Authority to seek HUD approval for payment standards up to 120% of FMR as a reasonable accommodation. These local policies operate alongside federal Section 504 requirements that at least 5% of units in newly constructed HUD-assisted multifamily projects be accessible for mobility impairments and an additional 2% for hearing/vision impairments.

What are the number and type of families on the waiting lists for public housing and section 8 tenant-based rental assistance? Based on the information above, and any other information available to the jurisdiction, what are the most immediate needs of residents of public housing and Housing Choice voucher holders?

The Housing Authority's public-facing materials do not publish real-time aggregate counts of households on the waiting lists. Instead, per the City's FAQs, applicants monitor their individual status and update applications through the Haven Connect portal, which provides applicant-specific, current information. For planning purposes, the City reports typical wait times rather than counts: Public Housing applicants with a residency preference currently wait three months to three years or longer, depending on unit size; Housing Choice Voucher (HCV) applicants typically face 18–36 months. Because supply is constrained (265 public housing units; voucher turnover determines HCV availability) and rents are high relative to FMR, the most immediate needs for both public housing residents and HCV holders include (1) more accessible, affordable units by bedroom size; (2) rent support calibrated to Flagstaff's market (including use of exception/RA payment standards where warranted); and (3) streamlined transfers and accommodations (e.g., additional bedrooms for live-in aides, communication access), consistent with the ACOP and Administrative Plan.

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How do these needs compare to the housing needs of the population at large?

Flagstaff's ACS data indicate that 9.9% of residents under age 65 have a disability. National research consistently shows that renter households that include people with disabilities experience higher cost-burdens and greater difficulty securing suitable units than renters overall; for example, Harvard's Joint Center for Housing Studies reports that 60% of renter households headed by a person with a disability were cost-burdened in 2022, substantially above non-disability households. HUD's Worst Case Housing Needs 2023 analysis further documents severe rent burdens among very-low-income unassisted renters. While these are national findings rather than Flagstaff-specific, they are probative for local planning because they align with Flagstaff's high-cost market and long wait times.

Discussion:

Taken together, the ACOP and Administrative Plan show a clear administrative pathway to prioritize accessible units for households that require them (via transfers and reasonable accommodations), to approve extra bedrooms for live-in aides, and—where justified—to request exception payment standards up to 120% of FMR as a disability accommodation under HCV. Operationally, the City communicates waiting-list status through the Haven Connect portal; this process emphasizes applicant-level, near-real-time information and helps ensure that status and documentation for accommodations are current. From a Section 504 perspective, the jurisdiction's most actionable levers to meet immediate needs are (1) maintaining and enforcing transfer and assignment practices so units with accessibility features are occupied by households that need those features; (2) using RA payment-standard flexibilities where required to access appropriately located or adapted units; and (3) continuing outreach and communication supports outlined in the ACOP to reduce administrative barriers for applicants with disabilities. Where statements above reference national conditions (e.g., disability-related rent burdens), they are noted as generalized findings and are included here to contextualize local market pressures rather than to substitute for Flagstaff-specific counts, which the Housing Authority does not publish online.

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NA-40 Homeless Needs Assessment – 91.305(c)

Introduction:

Homelessness is a challenging and multifaceted issue that affects communities nationwide, including the City of Flagstaff. Its complexity lies in the overlapping causes that contribute to an individual or family becoming homeless. These causes can be economic, such as unemployment, poverty, or the lack of affordable housing options. They can also be health-related, with many homeless individuals facing mental illness, physical disabilities, substance abuse, or chronic health conditions like HIV/AIDS. Additionally, social factors such as domestic violence, limited educational attainment, and systemic inequalities also contribute significantly to homelessness. Often, these causes are interconnected, requiring a comprehensive, collaborative, and community-based approach to effectively address homelessness.

The Stewart B. McKinney Homeless Assistance Act provides a clear definition of homelessness, identifying a "homeless individual" as someone lacking a fixed, regular, and adequate nighttime residence. This includes those residing in:

- Supervised shelters or temporary accommodations, such as welfare hotels, congregate shelters, or transitional housing;
- Institutions providing temporary housing for individuals awaiting institutionalization;
- Public or private spaces not intended for regular sleeping accommodations.

According to the most recent data from the Arizona Balance of State Continuum of Care (CoC) Point in Time (PIT) Count that includes the City of Flagstaff, homelessness in the region reflects these diverse and overlapping challenges. The PIT Count, provided in the following table, provides valuable insights into the scope of homelessness within the City and across the state, helping to shape targeted strategies that address the complex needs of homeless individuals and families.

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Homeless Needs Assessment

Population	Estimate the # of persons experiencing homelessness on a given night		Estimate the # experiencing homelessness each year	Estimate the # becoming homeless each year	Estimate the # exiting homelessness each year	Estimate the # of days persons experience homelessness
	Sheltered	Unsheltered				
Persons in Households with Adult(s) and Child(ren)	TBD	TBD				
Persons in Households with Only Children	TBD	TBD				
Persons in Households with Only Adults	TBD	TBD				
Chronically Homeless Individuals	TBD	TBD				
Chronically Homeless Families	TBD	TBD				
Veterans	TBD	TBD				
Unaccompanied Child	TBD	TBD				
Persons with HIV	TBD	TBD				

Table 27 - Homeless Needs Assessment

Alternate Data Source Name: 2024 HUD Point-in-Time Count

Data Source Comments: AZ-500 Arizona Balance of State CoC

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If data is not available for the categories "number of persons becoming and exiting homelessness each year," and "number of days that persons experience homelessness," describe these categories for each homeless population type (including chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth):

The following information is for the AZ-500 Arizona Balance of State Continuum of Care (CoC) which includes the City of Flagstaff.

- ***Families with Children:*** There were 687 individuals within families that included at least one adult and one child facing homelessness. Of these, 397 individuals were reported as being in shelters with only 112 of these individuals in transitional housing, while the remaining 285 individuals were sheltered in emergency shelters. Additionally, there were 290 individuals reported as being unsheltered.
- ***Individuals Experiencing Chronic Homelessness:*** The PIT Count recorded 803 individuals dealing with chronic homelessness. Of these, 156 were staying in shelters, while 647 individuals were unsheltered, highlighting the need for expanded shelter and long-term housing solutions.
- ***Families Experiencing Chronic Homelessness:*** A total of 104 individuals within families reported chronic homelessness, significantly fewer than individual cases. Of these families, 34 were sheltered in emergency facilities and 70 were unsheltered, reflecting a reliance on immediate crisis housing for families.
- ***Veterans:*** Homelessness among veterans within the CoC included 373 individuals. Among them, 222 are reported as sheltered, and 151 unsheltered. This data indicates a critical need for both emergency services and transitional programs for veterans.
- ***Unaccompanied Youth:*** A total of 107 unaccompanied youth under the age of 24 were reported as homeless. Of these, 52 were in shelters and 55 were unsheltered (including 5 sheltered and 2 unsheltered individuals under the age of 18 years old).

These findings provide a snapshot of homelessness across various subpopulations within the Arizona Balance of State CoC that includes the City of Flagstaff, underscoring the diverse needs and challenges faced by individuals and families experiencing homelessness.

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Nature and Extent of Homelessness: (Optional)

Race:	Sheltered:	Unsheltered (optional)
White	615	1,208
Black or African American	97	78
Asian	4	6
American Indian or Alaska Native	144	239
Native Hawaiian/Pacific Islander	9	11
Ethnicity:	**Sheltered:**	**Unsheltered (optional)**
Hispanic	340	350
Not Hispanic	622	1,584

Data Source: 2024 HUD Point-in-Time Count
Data Source Comments: AZ-500 Arizona Balance of State CoC

Estimate the number and type of families in need of housing assistance for families with children and the families of veterans.

Families with Children: According to the most recent Continuum of Care Point-in-Time Count, there are 397 sheltered and 290 unsheltered individuals in families with at least one adult and one child. This high number highlights a critical need for resources that support stable, long-term housing solutions for at-risk families. Expanding access to permanent housing options is essential to reducing the risk of recurring homelessness and ensuring greater stability for these families.

Veterans: The most recent Point-in-Time Count identifies 222 veterans experiencing homelessness in sheltered environments and an additional 151 veterans unsheltered within the CoC. These figures reflect the ongoing need for targeted resources to transition veterans into permanent housing and reduce the likelihood of repeated homelessness, providing much-needed stability and support for this vulnerable population.

Describe the Nature and Extent of Homelessness by Racial and Ethnic Group.

In the CoC, approximately 58% of the individuals experiencing homelessness are White, 22% of homeless individuals are Hispanic or Latino and the remaining portions are distributed amongst the remaining populations listed in the table above.

Describe the Nature and Extent of Unsheltered and Sheltered Homelessness.

Overall, nearly 39% of residents experiencing homelessness are sheltered. The unsheltered population is primarily made up of households without children, over the age of 24, and White.

Discussion: N/A

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NA-45 Non-Homeless Special Needs Assessment – 91.305 (b,d)

Introduction

The non-homeless special needs assessment includes the elderly, developmentally disabled, persons with disabilities, persons with HIV/AIDS, and persons with drug and alcohol addictions. Services for these populations are critical in the prevention of homelessness. Data on special needs populations is limited, but there is a significant need for housing and/or supportive services for all special needs sub-populations and meeting these needs is a high priority for the City.

Describe the characteristics of special needs populations in your community:

Elderly: The elderly population in the City of Flagstaff faces significant challenges, emphasizing the need for decent, affordable housing to support their health, independence, and emotional well-being. Remaining in familiar settings is particularly important for this group, but limited incomes and disabilities often place financial strain on elderly residents, reducing their independence. Rising costs in the community further exacerbate these challenges, as this population generally cannot increase their income to keep pace.

According to the latest data, 6,788 residents in Flagstaff are aged 65 or older, accounting for nearly 9.9% of the population. Of this group, nearly one-fourth of the elderly population (1,778 individuals) have a disability, and approximately 8.7% (593 individuals) live below the poverty level. Elderly residents are more likely to live in owner-occupied housing (nearly 75%) compared to renter-occupied housing (nearly 25%), yet over 1,200 elderly households are cost-burdened. These figures highlight the need for targeted housing solutions that address affordability, accessibility, and stability for Flagstaff's aging population.

HIV/AIDS: See discussion below.

Alcohol and Drug Addiction: Accurately gathering data on alcohol and drug addiction within a community is challenging, as many individuals avoid seeking help for fear of legal consequences, meaning addiction often goes unrecognized. Typically, individuals struggling with addiction are only reflected in statistics after an overdose, arrest, or when they seek treatment.

According to data from the Arizona Department of Health Services, Coconino County reported 389 Emergency Room and Inpatient Hospital admissions in 2024 for suspected drug overdoses. Of these overdoses, there were reported 126 cases of Opioid overdoses, 34 suspected Fentanyl overdoses, and 24 suspected Stimulants overdose events. The majority of all reported overdoses were for individuals between the ages of 25 and 34 years old. Of the 126 cases of Opioid overdoses, 33 cases were fatal. Of the non-fatal Opioid overdoses, 9 of those cases involved Naloxone being administered with 8 of those cases administered by law enforcement. A potential contributing factor to Opioid abuse is the rate of Opioid prescriptions administered by medical professionals with a lack of information on substance abuse. In 2024, the rate of Opioid prescriptions in Coconino County was 25,992 per 100,000.

Alcohol use is prevalent throughout all of Arizona, with a substantial issue with alcohol abuse. As reported by the Nirvana Recovery center, approximately 3,670 lives were lost in 2024 due to alcohol-related causes. The Arizona-specific information provided in this section was provided by Nirvana Recovery. As of 2024,

surveys show 47-52% of Arizona adults report consuming alcohol within 30 days of the survey. Of the same adults who were surveyed, 15-17% self-reported to be binge drinkers which is defined as 5+ drinks for men or 4+ drinks for women in one sitting, and 6% reported to be heavy drinkers which is defined as 15+ drinks/week (men) or 8+ drinks/week (women). In addition to adult alcohol use, Arizona youth were also surveyed with the following finding: 9-12% of 8th graders, 18-20% of 10th graders and 26-30% of 12th graders reported consuming alcohol within the month of the survey. Based on statics reported by Nirvana Recovery, 90% of teen drinking occurs as binge drinking, the average age of first alcohol use is 12 years old, and youth who start drinking before age 15 are at a 40% risk of lifetime addiction to alcohol.

Disability: According to 2019-2023 ACS Data, there are 8,588 individuals in the City of Flagstaff living with a disability, accounting for 11.3% of the population. Disability rates increase significantly with age, as older residents are more likely to experience one or more disabilities. Among residents aged 65 and older, nearly 26.2% (1,778) individuals) have a disability. In contrast, disability is less prevalent among children and youth, with 625 individuals aged 17 or younger reported as having a disability.

Households with elderly individuals or children with disabilities often require additional resources and support to meet their unique needs. These figures underscore the importance of targeted services to enhance accessibility, provide accommodations, and foster inclusivity for all age groups within the community.

What are the housing and supportive service needs of these populations and how are these needs determined?

Elderly: Housing options for the elderly range from independent living to assisted living, nursing homes, and support facilities like adult day care. Key considerations include location, affordability, proximity to healthcare and essential services, and ease of upkeep. As health issues become more common with age, elderly individuals benefit from access to healthcare and assistance with daily activities such as shopping and housekeeping. Proximity to essential services and reliable transportation is critical as mobility decreases, and safety becomes a growing concern for those living alone.

Providing secure, affordable housing for the elderly is vital. Access to healthcare, shopping, social networks, and public transportation supports seniors in maintaining independence. Additionally, housing may require modifications to address disabilities that often arise with aging, further ensuring a safe and supportive living environment.

Alcohol and Drug Addiction: Individuals with substance abuse problems require a comprehensive support system to achieve and maintain sobriety. Housing needs often include sober living environments that provide structure and a substance-free atmosphere conducive to recovery. Proximity to health facilities for ongoing medical and psychological treatment, access to employment support services, and connections to family and social networks for emotional stability are also crucial. Stable housing and employment are key factors in reducing relapse risks and supporting long-term recovery.

Detoxification facilities play a vital role in the initial stages of treatment, providing medical supervision during withdrawal, while rehabilitation centers offer the foundation for recovery. Access to these

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resources, combined with stable housing and integrated support services, is essential for individuals to break the cycle of addiction and rebuild their lives.

HIV/AIDS: See discussion below.

Disability: Individuals with disabilities represent a diverse population with varying levels of independence and abilities. While they face many of the same housing challenges as the general population, they also have unique needs based on their capabilities. Many individuals with disabilities rely on a fixed income, limiting their housing options. Those with greater independence often utilize subsidized housing, while individuals requiring more support typically reside in community homes funded by public welfare or privately-owned personal care settings. Some adults with disabilities continue to live with their families throughout adulthood.

Regardless of the type of housing, continuous support services are crucial and must be tailored to each individual's abilities. These services may include assistance with daily living activities, transportation, or medical care. The availability of these support systems is essential to ensure that individuals with disabilities can maintain a stable and comfortable living environment, promoting independence and improving their quality of life.

Discuss the size and characteristics of the population with HIV/AIDS and their families within the Eligible Metropolitan Statistical Area:

Though City of Flagstaff specific HIV/AIDS statistics for 2023 are not publicly available at the city or county level, the CDC provides substantial 2022 data at the state level for Arizona. According to 2022 reports, there were an estimated 22,300 individuals in Arizona living with HIV (diagnosed and undiagnosed) and 8,213 individuals living with AIDS. In 2022, 851 individuals were diagnosed as having HIV and 346 new classifications of individuals as having AIDS. Of those individuals living with HIV/AIDS, 12,959 were receiving medical care and 10,624 had HIV viral suppression through use of medication.

Based on the significant number of individuals living with HIV and the continuously high number of diagnoses throughout the state, there is a need for targeted prevention, early diagnosis, and continued access to antiretroviral therapy. Efforts to expand HIV testing, pre-exposure prophylaxis (PrEP) accessibility, and community outreach programs remain key in addressing these challenges. Statewide strategies have focused on increasing retention in care, improving medication adherence, and reducing stigma to ensure that more individuals with HIV achieve viral suppression and prevent transmission.

If the PJ will establish a preference for a HOME TBRA activity for persons with a specific category of disabilities (e.g., persons with HIV/AIDS or chronic mental illness), describe their unmet need for housing and services needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2) (ii))

Discussion:

N/A

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NA-50 Non-Housing Community Development Needs - 91.315 (f)

Describe the jurisdiction's need for Public Facilities:

Flagstaff's most acute facilities gap remains purpose-built shelter and service space for people experiencing homelessness. The City's FY2024 CDBG Annual Action Plan prioritized capital rehabilitation for Flagstaff Shelter Services' Lantern project—life-safety systems, ADA upgrades, and room reconstruction to activate 103 non-congregate rooms serving roughly 400 people annually—as a system-capacity action rather than a one-off improvement (City of Flagstaff, FY2024 CDBG AAP). Provider reporting indicates sustained demand for beds and navigation/day-services, reinforcing the need for flexible non-congregate space and on-site case management.

A complementary need is youth- and family-serving clinical/program space and multi-tenant hubs that co-locate behavioral health, family supports, and employment navigation. The Regional Land Use Plan 2045 (Public Hearing Draft) calls for locating community services within centers and corridors—close to transit, schools, and housing—to improve equitable access and reduce travel/attendance barriers. That growth framework, paired with the City of Flagstaff's 2024 Land Availability and Suitability Study (LASS) identification of service-ready infill sites, supports small, distributed facilities (e.g., renovated civic buildings or shared nonprofit suites) in the urban core and East Flagstaff where access advantages are greatest.

How were these needs determined?

From the FY2024 CDBG AAP capital commitments (non-congregate shelter rehab and ADA/safety upgrades), provider-level operating indicators of persistent demand for beds and day-services, and the Regional Land Use Plan 2045 siting guidance that prioritizes services in centers/corridors. The LASS provides parcel-level feasibility context (which infill sites are most "service-ready") to align facility investment with access and readiness.

Describe the jurisdiction's need for Public Improvements:

Flood-risk reduction and stormwater conveyance remain top priorities. The LASS flags floodplain/floodway constraints (e.g., along Rio de Flag and Clay Avenue Wash) as development and neighborhood-resilience issues, underscoring continued need for channel improvements, crossing capacity, and downstream tie-ins. The Regional Land Use Plan 2045 similarly anchors resilience around stormwater/wildfire-flood mitigation and critical corridor protection—priorities that stabilize business districts and adjacent housing while reducing service disruptions.

A second major class of need is complete streets and ADA access—sidewalk infill, safer crossings, transit stop connectivity, and Flagstaff Urban Trails System (FUTS) trail links—to close first/last-mile gaps to jobs, schools, health care, and services. The Regional Land Use Plan 2045 emphasizes centering capital projects in activity centers and along primary corridors (e.g., Milton, Route 66, 4th Street) to deliver the biggest access and equity returns; concentrating improvements here also supports the city's employer districts and small-business nodes. Water, wastewater, and reclaimed-water reliability (tied to long-term adequacy and reuse) remain enabling improvements for both employment areas and infill housing.

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How were these needs determined?

These needs were determined by synthesizing LASS constraints mapping (flood, topography) with the Regional Land Use Plan 2045 implementation emphasis on resilience and multimodal access in centers/corridors, plus City utility planning that prioritizes lifecycle reinvestment in water/wastewater/reclaimed systems. Together, these sources identify the most impactful locations and project types for durable neighborhood and economic benefits.

Describe the jurisdiction's need for Public Services:

Flagstaff's basic-needs portfolio requires sustained support for childcare, senior nutrition, and homelessness response. The FY2024 CDBG AAP explicitly funds childcare for households ≤80% AMI and senior meal delivery, reflecting affordability pressures and aging-in-place goals in a high-cost market. Regional early-childhood assessments (First Things First—Coconino) continue to show shortfalls in affordable quality slots and childcare workforce stability, which directly affect labor-force participation and housing stability for Flagstaff families.

Workforce-enabling services—navigation, job-readiness/placement supports, transportation assistance, and digital access—also remain priority needs. The Flagstaff Workforce Strategic Plan (Keen Independent, 2024) documents employer and worker input identifying the cost of living, lack of affordable childcare, and shortages in nursing and skilled trades as binding constraints; the plan defines supportive services (e.g., transit passes, childcare assistance, short-cycle training) as necessary complements to job placement. The Regional Land Use Plan 2045's centers/corridors framework strengthens these services when they are co-located with transit and community facilities, reducing access friction for low-income residents and persons with disabilities.

How were these needs determined?

These needs were determined by synthesizing information from the FY2024 CDBG AAP service allocations (childcare, senior nutrition), the Flagstaff Workforce Strategic Plan stakeholder findings on barriers and supportive-service needs, and persistent homelessness-services demand reported by local providers. The Regional Land Use Plan 2045 provides the access/siting logic that ties service delivery to frequent transit and walkable destinations.

Discussion:

Community development in Flagstaff should track the same physical and market constraints that shape housing delivery—steep slopes and mapped flood hazards (per LASS)—while leveraging opportunity sites with stronger infrastructure readiness for public facilities and neighborhood amenities. This aligns capital with places where infill is most feasible and access benefits are highest.

To maximize equity and impact, facilities and improvements should mirror the Regional Plan 2045 framework by emphasizing activity centers, mixed-use corridors, and connecting trail/transit spines. Co-locating services with Mountain Line routes, sidewalks/crossings, and FUTS links—and aligning funding (e.g., CDBG and partners) to these locations—expands access for lower-income renters, seniors, youth,

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and special-needs populations while advancing the Consolidated Plan's goals within the City's center-focused growth strategy.

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Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

Flagstaff's market analysis focuses on the composition and performance of the housing supply—structure types, tenure, pricing, and condition—across both rental and ownership segments. The assessment relies on the U.S. Census Bureau's 2019–2023 ACS for housing characteristics (e.g., stock, occupancy, ownership) and HUD's 2017–2021 CHAS for affordability and tenure crosstabs; together, these datasets frame availability and price dynamics at the city scale. To ground supply feasibility and siting, the City's Land Availability & Suitability Study (Sept. 2024) and the Regional Land Use Plan 2045 (Public Hearing Draft) are referenced for buildable land, constraints, and preferred growth areas, while an independent short-term rental (STR) study by RRC Associates informs lodging/visitor interactions with local housing demand.

Place character is a material market driver. According to DarkSky International, Flagstaff was recognized as the world's first International Dark Sky City in 2001; the City operationalizes this identity through lighting specifications, an approved-products list, and the Street Lighting for Enhancing Dark Skies (SLEDS) initiative to balance safety, cost, and dark-sky preservation—standards that inform site design, neighborhood quality, and development review. Flagstaff's natural setting—San Francisco Peaks, extensive open space, and the Flagstaff Urban Trails System (FUTS)—reinforces amenity value and influences location decisions within the city.

The local economy blends higher education, research, healthcare, and a broad small-business ecosystem. Northern Arizona University (NAU) remains a foundational employer and talent anchor (Spring 2025 enrollment reported by NAU), complemented by astronomy and space-science institutions such as Lowell Observatory, which deepen the City's research identity. The 2024–2029 Economic Development Strategy targets clusters including outdoor products, film/media, bioscience/clean tech, and medical manufacturing; the Regional Land Use Plan 2045 aligns these with centers/corridors to support location efficiency, and the RRC Associates short-term rental (STR) study characterizes short-term rentals as a small but complementary share of lodging that contributes to visitor spending and seasonal labor needs.

Tourism remains year-round given proximity to regional attractions and Historic Downtown/Route 66, yet the City maintains a local vibe through independent businesses and programming. According to the Flagstaff Downtown Business Alliance, the downtown area features unique shops, dining, and events that sustain a strong main-street economy. Transit connectivity through Mountain Line's Downtown Connection Center (opened June 9, 2025) improves access to jobs, services, and retail, underpinning both resident and visitor activity downtown. This analysis is scoped to the City of Flagstaff (entitlement jurisdiction). Unless otherwise noted, city-level ACS indicators and tract-level CHAS crosstabs are used to describe housing availability and affordability; the LASS, Regional Land Use Plan 2045, and the RRC Associates short-term rental (STR) study provide supplemental market context on siting, infrastructure readiness, and visitor-housing dynamics.

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MA-10 Number of Housing Units – 91.310(a)

Introduction

This section examines the City of Flagstaff's housing stock in terms of housing type and tenure, detailing the number of units per structure, the distribution of multifamily housing, and unit sizes. It also analyzes the balance between owner-occupied and renter-occupied housing, providing a clearer understanding of the City's housing landscape and the availability of different housing options across the jurisdiction.

All residential properties by number of units

Property Type	Number	%
1-unit detached structure	13,342	42.4%
1-unit, attached structure	2,798	8.9%
2-4 units	3,546	11.3%
5-19 units	6,486	20.6%
20 or more units	3,450	11.0%
Mobile Home, boat, RV, van, etc	1,844	5.9%
Total	**31,466**	**100%**

Table 22 – Residential Properties by Unit Number

Data Source: 2019-2023 ACS

Residential Properties by Number of Units

The table above outlines City of Flagstaff's housing stock by structure type and unit count. Traditional single-family detached homes make up 42.4% of all housing units, while multifamily housing, defined by HUD as buildings with more than four units, represents 31.6% of the total.

Multifamily housing is divided by size: small buildings (3-19 units), medium buildings (20-49 units), and large developments (50+ units), with larger buildings concentrated in urban areas to address housing needs in densely populated neighborhoods. This diverse housing mix accommodates a range of household sizes and preferences, reflecting the city's efforts to meet varied community needs.

Multifamily Development Distribution

Based on 2019-2023 ACS data, the City of Flagstaff has a total of 1,951 units with 3 or 4 units which are categorized separately amongst small multifamily units, and 9,936 units within multifamily housing developments with five or more units. Of these 11,887 total units within developments consisting of 3 or more units, the majority, 8,437 units, are within developments categorized as small multifamily buildings with 3 to 19 units. The remaining 3,450 units within multifamily developments are larger buildings with 20 or more units. These figures highlight the City's diverse multifamily housing stock, with a significant portion comprising smaller-scale developments.

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Unit Size by Tenure

	Owners		Renters	
	Number	%	Number	%
No bedroom	38	0.3%	1,307	8.1%
1 bedroom	301	2.6%	3,577	22.1%
2 bedrooms	1,278	11.0%	5,832	36.1%
3 or more bedrooms	10,047	86.1%	5,435	33.7%
Total	**11,664**	**100%**	**16,151**	**100%**

Table 23 – Unit Size by Tenure

Data Source: 2019-2023 ACS

Unit Size by Tenure

In Flagstaff, unit size varies considerably between owner-occupied and rental properties. Owner-occupied units are generally larger, with approximately 86.1% having three (3) bedrooms or more, compared to just 33.7% of rental units with three (3) or more bedrooms. The rental stock, by contrast, is more evenly distributed by size with roughly one-third of units having one (1) bedroom or less, one-third offering two (2) bedrooms and one-third providing three (3) or more bedrooms.

Describe the number and targeting (income level/type of family served) of units assisted with federal, state, and local programs.

Flagstaff's affordable housing market is supported by federal, state, and local programs aimed at assisting low-income households, seniors, veterans, and individuals with disabilities. Low-Income Housing Tax Credit (LIHTC) properties contribute 1,035 low-income units for households earning up to 60% of the Area Median Income (AMI). These LIHTC properties play a vital role in expanding affordable housing options, often within mixed-income developments.

The Housing Choice Voucher (HCV) Program and Public Housing, managed by the Flagstaff Housing Authority, support 563voucher-assisted households citywide enabling families to secure affordable rental housing in the private market. Additionally, approximately 345 leased Public Housing and HUD Multi-Family units provide direct rental assistance to eligible residents. These programs primarily serve extremely low-income (30% AMI and below) and very low-income (50% AMI and below) households, with some LIHTC properties accommodating moderate-income families. Together, these resources contribute to housing stability and affordability, ensuring a diverse range of housing opportunities for vulnerable populations throughout Flagstaff.

Provide an assessment of units expected to be lost from the affordable housing inventory for any reason, such as expiration of Section 8 contracts.

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The City of Flagstaff risks losing 12 affordable units across in 1 Section 202 property due to an expiring Section 8 contracts in 2026, potentially displacing low-income senior households. Additionally, LIHTC properties nearing the end of their affordability periods may transition to market-rate rentals, further reducing affordable housing availability. Rising real estate values and low landlord participation in voucher programs also threaten long-term affordability. To mitigate these losses, Flagstaff must prioritize contract renewals, incentivize LIHTC property preservation, expand local funding, and strengthen landlord engagement programs to maintain affordable housing options for vulnerable residents.

Does the availability of housing units meet the needs of the population?

As outlined in NA-10, Flagstaff faces a shortage of affordable housing, particularly in the small to medium-sized affordable housing categories that would accommodate both growing families and elderly households. This shortage is evident in the high rate of cost-burdened households.

Describe the need for specific types of housing:

Flagstaff faces a significant need for diverse and affordable housing options in both the owner-occupied and renter-occupied markets. There is a particular shortage of affordable smaller units suited for low-income first-time homebuyers, individuals, and households that do not require three or more bedrooms, limiting options for those seeking starter homes. Additionally, the very low homeowner vacancy rate of just under 2.0% indicates a scarcity of affordable for-sale units across all sizes, further constraining housing availability. Expanding the variety of housing options is essential to meeting the needs of the City's growing and diverse population, ensuring greater housing stability and long-term affordability.

Discussion

N/A

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MA-15 Cost of Housing – 91.310(a)

Introduction

This section analyzes the cost of housing in Flagstaff for both homeowners and renters. It includes a review of current home values and rental rates, along with an assessment of recent changes in these costs. Additionally, the section provides an in-depth examination of housing affordability for residents, evaluating how well the existing housing stock meets the financial needs of the City's population. This analysis is crucial for understanding the housing market's impact on residents and identifying affordability challenges within the community.

Cost of Housing

	Base Year: 2013	Most Recent Year: 2023	% Change
Median Home Value	$266,200	$503,400	89.1%
Median Contract Rent	$925	$1,415	53.0%

Table 24 – Cost of Housing

Data Source: 2019-2023 ACS

Rent Paid	Number	%
Less than $500	497	3.2%
$500-999	2,262	14.4%
$1,000-1,499	4,571	29.1%
$1,500-1,999	4,712	30.0%
$2,000 or more	3,662	23.3%
Total	**15,704**	**100%**

Table 25 - Rent Paid

Data Source: 2019-2023 ACS

Housing Costs

Housing costs in Flagstaff have significantly increased, with home prices rising by 89.1% and rents increasing by 53% since 2013. The table above shows that over half (53.3%) of renters pay $1,500 or more per month for rent, representing the majority of renters in the city. Later in this section, rental rates are analyzed as a percentage of household income to evaluate the affordability of housing and assess the impact of these rising costs on residents.

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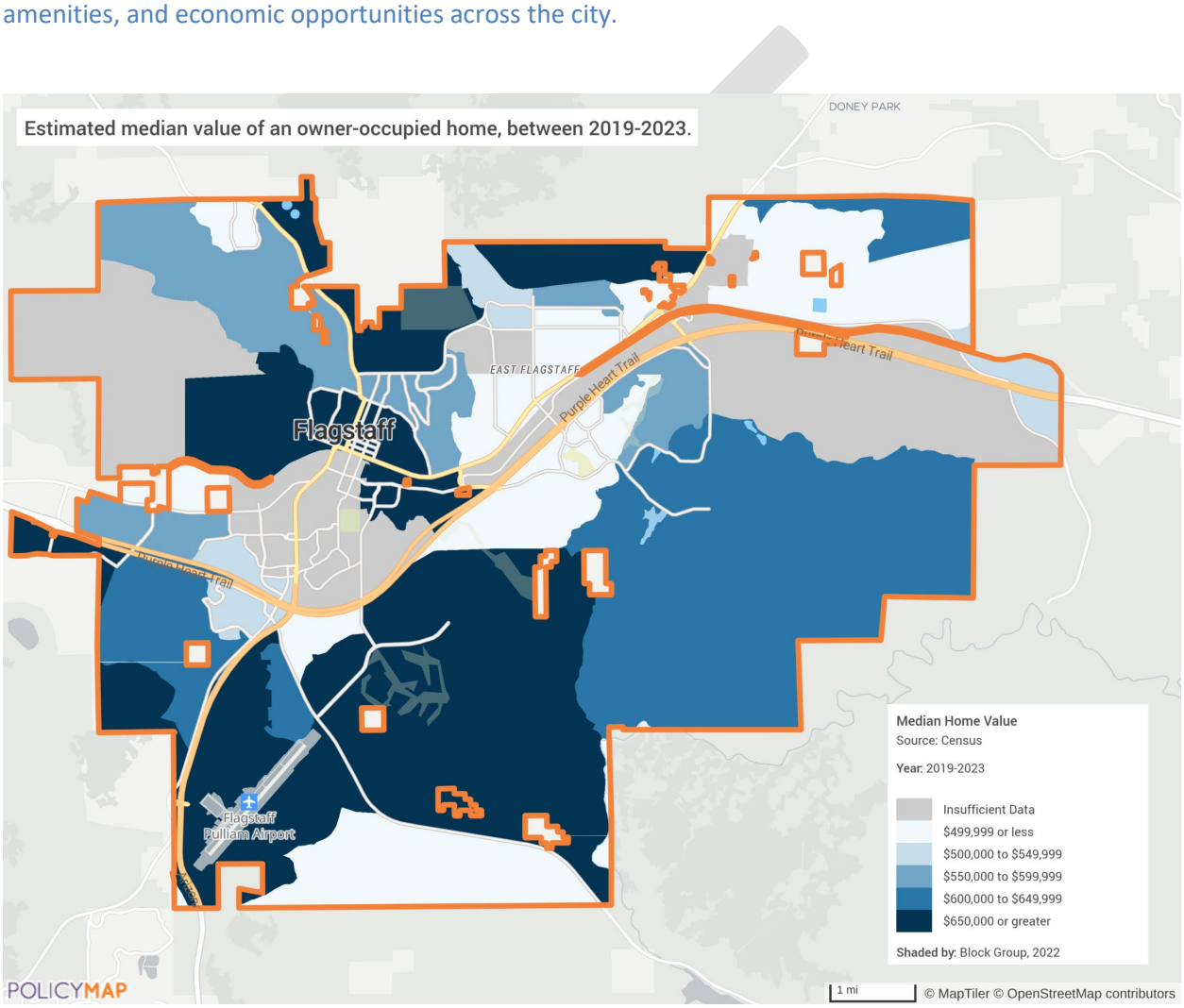
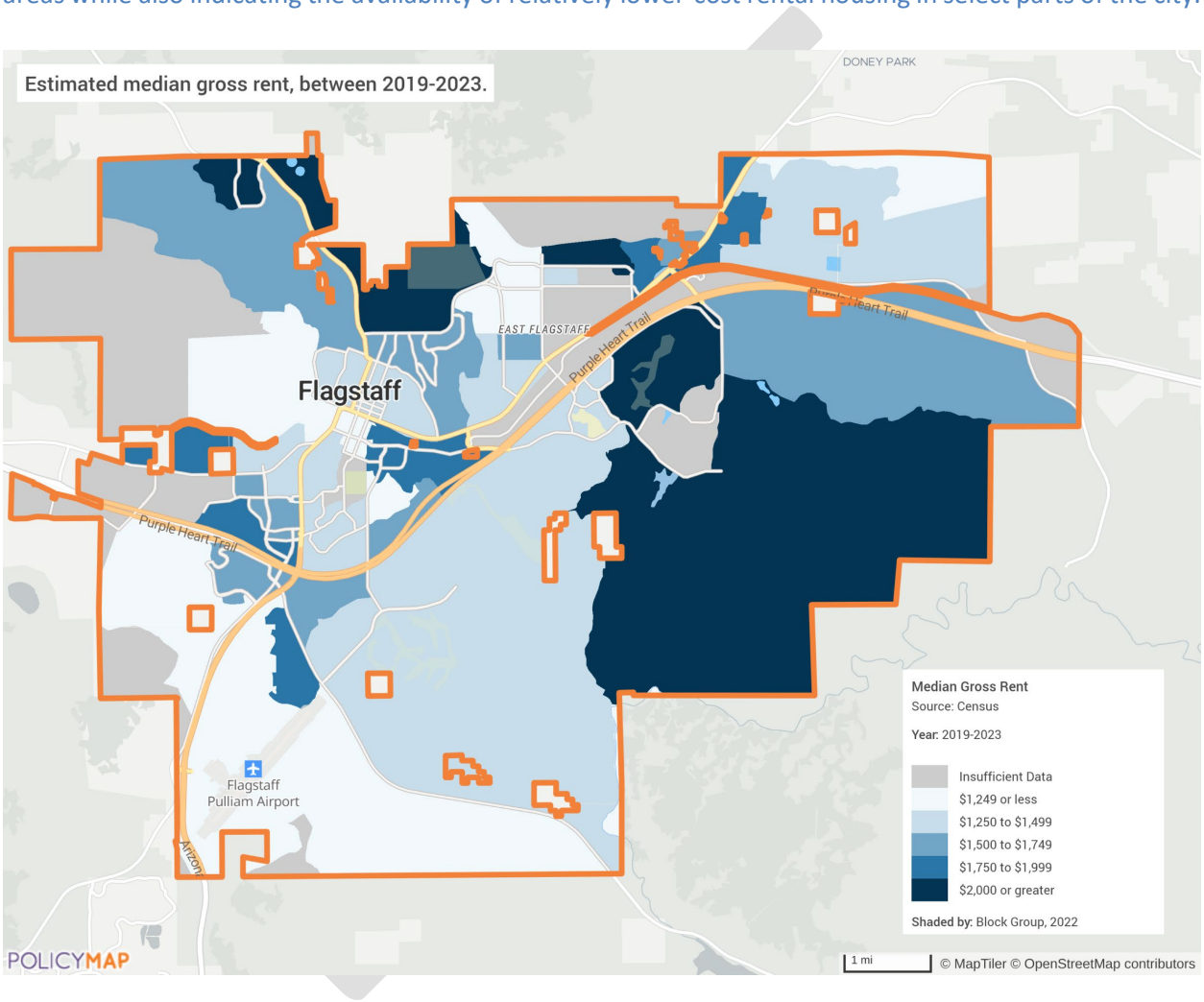
Median Home Values

The map illustrates median home values by block group in Flagstaff, highlighting significant disparities in affordability. Higher home values, exceeding $600,000 and surpassing $650,000 in some tracts, are represented by darker shading and are primarily located in areas with higher population densities. In contrast, areas with lighter shading generally have lower median values below $600,000, with several tracts falling under $500,000. Some areas, particularly within the city center, did not have sufficient data to provide findings. These variations in home values emphasize differences in affordability, access to amenities, and economic opportunities across the city.



Median Rent

The map illustrates median gross rent by census tract in Flagstaff, highlighting significant rent variations across different regions. Higher rental costs above $1,500 per month are more primarily dispersed in the northern and eastern portions of the city and represented by darker shading. In contrast, lighter-shaded areas throughout the city represent lower median rents, with most tracts ranging between $1,250 and $1,500, and several areas falling below $1,250. This distribution reflects differences in housing demand, affordability, and development trends, underscoring the growing cost-burden on renters in higher-cost areas while also indicating the availability of relatively lower-cost rental housing in select parts of the city.



Housing Affordability

Number of Units affordable to Households earning	Renter	Owner
30% HAMFI	630	No Data
50% HAMFI	2,055	370
80% HAMFI	6,335	970
100% HAMFI	No Data	2,185
Total	***9,020***	***3,525***

Table 26 – Housing Affordability

Alternate Data Source Name:
2017-2021 CHAS
Data Source Comments:

CHAS estimates indicate that renter households face the most constrained supply of deeply affordable units. Only 630 units are affordable to households earning ≤30 percent HAMFI, underscoring a severe shortage at the lowest income tier. Affordability improves modestly at 50 percent HAMFI (2,055 units) and expands substantially at 80 percent HAMFI (6,335 units), but these levels do not address the acute needs of extremely low-income renters. Owner-occupied affordable stock is comparatively limited across all income tiers, with only 370 units affordable at ≤50 percent HAMFI and 970 units at ≤80 percent HAMFI. The data suggest a structural imbalance: renter households have more affordable options at moderate income levels, while low-income homeowners have few affordable ownership opportunities, and extremely low-income renters face the most significant gap due to insufficient deeply affordable units.

Monthly Rent

Monthly Rent ($)	Efficiency (no bedroom)	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom
Fair Market Rent	1564	1714	1942	2379	2666
High HOME Rent	1221	1310	1574	1810	1999
Low HOME Rent	955	1023	1227	1418	1581

Table 27 – Monthly Rent

Data Source: HUD FMR and HOME Rents 2025

Data Comments: Flagstaff, AZ MSA

HUD FMR and HOME Rent Limit

Fair Market Rents (FMRs), set annually by the U.S. Department of Housing and Urban Development (HUD), are used to determine payment standards for HUD programs. These estimates are calculated for metropolitan areas defined by the Office of Management and Budget (OMB), HUD-defined subdivisions of OMB metropolitan areas, and nonmetropolitan counties. The City of Flagstaff is part of Flagstaff, AZ Metropolitan Statistical Area (MSA).

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HOME Rent Limits, derived from HUD-published FMRs, establish the maximum allowable rent for units assisted through the HOME program. These limits apply to new leases for HOME-assisted rental units, ensuring affordability for low-income households while aligning with local market conditions.

Is there sufficient housing for households at all income levels?

As outlined in NA-10, Flagstaff faces a shortage of affordable housing, particularly in the small to medium-sized housing categories that would accommodate both low-income growing families and elderly households. This shortage is evident in the high rate of cost-burdened households.

How is affordability of housing likely to change considering changes to home values and/or rents?

Predicting changes in home values in Flagstaff is complex, as both home values and population have grown at a substantial rate over the past decade. While rising rental housing costs may slow in the near future, a complete reversal is unlikely without significant shifts in the housing market. To mitigate cost-burdens and reduce the risk of homelessness, a substantial increase in affordable housing units is essential. Without these efforts, housing affordability challenges will persist, leaving many households vulnerable to instability and financial strain.

How do HOME rents / Fair Market Rent compare to Area Median Rent? How might this impact your strategy to produce or preserve affordable housing?

In 2023, Flagstaff's median contract rent was $1,415, which remained below all HOME Fair Market Rental Limits. It was also below HOME High Rental Limits for rental units with two or more bedrooms, while above the HOME High Rental Limits for studio and one-bedroom units as well as above all HOME Low Rental Limits. This suggests that while overall rental costs appear relatively affordable compared to the Fair Market Rent, affordability challenges persist for low-income households who could qualify for HOME assistance programs, particularly for low-income households only qualifying for smaller rental units. As rising housing costs continue to outpace income growth, these affordability concerns are expected to potentially become more widespread and increase financial strain on renters.

Discussion

N/A

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MA-20 Condition of Housing – 91.310(a)

Introduction:

The tables and maps in this section offer insights into the condition of housing units across Flagstaff by examining factors such as age, vacancy rates, and the occurrence of housing issues. HUD identifies four key housing conditions as problematic:

1. Homes that lack complete or adequate kitchen facilities.
2. Homes lacking complete or adequate plumbing facilities.
3. Overcrowding which is defined as more than one person per room.
4. Households that are cost-burdened, spending more than 30% of their income on housing costs.

These factors provide a comprehensive overview of housing quality and affordability challenges throughout the city.

Describe the jurisdiction's definition of "standard condition" and "substandard condition but suitable for rehabilitation":

In the City of Flagstaff, housing condition is evaluated against the City's adopted 2018 suite of International Codes (with local amendments), the 2017 National Electrical Code, and legacy codes that the City still uses for existing structures—most notably the 1997 Uniform Housing Code and the 1997 Uniform Code for the Abatement of Dangerous Buildings. These codes, together with the City's Building & Property Care Standards (minimum exterior maintenance) and Arizona's Residential Landlord–Tenant Act habitability obligations, provide the legal framework for determining whether a dwelling is safe, sanitary, and fit for human habitation.

Flagstaff housing condition classifications (for Consolidated Plan implementation):

1. **Standard Condition.** A dwelling that complies with the City of Flagstaff's adopted building, housing, and electrical codes (2018 I-Codes as amended, including the International Existing Building Code and IRC; 2017 NEC) and meets Arizona's rental habitability requirements (A.R.S. §33-1324).

2. **Substandard Housing.** Units with one or more material violations of adopted codes or the City's Building & Property Care Standards that affect health or safety—such as inadequate plumbing or sanitation, hazardous electrical conditions, or structural deficiencies—are classified as substandard and subject to code-enforcement correction. (Exterior deterioration and hazards are enforceable under the City's property care standards.)

3. **Substandard but Suitable for Rehabilitation.** A dwelling with health/safety or other code violations that are reasonably correctable under the International Existing Building Code and City enforcement practices (i.e., not so unsafe or unfit as to require abatement/demolition under the City's Uniform Code for the Abatement of Dangerous Buildings).

4. **Dilapidated Housing.** Dwellings determined dangerous/unsafe or unfit for human habitation under the City's adopted Uniform Code for the Abatement of Dangerous Buildings (and related

unsafe-structure provisions in the I-Codes) fall into this category. Examples include severe structural failure, extensive fire/water damage compromising stability, missing or failed egress components, or conditions posing immediate health hazards; such properties are subject to repair or demolition orders to abate the danger.

Together, these classifications guide Flagstaff's enforcement and program decisions—directing cases toward maintenance, rehabilitation, or abatement/demolition as appropriate—while preserving neighborhood integrity and health/safety standards citywide.

Condition of Units

Condition of Units	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
With one selected Condition	2,640	22.6%	8,683	53.8%
With two selected Conditions	89	0.8%	888	5.5%
With three selected Conditions	2	0.0%	29	0.2%
With four selected Conditions	0	0.0%	12	0.1%
No selected Conditions	8,933	76.6%	6,539	40.5%
Total	**11,664**	**100%**	**16,151**	**100%**

Table 28 - Condition of Units

Data Source: 2019-2023 ACS

Housing Conditions

The table above highlights the number of owner and renter households in Flagstaff that face at least one housing condition issue. Renters are significantly more likely to experience housing problems, with approximately 59.6% of renters affected, compared to only 23.4% of homeowners. Very few households face multiple housing issues and based on the analysis in the Needs Assessment portion of this report, it is clear that the most common housing problem is cost-burden. This indicates that many households are struggling to afford their housing costs, which remains a critical issue for the City.

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Year Unit Built

Year Unit Built	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
2000 or later	3,733	32.0%	5,325	33.0%
1980-1999	4,153	35.6%	6,458	40.0%
1950-1979	3,437	29.5%	3,902	24.2%
Before 1950	341	2.9%	466	2.9%
Total	**11,664**	**100%**	**16,151**	**100%**

Table 29 – Year Unit Built

Data Source: 2019-2023 ACS

Year Unit Built

Flagstaff has a notable portion of housing stock that was built before 1980, placing many units at risk for lead-based paint hazards due to the widespread use of lead paint before its ban in 1978. Approximately 32.4% of owner-occupied units and 27.1% of renter-occupied units fall into this category, potentially exposing an estimated 8,146 households to lead hazards. This presents a significant public health concern, particularly for vulnerable populations such as young children, emphasizing the importance of targeted mitigation efforts to reduce exposure risks.

To address this issue, the City of Flagstaff has established long-term initiatives to address the challenges associated with its aging housing stock, particularly homes built before 1980 that pose higher risks for lead-based paint (LBP) hazards and structural deficiencies. These initiatives are further explained later in this section.

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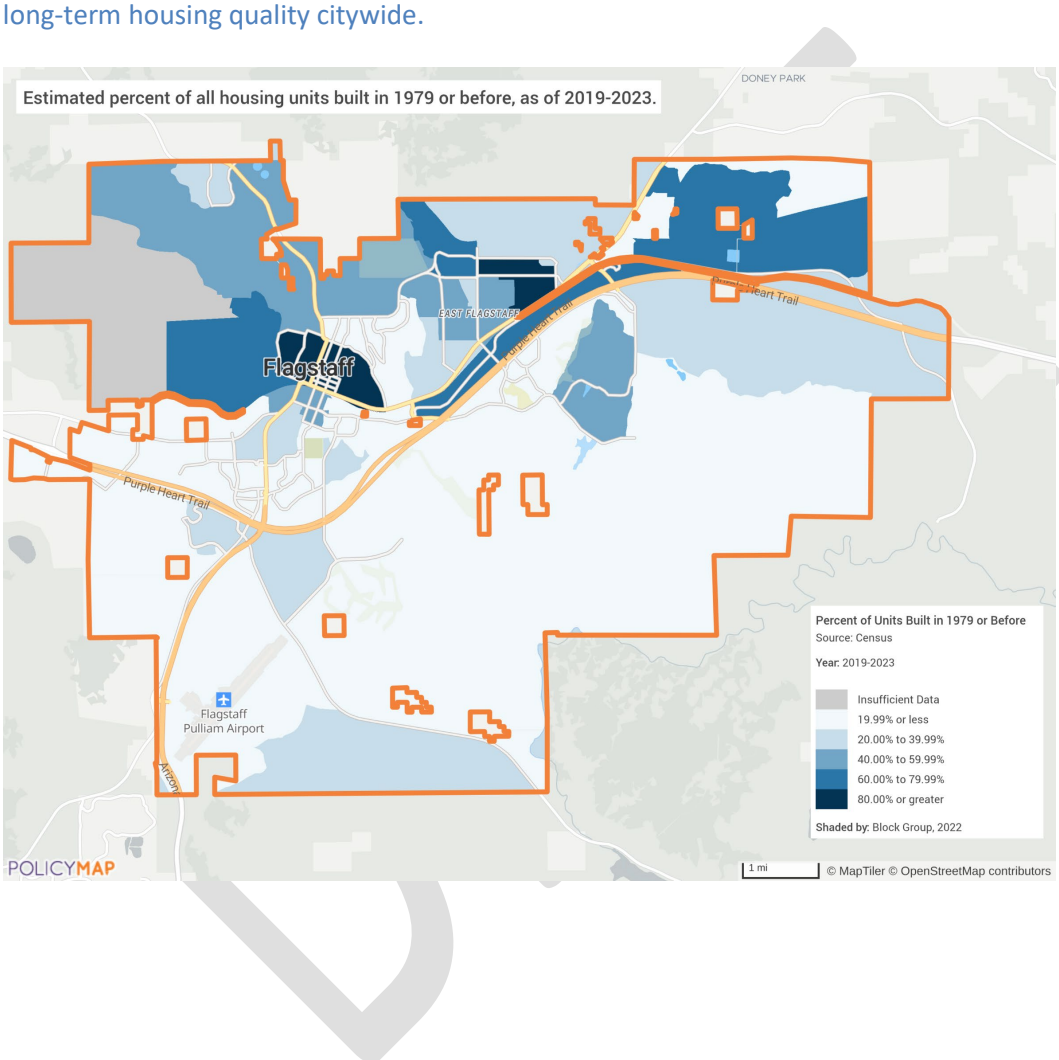
Age of Housing

The following map highlights where older housing is concentrated in Flagstaff, focusing on areas with many homes built before 1980. Northern areas show the highest shares, with numerous tracts above 20%, several above 40%, and a few exceeding 80%. This pattern indicates a broad inventory of aging homes and the value of targeted upkeep and modernization—such as exterior repairs, energy-efficiency upgrades, and addressing typical issues found in pre-1980 construction such as lead-based paint. As these homes continue to age, emphasizing structural soundness, efficiency, and overall livability will support long-term housing quality citywide.



Risk of Lead-Based Paint Hazard

Risk of Lead-Based Paint Hazard	Owner-Occupied		Renter-Occupied	
	Number	%	Number	%
Total Number of Units Built Before 1980	3,778	32.4	4,368	27.0
Housing Units build before 1980 with children present	450	11.9%	595	13.6%

Table 30 – Risk of Lead-Based Paint

Data Source: 2019-2023 ACS (Total Units) 2017-2021 CHAS (Units with Children present)

Lead-Based Paint Hazard

As mentioned previously, any housing unit built prior to 1980 may contain lead-based paint in portions of the home. The most common locations are window and door frames, walls, and ceilings, and in some cases throughout the entire home. Thus, it is generally accepted that these homes at least have a risk of lead-based paint hazards and should be tested in accordance with HUD standards. Within Flagstaff there are approximately 8,146 total units built prior to 1980 according to 2019-2023 ACS Data. Based on the 2017-2021 CHAS data, there are around 1,045 units or nearly 13% of homes built before 1980 that are at risk of having a Lead-Based Paint Hazard and that have children under the age of 6 present.

Vacant Units

	Suitable for Rehabilitation	Not Suitable for Rehabilitation	Total
Vacant Units	-	-	3,651
Abandoned Vacant Units	-	-	-
REO Properties	-	-	-
Abandoned REO Properties	-	-	-

Table 31 - Vacant Units

Data Source: 2019-2023 ACS

Vacant Units

According to the 2019–2023 American Community Survey, Flagstaff has 31,466 housing units, of which 27,815 are occupied and 3,651 are vacant. The occupied stock includes approximately 11,664 owner-occupied and 16,151 renter-occupied homes. Reported vacancy rates are 5.6 percent for rentals and 1.8 percent for owner housing. The comparatively low homeowner vacancy rate indicates a tight for-sale market, which can limit move-up opportunities for renters and reduce options for households relocating to Flagstaff.

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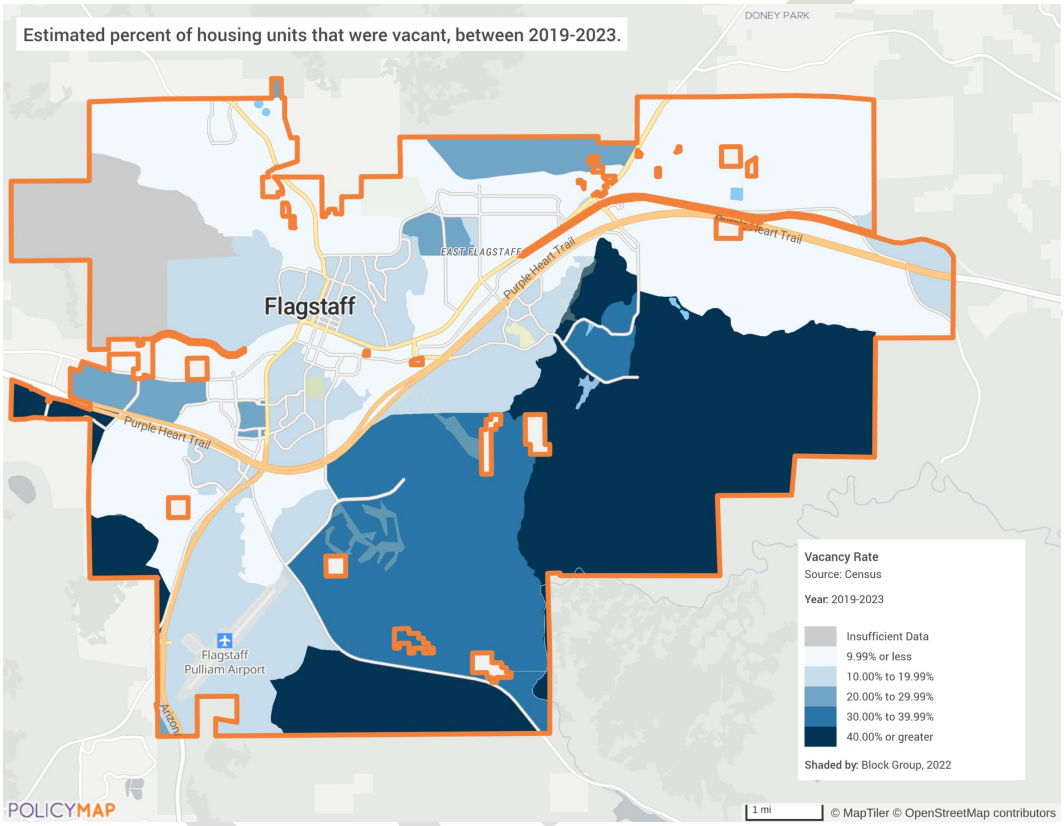
Vacancy Rate

The map depicts housing vacancy rates across Flagstaff, with darker shading indicating higher vacancies and lighter shading indicating lower levels. The lowest vacancy rates, which are indicated by lighter tones, are concentrated in the northern and western parts of the city, with the city center also exhibiting notably low rates, often below 10%, consistent with a tight, high-occupancy market. By contrast, higher vacancy rates (above 30%) appear more frequently in the southern and southeastern regions, which may reflect housing turnover, pockets of disinvestment, site and terrain constraints, or areas poised for redevelopment. Overall, the pattern suggests a dynamic housing market shaped by local economic conditions, development trends, physical geography, and neighborhood-specific factors.



Need for Owner and Rental Rehabilitation:

The City of Flagstaff has a growing need for housing rehabilitation due to the prevalence of aging housing units. As these homes continue to age, maintaining safe and secure housing becomes increasingly important, particularly for low-income households residing in older properties. Financial constraints often prevent these residents from making essential repairs, leading to potential safety hazards and deteriorating living conditions. Addressing this need is essential for preserving the housing stock and ensuring long-term livability for residents.

Estimated Number of Housing Units Occupied by Low- or Moderate-Income Families with LBP Hazards:

Housing units built before 1980 in Flagstaff may contain lead-based paint (LBP) in areas such as window and door frames, walls, ceilings, or even throughout the entire structure. These homes are considered at risk for LBP hazards and should be tested according to HUD standards. As indicated by the Age of Housing table and maps, nearly 30% of occupied housing units in Flagstaff were built before 1980. Given the potential risks, it is safest to assume that all homes with LBP hazards are occupied by low- and moderate-income (LMI) households, affecting around 8,146 units. This underscores the need for targeted interventions to mitigate potential health risks for these residents, particularly vulnerable populations.

Discussion:

Flagstaff maintains a long-term framework for preserving and updating its older housing—especially pre-1980 homes—by enforcing the City's adopted 2018 International Codes (IBC, IRC, IEBC; effective July 19, 2019) and Building & Property Care Standards, which set minimum health, safety, and exterior maintenance thresholds for all properties (City Code Title 4; PCS). For rentals, Arizona's Residential Landlord–Tenant Act requires landlords to comply with applicable building codes and to keep premises "fit and habitable," reinforcing local expectations inside city limits. In practice, these authorities guide ongoing repairs, system replacements, and modernization (e.g., roofing, heating/electrical, accessibility, efficiency) so that aging homes remain safe, durable, and compliant as they are rehabilitated.

When work involves pre-1978 housing, Flagstaff and its partners follow federal lead-safety requirements. HUD's Lead-Safe Housing Rule (24 CFR Part 35, Subpart J) applies to federally assisted rehabilitation and scales evaluation and hazard reduction to the project's assistance level, while EPA's Renovation, Repair and Painting (RRP) Rule (40 CFR Part 745, Subpart E) governs paid renovations in "target housing," requiring certified firms and lead-safe practices. State resources—from the Arizona Department of Health Services Childhood Lead Poisoning Prevention program—support testing and education. Together, the City code framework, state habitability law, and federal lead-safety rules provide a durable, program-agnostic foundation for multi-year housing preservation in Flagstaff.

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MA-25 Public and Assisted Housing – (Optional)

Introduction:

Public housing is designed to provide safe and affordable rental housing for eligible low- and moderate-income families, the elderly, and individuals with disabilities. These housing units are federally subsidized and owned and operated by public housing authorities to ensure accessibility for those in need. Flagstaff is primarily served by the City of Flagstaff Housing Authority (CFHA) which administers public housing programs and works to maintain housing quality and affordability.

The Housing Choice Voucher (HCV) Program in Flagstaff is managed by the CFHA which provides rental assistance to low-income households, enabling them to secure housing in the private market. The CFHA also oversees Project-Based Vouchers and other rental assistance programs, ensuring that affordable housing options remain available to eligible residents. These efforts help support housing stability for low-income families, seniors, and individuals with disabilities throughout Flagstaff.

Totals Number of Units

Program Type									
	Certificate	Mod-Rehab	Public Housing	Vouchers					
				Total	Project -based	Tenant -based	Special Purpose Voucher		
							Veterans Affairs Supportive Housing	Family Unification Program	Disabled *
# of units vouchers available	-	-	265	520	-	342	106	0	40
# of accessible units	-	-	-	-	-	-	-	-	-
*includes Non-Elderly Disabled, Mainstream One-Year, Mainstream Five-year, and Nursing Home Transition									

Table 32 – Total Number of Units by Program Type

Data Source: PIC (PIH Information Center)

Describe the supply of public housing developments:

Flagstaff's affordable housing supply consists of a mix of Low-Income Housing Tax Credit (LIHTC) properties, HUD-assisted multifamily housing, and Section 8 contract developments, providing essential housing for low-income households. Across the City, 1,035 LIHTC assisted units serve income-restricted residents.s. However, one property with 12 of these units has a Section 8 contract expiring before 2030, posing a risk of reduced affordability if not renewed or preserved.

The City of Flagstaff Housing Authority (CFHA) manages these programs while administering 520 of the City's available Housing Choice Vouchers (HCVs). Additionally, the city supports specialized voucher programs including 106 Veterans Affairs Supportive Housing (VASH) vouchers and 40 mainstream vouchers supporting low-income households with disabilities. Despite these resources, demand remains high, with waiting lists for all programs, emphasizing the need for expanding affordable housing options and implementing preservation efforts to maintain long-term affordability in Flagstaff.

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Describe the number and physical condition of public housing units in the jurisdiction, including those that are participating in an approved Public Housing Agency Plan:

Flagstaff's affordable housing inventory includes LIHTC developments, , Housing Choice Vouchers (HCV) administered by the City of Flagstaff Housing Authority (CFHA) under its adopted Public Housing Authority (PHA) Plan and policies, and Public Housing. Properties are subject to applicable HUD program standards (e.g., HQS for HCV; HUD inspection standards for public housing and multifamily).

- **Low-Income Housing Tax Credit (LIHTC) Units:** Flagstaff has approximately 1,035 LIHTC-assisted units, generally serving households up to 60% AMI; LIHTC compliance requires ongoing physical condition and affordability monitoring, which is why many properties are newer or recently rehabilitated.
- **Section 8 Contracted Properties:** There are 92 units under Section 8 contracts, with one property providing 12 units set to expire before 2030. Many of these properties are aging and may require updates to ensure continued habitability and compliance with Housing Quality Standards (HQS).
- H**ousing Choice Voucher (HCV) Program:** CFHA reports 392 tenant-based HCVs, 106 VASH, and 40 Mainstream in use (total 538 for these categories). Separately, CFHA administers 5 Stability, 18 EHVs and 2 FYI vouchers, which are tracked under distinct HUD programs. Units leased with vouchers are in the private market and must pass HQS inspections.
- **Public Housing:** In addition, CFHA owns and manages 265 public housing units across Brannen Homes and Siler Homes (plus scattered sites). Recent HUD inspection postings show scores of Brannen – 92 and Siler – 91. The results of CFHA's portfolio inspections under HUD physical standards (transitioning to NSPIRE) emphasize strong compliance to standards of life safety, unit habitability, and systems performance; historical public postings show strong scores (e.g., Brannen 92/100), underscoring the importance of sustained reinvestment as the properties age.

Overall, many LIHTC and newer HUD-assisted properties remain in sound condition, while some older PBRA assets may require capital repair. CFHA's PHA Plan emphasizes preserving and modernizing affordable housing through coordinated federal, state, and local tools.

Describe the Restoration and Revitalization Needs of public housing units in the jurisdiction:

Public Housing (CFHA). The City of Flagstaff Housing Authority (CFHA) owns and manages two primary public housing communities—Brannen Homes and Siler Homes—plus scattered sites, totaling 265 units. Ongoing capital needs typical of legacy properties include building-systems renewal (heating, plumbing, electrical), building envelope repairs, accessibility upgrades, and site work appropriate to high-elevation, freeze–thaw conditions.

Project-Based Section 8 (PBRA). Flagstaff has a small PBRA portfolio (e.g., Clark Homes). Contract data—unit counts and expiration dates—are tracked in HUD's Multifamily Assistance & Section 8 database. The most recent HUD dataset indicates 92 PBRA units in the city, with one 12-unit contract expiring before

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2030, highlighting the need for proactive owner engagement on renewals and NSPIRE-aligned scopes (life safety, systems, moisture management, ventilation).

LIHTC Preservation. Flagstaff contains approximately 1,035 LIHTC units (HUD LIHTC Database, projects placed in service through 2023). As properties mature—approaching or passing initial compliance periods—re-capitalization for roofs, mechanical systems, weatherization, accessibility, and interior modernization is needed to preserve affordability and avoid conversion pressures in a high-cost market.

Health, Safety, and Code Compliance in Older Stock. Rehabilitation of pre-1978 housing using federal assistance must comply with HUD's Lead-Safe Housing Rule (24 CFR part 35, Subpart J). Paid renovation, repair, or painting that disturbs painted surfaces in "target housing" must follow the EPA Renovation, Repair and Painting (RRP) Rule (40 CFR part 745, Subpart E); EPA administers RRP directly in Arizona. Locally, the City's 2018 International Codes (as amended) and Building & Property Care Standards set minimum safety and exterior-maintenance baselines that rehabilitation projects must meet.

Context and Strategy. The City's 10-Year Housing Plan positions preservation alongside production as a core strategy. Priorities include sustaining CFHA's public housing through ongoing capital work, securing PBRA contract renewals paired with rehabilitation scopes, and planning mid-life rehabs for LIHTC properties. As HUD's NSPIRE implementation proceeds for vouchers/PBRA and multifamily, local scopes should prioritize NSPIRE-scoring items (life safety, egress, dampness/mold, ventilation) while coordinating with City code requirements.

Describe the public housing agency's strategy for improving the living environment of low- and moderate-income families residing in public housing:

The City of Flagstaff Housing Authority (CFHA) focuses on sustaining safe, well-managed communities at Brannen Homes and Siler Homes (total 265 units) through ongoing maintenance, capital renewal, and compliance with HUD's current physical standards. CFHA's public housing properties are inspected under HUD's evolving inspection system (NSPIRE), which prioritizes life-safety, ventilation/moisture control, and building systems; historically published scores (e.g., Brannen 92/100) reflect a strong baseline that CFHA seeks to maintain through targeted reinvestment and operations. Day-to-day expectations are reinforced by the City's adopted 2018 International Codes (as amended) and Building & Property Care Standards, which establish minimum safety and exterior-maintenance thresholds for all residential properties citywide.

CFHA's Admissions and Continued Occupancy Policy (ACOP) adds resident-facing tools that directly improve living conditions—such as reasonable accommodations and priority transfers to ensure units with accessibility features are matched to households that need them, along with housekeeping and lease-compliance standards that support health and safety. The City's broader 10-Year Housing Plan frames preservation of existing affordable housing (including public housing) as a core strategy alongside production, guiding coordination with other City divisions (e.g., Planning, Building Safety, Code Compliance) and community partners to sustain quality, connectivity, and resident stability over time. Communication channels (e.g., program pages and resident newsletters) support engagement and continuous improvement.

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Key CFHA strategies and initiatives (Flagstaff):

- **Modernization & capital upkeep:** Prioritize building-systems renewal (heating, plumbing, electrical), building-envelope repairs, accessibility upgrades, and site work consistent with NSPIRE and City code requirements.
- **Accessibility & unit matching:** Implement ACOP transfer rules and reasonable-accommodation procedures so accessible units are occupied by households who need those features; provide communication supports as outlined in policy.
- **Operations & resident engagement:** Maintain routine inspections and responsive work-order systems; share updates and expectations via City/CFHA channels (e.g., program pages, Section 8/Resident newsletters) to encourage compliance and timely reporting of issues.
- **Preservation alignment:** Coordinate with the City's 10-Year Housing Plan actions that emphasize preservation of existing affordable stock, consistent property standards citywide, and cross-departmental support for safe, connected neighborhoods.

Discussion:

Flagstaff's publicly assisted housing generally performs to a high standard. The City of Flagstaff Housing Authority (CFHA) operates Brannen Homes and Siler Homes along with scattered sites—265 public housing units in total—and maintains them to HUD inspection requirements and the City's adopted code framework (2018 International Codes as amended, plus the Building & Property Care Standards). Historic HUD inspection postings (e.g., Brannen 92/100) reflect strong baseline conditions, while local ordinances establish clear exterior-maintenance and safety expectations that apply citywide.

Availability remains tight relative to need. CFHA reports 392 tenant-based HCVs in use, plus 106 VASH and 40 Mainstream vouchers; Flagstaff also has a small PBRA footprint (e.g., Clark Homes, 80 units) tracked in HUD's Multifamily Assistance & Section 8 database and roughly 1,035 LIHTC units placed in service through 2023. To better serve households, priorities include sustained capital renewal in public housing, early engagement on PBRA contract renewals paired with rehabilitation scopes, and scheduled mid-life recapitalization of LIHTC properties (roofs, systems, accessibility, efficiency). For vouchers, pairing payment-standard calibration with landlord outreach and unit-search supports can widen the field of leasable units in a high-cost market.

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MA-30 Homeless Facilities – 91.310(b)

Introduction

Facilities Targeted to Homeless Persons

	Emergency Shelter Beds		Transitional Housing Beds	Permanent Supportive Housing Beds	
	Year Round Beds (Current & New)	Voucher / Seasonal / Overflow Beds	Current & New	Current & New	Under Development
Households with Adult(s) and Child(ren)	472	37	120	587	0
Households with Only Adults	848	0	174	1,266	0
Chronically Homeless Households	0	0	0	441	0
Veterans	48	0	89	733	0
Unaccompanied Youth	39	0	29	0	0

Table 33 - Facilities Targeted to Homeless Persons

Data Source: HUD 2024 Continuum of Care Homeless Assistance Program, Housing Inventory Count Report.

Data Source Comments: Arizona Balance of State CoC

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Describe mainstream services, such as health, mental health, and employment services to the extent those services are used to complement services targeted to homeless persons:

In Flagstaff, a coordinated network of mainstream providers complements targeted homeless programs by offering medical care, behavioral health, case management, food resources, and employment services. The City's Housing webpages aggregate rental assistance and emergency-shelter links (CFHA programs; Flagstaff Shelter Services; Catholic Charities), helping residents connect to core services alongside homelessness response.

Health Services

- **Northern Arizona Healthcare (Flagstaff Medical Center & NAH Medical Group).** NAH provides hospital and outpatient care (e.g., emergency, specialty, preventive and primary care, rural telemedicine and population-health initiatives), a critical mainstream anchor for low-income and unhoused residents who need acute and ongoing care.
- **North Country HealthCare (FQHC).** As a federally qualified health center with a Flagstaff location, North Country offers comprehensive primary care, dental, behavioral health, and screenings to all patients, supporting continuity of care for uninsured/under-insured households and coordinating with social services.
- **NACA—Native Americans for Community Action (Family Health Center).** NACA delivers integrated primary care and wellness services for Indigenous and non-Indigenous residents, complementing city and county health systems.

Mental Health Services

- **The Guidance Center (Community Mental Health Center).** Provides a full continuum of outpatient and crisis behavioral-health services for Flagstaff and surrounding communities, including care for individuals in shelter or street settings.
- **NACA Behavioral Health Center.** Offers assessment, individual and group therapy, and substance-use services—often coordinating with medical and social-service partners serving people at risk of or experiencing homelessness.
- **Coconino County Health & Human Services — Youth Behavioral Health Project.** County-led hub-and-spoke behavioral-health facilities and services for youth ages 12–18 (approved Dec. 12, 2023), expanding prevention and support resources available to families across the Flagstaff area.

Housing Assistance

- **Flagstaff Shelter Services (FSS).** 24/7 low-barrier shelter and services ("shelter tonight, home tomorrow") with expanding non-congregate capacity (e.g., The Lantern on Lucky Lane) that connects guests to mainstream benefits, healthcare, and housing navigation.
- **Catholic Charities Community Services — Northern AZ.** Catholic Charities operates a range of programs: permanent supportive housing (PSH) units for people with long-term homelessness and disabilities, rapid rehousing with short-term rental assistance, community reentry homes for

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people exiting the justice system, family shelter units, eviction-prevention and diversion programs, and the H2O (Housing and Health Opportunities) program funded by Access and administered through Solari. Additionally, Catholic Charities provides assistance with behavioral-health partnerships, healthcare, transportation, and employment services.

- **Coordinated Entry (AZ Balance of State CoC).** County partners use the AZBOSCOC Coordinated Entry process (assessment, prioritization, case conferencing) to connect households to appropriate housing interventions.

Food Resources

- **Flagstaff Family Food Center (Food Bank & Kitchen).** Provides daily hot meals, emergency food boxes, and assistance with SNAP/AHCCCS—services frequently used by people experiencing or exiting homelessness.
- **St. Mary's Food Bank — Northern Arizona Office (Flagstaff).** Regional distribution and partner agency support from its Flagstaff office, improving food access for low-income households.

Employment Services

- **ARIZONA@WORK — Coconino County (One-Stop).** Offers job search, career coaching, training, veteran services, and employer connections; services are available at the comprehensive One-Stop and DES-based locations in Flagstaff and coordinate with housing providers for rapid attachment to work.

Additional Support Services

- **Northland Family Help Center (NFHC).** Domestic-violence/sexual-assault services and emergency shelter with 24/7 hotline, legal and advocacy supports—often essential for survivors experiencing homelessness or housing instability.
- **Victim/Witness Services for Northern Arizona (and County Victim Services).** Trauma-informed advocacy, crisis response, and navigation of victim-rights processes that intersect with housing, safety planning, and stabilization.

These mainstream systems—health, behavioral health, food security, workforce, and survivor supports—operate alongside City-linked shelter and rental-assistance pathways, creating a complementary safety net for Flagstaff residents experiencing or at risk of homelessness.

Note on currency and scope. The providers and access points listed above reflect services available in Flagstaff at the time of publication; however, capacities, eligibility, and locations change over time. For the most up-to-date information, confirm availability through 2-1-1 Arizona/Solari and the Arizona Balance of State Continuum of Care (Coordinated Entry) resources.

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List and describe services and facilities that meet the needs of homeless persons, particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth. If the services and facilities are listed on screen SP-40 Institutional Delivery Structure or screen MA-35 Special Needs Facilities and Services, describe how these facilities and services specifically address the needs of these populations.

Flagstaff's homeless response network pairs low-barrier shelter and housing navigation with mainstream medical, behavioral health, food, and workforce services. Access is organized locally through Front Door of Coconino County (community coordinated entry) and regionally through the AZ Balance of State CoC Coordinated Entry policy and 2-1-1 referral system. These gateways triage households—including the chronically homeless, families with children, veterans, and unaccompanied youth—to the most appropriate intervention (emergency shelter, rapid rehousing, permanent supportive housing, or specialized services).

Emergency Shelters and Transitional Housing:

- **Flagstaff Shelter Services (FSS) –** Low-barrier, 24/7 emergency shelter and navigation services for adults, including those with chronic homelessness. FSS also operates The Lantern (a 103–104-room non-congregate shelter on Lucky Lane) coming online to expand private-room capacity for single adults, older adults, and medically fragile guests. FSS connects clients to health care, benefits, and housing placements.
- **Catholic Charities Community Services (Family Emergency Shelter) –** Emergency housing for two-parent or single-father households with children (up to ~120 days), with case management, transportation assistance, and classes; this fills a niche not covered by other family shelters in northern Arizona.
- **Northland Family Help Center (NFHC) –** Domestic Violence Emergency Shelter – Confidential, 24/7 DV shelter, advocacy, and crisis line serving adults and children fleeing violence; frequently a critical entry point for families with children and unaccompanied youth escaping abuse.

Support Services:

- **Coordinated Entry (Arizona Balance of State CoC; "Front Door of Coconino") –** Community access points (FSS and Catholic Charities in Flagstaff) and a 2-1-1/Solari line guide triage, assessment, and case conferencing for shelter, rapid re-housing, permanent supportive housing, and related services. This structure prioritizes chronically homeless individuals and other high-needs households.
- **Catholic Charities – PATH Homeless Outreach –** Field outreach and engagement for people with serious mental illness who are unsheltered or in shelters, links clients to behavioral health treatment, benefits, and housing.
- **The Guidance Center (Behavioral Health) –** Outpatient and crisis behavioral-health services that complement shelter/housing navigation for adults and youth; commonly accessed by clients referred through FSS/CE.

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- **Coconino County Health & Human Services – Housing Security/Empowerment Services –** Short-term stabilization resources (e.g., assistance to maintain or regain housing) and referrals to mainstream benefits; county-run and available to Flagstaff residents.

Specialized Programs:

- **Veterans (VA & Partners).**
    - **VA Northern Arizona Health Care System / Flagstaff VA Clinic –** Dedicated Homeless Veteran Care with care coordinators, behavioral health, substance-use treatment, benefits navigation, and linkages to HUD-VASH or SSVF resources; clinic site in Flagstaff with system-wide services across northern Arizona.
    - **U.S.VETS – Prescott (regional) –** Northern Arizona's largest residential veteran provider, offering housing, case management, and workforce services; a frequent partner for Flagstaff veterans referred through the VA/CoC.
    - **Catholic Charities – Veteran Services (Northern AZ) –** Assistance for low-income veterans and families (stabilization, housing navigation, employment supports) from offices serving the Flagstaff area.
- **Indigenous and Youth-Focused Services.**
    - **NACA — Native Americans for Community Action** – Integrated Family Health Center and behavioral-health/wellness programs; also provides Pathways Youth prevention programming that supports at-risk and unaccompanied youth with culturally responsive services.

How these address the specified populations:

- **Chronically homeless adults:** Low-barrier beds and non-congregate rooms at FSS, CE prioritization for Permanent Supportive Housing, and PATH/behavioral-health linkages.
- **Families with children:** Family emergency shelter (Catholic Charities), DV shelter (NFHC), and county stabilization services; CE routes to RRH and family PSH where available.
- **Veterans and their families:** VA Homeless Veteran Care and Flagstaff clinic, U.S.VETS housing/case management, and Catholic Charities' veteran services—coordinated with HUD-VASH/SSVF pathways.
- **Unaccompanied youth:** NFHC (youth fleeing violence), NACA youth programs, and CE/partner referrals into appropriate shelter and services.

Note on currency and scope. The providers and access points listed above reflect the services available in Flagstaff at the time of publication; however, capacities, locations, and eligibility criteria can change. Residents and practitioners should confirm current availability through 2-1-1 Arizona/Solari and the Arizona Balance of State Continuum of Care (Coordinated Entry) resources, which maintain up-to-date access information and county entry points.

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MA-35 Special Needs Facilities and Services – 91.310(c)

Introduction

The City of Flagstaff serves four primary groups with non-homeless special needs: the elderly and frail elderly, individuals with HIV/AIDS and their families, those with alcohol and/or drug addiction, and individuals with mental or physical disabilities. Each group requires tailored support, such as age-friendly and accessible housing, medical care, rehabilitation services, and affordable living options. The jurisdiction is working to meet these needs through specialized housing and integrated services, though continued efforts are required to expand and enhance these support systems to better accommodate these vulnerable populations.

To the extent information is available, describe the facilities and services that assist persons who are not homeless, but who require supportive housing, and programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing:

Elderly & Frail Elderly. The Northern Arizona Council of Governments (NACOG) Area Agency on Aging coordinates in-home supports (care coordination, homemaker, caregiver respite), benefits counseling (Medicare/SHIP), and long-term-care ombudsman services in Coconino County; these services help older adults stabilize in their homes or transition appropriately to licensed settings when needed (e.g., assisted living) (NACOG AAA service hub, Coconino County/Flagstaff office). Health systems (e.g., Northern Arizona Healthcare/Flagstaff Medical Center) integrate discharge planning and care management that link seniors to home- and community-based services, rehabilitation facilities, or higher-acuity housing as needed, with written plans to support safe transitions.

Individuals & Families with HIV/AIDS. Northland Cares provides outpatient medical care, medical case management, behavioral health, and Housing Opportunities for Persons with AIDS (HOPWA)-funded housing assistance covering Coconino and neighboring counties. Case managers coordinate short- and longer-term housing help (e.g., rent/utility assistance where eligible) and link clients to mainstream benefits and supportive services—allowing households to retain housing or step into supportive options without entering homelessness.

Substance Use Disorders, Mental or Physical Disabilities. The Guidance Center (Flagstaff) offers a continuum of behavioral health care—outpatient, crisis, and residential/SUD treatment—with care management that connects members to supportive housing through Medicaid (AHCCCS) pathways and community providers. At the system level, AHCCCS Housing Programs provide permanent supportive housing (PSH) and related services for members with a Serious Mental Illness (SMI) designation—and some supports for members with general mental health/substance use disorders (GMHSUD)—coordinating tenancy supports with clinical services statewide. AHCCCS For employment stabilization, ARIZONA@WORK – Coconino County delivers disability-aware job search, coaching, and training that complement supportive housing plans.

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Describe programs for ensuring that persons returning from mental and physical health institutions receive appropriate supportive housing:

Hospitals and clinics in Flagstaff, led by Northern Arizona Healthcare (Flagstaff Medical Center), use structured discharge planning to prevent inappropriate discharges to homelessness. Care managers develop a written plan before discharge, confirm follow-up appointments, and arrange the right level of post-acute setting (home with supports, home-health, rehabilitation/SNF, or supportive housing). When housing stability is uncertain, staff make "warm handoffs" to community partners and benefits programs, so patients leave with a clear path to ongoing care and a safe place to recover (Northern Arizona Healthcare care management/discharge planning).

For behavioral-health discharges, AHCCCS coordinates crisis services and links members to plan networks for outpatient care. Individuals with a Serious Mental Illness (SMI) designation may be connected to AHCCCS Housing Programs (e.g., permanent supportive housing with tenancy supports). If a discharge creates a housing risk, providers route the person through the Arizona Balance of State Coordinated Entry access points in Flagstaff (Flagstaff Shelter Services and Catholic Charities) to match them with rapid rehousing or supportive housing. People living with HIV who are leaving inpatient settings can re-engage with Northland Cares for medical case management and housing assistance available to Coconino County, ensuring continuity of care and housing stability.

Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. 91.315(e):

Maintain housing stability for older adults: Expand referrals from hospital discharge planners to NACOG AAA for in-home supports (homemaker, caregiver respite, benefits counseling) and to City code resources for accessibility/repair guidance—supporting "Preserve Housing Stability for Seniors" annual goals.

Strengthen HIV housing coordination: Formalize an annual referral protocol with Northland Cares (HOPWA Balance-of-State provider) so eligible Flagstaff clients can rapidly access housing assistance alongside medical case management—supporting "Stabilize Special-Needs Households" goals.

Integrate clinical and housing step-downs: With AHCCCS/plan partners and The Guidance Center, establish a standing case-conference pathway for individuals exiting inpatient psychiatric/SUD treatment to supportive housing or tenancy support—advancing "Reduce Returns to Institutions" and "Increase Supportive Housing Linkages."

Employment linkage for tenants with disabilities: Embed ARIZONA@WORK warm handoffs into supportive-housing case plans (job coaching, training, veteran priority of service), tied to "Increase Economic Mobility for Special-Needs Residents."

For entitlement/consortia grantees: Specify the activities that the jurisdiction plans to undertake during the next year to address the housing and supportive services needs

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identified in accordance with 91.215(e) with respect to persons who are not homeless but have other special needs. Link to one-year goals. (91.220(2)):

Coordination and Access: Support Coordinated Entry access points (Catholic Charities, FSS) for special-needs households at risk of homelessness upon discharge, including routine provider trainings and updated resource guides—"Improve System Navigation" goal.

Targeted Stabilization: Prioritize small-scale accessibility and health/safety repairs for special-needs households identified by hospital/clinic partners and NACOG AAA, to prevent institutionalization—"Preserve Existing Affordable Housing" goal.

Data & Quality Improvement: Convene semi-annual case-review with NAH care management, AHCCCS plan representatives, The Guidance Center, Northland Cares, and ARIZONA@WORK to track discharge-to-housing outcomes and reduce avoidable returns to higher-acuity settings—"Strengthen Cross-System Performance" goal.

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MA-40 Barriers to Affordable Housing – 91.310(d)

Negative Effects of Public Policies on Affordable Housing and Residential Investment:

Public policies at the local, regional, and state levels significantly influence the cost, pace, and location of residential investment in Flagstaff. Several state preemptions (e.g., rent control, inclusionary zoning, short-term rentals), paired with local development standards, fees, and high hazard building requirements, shape both the supply of new housing and the preservation of affordable units. While the City uses incentives and code tools to encourage affordability, existing policies still create headwinds for producing and retaining lower-cost housing.

Zoning and Land Use Restrictions

Flagstaff's zoning code allows multifamily and provides affordable housing density bonuses citywide, but baseline site standards can still constrain lower-cost formats on smaller or irregular infill lots. Minimum parking/access requirements (Chapter 10-07) consume land area and add hard costs for projects not within easy walking distance of frequent transit, although tailored relief mechanisms exist (e.g., in-lieu options and project-specific reductions). Accessory Dwelling Units (ADUs) are permitted under §10-40.60 and are the subject of active code updates; even so, design and development standards (setbacks, separations, utilities) can be binding on small lots unless simplified.

Regulatory and Process Barriers

Development impact fees and related charges (water/sewer, transportation, parks, public safety) increase upfront costs—especially for small or deeply affordable projects unless offset. The City's Incentive Policy for Affordable Housing (IPAH) provides fee reductions/reimbursements and regulatory incentives, but availability depends on funding and eligibility; without those offsets, baseline fees and submittal requirements remain material cost drivers. City webpages centralize development-fee reports and audits to improve transparency.

Tax Policy Challenges

Beginning January 1, 2025, Arizona eliminated city Transaction Privilege Tax (TPT) on long-term residential rentals. This change can marginally lower rent bills where pass-through existed, but it also reduces a municipal revenue source that jurisdictions often use to staff permitting, code enforcement, and housing programs—cost centers that support residential investment. Any resulting budget gaps must be backfilled by other revenues or service reductions, which can indirectly slow approvals or local gap-financing efforts that benefit affordable projects.

State-Level Policy Limitations

Arizona preempts several tools commonly used to expand affordability. Cities may not enact rent control on private residential property; this removes a stabilization option in rapidly appreciating markets. Arizona also preempts inclusionary zoning, barring local mandates that require a percentage of below-market units as a condition of approval (cities may still offer voluntary incentives). Short-term rentals are likewise state-preempted: cities cannot prohibit or cap STRs and may regulate them only within narrow health/safety and licensing parameters (e.g., SB 1168's enforcement enhancements), limiting local ability

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to redirect units back to the long-term market. Finally, Proposition 207 (the state's regulatory-takings law) exposes new land-use restrictions that reduce property value to compensation claims, which can chill certain down-zonings or affordability mandates.

Recent city analysis indicates Flagstaff has meaningful capacity for additional housing on both vacant and underutilized sites, but a portion of this land is constrained by steep slopes, floodplains/floodways, and other environmental factors that complicate delivery timelines and costs. The 2024 Land Availability & Suitability Study (LASS) identifies ~8,125 acres of vacant land (≈6,735 acres zoned residential) and ~5,399 acres of underutilized land in the LASS area; after environmental screening, the study estimates ~7,062 acres of vacant buildable land and ~4,865 acres of underutilized buildable land most likely to develop or redevelop, while noting that ~13% of vacant land is environmentally constrained. The most common constraints are steep slopes (the City's Resource Protection Overlay regulates slopes ≥17%) and floodplain/floodway areas along corridors slated for mitigation by the Rio de Flag Flood Control Project. These factors, plus infrastructure readiness at specific sites, shape feasibility and staging for mixed-income and affordable projects.

Regional Safety/Environmental Codes and Labor Costs

Given Flagstaff's Wildland-Urban Interface (WUI), ignition-resistant construction, defensible-space, and access/water-supply standards are prudent life-safety requirements but can add design and materials costs for small infill and edge-area projects. The City has long maintained WUI provisions and continues to update them. Separately, Dark-Sky lighting rules (administered through the zoning code) protect community character with approved-fixture lists, but they can modestly increase design/photometric work for multifamily sites. Labor costs are also influenced by Flagstaff's local minimum wage, which is higher than the state floor; while beneficial for workers, it can raise certain operating and construction inputs unless offset by productivity or incentives.

Implications for Practice

Because rent control and inclusionary mandates are preempted, Flagstaff must rely on incentive-based strategies (density bonuses, IPAH fee relief, parking flexibility, expedited review) and external gap funding to deliver affordability at scale. Given these site-specific constraints, policies that lean into infill near services and transit (while advancing code refinements under the City's code analysis work) can improve yield and lower per-unit costs. LASS findings also highlight that "grow up and in" strategies—adding gentle and moderate density in existing neighborhoods—perform better against the City's housing and climate metrics than a primarily greenfield pattern, and that relying solely on developer-paid, project-by-project infrastructure tends to reproduce lower-density outcomes; sequencing targeted, upfront public infrastructure (e.g., through bonds or similar tools) can unlock higher-density, attainable housing in preferred locations. The Regional Plan 2045 indicates that prioritizing centers/corridors reduces transportation costs, shortens infrastructure extensions, and improves the return on public improvements—practical considerations that complement code refinements and targeted affordability incentives.

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MA-45 Non-Housing Community Development Assets -91.315(f)

Introduction

Flagstaff's economy has evolved from a railroad, timber, and Route 66 service town into a diversified regional center anchored by higher education, health care, astronomy, and small-business entrepreneurship. The City's international standing in the sciences dates to Lowell Observatory's discovery of Pluto (1930), and its long-standing commitment to responsible growth is reflected in its designation as the world's first International Dark Sky City (2001), which shapes lighting standards, tourism, and research activity today. Regional access via I-40 and I-17, and proximity to national destinations (e.g., the Grand Canyon), continue to underpin visitor spending, logistics, and talent attraction. The Public Hearing Draft of the Flagstaff Regional Land Use Plan 2045 positions this next decade of growth around place-based assets, climate resilience, multimodal connectivity, and coordinated land-use/employment planning with Coconino County.

Today's economic base blends education, research, medical services, and export-oriented firms. Northern Arizona University powers research and workforce pipelines in health, bioscience, and engineering, while Northern Arizona Healthcare's Flagstaff Medical Center anchors a region-serving care network. City cluster strategy emphasizes outdoor products, film/media, computing, bioscience/clean tech, and medical manufacturing, with implementation guided by the City's Economic Vitality/Economic Development programs and aligned with the Regional Plan's growth framework and scenario planning—focusing future jobs and housing near corridors and employment nodes to reduce vehicle miles traveled and support transit.

Land capacity and siting are active constraints and opportunities. The City's 2024 Land Availability & Suitability Study maps infill and redevelopment potential, identifies infrastructure-ready sites, and flags environmental and topographic limits that affect the timing and feasibility of employment and mixed-use projects; these findings help calibrate where business expansion and workforce housing are most viable in the near term.

Short-term rentals (STRs) are a modest but notable component of the visitor economy: an independent analysis commissioned by the Northern Arizona Association of REALTORS® (prepared by RRC Associates) characterizes STRs as a minority share of lodging that generally complements hotel capacity during peak seasons while contributing to local spending and jobs; for planning, the study recommends continued monitoring of neighborhood fit and housing availability alongside use of STR-related revenues for visitor-impacted services.

This section synthesizes Flagstaff's economic base, workforce, and business ecosystem—highlighting anchor institutions, small-business vitality, and infrastructure that supports growth. It also connects market dynamics to Consolidated Plan strategies by tying the Regional Plan's growth areas and LASS site-readiness findings to where affordable housing, public facilities, and services can most effectively expand opportunity while preserving Flagstaff's mountain-town character and night-sky resources.

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Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	525	72	1%	0%	-1%
Arts, Entertainment, Accommodations	5,907	7,875	15%	20%	5%
Construction	1,832	1,887	5%	5%	0%
Education and Health Care Services	11,698	13,332	30%	34%	4%
Finance, Insurance, and Real Estate	1,507	970	4%	2%	-1%
Information	267	429	1%	1%	0%
Manufacturing	3,546	3,456	9%	9%	0%
Other Services	1,586	857	4%	2%	-2%
Professional, Scientific, Management Services	4,021	3,014	10%	8%	-3%
Public Administration	1,986	1,739	5%	4%	-1%
Retail Trade	4,874	4,246	12%	11%	-2%
Transportation and Warehousing	1,184	623	3%	2%	-1%
Wholesale Trade	401	744	1%	2%	1%
Total	39,334	39,244	--	--	--

Table 34- Business Activity

Alternate Data Source Name:
2018-2022 ACS (Workers), 2022 LEHD (Jobs)

Flagstaff's labor market is nearly in balance: 39,334 local workers (ACS 2018–2022) and 39,244 local jobs (LEHD 2022) indicate a self-contained economy with strong anchors in education, health care, public sector, and tourism. Yet it functions as a regional hub: 20,077 people commute into the city for work, while 19,167 Flagstaff residents work locally and 12,620 commute out. This two-way flow reflects Flagstaff's role serving surrounding communities, parks, and tribal lands, plus its concentration of hospitals, higher education, and visitor-facing employers.

Geography amplifies these dynamics. Flagstaff is the county seat within Coconino County, a vast, sparsely populated area with long travel distances; jobs cluster in the city while housing and seasonal employment are dispersed. The result is steady in-commuting to Flagstaff for specialized jobs and services, alongside out-commuting by residents whose occupations or wages better match opportunities elsewhere in the region—patterns consistent with a high-amenity mountain city at the center of a very large rural county.

Labor Force

Total Population in the Civilian Labor Force	42,484
Civilian Employed Population 16 years and over	39,743
Unemployment Rate	3.3%
Unemployment Rate for Ages 16-24	12.6%
Unemployment Rate for Ages 25-65	3.9%

Table 35 - Labor Force

Alternate Data Source Name:
2019-2023 ACS
Data Source Comments:

Unemployment

There are several methods for measuring unemployment, each with distinct advantages and limitations. The U.S. Census collects annual unemployment data by census tract, enabling geographic comparisons of unemployment rates across smaller areas. However, this data is typically two or more years old, making it less useful for real-time analysis. In contrast, the Bureau of Labor Statistics (BLS) provides monthly unemployment data.

2023 Unemployment Rates

Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
3.3	3.2	2.8	2.6	3.4	4.1	3.9	3.7	3.5	3.4	2.9	2.7

Unemployment Rate in 2023, BLS – Flagstaff (*city)*, AZ

2024 Unemployment Rates

Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
2.9	2.9	2.5	2.3	2.9	3.8	3.9	3.9	3.4	3.3	3.8	3.2

Unemployment Rate in 2024, BLS – Flagstaff (*city)*, AZ

Based on the previous unemployment tables, Flagstaff's unemployment rate showed variations throughout both 2023 and 2024, with lower unemployment rates during the winter and spring months and higher rates during the summer months. Flagstaff's monthly rate fluctuates seasonally with tourism and the university calendar, as is evident with annual comparisons. Overall, Flagstaff's annual unemployment rates remained below the national average with Flagstaff having an annual unemployment rate of 3.3% in 2023 compared to the national rate of 3.6% for 2023, and an annual rate of 3.2% in 2024 compared to the national rate of 4.0% according to BLS annual averages. This highlights the City's strong economic foundation and workforce stability. The sustained low unemployment rate reflects continued job growth, a diversified economy, and a strong demand for labor across key industries, reinforcing Flagstaff's position as an economic leader in the region.

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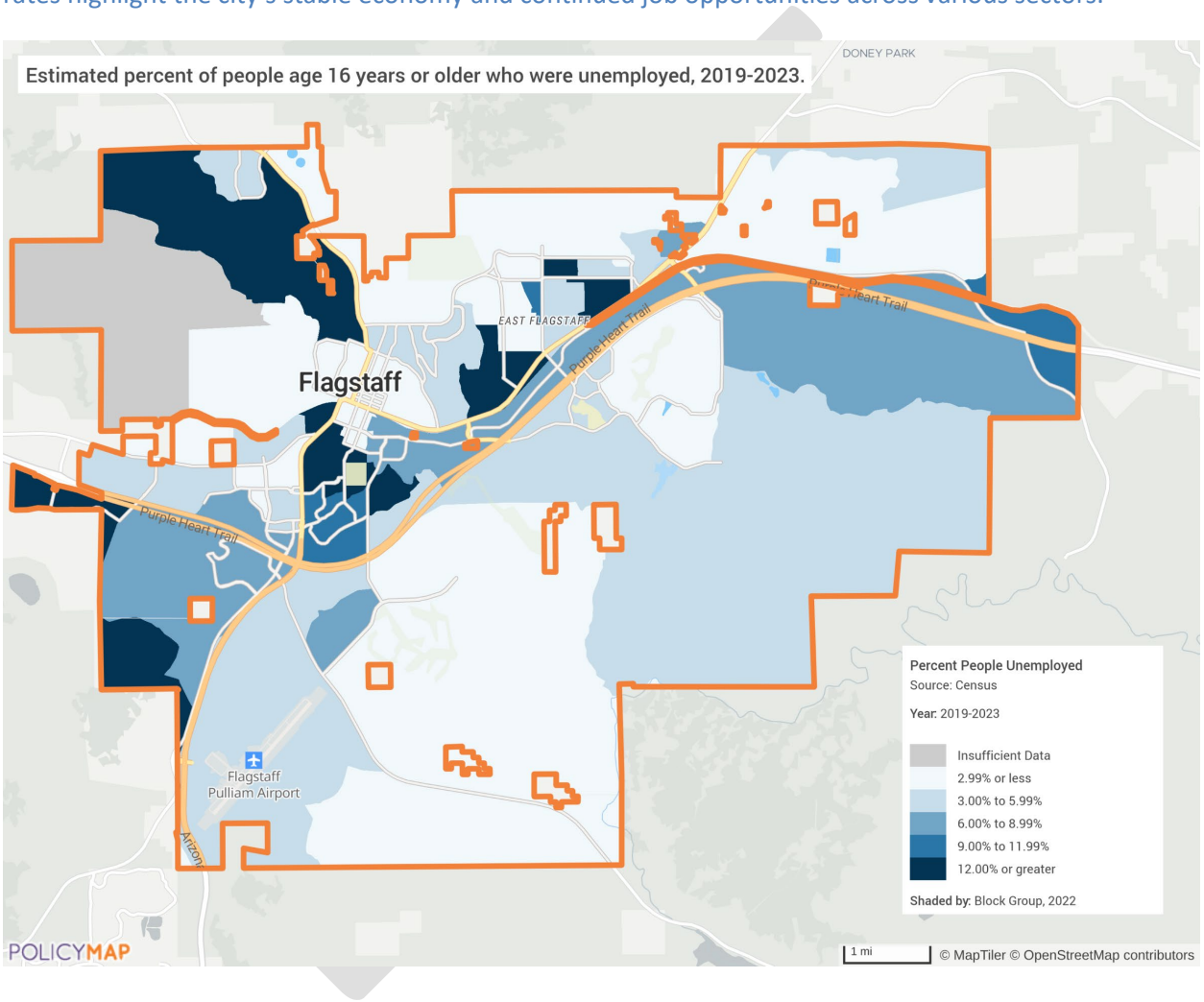
Unemployment Rate

The map illustrates unemployment rates by census tract across Flagstaff, showing that most areas maintain rates below 6%, reflecting a generally strong job market. However, a few tracts, particularly in the western regions, exhibit higher unemployment levels with some exceeding 12% as indicated by darker shading. This distribution suggests a diverse and resilient employment sector, with localized variations likely influenced by industry presence, workforce skill levels, location of educational institutions, and economic conditions in specific neighborhoods. Despite these disparities, the overall low unemployment rates highlight the city's stable economy and continued job opportunities across various sectors.



Occupations by Sector	Number of People
Management, business and financial	17,402
Farming, fisheries and forestry occupations	158
Service	8,793
Sales and office	7,136
Construction, extraction, maintenance and repair	2,294
Production, transportation and material moving	3,960

Table 36 – Occupations by Sector

Data Source: 2019-2023 ACS

Occupations by Sector

The "Occupations by Sector" table illustrates the distribution of job types across various industries in Flagstaff, differing from a previous table that focused on the distribution of jobs within specific sectors. For instance, managerial positions, whether in corporate offices or retail, are classified under "Management, Business, and Financial" in this table, but would be categorized by industry in the earlier table.

In Flagstaff, the largest occupational group is the Management, Business, and Financial sector, with approximately 17,402 jobs. The Service sector, with 8,793 jobs, and the Sales and Office sector, with 7,136 jobs, both make up notable portions of the local job distributions. These sectors encompass vital roles such as managers, service workers, financial analysts, business professionals, retail workers, administrative staff, and customer service representatives, emphasizing the importance of professional, service industry, and office-related occupations in the city's workforce.

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	30,194	89.2%
30-59 Minutes	2,643	7.8%
60 or More Minutes	1,017	3.0%
Total	**33,854**	**100%**

Table 37 - Travel Time

Data Source: 2019-2023 ACS

Commute Travel Time

In Flagstaff, the number of individuals with medium to long commute times to work is quite minimal with 7.8% (2,643 individuals) of workers commuting between 30 and 59 minutes and only 3.0% (1,017 individuals) of workers with longer commutes of 60 minutes or more. The majority of the workforce, or 89.2% (30,194 individuals), benefits from relatively short travel times to their places of employment, contributing to an accessible and convenient work-life balance for many residents.

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Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		
	Civilian Employed	Unemployed	Not in Labor Force
Less than high school graduate	891	71	454
High school graduate (includes equivalency)	3,716	219	1213
Some college or Associate's degree	7,225	477	1731
Bachelor's degree or higher	13,864	538	2,507

Table 38 - Educational Attainment by Employment Status

Data Source: 2019-2023 ACS

The table above details educational attainment by employment status for persons 16 years of age and older within the city. Unemployment is lower and labor force participation is generally higher for residents who have achieved a higher level of educational attainment.

Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	84	207	105	265	176
9th to 12th grade, no diploma	610	243	184	390	122
High school graduate, GED, or alternative	4192	1708	1212	2178	1000
Some college, no degree	15146	2831	1418	2719	1487
Associate's degree	1217	916	665	810	463
Bachelor's degree	1924	4206	2844	3509	1662
Graduate or professional degree	66	1600	2060	2606	2021

Table 39 - Educational Attainment by Age

Data Source: 2019-2023 ACS

Educational Attainment by Age

The previous table outlines educational attainment by age for individuals aged 18 and older in Flagstaff. It highlights the varying levels of education achieved across different age groups, providing insights into the city's educational landscape and its potential impact on workforce development and economic opportunities.

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Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	$23,947
High school graduate (includes equivalency)	$31,426
Some college or Associate's degree	$41,075
Bachelor's degree	$50,054
Graduate or professional degree	$71,792

Table 40 – Median Earnings in the Past 12 Months

Data Source: 2019-2023 ACS

Median Earnings by Educational Attainment

Educational attainment is a key determinant of potential earnings and financial stability. In Flagstaff, individuals with higher education levels experience significantly greater median earnings. For instance, a person with a Bachelor's degree typically earns more than double the income of someone without a high school diploma, while those with a graduate or professional degree can also expect to earn just over twice what someone earns with a high school education. Over the span of a career, this income disparity becomes even more pronounced. An individual with a Bachelor's degree working from age 23 to 62 can expect to earn around $2 million, compared to approximately $1.2 million for someone with a high school diploma working from age 23 to 62—an earnings difference of around $800,000. This gap in lifetime earnings contributes significantly to wealth accumulation, further supported by the higher likelihood of home ownership, investments, and retirement savings often associated with higher salaries.

Based on the Business Activity table above, what are the major employment sectors within the state?

Education and health care services are a cornerstone of Flagstaff's economy, employing about 11,698 people, or nearly 30% of the workforce, and representing the City's largest job base with 13,332 positions. The gap between jobs and resident workers indicates net in-commuting to meet employer demand in this sector.

Professional, scientific, and management services; retail trade; and arts, entertainment, and accommodations also account for substantial shares of local employment. Together, these industries anchor economic stability, broaden career pathways, and support a resilient, well-rounded local economy.

Workforce needs:

- **Health care & behavioral health talent.** Employers report sustained demand for RNs, behavioral-health clinicians, and allied-health staff driven by Northern Arizona Healthcare's regional role and NAU's growing health programs; NAU and partners are expanding pipelines (e.g., AZ Healthy Tomorrow/NAU medical education initiative; CPCHP training pathways) to address persistent shortages in northern Arizona.

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- **Tourism, logistics, and customer-facing services.** Flagstaff's visitor economy and hub status on I-40/I-17 keep steady demand for hospitality managers, supervisors, CDL drivers, and medical/office support—occupations sensitive to seasonality and housing costs. The City recognizes these clusters in its 2024–2029 Economic Development Strategy and targets business retention/expansion to stabilize year-round employment.
- **Professional, scientific, and tech services.** A highly educated resident base (NAU, Lowell Observatory, research firms) outpaces local firm growth in some specialties, implying opportunities to recruit/scale professional services, optics/astronomy, and small tech manufacturers—an emphasis of the City's strategy and the new Northern Arizona Technology Park at FLG.
- **Housing affordability as a talent constraint.** Businesses and institutions cite difficulty hiring/retaining mid-wage workers due to housing costs; the City has responded with tools like the Employer-Assisted Housing (EAH) down-payment program and the 10-Year Housing Plan (housing emergency declaration and policy toolkit).

Infrastructure needs:

- **Interstate capacity & reliability (I-17 / I-40).** Freight, tourism, and commuting continue to rely on dependable corridor performance. ADOT's I-17 Improvement Project (Anthem Way–Sunset Point) delivered the new third lanes over the 15-mile southern segment in May 2025 and brought the ~8 miles of reversible flex lanes online for managed operations later in 2025—reducing the Black Canyon City–Sunset Point bottleneck and improving incident management in the mountainous section. Ongoing priorities include pavement/weather hardening, final punch-list and systems testing, and coordinated incident response on I-17/I-40 to sustain reliability through peak tourism and freight seasons.
- **Regional air service & employment lands.** Flagstaff Pulliam Airport (FLG) provides essential links (American to PHX and DFW) for corporate travel, medical transfers, and tourism. The City and a private developer are advancing the Northern Arizona Technology Park on airport land (31 acres; utilities/fiber; no residential per FAA ground lease), positioning build-ready sites for bioscience, aerospace, advanced manufacturing, and tech.
- **Broadband for small firms and remote work.** State BEAD investments (administered by Arizona's State Broadband Office) target un/underserved areas and anchors—important for Flagstaff's small businesses, telehealth, and remote workers. Execution timing and last-mile delivery are the key risks to business adoption.
- **Transit access & zero-emission conversion.** Mountain Line (NAIPTA) is implementing its Zero-Emission Bus (ZEB) Transition Plan and strategic investments to improve frequency and reliability—supporting worker mobility to NAU, medical campuses, hospitality corridors, and the airport/downtown.
- **Long-term water security.** Flagstaff's economy depends on a diversified water portfolio (Lake Mary/Inner Basin surface water; Woody Mountain & Lake Mary well fields; reclaimed water) with continued groundwater development and planning for Red Gap Ranch as a future augmentation

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source. Ongoing state/Colorado River conditions heighten the importance of local supply planning for business certainty.

What this means for business attraction & retention (Flagstaff):

- **Near-term:** Tighten healthcare/behavioral-health pipelines (clinical placements, residencies, licensure supports); scale hospitality/CDL supervisor training; and use EAH/other housing tools to stabilize mid-wage hiring.
- **Mid-term:** Convert Flagstaff's education/skills advantage into local high-wage jobs by recruiting and expanding professional services, optics/astronomy, and small tech manufacturing—leveraging the Technology Park, NACET-style incubation, and targeted incentives.
- **Enablers:** Deliver the I-17 capacity project and transit/broadband upgrades on schedule; continue water-resource investments and permitting predictability to de-risk private projects.

Describe any major changes that may have an economic impact, such as planned public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

Major changes with economic impact (2024-present)

- **I-17 capacity and reliability improvements now online.** ADOT added third lanes between Anthem Way–Black Canyon City (May 2025) and activated ~8 miles of reversible "flex lanes" between Black Canyon City–Sunset Point later in 2025, easing the recurrent bottleneck for freight, tourism, and commuting between Phoenix and northern Arizona. Continued hardening and incident management on I-17/I-40 remain operational priorities.
- **Mountain Line's Downtown Connection Center opened (June 9, 2025).** The new DCC consolidates passenger facilities downtown, improving transfers, customer amenities, and reliability—important for workforce access to NAU, the medical district, and downtown employers.
- **Northern Arizona Technology Park advancing at FLG.** The City announced a ~31-acre tech park on airport land to support bioscience, advanced manufacturing, aerospace, and tech; proximity to I-17/I-40 and Pulliam Airport positions it for export-oriented firms and quality jobs.
- **Northern Arizona Healthcare (NAH) evaluation of sites for a modern hospital.** After voters rejected the prior Health Village rezoning, NAH is pursuing a standalone hospital plan and reviewing five potential Flagstaff locations. Implications include large-scale healthcare construction jobs, long-run clinical employment, and supplier ecosystems.
- **Rio de Flag flood-risk reduction continues.** The multi-year, $122M City/USACE project (Rio de Flag & Clay Ave. Wash) proceeds to reduce neighborhood/business flood risk and unlock reinvestment in affected areas.

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- **Policy & siting frameworks guiding where growth goes.** The Regional Plan 2045 emphasizes focusing development and services in centers/corridors with strong transit and active-transportation access, while the 2024 Land Availability & Suitability Study (LASS) screens parcels for buildability and infrastructure readiness—together shaping feasible locations for housing, employers, and community facilities.

- **Visitor economy dynamics and STRs.** Independent analysis by RRC Associates (commissioned for northern Arizona REALTOR® groups) finds STRs complement hotel capacity and contribute to local spending and jobs; incorporating these dynamics helps explain seasonal labor needs and fiscal impacts tied to tourism.

Resulting needs for workforce development, business support, and infrastructure

- **Workforce.** Near-term demand grows in transit operations/maintenance (DCC scale-up), construction and skilled trades (I-17 punch-list, flood/utility work, tech-park build-out), and healthcare (NAH hospital planning). Priorities include short-cycle training, apprenticeships, CDL and facilities tech upskilling, and clinical pipelines (nursing/techs).

- **Business support.** Tech-park tenants and scaling local firms need site-readiness assistance, permitting navigation, export/logistics help, and SBIR/EDA-style commercialization support; downtown/visitor-sector firms benefit from labor-force support aligned with seasonal demand (including STR-related spending patterns).

- **Infrastructure.** Sustain corridor reliability (I-17/I-40 operations), complete critical flood/stormwater projects (Rio de Flag), and keep delivering center/corridor improvements—sidewalks, crossings, Flagstaff Urban Trail System (FUTS) links, and transit amenities—to lower household transportation costs and expand labor-shed access to jobs. Leverage Regional Plan 2045 and LASS to target investments where buildability and access are strongest.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

How worker skills & education map to local job opportunities:

- **Strong alignment in Education & Health Care—yet credential bottlenecks.** The previous Business Activity table (Table 43) shows Education & Health Care as both the largest employer and a net jobs surplus sector (more local jobs than resident workers). That pattern is consistent with Flagstaff's anchor institutions (NAU; Flagstaff Medical Center/NAH) and helps explain sustained in-commuting for licensed roles (nursing, behavioral health, allied health). Arizona's projections point to the fastest statewide growth in Health Care & Social Assistance and identify persistent behavioral-health shortages, signaling continued demand for degrees, clinical licenses, and stackable credentials in Flagstaff.

- **Tourism services are opportunity-rich but churn-prone.** Arts/Entertainment/Accommodations also shows a jobs surplus locally, matching Flagstaff's tourism base. These roles often require industry

certificates (e.g., ServSafe, front-office, supervisor training) more than four-year degrees, retention hinges on reliable transportation, predictable schedules, and housing within commuting range. The City's economic strategy explicitly treats outdoor recreation and visitor services as core clusters tied to small-business growth.

- **Highly educated workforce—some "mismatch" in professional services.** Flagstaff's workforce skews more college-educated than the state, supporting growth in professional, scientific, and management fields. The Business Activity table (Table 43) shows resident workers are greater than local jobs in these occupations (a jobs deficit), implying out-commuting or remote work for some degree-holders. City strategy documents call out exactly this opportunity: attract/retain professional & tech firms, support remote-work infrastructure, and scale the local startup pipeline to capture more of those skills in-market.
- **Other gaps to watch.** Smaller information/finance/transportation footprints and jobs deficits suggest either (a) residents with these skills working elsewhere, or (b) limited local employer base. Targeted business development (e.g., back-office/shared services, media/film, logistics support) plus sector-specific short-cycle training can help close these gaps. The ARIZONA@WORK Coconino system can tailor incumbent-worker and apprenticeship options to local firms' needs.

Strategic Priorities for Workforce and Business Development:

- **Degrees + licenses + short-cycle credentials.** Continue aligning NAU degree pipelines with NAH/behavioral health hiring needs (nursing pathways, counseling/BCBA/peer support) and expand certificate/apprenticeship on-ramps (medical assistants, techs, phlebotomy; hospitality supervisors) via ARIZONA@WORK and employer partnerships. The state's 2024–26 outlook underscores where near-term seats will be filled first—healthcare and social assistance.
- **Business development where resident skills exceed local jobs.** Use the City's Economic Development Strategy to recruit/retain professional-services and tech firms, strengthen remote-work infrastructure, and leverage NACET-style incubation to convert Flagstaff's high education levels into local high-wage jobs.
- **Keep talent housed and connected.** Hiring and retention in hospitality, healthcare support, and public-facing services are sensitive to housing affordability and commute reliability. Align workforce programs with transit/broadband access and employer scheduling and use targeted incentives to stabilize mid-wage workers that these sectors rely on. (City strategy emphasizes these enablers alongside cluster growth.)

Describe current workforce training initiatives supported by the jurisdiction. Describe how these efforts will support the jurisdiction's Consolidated Plan.

Current City-supported workforce training initiatives:

- **Moonshot at NACET (City-owned entrepreneurship campus).** The City owns the innovation campus and contracts Moonshot/NACET to operate it—providing incubation, mentorship, cohort training, pitch preparation, and scale-up support for startups and small manufacturers (office, lab, and light-

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manufacturing space on site). This is a direct, ongoing City platform for founder and workforce skills development.

- **Business Retention & Expansion (BRE) and Job-Creation incentives with training components.** Through its Economic Development program, the City offers competitive BRE and job-creation incentives that can include funding or technical assistance tied to workforce development (e.g., upskilling tied to expansions) alongside quarterly City engagement for two years to support execution.
- **City Economic & Workforce Development strategic guidance and programming.** The City's adopted Economic Development Strategy (2024–2029) and its companion Workforce Development Analysis & Strategic Plan commit the jurisdiction to lead/coordinate employer-driven training with partners (NAU, CCC, ARIZONA@WORK, SBDC), promote sector cohorts (health care, hospitality, professional/tech), and deliver small-business education via City channels (ChooseFlagstaff). These plans formalize City roles, priorities, and program delivery.
- **Small-business and entrepreneur training access coordinated by the City.** The City's "Start-Ups/Entrepreneurship" and "Business Resources" portals point local firms to recurring training (SBDC advising/courses, bootcamps, finance and HR clinics) and City-hosted sessions—functioning as the jurisdiction's front door for skills and management training.
- **Employer-Assisted Housing (EAH) as a workforce retention tool.** While not training, the City's EAH program directly supports workforce stability—pairing City funding with employer and employee contributions to help essential workers buy homes locally, which increases completion of training pipelines and reduces turnover for participating employers.

How these efforts support the Consolidated Plan:

- **Economic opportunity & anti-poverty goals.** Moonshot/NACET cohorts and SBDC-linked instruction help residents and small firms build marketable skills (finance, operations, compliance), start or grow businesses, and create jobs accessible to low- and moderate-income (LMI) households—advancing the ConPlan's economic opportunity objectives.
- **Support for LMI workers and small employers.** City BRE and job-creation incentives that include workforce components help employers fund upskilling and on-the-job training aligned with expansions, which improves wage progression and retention for LMI workers while sustaining neighborhood-serving businesses.
- **System coordination & sector alignment.** The City's Economic Development and Workforce plans position the jurisdiction to convene partners around high-demand sectors (health care, hospitality/tourism, professional/tech), align curricula with employer needs, and publicize training through City portals—linking MA-45 labor market findings to concrete annual actions in the AAP.
- **Talent attraction/retention that stabilizes housing outcomes.** The EAH program reduces commuting and turnover, making it more likely that trainees complete programs and stay in Flagstaff jobs—supporting ConPlan priorities around housing stability and reduced cost-burden for working households.

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Describe any other jurisdictional efforts to support economic growth.

City of Flagstaff efforts (jurisdictional):

- **Economic Vitality Department (one roof for growth services).** The City's Economic Vitality portfolio houses Economic Development, the Convention & Visitors Bureau (Discover Flagstaff), Flagstaff Pulliam Airport (FLG), and the public libraries—a coordinated structure that ties business attraction/retention, tourism marketing, air service, and workforce literacy together.
- **Choose Flagstaff platform & incentives.** The City operates Choose Flagstaff, a business-facing portal with tools, sites, and incentive programs (e.g., Business Retention & Expansion and Job Creation). The BRE incentive requires structured follow-up with City staff (quarterly in Year 1; semi-annual thereafter) to keep expansions on track and translate assistance into jobs.
- **Moonshot at NACET (City-owned innovation campus).** The city owns the entrepreneurship/innovation campus and contracts NACET/Moonshot to operate it—delivering cohorts, mentorship, and scale-up services in office, lab, and light-manufacturing space. This is a direct, ongoing City platform for startup and small-manufacturer growth.
- **Airport-led business development & air service.** FLG advances business access through air-service development (e.g., the City's 2024 Small Community Air Service Development Program proposal) and by opening Northern Arizona Technology Park on 31 acres of City-owned airport land under a Council-approved ground lease (research, manufacturing, logistics; residential uses prohibited by the lease). The City also maintains an ACDBE program to broaden opportunity in airport concessions.
- **Film & media production support.** Through Discover Flagstaff, the City runs a Film Office (AFCI "Film Ready" community) with streamlined permits for filming on City property, lowering production frictions and driving location-based spending.
- **City ground-lease strategy for employment lands.** The City manages ground leases (notably on/near FLG) with aviation and health-care tenants and now the Technology Park, using public land to seed job-producing uses and long-term investment.

Regional collaborative efforts:

- **Economic Collaborative of Northern Arizona (ECoNA).** ECoNA convenes City of Flagstaff, Coconino County, NAU, K–12, and private partners for regional business attraction, expansion, and workforce initiatives—a standing table that aligns marketing and project support across jurisdictions.
- **NACOG Economic Development District (CEDS).** The Northern Arizona Council of Governments leads the federal CEDS process for the region, positioning Flagstaff projects for U.S. EDA funding and coordinating recovery/resilience priorities (transportation, sites, broadband, and industry diversification).

Together, these efforts create a full-stack growth ecosystem: targeted incentives and a City-owned innovation campus to help firms start and scale; tourism and film services that translate visitation into local spending and reinvestment; airport access and the employment-focused Technology Park to attract

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export-oriented projects; and regional collaborations (ECoNA, NACOG/CEDS) that align funding, workforce, and infrastructure around shared priorities.

Discussion

Short-term rentals (STRs) are a modest but notable piece of Flagstaff's visitor economy. Independent analysis by RRC Associates for the Northern Arizona Association of REALTORS® estimates STR guests generated roughly $208 million in local spending in 2024 and supported ~1,200 direct jobs; within Flagstaff, STRs comprise a minority share of total lodging nights and revenue, generally complementing—rather than displacing—hotels during peak periods. The study triangulates AirDNA, CoStar, BEA RIMS II, U.S. Census, and state/local tax data with conservative revenue adjustments, making it suitable for planning use. For Consolidated Plan purposes, a balanced approach pairs STR enforcement and data tracking with production/preservation tools and considers channeling a portion of STR-related revenues toward visitor-impacted infrastructure and community services.

Regional land-use and infrastructure policy will shape how these visitor and resident dynamics interact with housing and jobs. The 2045 Regional Plan's "Preferred Scenario" concentrates growth near Mountain Line's permanent transit network and planned active-transportation investments, improving access for workers and lowering household transportation costs by enabling more trips on foot, bike, and transit—particularly in Downtown, near NAU, and East Flagstaff. As of 2024, about 60% of residents and 80% of jobs are within a quarter mile of a transit stop, underscoring the importance of aligning infill and affordability near frequent service.

Resilience investments also carry economic significance. The Regional Plan documents substantial post-wildfire flood mitigation spending since 2010 (e.g., Schultz, Museum, Pipeline fires) and continued multi-year work on projects such as Rio de Flag, alongside stormwater standards that manage onsite runoff in new development—investments that protect neighborhoods, business districts, and key corridors from disruption. Water policy remains a foundational business-climate factor: the City aims to maintain its 100-year Water Adequacy designation, expand reuse, and coordinate surface- and groundwater management to support long-term growth and affordability. Parks, trails, and open-space systems—ranging from City recreation centers to regional venues at Fort Tuthill—reinforce talent attraction and small-business vitality by enhancing quality of life in employment centers and adjacent neighborhoods.

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MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

HUD defines “housing problems” based on four specific data points: cost-burden, overcrowding, lack of complete plumbing facilities, and lack of complete kitchen facilities. In Flagstaff, housing issues are infrequent overall, except for cost-burden. According to the 2019-2023 ACS 5-Year Estimates, the citywide rates are as follows:

- Cost-burden Renters: 60.6%
- Cost-burden Homeowners: 22.6%
- Overcrowding: 5.3%
- Lack of Complete Plumbing Facilities: 0.5%
- Lack of Complete Kitchen Facilities: 1.4%

For an area to be considered "concentrated" with housing issues, it must exhibit two or more problems significantly above the citywide averages, using HUD's definition of “disproportionate.” This threshold in Flagstaff is set at 10 percentage points higher than the city average, equating to: a cost-burdened renter above 70.6%, a cost-burdened homeowner above 32.6%, overcrowding above 15.3%, lack of plumbing facilities above 10.5%, and lack of kitchen facilities above 11.4%.

In Flagstaff, there is one tract located in the center of the center of the City that meets the criteria for having more than one concentrated housing problem:

Census Tract #04005001000 – Overcrowded Homeowners (18.18%); Cost-burdened Renters (78.91%)

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

For the purposes of this analysis a “racial or ethnic concentration” will be any Census Tract where a racial or ethnic minority group makes up 10 percent or more of the population than the city as a whole. According to the 2019-2023 ACS 5-Year estimates the racial and ethnic breakdown of Flagstaff’s population is:

- White, non-Hispanic: 58.1%
- Black, non-Hispanic: 1.9%
- American Indian and Alaska Native, non-Hispanic: 11.9%
- Asian, non-Hispanic: 2.5%
- Native Hawaiian and Other Pacific Islander, non-Hispanic: 0.2%
- Other Race, non-Hispanic: 0.6%
- Two or More Races, non-Hispanic: 5.2%
- Hispanic or Latino: 19.7%

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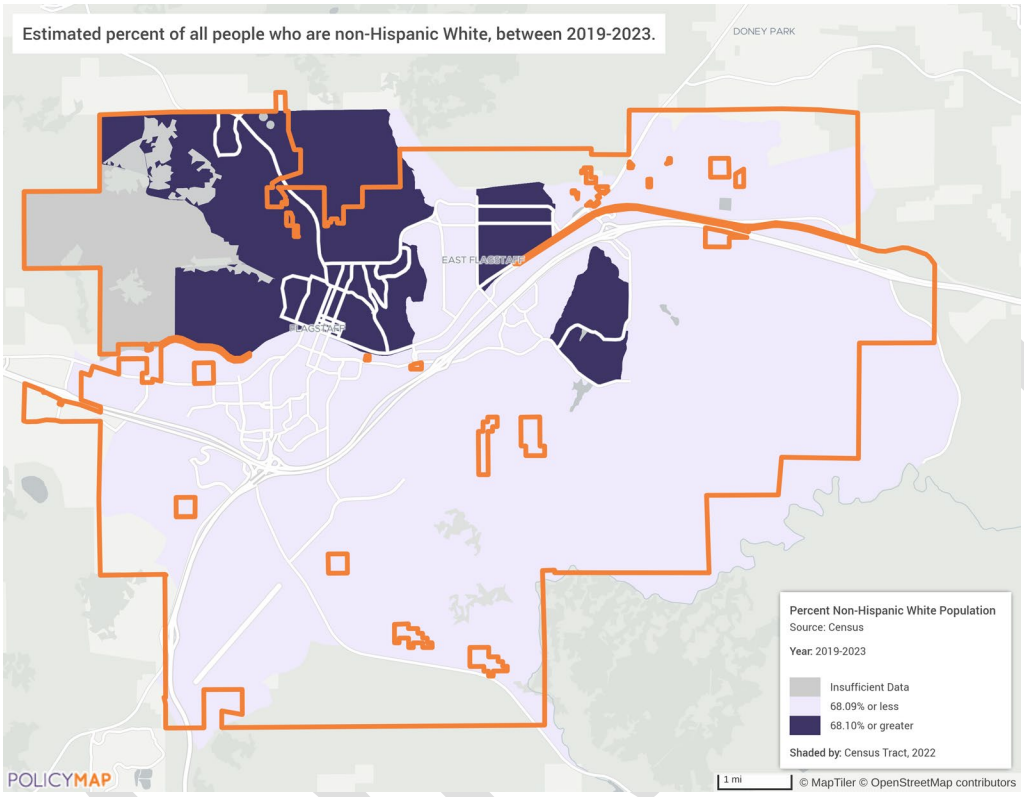
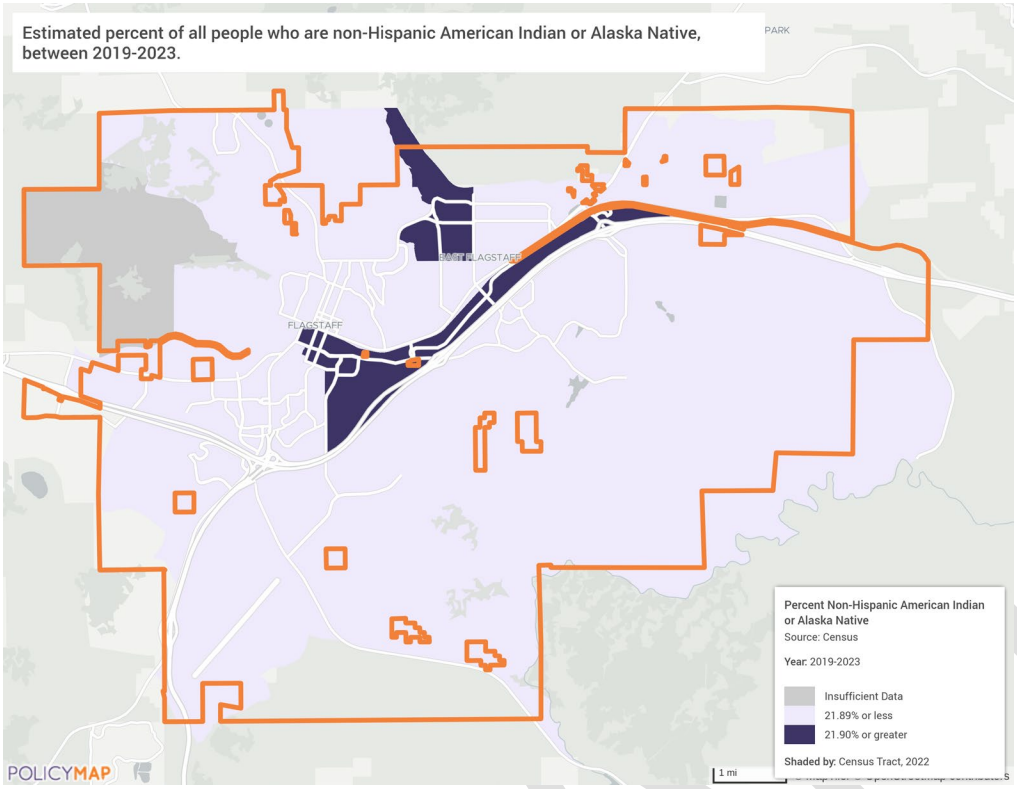
In Flagstaff, White households have a majority amongst demographic groups, with significant concentrations primarily in the northwestern region of the city. Certain areas also show higher-than-average concentrations of Hispanic/Latino, American Indian and Alaska Native households, where these populations form a substantial part of the community. Other racial or ethnic groups do not display notable concentrations based on the established analysis criteria. The maps below illustrate these racial and ethnic distributions across Flagstaff, excluding populations without significant concentrations.

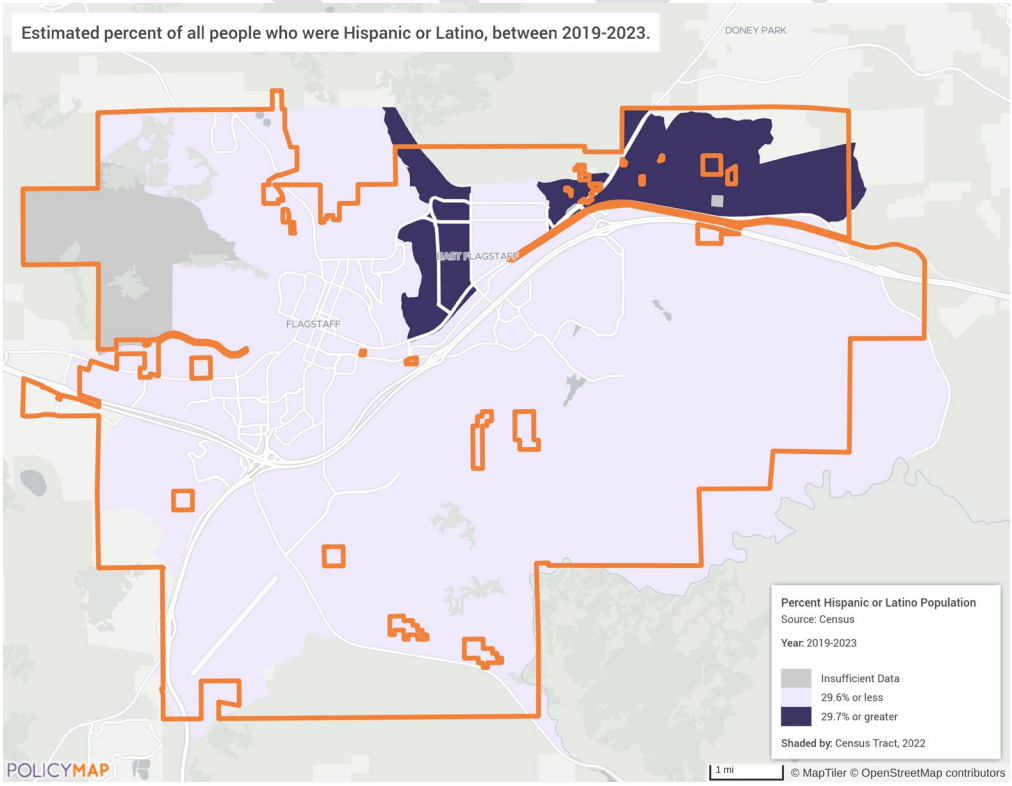
Concentration White (non-Hispanic) households over 68.1%



Concentration American Indian and Alaska Native (non-Hispanic) households over 21.9%

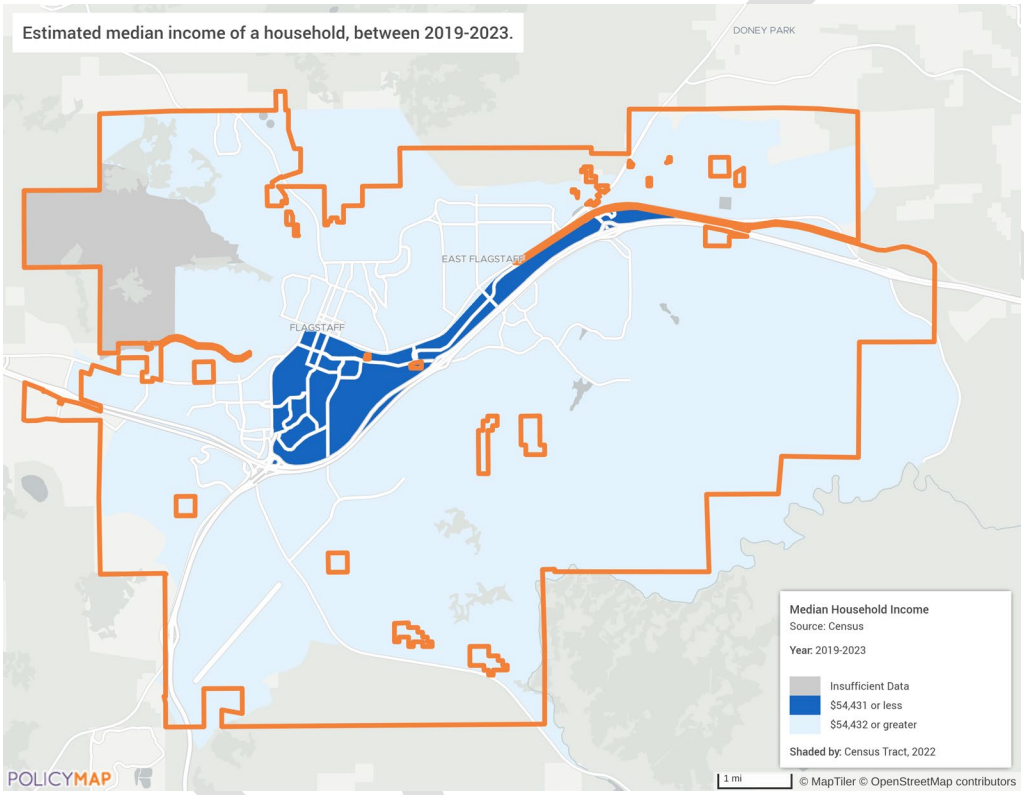


Concentration Hispanic or Latino households over 29.7%



Low-Income Households

The map illustrates the distribution of low-income households in Flagstaff, highlighting census tracts where median household income (MHI) falls below 80% of the city's overall MHI of $68,041. These areas, where households earn $54,432 or less, are found in two (2) census tracts within the city: Census Tracts #04005001000 and #04005000800. The prevalence of lower-income households in these areas suggests a higher demand for affordable housing, social services, and economic development initiatives to support financial stability and workforce accessibility. Addressing income disparities in these regions may require targeted job training programs, investment in local businesses, and expanded access to affordable housing opportunities.



What are the characteristics of the market in these areas/neighborhoods?

In the centrally located, lower-income tracts, incomes are shaped less by weak demand and more by household composition (higher renter/student shares) and job mix (hospitality and campus-adjacent services). Flagstaff's large higher-education presence (NAU enrolled approximately 21,550 on the Flagstaff campus in Fall 2023) and a regional medical hub draw many early-career workers and students with lower reported incomes into the core, while housing demand remains strong near jobs, transit, and services. Outlying neighborhoods—many with higher rates of non-Hispanic White residents—tend to have more owner occupancy and higher incomes, reflecting tenure and housing cost differences rather than access to only one part of the city's economy. These patterns point to affordability and tenure dynamics—not a lack of economic activity—as the primary drivers of income differentials.

Are there any community assets in these areas/neighborhoods?

Core tracts concentrate the city's highest-value access assets: Northern Arizona University, Flagstaff Medical Center/Northern Arizona Healthcare (only Level I Trauma Center north of Phoenix), the Mountain Line network with downtown and mall transfer centers, and the Flagstaff Urban Trails System (FUTS) that links homes to jobs, schools, and parks. Public and affordable housing (Brannen Homes, Siler Homes) and an adopted Southside Community Specific Plan provide additional platforms for equitable investment, small-business support, and transportation safety—aligning with federal equity directives by improving access to opportunity where concentrations of Hispanic/Latino and American Indian/Alaska Native households live.

Are there other strategic opportunities in any of these areas?

Near-term opportunities include pairing mixed-income infill and rehabilitation with the City's Incentive Policy for Affordable Housing (IPAH) and targeted parking/fee relief to reduce cost-burdens close to jobs and transit—benefiting lower-income residents while maintaining proximity advantages. Complementary actions include small-business and entrepreneur training through the City-owned Moonshot/NACET campus and coordinated improvements to frequent transit and walkability along the Route 66/Downtown/Southside corridor; in higher-income, amenity-rich neighborhoods, fair-housing outreach, landlord engagement for vouchers, and ADU production can expand housing choice. These place-based, access-expanding strategies align with current federal equity guidance by improving outcomes without attributing causality to protected characteristics.

Discussion:

The City's 2024 Land Availability and Suitability Study Report indicates substantial theoretical capacity for additional housing on both vacant and underutilized parcels; however, steep-slope standards under the Resource Protection Overlay, mapped flood risks (pending mitigation along the Rio de Flag), and site-level utility/transport gaps affect phasing and achievable density. The report identifies 50 "opportunity sites" for deeper study, with an initial screening of opportunity and infrastructure-readiness levels to guide sequencing and potential City partnership (e.g., infrastructure cost-sharing) where affordability outcomes can be maximized.

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MA-60 Broadband Needs of Housing occupied by Low- and Moderate-Income Households - 91.210(a)(4), 91.310(a)(2)

Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.

Internet access is a critical component of modern communication and information-sharing, enabling users to benefit from the growing interconnectedness of business, education, commerce, and everyday activities. Reliable internet connectivity has become essential for success in today's economic landscape. Communities without broadband access face significant challenges in keeping pace with the rest of the country. The lack of broadband infrastructure limits residents' ability to access educational and entrepreneurial opportunities, which is especially concerning in low- to moderate-income (LMI) areas where economic opportunities are often limited.

Research from the Pew Research Center shows that reliable, high-speed internet is strongly associated with expanded educational, training, and job-seeking opportunities: for example, individuals with broadband access are more likely to engage in online learning and use digital platforms to research or apply for jobs. Likewise, the Federal Communications Commission (FCC) and other federal studies emphasize the positive relationship between broadband infrastructure and economic development: regions with greater internet availability tend to experience higher levels of job growth, educational attainment, and community vitality.

Flagstaff, Arizona, enjoys comprehensive broadband coverage, with the vast majority of the City offering multiple internet service provider options, including in LMI areas. The average Flagstaff household has access to at least three broadband-quality internet service options with several areas offering four or more options. According to ISPReports.org, Flagstaff benefits from a variety of infrastructure options, including cable, fiber, fixed wireless, and DSL. Eighty-seven percent (87%) of Flagstaff households have an internet connection with 88.87% availability across the city according to ISP Reports. Of those households, 73% have fiber, cable, or DSL, 6% have satellite, 0% are still on dial-up, and 8% of households have internet but don't pay for a subscription because it's subsidized by the Affordable Connectivity Program. The map below illustrates broadband availability throughout Flagstaff, defined as advertised internet speeds of 768 kilobits per second or higher.

See map: Broadband Access

Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction.

To ensure high-quality broadband service, it is crucial to foster competition among service providers. A lack of competition, where a single provider dominates an area, can diminish the incentive to deliver reliable and consistent services. According to ISPReports.org, Flagstaff is served by eight internet providers and five satellite providers offering residential service. Among these, CenturyLink stands out as the leading provider in terms of coverage and speed. Internet providers throughout the city include:

CenturyLink (DSL and Fiber)

Optimum (Cable)

Quantum Fiber (Fiber)

Earthlink (Fixed Wireless)

T-Mobile Home Internet (Fixed Wireless)

Bluespan (Fixed Wireless)

Verizon (Fixed Wireless)

AT&T (Fixed Wireless)

Dish (Satellite)

DirecTV (Satellite)

Viasat Internet (Satellite)

HughesNet (Satellite)

Starlink (Satellite)

The map below shows the number of broadband service providers by census tract. Most of the City of Flagstaff has at least three high-speed internet options from competitive providers, with many areas offering four or more. This variety ensures that residents have multiple choices for reliable and affordable internet access throughout the city. Given that nearly all households with availability are connected, Flagstaff demonstrates strong adoption of broadband services. Continued efforts to expand availability and maintain affordability will be key to reaching the remaining households that currently lack reliable access.

See map: High Speed Internet Providers

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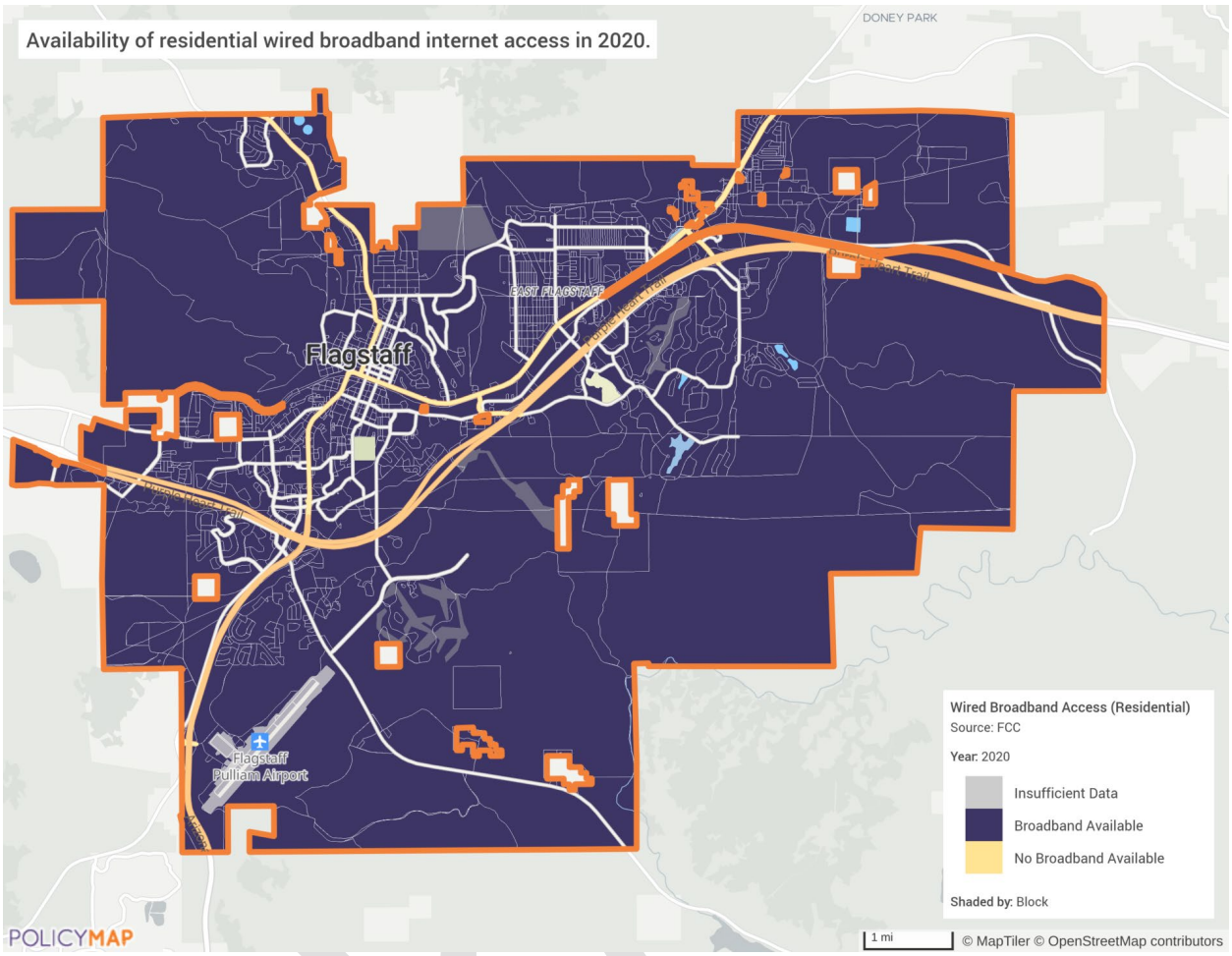
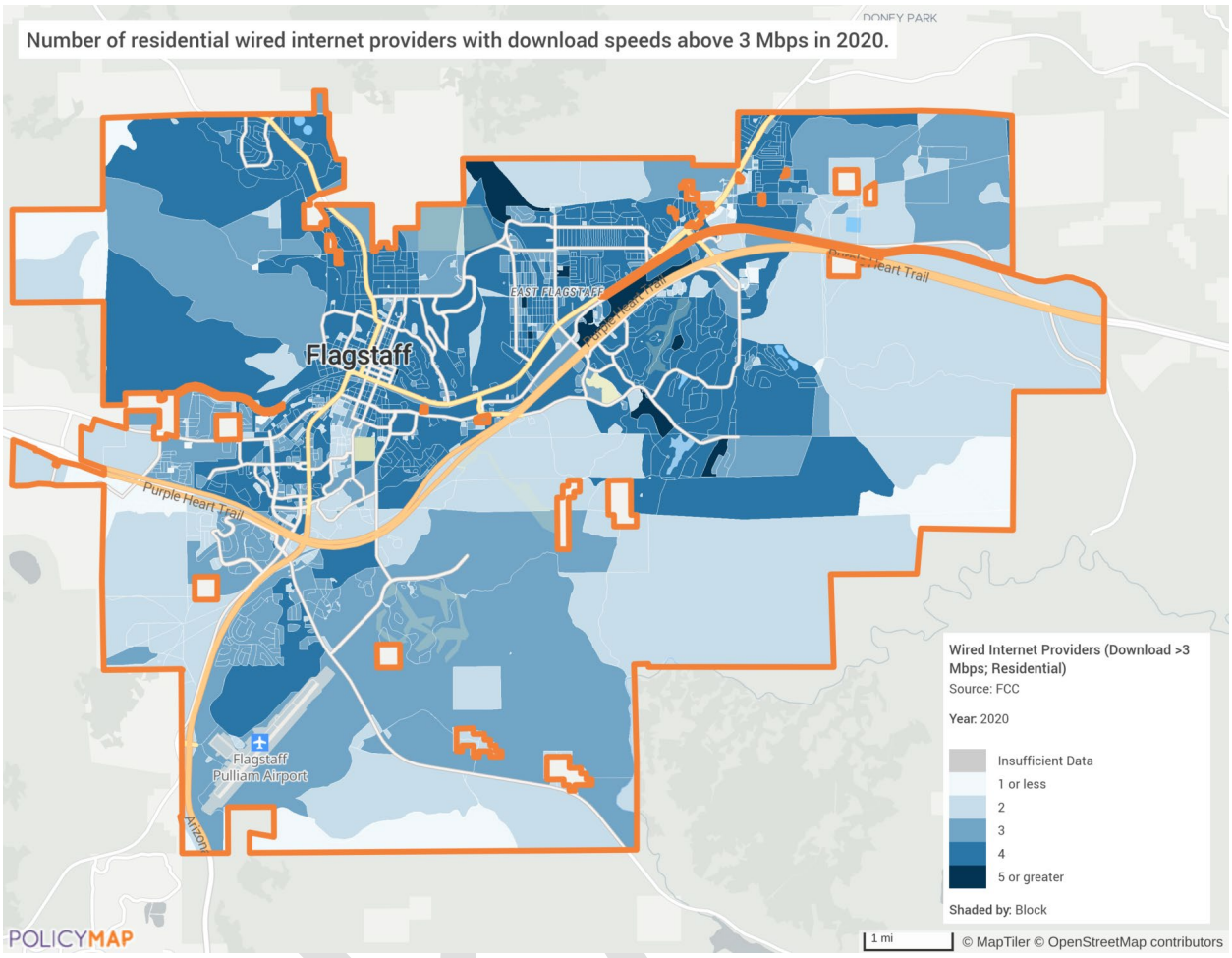


Broadband Access



High Speed Internet Providers

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MA-65 Hazard Mitigation - 91.210(a)(5), 91.310(a)(3)

Describe the jurisdiction's increased natural hazard risks associated with climate change.

As climate change accelerates, cities like Flagstaff, Arizona, located within Coconino County, are facing an increasing array of natural hazards, including extreme heat, drought, flooding, strong winds, and wildfires. According to Coconino County's Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), climate change is intensifying risks across the region, manifesting as rising temperatures, prolonged droughts, and more severe wildfire activity. These conditions reduce the reliability of water supplies and increase the likelihood of property damage, injuries, and fatalities. Flagstaff also faces risks to public health from extreme heat and degraded air quality, along with potential cascading impacts on energy and water systems as outlined in the draft Flagstaff Regional Land Use Plan 2045.

The City of Flagstaff addresses natural hazards associated with climate change through a series of proactive strategies. Guided by the MJHMP and the City's Climate Action and Adaptation Plan, Flagstaff is advancing efforts that include water conservation measures, forest treatments to reduce wildfire severity, and infrastructure upgrades designed to improve resilience. Additionally, the City is pursuing greenhouse gas reduction strategies that connect environmental protection with community resilience, historic preservation, economic recovery, and tourism. These initiatives help Flagstaff adapt to climate-related challenges by mitigating wildfire and drought risks while safeguarding public health and critical services.

Flagstaff is not located on the coast and is less likely to experience direct coastal impacts, but the cascading effects of climate change elsewhere—such as sea level rise and stronger storms—may drive population displacement from coastal areas, creating additional growth pressures in inland communities. As a regional hub for northern Arizona, Flagstaff has already experienced population growth in recent decades, and an influx of climate migrants could further strain housing, infrastructure, and natural resources. At the same time, the MJHMP highlights that the state of Arizona has already warmed about two degrees Fahrenheit (°F) in the last century, a trend expected to continue. The Intergovernmental Panel on Climate Change (IPCC) projects that by mid-century, the average summer temperature in the region could rise by four degrees. These shifts are anticipated to intensify hazards such as storms, extreme heat, and prolonged drought across Coconino County, with impacts on agriculture, wildfire severity, changing landscapes, pest outbreaks, human health, and air quality. Importantly, the plan underscores that while these impacts may appear as discrete events, such as a flood or heatwave, climate change itself is a continuous process.

The National Climate Assessment emphasizes the need for proactive mitigation planning, as traditional assumptions about hazard probabilities no longer hold in the face of climate change. To effectively navigate these challenges, Flagstaff must continue to anticipate, plan, and adapt to evolving climate dynamics and demographic pressures. Proactive measures—including water conservation, wildfire fuel reduction, and greenhouse gas mitigation strategies—are essential to reduce risk and enhance long-term community resilience. With a Calculated Priority Risk Index (CPRI) score among the highest in the county, these evolving threats underscore the urgency of forward-looking planning.

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Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods.

Low- and moderate-income households, whether renting or owning, face heightened vulnerability to the impacts of climate change and natural disasters due to their limited financial resources. Sudden increases in electricity or housing costs can quickly push these residents into precarious living situations, increasing their risk of homelessness or forcing them to live in substandard conditions. The 2024 America's Rental Housing Study from the Joint Center for Housing Studies at Harvard University underscores this growing threat, revealing that escalating insurance premiums and the withdrawal of coverage by providers in high-risk markets complicate efforts to secure adequate protection against weather and climate related losses. Additionally, the study highlights the obstacles property owners encounter when trying to invest in climate resilience measures, given the stagnation in operating income growth.

The 2021 EPA study on Climate Change and Social Vulnerability in the United States further illustrates these challenges, showing that low-income individuals are more likely to live in areas facing significant increases in mortality rates due to extreme temperature changes, as well as experiencing the highest rates of labor hour losses among weather-exposed workers. Rural communities are particularly disadvantaged, often lacking access to public support during emergencies and having fewer resources to repair or fortify their homes against climate-related damage. Addressing these vulnerabilities is essential for building resilience among low- and moderate-income households, who are increasingly at risk from climate change, threatening their safety, stability, and overall well-being.

FEMA's National Risk Index identifies Coconino County as having a relatively moderate level of community resilience, indicating that its residents are moderately equipped to prepare for, adapt to, and recover from natural hazards. This assessment encompasses six broad categories: social, economic, community capital, institutional, infrastructural, and environmental factors at the county level. The map below illustrates FEMA's qualitative risk to natural hazards at the census tract level in Flagstaff, AZ, providing an intuitive way to gauge community risk based on Expected Annual Loss (EAL), Social Vulnerability, and Community Resilience scores.

While most of the City is categorized as having "relatively moderate" or "relatively low" risk, some portions of Flagstaff are classified as having a "relatively high" and "very high" risk. This indicates that these areas may need more targeted attention and resources to address specific hazards, making them more vulnerable than the rest of the city. These two indexes measure risk from different perspectives—FEMA's risk index evaluates a community's ability to respond to hazards (resilience), while the city's qualitative assessment concentrates on the likelihood and severity of those hazards. This dual approach ensures that resources are allocated where they are most needed, promoting both preparedness and targeted intervention.

The City of Flagstaff must continually assess and manage its vulnerabilities to enhance climate preparedness. Flagstaff first adopted its Climate Action and Adaptation Plan in 2018, which was later supplemented in 2021 by the Carbon Neutrality Plan and Regional Plan amendments, establishing carbon neutrality by 2030 as the City's guiding climate goal. Within the plan, the City identifies very young and

very old residents, outdoor workers, individuals with pre-existing illnesses and weak social ties, people experiencing homelessness, and low-income communities as especially vulnerable to climate change and related health impacts. The plan emphasizes the necessity of comprehensive strategies to safeguard these communities from the adverse effects of climate change. To achieve this, Flagstaff is advancing programs such as RentLab to increase housing and utility transparency, water conservation measures to preserve limited resources, wildfire fuel reduction and forest treatments to reduce fire risk, infrastructure upgrades to improve resilience, and a monthly sustainability newsletter that connects residents to resources and opportunities for involvement. These efforts are coupled with broad community engagement to ensure vulnerable communities remain a priority.

Flagstaff is committed to educating and preparing the public for multi-hazard mitigation through various channels. These include the Flagstaff Emergency Management website and social media pages, Coconino County Emergency Management website, social media pages, and the Smart911 Emergency Alerts system. Additionally, the Arizona State VOAD website and social media, in collaboration with the Coconino County COAD website, provide valuable emergency resources to enhance community disaster resilience. To effectively address escalating climate impacts, continuous investment is essential for maintaining and expanding these programs.

See map: Risk to All Natural Hazards

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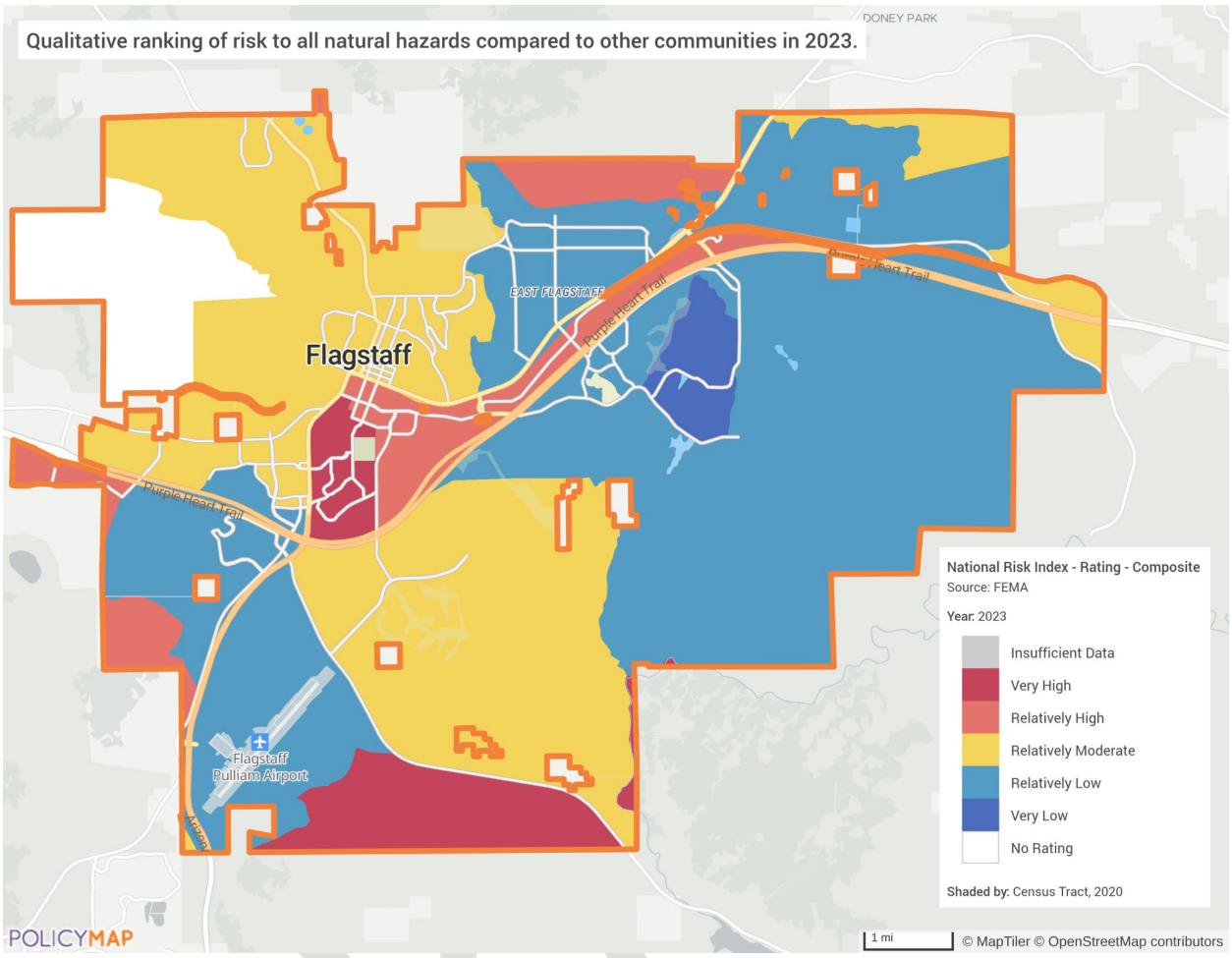
Qualitative ranking of risk to all natural hazards compared to other communities in 2023.
DONEY PARK
EAST FLAGSTAFF
Flagstaff
Purple Heart Trail
Purple Heart Trail
Purple Heart Trail
Flagstaff Pulliam Airport
National Risk Index - Rating - Composite
Source: FEMA
Year: 2023
Insufficient Data
Very High
Relatively High
Relatively Moderate
Relatively Low
Very Low
No Rating
Shaded by: Census Tract, 2020
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CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Kristine Pavlik, Housing and Grants Administrator

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Consideration and Adoption of Resolution No. 2026-24: A resolution approving the City of Flagstaff's 2026 Annual Action Plan allocations and authorizing its submission to the U.S. Department of Housing and Urban Development (HUD).

STAFF RECOMMENDED ACTION:

1. Read Resolution No. 2026-24 by title only
2. City Clerk reads Resolution No. 2026-24 (if approved above)
3. Adopt Resolution No. 2026-24

Executive Summary:

The City of Flagstaff receives an annual allocation of Community Development Block Grant (CDBG) funds from the U.S. Department of Housing and Urban Development (HUD) on a Program Year basis (July 1 – June 30). The purpose of the CDBG program is to develop viable urban communities by providing decent, affordable housing, a suitable living environment, and expanded economic opportunity, principally for low- and moderate-income persons. In Flagstaff, for 2026, low- and moderate-income households are defined as those at or below 80% of Area Median Income, which for a four-person household is $89,600.

To receive CDBG funding, the City must complete and submit an Annual Action Plan (AAP) to HUD. This staff summary requests City Council approval of the City of Flagstaff's 2026 Annual Action Plan funding allocations. The AAP is a required submission that outlines how the City will use its anticipated allocation to address housing, public service, and infrastructure needs identified in the 2026–2030 Consolidated Plan. The Program Year 2026 AAP details planned investments within Flagstaff City limits to support affordable housing, services for vulnerable populations, and neighborhood improvements in low- to moderate-income areas.

The Annual Action Plan must be submitted to HUD within 60 days of receiving notice of the annual entitlement allocation. Allocations were released on April 3, 2026, and the City's AAP is due to HUD on June 2, 2026. Timely submission ensures the City remains eligible to receive annual CDBG funding.

The City of Flagstaff has received notice that its entitlement allocation for Program Year 2026 is $681,196. In addition to HUD entitlement funds, the City may also include program income and de-obligated prior year funds to increase the total funding available for allocation. These additional funds include $154,000 in prior year funds and $46,000 in program income, resulting in a total of $881,196 available for CDBG-eligible projects in the 2026 Program Year.

The funding allocations identified for the Program Year 2026 Annual Action Plan align with the goals outlined in the 2026-2030 Consolidated Plan and result from a comprehensive evaluation process that includes public input, proposal rankings, and community priorities.

Program Year 2026 CDBG Funding Allocations	

Ponderosa Park Reconstruction	$500,000.00
Murdoch Resilience Hub Improvements	$77,000.00
ADA Improvements at the Sustainability Office	$49,196.00
Total Public Improvements Activities	**$626,196.00**
Flagstaff Shelter Services - Operations at The Lantern	$54,500.00
Northland Family Help Center - DV Shelter Case Management	$54,500.00
Total Public Services Activities	**$109,000.00**
Total Administration and Indirect	**$146,000.00**
Total Program Year 2026 CDBG Allocation	**$881,196.00**

Financial Impact:
Approval of the resolution is essential for the City of Flagstaff to receive its annual Community Development Block Grant (CDBG) entitlement allocation, which the U.S. Department of Housing and Urban Development (HUD) has indicated is $681,196.00 for Program Year 2026. In addition to the HUD allocation, the City has received $46,000.00 in Program Income and identified $154,000.00 in prior year de-obligated funds. These additional resources increase the total funding available for CDBG-eligible projects to $881,196.00 for Program Year 2026. The proposed allocation accounts for administrative costs and includes a 10% indirect cost rate to reflect the City's associated financial impacts.

The total FY2026-27 Budget for CDBG activities is in account numbers 021-13-108-6105-4 through 021-13-108-6121-4 in the Housing and Community Service Fund.

Policy Impact:
The Flagstaff City Council's CDBG Priorities (established January 2025):

- Provide affordable housing (rental and homeownership)
- Address homelessness
- Support neighborhood revitalization
- Workforce development (including job training and lifespan education)

Previous Council Decision or Community Discussion:
Staff received Council direction on Community Development Block Grant (CDBG) priorities during the January 14, 2025, Council meeting. These priorities are reflected in this staff summary's Policy Impact and Background/History sections.

Housing staff presented an overview of the CDBG applications received, along with recommendations from the ranking committee, to the Housing Commission on March 26, 2026. The Housing Commission unanimously voted to forward the recommendations to City Council with a recommendation for approval.

Staff presented the proposed funding allocations detailed in this Staff Summary to City Council during the April 14, 2026, work session.

Options and Alternatives to Recommended Action:

1. Approve Resolution and authorize the submission of the Annual Action Plan to HUD.
2. Modify Resolution and authorize the submission to HUD.
3. Not approve Resolution and risk losing the 2026 and future CDBG allocations.

Background and History:
To receive Community Development Block Grant (CDBG) funding, the City of Flagstaff must complete and

submit the 2026 Annual Action Plan (AAP) to the U.S. Department of Housing and Urban Development (HUD) within sixty days of receiving the official entitlement allocation notification. The AAP outlines how the City will use CDBG funds in the upcoming Program Year to address housing, public service, and infrastructure needs identified in the 2026–2030 Consolidated Plan.

As part of the 2026 CDBG process, the Flagstaff Housing Division released a Notice of Funding Availability (NOFA) on January 29, 2026. In response, the City received six external proposals and three internal requests for eligible activities by the February 25, 2026 deadline.

Housing staff are responsible for determining eligibility and conducting risk assessments of both proposed projects and applicant agencies. The administration of federal funds requires sufficient organizational capacity to ensure compliance and timely expenditures. In addition, a Ranking Committee composed of four community representatives and two City staff members met to review the external proposals and develop consensus-based rankings. These rankings primarily serve as a risk-and-benefit assessment and provide key input into staff recommendations.

The CDBG funding available for the 2026 Annual Action Plan is outlined in detail below:

Program Year 2026 Entitlement	$681,196.00
Program Income	$46,000.00
Prior Year Funds	$154,000.00
Total Funding Available for Allocation	**$881,196.00**

Planning and Administration Funding Allocation

Under federal CDBG regulations, no more than 20% of the annual entitlement allocation, plus projected program income, may be used for Planning and Administration activities. For Program Year 2026, this cap allows for a maximum of $146,239.20 to be allocated for administrative costs. Slightly less than the maximum allowable will be allocated to the administration and indirect categories to ensure compliance with the 20% limit.

Grant Compliance and Administration	$68,000.00
Indirect - 10%	$78,000.00
Total Administration and Indirect*	**$146,000.00**

**Rounded down to ensure compliance with 20% Administration Cap*

Public Services Funding Allocation

Under federal CDBG regulations, no more than 15% of the annual entitlement and prior year program income may be used for Public Service activities. For Program Year 2026, this cap amounts to $109,079.40. To ensure compliance with the 15% limit, $109,000 (rounded down slightly) will be allocated to support public service projects.

Applicant	Proposed Program	Requested Funds	Averaged Ranking	Allocated Funds
Flagstaff Shelter Services	Operations at The Lantern	$60,000.00	142/150	$54,500.00
Northland Family Help Center	DV Shelter Case Management	$62,737.50	142/150	$54,500.00
Terros Health	Crisis-to-Recovery Navigation	$65,805.00	137/150$0	$0
Boys and Girls Club of Flagstaff	Childcare Scholarships	$67,250.00	130/150	$0
Coconino County Health and Human Services	Senior Nutrition Program	$41,616.00	129/150	$0
Tynkertopia	Programming at Siler Homes	$60,000.00	117/150	$0
Total Public Services Allocation (20% Maximum)*				**$109,000.00**

**Rounded down to ensure compliance with 15% Public Services Cap*

Public Improvements/Housing Activity Funding Allocation

After the above allocations to Administration and Public Services, $626,196.00 in CDBG funding remains available for Housing, Public Facility, and Infrastructure Improvement Activities. The allocation below includes funding for the reconstruction of Ponderosa Park in the Sunnyside neighborhood, improvements to the Murdoch

Center Resilience Hub in the Southside neighborhood, and the removal of architectural barriers at the City of Flagstaff Sustainability offices.

Requesting Division	Proposed Project	Requested Funds	Allocated Funds
PROSE (Parks, Recreation, Open Space, and Events)	Reconstruction of Ponderosa Park	$500,000.00	$500,000.00
Sustainability	Murdoch Resilience Hub Improvements	$77,000.00	$77,000.00
Sustainability	ADA Improvements at the Sustainability Office	$48,750.00	$49,196.00
Total Public Improvements Allocation			**$626,196.00**

The chart below compares each project's intended impact and the number of beneficiaries with the goals outlined in the 2026-2030 Consolidated Plan (ConPlan) to demonstrate the Community Benefit of the CDBG funding allocations.

Program Year 2026 CDBG Funding Allocations			
Project/Program	**ConPlan Goal**	**Proposed Beneficiaries**	**Allocated Funds**
Flagstaff Shelter Services Operations at The Lantern	Public Services for LMI & Special Needs Populations	300 Individuals (Homeless)	$54,500.00
Northland Family Help Center DV Shelter Case Management	Public Services for LMI & Special Needs Populations	90 Individuals (DV/Homeless)	$54,500.00
PROSE Ponderosa Park Reconstruction (Sunnyside)	Improve Public Facilities and Infrastructure	4,435 Households	$500,000.00
Sustainability Murdoch Resilience Hub Improvements (Southside)	Improve Public Facilities and Infrastructure	2,650 Households	$77,000.00
Sustainability Offices ADA Improvements	Improve Public Facilities and Infrastructure	Residents Citywide	$49,196.00

These funding allocations align with the goals outlined in the 2021–2025 Consolidated Plan and are the result of a comprehensive evaluation process, including public input, proposal rankings, and community priorities. Given the limited CDBG funding available and the regulatory framework established by HUD, few alternative funding approaches would better address the immediate needs of Flagstaff's low- to moderate-income residents. While other strategies were considered, these allocations reflect the most efficient and impactful use of available resources. These funding allocations prioritize projects with the greatest potential for long-term benefit to the community, particularly in areas of housing, public services, and neighborhood improvements. Additionally, the inclusion of internal community benefit projects, such as park and playground improvements, ensures that the funding addresses a diverse range of needs across the City.

Connection to PBB Priorities and Objectives:

The 2026 Community Development Block Grant (CDBG) Annual Action Plan (AAP) supports several of the City's Priority Based Budgeting (PBB) priorities by directing funding toward community-identified needs, particularly homelessness response, public services, and neighborhood improvements. Investments in shelter operations and coordinated services align with the Safe & Healthy Community priority by supporting social services, housing stability, and alternative response systems that include behavioral health resources. These efforts also support an Inclusive & Engaged Community by advancing social equity and ensuring that services are accessible to low- and moderate-income residents and other vulnerable populations.

In addition, investments in public facilities and infrastructure—such as park improvements and community facility upgrades—support both Livable Community and Sustainable, Innovative Infrastructure priorities by enhancing community spaces and supporting partner organizations that provide critical services. ADA improvements and the removal of architectural barriers further advance Inclusive & Engaged Community goals by ensuring City facilities and programs are accessible to all residents. Resilience-focused investments at community facilities also support Environmental Stewardship by aligning with the City's climate and adaptation efforts. Overall, the 2026 AAP reflects a coordinated approach to delivering services, improving infrastructure, and supporting community partners in a way that aligns with the City's broader PBB priorities.

Connection to Regional Plan:

The 2026 Community Development Block Grant (CDBG) Annual Action Plan (AAP) supports the City of

The 2026 Community Development Block Grant (CDBG) Annual Action Plan (AAP) supports the City of Flagstaff Regional Plan by prioritizing investments that strengthen neighborhoods, expand access to services, and address homelessness. A significant portion of this year's funding supports shelter operations and coordinated services, directly aligning with Goal NH.5 by providing resources for individuals and families experiencing homelessness and supporting programs that help prevent and reduce homelessness. These investments also contribute to Goal NH.1 by supporting healthy and stable neighborhoods through services that improve housing stability and overall community well-being.

In addition, investments in public facilities and infrastructure—particularly park improvements and community facility upgrades—support Goals NH.1 and NH.4 by enhancing existing neighborhoods and improving access to safe, functional, and accessible community spaces. ADA improvements and the removal of architectural barriers align with Policy NH.4.3 by addressing accessibility needs for persons with disabilities, while broader facility upgrades support healthy, resilient environments. While CDBG funding for housing development is limited, these investments complement Goal NH.3 and NH.4 by supporting housing stability, preserving community assets, and ensuring that low- and moderate-income residents have access to safe, inclusive, and well-maintained neighborhoods.

Connection to Carbon Neutrality Plan:

The 2026 Community Development Block Grant (CDBG) Annual Action Plan (AAP) supports the City of Flagstaff's Carbon Neutrality Plan through targeted investments in resilience, energy efficiency, and equitable access to community resources. This year's funding includes resilience hub improvements at the Murdoch Center, which align with the Plan's focus on preparing for climate impacts and ensuring that community spaces can support residents—especially low- and moderate-income households—during extreme weather events. These upgrades strengthen the City's ability to respond to heat, poor air quality, and other climate-related challenges while improving the overall functionality of a key community facility.

In addition, CDBG funding for ADA improvements and the removal of architectural barriers at the Sustainability Office supports the Plan's emphasis on equity by ensuring that climate programs, services, and resources are accessible to all residents. These investments reflect a broader approach of integrating sustainability with accessibility and community need, while improving the usability and inclusivity of public facilities. Together, these projects show how the 2026 AAP supports the Carbon Neutrality Plan through practical, place-based investments that strengthen resilience and expand access to City resources.

Connection to 10-Year Housing Plan:

The 2026 Community Development Block Grant (CDBG) Annual Action Plan (AAP) supports the City of Flagstaff's 10-Year Housing Plan by focusing on reducing homelessness, improving access to services, and supporting housing stability for low- and moderate-income residents. A large portion of this year's funding is dedicated to homelessness response through shelter operations and coordinated services, aligning with Connect 1 and Connect 1.3 by strengthening Coordinated Entry and improving connections to housing, healthcare, and behavioral health resources. Public service investments and partnerships with local providers also support Connect 3 by recognizing housing as a key driver of health and stability.

In addition, investments in public facilities and infrastructure—particularly park improvements and community facility upgrades—support broader goals related to community health, access, and equity, as reflected in Connect 2, Connect 3, and Protect 2. These projects improve the quality and usability of spaces in low- and moderate-income areas while ensuring they are safe and accessible. The City's continued focus on fair housing education, inclusive service delivery, and coordination with community partners also supports Protect 3 strategies by working to reduce barriers and improve access for disproportionately impacted populations, including individuals with limited English proficiency. Together, these investments show how the Program Year 2026 AAP advances key strategies from the 10-Year Housing Plan into action through targeted, community-based funding.

Connection to Division Specific Plan:

The 2026 Community Development Block Grant (CDBG) Annual Action Plan (AAP) implements the priorities

identified in the 2026–2030 Consolidated Plan by directing funding toward public services, public facility improvements, and program administration that benefit low- and moderate-income residents. Investments in

homelessness response and supportive services directly align with the goal of providing public services for low- and moderate-income and special needs populations by improving access to shelter, case management, and coordinated systems of care. These efforts support housing stability and help connect individuals and families to longer-term housing opportunities.

In addition, investments in public facilities and infrastructure—such as park improvements and community facility upgrades—advance the goal of improving public facilities and infrastructure by enhancing safety, accessibility, and overall quality of life in low- and moderate-income areas. ADA improvements and resilience-focused upgrades further support equitable access to community spaces and services. Together, these investments reflect a balanced approach to addressing community needs while ensuring the effective administration of CDBG funds in alignment with Consolidated Plan priorities.

Attachments: Res. 2026-24
PY26 Annual Action Plan DRAFT
Summary of 2026 CDBG Proposals
CDBG PY26 AAP Council Presentation

RESOLUTION NO. 2026-24

A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL APPROVING THE CITY OF FLAGSTAFF COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM YEAR 2026 ANNUAL ACTION PLAN ALLOCATIONS AND AUTHORIZING ITS SUBMISSION TO THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

RECITALS:

WHEREAS, the Flagstaff City Council is committed to the welfare of its low- and moderate-income residents; and

WHEREAS, the Flagstaff City Council is committed to meeting the national objectives of the United States Department of Housing and Urban Development ("HUD") to: (1) benefit low- and moderate-income persons, (2) address slum and blight conditions, and (3) meet an urgent community need; and

WHEREAS, the City of Flagstaff has been designated as a Community Development Block Grant ("CDBG") Entitlement Community by HUD; and

WHEREAS, preparation of the Annual Action Plan is a federal requirement for local entitlement jurisdictions to continue to receive CDBG and other HUD grant funding; and

WHEREAS, the City of Flagstaff has prepared an Annual Action Plan for the 2026 Program Year to meet the federal requirement; and

WHEREAS, the Flagstaff City Council has reviewed and approved the Program Year 2026 Annual Action Plan.

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. In General.

That the submission of the Program Year 2026 Annual Action Plan be hereby authorized to reflect the following use of the 2026 CDBG entitlement funds, program income, and the reallocation of CDBG funds from previous program years:

CDBG Program Year 2026 Funds Available for Allocation

2026 Entitlement Award	$681,196.00
Program Income (PI)	$46,000.00
De-obligated and Prior PY funds	$154,000.00
Total Available	**$881,196.00**

CDBG Program Year 2026 Entitlement Funds Allocation

Administration and Planning		**$146,000.00**
Grant Compliance and Administration	*$67,600.00*	
Estimated City 10% Indirect Rate	*$78,400.00*	
Public Service Activities		**$109,000.00**
Flagstaff Shelter Services Operations at The Lantern	*$54,500.00*	
Northland Family Help Center DV Shelter Case Management	*$54,500.00*	
Public Improvement Activities		**$626,196.00**
Ponderosa Park Reconstruction	*$500,000.00*	
Murdoch Center Resilience Hub Improvements	*$77,000.00*	
Sustainability Office ADA Improvements	*$49,196.00*	
Total City of Flagstaff Fund Request		**$881,196.00**

Should the City of Flagstaff receive notice of a post-allocation adjustment to the final CDBG entitlement allocation, the funding amount for each awarded project shall be adjusted proportionally based on the overall increase or decrease in available funds. Allocations in the Planning and Administration and Public Service categories shall be adjusted first to fully utilize the maximum allowable caps (20% and 15%, respectively). Following those adjustments, external project allocations shall be modified by an equal percentage. Any remaining balance shall be applied to, or deducted from, internal community benefit projects as identified in the Annual Action Plan.

SECTION 2. Delegation of Authority.

That the Housing Section be authorized to submit this resolution and Annual Action Plan to HUD.

That the City Manager be authorized to execute agreements for the allocations with the parties and in the amounts authorized by Council in this Resolution, and that the Mayor and/or the City Manager be authorized to execute all associated certifications and grant acceptances.

SECTION 3. Effective Date.

This resolution shall be immediately effective upon adoption.

PASSED AND ADOPTED by the City Council of the City of Flagstaff, this 19th day of May, 2026.

_____
MAYOR

ATTEST:

_____
CITY CLERK

APPROVED AS TO FORM:

_____
CITY ATTORNEY

Exhibits:
A – 2026 Annual Action Plan

Flagstaff 2026 CDBG Annual Action Plan

Working Draft

Title Page

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Strategic Plan

SP-05 Overview

Strategic Plan Overview

The Strategic Plan outlines the City of Flagstaff's housing and community development strategy for the 2026-2030 Consolidated Plan. The plan describes how CDBG funds will be used to achieve HUD's goals of providing a suitable living environment and safe, decent, and affordable housing for low- to moderate-income (LMI) households and special need groups in the City. The City identified priority needs through data analysis and citizen participation involving local nonprofit stakeholder organizations. Addressing these priority needs forms the basis of the five-year Strategic Plan.

Flagstaff has four target areas that historically have disproportionate needs and experience higher levels of poverty, cost burden and aging housing. These target areas are La Plaza Vieja, Pine Knoll, Southside and Sunnyside.

Certain activities in the CDBG program will also target low/mod areas (LMA) in its five-year plan. Low/mod areas are defined by HUD as block group tracts where at least 51% of persons are low- to moderate-income. The City also provides assistance to low- and moderate-income clientele (individuals) and households (LMC/LMH) who earn 80% of the Area Median Income (AMI) or less. This assistance is provided citywide and is based on eligibility. These benefits are associated with direct services to individuals and families that are not targeted to areas; however, must meet income qualifications in order to be eligible.

The following are the four (4) priority needs and associated goals identified in the Strategic Plan. More details of the priority needs are given in the SP-25 and the goals are detailed in the SP-45.

Priority Need: Preserve & Develop Affordable Housing

1A Preserve & Develop Affordable Housing

Priority Need: Improve Public Facilities & Infrastructure

2A Improve Public Facilities & Infrastructure

Priority Need: Public Services for LMI & Special Need

3A Public Services for LMI & Special Need

Priority Need: Effective Program Administration

4A Effective Program Administration

SP-10 Geographic Priorities – 91.215 (a)(1)

Geographic Area

1	**Area Name:**	Citywide Low/Mod Eligible
	Area Type:	Local Target area
	Other Target Area Description:	N/A
	HUD Approval Date:	N/A
	% of Low/ Mod:	N/A
	Revital Type:	Comprehensive
	Other Revital Description:	N/A
	Identify the neighborhood boundaries for this target area.	The Citywide Low/Mod Areas in Flagstaff are block group tracts where at least 51 percent of the residents are low- and moderate-income persons. HUD designates this objective as a low/mod area benefit (LMA). Several areas of focus in the past were La Plaza Vieja, Pine Knoll, Southside and Sunnyside. These neighborhoods have long experienced disproportionate need and are covered in this target area. The City also provides assistance to low- and moderate-income clientele (individuals) and households (LMC/LMH) who earn 80% of the Area Median Income (AMI) or less. This assistance is provided citywide and is based on eligibility. These benefits are associated with direct services to individuals and families that are not targeted to areas; however, must meet income qualifications in order to be eligible.
	Include specific housing and commercial characteristics of this target area.	The population of Flagstaff has been growing steadily in the past decade (14.7%), and to meet this need the number of housing units have also increased. An estimated 32% of owner-occupied units and 33% of renter-occupied units were built after 2000. While there has been steady development, there are still a large number of older units in need of repair or improvement. An estimated 32% of all owner-occupied units and 27% of renter-occupied were built before 1980 (Source: 2019-2023 ACS). Naturally, older housing units may have higher maintenance needs, and a greater risk of lead-based paint hazards.

	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	As part of the plan development process, the City of Flagstaff held a public hearing and provided a public comment period to give citizens the chance to review and comment on the plan. Additionally, the City consulted with local community stakeholders to identify housing and community development needs. These needs were determined through meetings with nonprofits, local government offices, and citizens throughout the City. Finally, a community survey was also made available online for public input. The results of the citizen participation process have been summarized in the PR-15.
	Identify the needs in this target area.	Affordable housing development and preservation is a priority for Flagstaff and its residents. As with many cities across the country, cost burden is one of the biggest housing issues in the City. The most recent ACS data also shows that over a quarter of the housing in the City were built before 1980. As reported in the MA-50, low/mod areas have seen less housing development than other parts of Flagstaff, contributing to a shortage of updated housing options for low- to moderate-income households. As reported in the NA-50, the City prioritizes supportive services addressing homelessness. A complementary need is youth- and family-serving clinical/program space and multi-tenant hubs that co-locate behavioral health, family supports, and employment navigation. Also identified in the NA-50, the most acute facilities gap remains purpose-built shelter and service space for people experiencing homelessness. Provider reporting indicates sustained demand for beds and navigation/day-services, reinforcing the need for flexible non-congregate space and on-site case management. Flood-risk reduction and stormwater conveyance remain top priorities. A second major class of need is complete streets and ADA access. The Regional Land Use Plan 2045 emphasizes centering capital projects in and around activity centers and along primary corridors (e.g., Milton, Route 66, 4th Street) to deliver the most access to residents in the area.

	What are the opportunities for improvement in this target area?	Affordable housing rehabilitation activities will increase and maintain the affordable housing stock for LMI households in the City. Public services will help improve the quality of life for residents, address housing instability and homelessness. Continued investment in public services enhances community resilience, promotes self-sufficiency, and ensures residents have access to critical resources. Public facilities and infrastructure improvement activities will improve and revitalize neighborhoods and increase other public and private investments into these areas. Continued investments demonstrated the positive impact of infrastructure improvements on mobility, safety, and environmental challenges. These include investments at homeless shelters, which will help increase the number of available beds for those in crisis.
	Are there barriers to improvement in this target area?	Access to funding is a barrier to improvements in the City of Flagstaff.
2	**Area Name:**	La Plaza Vieja
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Comprehensive
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	La Plaza Vieja is located in central Flagstaff, west of historic downtown, northwest of Northern Arizona University, and bound by the original Route 66. The Burlington Northern Santa Fe Railway (BNSF) bisects the neighborhood. (Census Tract 11.03, BG 1,2 & 3, formerly 11.02, BG 1& 3)

	Include specific housing and commercial characteristics of this target area.	La Plaza Vieja (11.03, BG 1,2 & 3) consists of approximately 2,084 housing units, which are characterized by a high ratio of renter-occupied housing to owner-occupied housing (5 to 1). The low median household income ($41,125) within the neighborhood could be attributed to a combination of retired older generation residents (most likely owner-occupied) and a high percentage of Northern Arizona University students. La Plaza Vieja has some of the oldest housing units in Flagstaff in varying conditions. The owner-occupancy rate is 36% (752 households) while the rental-occupancy rate is 57% (1,194 households). Current conditions indicate very few homes and lots for sale in La Plaza Vieja (138 units or 7%) at this time and very few or no vacant homes in BG 3. Vacancy rates are low for La Plaza Vieja given its proximity to the university.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	As part of the plan development process, the City of Flagstaff held a public hearing and provided a public comment period to give citizens the chance to review and comment on the plan. Additionally, the City consulted with local community stakeholders to identify housing and community development needs. These needs were determined through meetings with nonprofits, local government offices, and citizens throughout the City. Finally, a community survey was also made available online for public input. The results of the citizen participation process have been summarized in the PR-15. Housing staff also held a meeting with the League of Neighborhoods (Sunnyside Neighborhood Association, Southside Community Association, and La Plaza Vieja Neighborhood Association).
	Identify the needs in this target area.	La Plaza Vieja has a need for housing preservation and restoration of historic buildings. The 10-Year Housing Plan indicates that there is a need for quality and well-designed affordable housing that is well integrated into the community. Enhanced connections between the corridors, activity centers, and the neighborhood is a need in La Plaza Vieja. There is also a need for improved access to services and jobs.

	What are the opportunities for improvement in this target area?	Affordable housing rehabilitation activities will increase and maintain the affordable housing stock for LMI households in La Plaza Vieja. Public services will help improve the quality of life for residents, address housing instability and homelessness. Economic development services will also improve access to jobs. Public infrastructure improvements that includes planning from the City 10-Year Housing Plan, such as an updated urban design, will enhance connections between the corridors, activity centers, and the overall neighborhood. Current projects that will aid in the revitalization of this neighborhood include infrastructure improvements at Clay Ave and Blackbird Roost. Improvements to public facilities at Guadalupe Park will help improve the quality of life for residents living in this low/mod area.
	Are there barriers to improvement in this target area?	La Plaza Vieja faces unique housing challenges primarily due to its location and historic significance to Flagstaff. Much of the existing housing stock has been passed down through generations and is considered historic, as many buildings are over 50 years old. However, their condition is sometimes poor. Another challenge for La Plaza Vieja is its proximity to the extensive rental market surrounding the Northern Arizona University campus. Most newly constructed housing in the area is not available for sale; instead, it is converted into rental units to accommodate the increasing number of students in Flagstaff. The proximity to Northern Arizona University's campus has made La Plaza Vieja appealing to developers for future student-housing development. Although this type of development is enticing to developers, residents of La Plaza Vieja have voiced concerns about its negative potential impact on the preservation of this historic area and influence on the current community character.
3	**Area Name:**	Pine Knoll
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Comprehensive

	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	Historically, many residents consider the Pine Knoll neighborhood to be a part of the Southside. That neighborhood has strong cultural and familial ties to the planning boundary area. (Census Tract 8, BG 2)
	Include specific housing and commercial characteristics of this target area.	The central areas of the City in close proximity to the university have a high ratio of renter-occupied housing to owner-occupied housing (5 to 1), and Pine Knoll is no different. Pine Knoll consists of approximately 708 housing units, with an owner-occupancy rate of 7% (47 households) while the rental-occupancy rate is 80% (567 households). There are 94 vacancies which make up 13% of the units in Pine Knoll. The median household income is $35,526, and likely attributed to the high percentage of Northern Arizona University students.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	As part of the plan development process, the City of Flagstaff held a public hearing and provided a public comment period to give citizens the chance to review and comment on the plan. Additionally, the City consulted with local community stakeholders to identify housing and community development needs. These needs were determined through meetings with nonprofits, local government offices, and citizens throughout the City. Finally, a community survey was also made available online for public input. The results of the citizen participation process have been summarized in the PR-15. Housing staff also held a meeting with the League of Neighborhoods (Sunnyside Neighborhood Association, Southside Community Association, and La Plaza Vieja Neighborhood Association).
	Identify the needs in this target area.	Pine Knoll has a need for housing preservation and restoration of historic buildings. The 10-Year Housing Plan indicates that there is a need for quality and well-designed affordable housing that is well integrated into the community. Enhanced connections between the corridors, activity centers, and the neighborhood is a need in the target area. There is also a need for improved access to services and jobs.

	What are the opportunities for improvement in this target area?	Affordable housing rehabilitation activities will increase and maintain the affordable housing stock for LMI households in Pine Knoll. Public services will help improve the quality of life for residents, address housing instability and homelessness. Economic development services will also improve access to jobs. Public infrastructure improvements that includes planning from the City 10-Year Housing Plan, such as an updated urban design, will enhance connections between the corridors, activity centers, and the overall neighborhood. Current projects include public facility improvements at Arroyo Park that will help revitalize this low/mod area. These include general infrastructure repairs and new playground equipment.
	Are there barriers to improvement in this target area?	Access to funding is a barrier to improvements in the Pine Knoll target area.
4	**Area Name:**	Southside
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Comprehensive
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	The planning boundary of the Southside Community Plan is approximately defined as follows: to the north, it is bordered by the Burlington Northern Santa Fe (BNSF) railroad, and to the west, by South Milton Road. From South Milton Road, the southern boundary extends along West Dupont Avenue until it reaches South Beaver Road, then continues south to Franklin Avenue. It follows the rear property lines of the homes on the west side of Fountaine Street, going south to South Lone Tree Road, and then north along South Lone Tree Road to Butler Avenue. At this point, the boundary turns west and then north between Sawmill Road and South River Run Road, reconnecting with the railroad. The historic subdivisions included within this boundary are the Normal School Addition, Brannen Addition, the Washington Subdivision, and the Stone Forest Subdivision. (Census Tract 8, BG 1)

	Include specific housing and commercial characteristics of this target area.	According to the 2019-2023 ACS, the Southside had approximately 574 housing units of which the vast majority were for renter households. The owner-occupancy rate is 11% (61 households) while the rental-occupancy rate is 81% (464 households). There are 49 vacancies which make up 8% of the units in the Southside. The median year built for homes in the Southside was 1980. The Southside is home to over 60 unique businesses that span various commercial sectors. The two main sectors in Southside are accommodation and food services, as well as retail trade. Other types of businesses and subsectors include arts, entertainment, and recreation; automotive services; construction; finance and insurance; manufacturing; personal care services (such as beauty salons and parlors); real estate; and transportation and warehousing.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	As part of the plan development process, the City of Flagstaff held a public hearing and provided a public comment period to give citizens the chance to review and comment on the plan. Additionally, the City consulted with local community stakeholders to identify housing and community development needs. These needs were determined through meetings with nonprofits, local government offices, and citizens throughout the City. Finally, a community survey was also made available online for public input. The results of the citizen participation process have been summarized in the PR-15. Housing staff also held a meeting with the League of Neighborhoods (Sunnyside Neighborhood Association, Southside Community Association, and La Plaza Vieja Neighborhood Association).

	Identify the needs in this target area.	The Southside has a need for housing preservation and restoration of historic buildings. The 10-Year Housing Plan indicates that there is a need for quality and well-designed affordable housing that is well integrated into the community. There is a need for affordable housing and balanced growth in the target area. The housing stock of the Southside has also been experiencing redevelopment that has priced out longtime residents in favor of luxury and student housing. The scales between neighborhood revitalization, job creation, equity in properties and displacement, rising costs, and loss of community culture are difficult to balance. For residents who are not displaced while an area is gentrifying, the economic benefits of renewed investment can be beneficial; for those displaced in the process who are unable to find affordable housing the costs are great. The Southside target area is particularly susceptible to various hazards, with flooding being the most common. This underscores the importance of preparedness and response within the community, despite the low public awareness of other hazards. Most of the Southside neighborhood lies within the 100-year floodplain of the Rio de Flag and Clay Avenue Wash. The 100-year floodplain refers to the area that is projected to be underwater during a storm event that has a one percent chance of occurring in any given year.
	What are the opportunities for improvement in this target area?	Affordable housing rehabilitation activities will increase and maintain the affordable housing stock for LMI households in the Southside target area. Public services will help improve the quality of life for residents, address housing instability and homelessness. Economic development services will also improve access to jobs. Public infrastructure improvements that includes planning from the City 10-Year Housing Plan, such as an updated urban design, will enhance connections between the corridors, activity centers, and the overall neighborhood. Current projects include infrastructure improvements at O'Leary, Verde and Ellery Ave will help to revitalize the Sunnyside target area. Public facility improvements at Cleo Murdoch Park will help improve the lives of residents living in this low/mod target area.

	Are there barriers to improvement in this target area?	Gentrification has been a consistent concern raised during the public process of the Southside Community Plan. Generally, it refers to the trend of upper and middle-class individuals and families buying and renovating homes in central and lower-income neighborhoods. This demographic shift can lead to the displacement of residents, changes in local businesses, and a loss of cultural identity, particularly in areas that historically faced housing discrimination in the 20th century. The Southside business district has experienced gentrification, as many neighborhood-serving businesses and churches have been replaced by upscale restaurants, coffee shops, and college student ministries. There is no universally accepted solution or prevention strategy for gentrification; however, policies that promote community character and culture, affordable housing, and the support and expansion of small businesses can help neighborhoods adapt to these changes and support long-time residents. This effort is especially critical, as the Southside is expected to undergo another phase of reinvestment and potential gentrification once the floodplain is remapped, allowing for more properties to be financed and relieved of the floodplain regulations that currently affect redevelopment and renovation.
5	**Area Name:**	Sunnyside
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Comprehensive
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	Sunnyside is bordered by McMillan Mesa to the west, Cedar Avenue to the north, Fourth Street to the east, and Route 66 and Mountain View to the south. The total area of the neighborhood is approximately one square mile and it is one of the more densely populated sections in Flagstaff. (Census Tract 3, BG 12, 13, 21 & 22; formerly CT 3, BG 2, 3 & 4)

	Include specific housing and commercial characteristics of this target area.	The Sunnyside Neighborhood is one of Flagstaff's older neighborhoods. According to the 2019-2023 ACS, the Sunnyside contains four BG tracts, with approximately 2,314 housing units of which the vast majority were for renter households. The owner-occupancy rate is 17% (390 households) while the rental-occupancy rate is 73% (1,693 households). There are 231 vacancies which make up 10% of the units in Sunnyside. The City of Flagstaff has invested millions of dollars in infrastructure, including curbs, gutters, sewers, sidewalks, and stormwater detention systems, in areas of Sunnyside that lacked these basic amenities. Despite this investment, the Sunnyside community is characterized by lower household incomes and a high percentage of existing housing that needs rehabilitation. Sunnyside is primarily a residential neighborhood, with businesses scattered throughout. It is culturally diverse, featuring a larger proportion of minorities than any other neighborhood in Flagstaff. Before annexation, zoning districts and building codes were largely undefined, leading to mixed land use patterns—such as businesses located next to residences—and the construction of substandard buildings and homes.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	As part of the plan development process, the City of Flagstaff held a public hearing and provided a public comment period to give citizens the chance to review and comment on the plan. Additionally, the City consulted with local community stakeholders to identify housing and community development needs. These needs were determined through meetings with nonprofits, local government offices, and citizens throughout the City. Finally, a community survey was also made available online for public input. The results of the citizen participation process have been summarized in the PR-15. Housing staff also held a meeting with the League of Neighborhoods (Sunnyside Neighborhood Association, Southside Community Association, and La Plaza Vieja Neighborhood Association).

	Identify the needs in this target area.	Affordable housing development and preservation is a priority in the target area. Two BG tracts have a median year built for homes older than 1980 (BG 12 & BG 21). As reported in the NA-50, the City prioritizes supportive services addressing homelessness. In particular for Sunnyside, there are high crime rates leading to need for crime prevention services and diversion programs such as youth services and employment services. Also identified in the NA-50, the most acute facilities gap remains purpose-built shelter and service space for people experiencing homelessness. Provider reporting indicates sustained demand for beds and navigation/day-services, reinforcing the need for flexible non-congregate space and on-site case management. There is also a need for public infrastructure improvements such as those to curbs, gutters and sidewalks, street paving and drainage improvements. These also include street and sidewalk signage and lighting improvements.
	What are the opportunities for improvement in this target area?	Enforcement of zoning ordinances, property maintenance ordinance will help revitalize residential neighborhoods. These can be achieved through the City housing rehab program. Public services such as crime prevention, youth programming, child care, elderly services and programs for homeless prevention will help improve the lives of residents in the Sunnyside target area. Funding crime prevention activities will help limit crime in the area. Current projects include public facility improvements at Izabel Homes and the Flagstaff Family Food Center that will focus on accessibility upgrades and bring these facilities up to ADA standards. The Hal Jensen Recreational Center will also have new turf installed which will make it more attractive for residents in this low/mod target area.
	Are there barriers to improvement in this target area?	Access to funding is a barrier to improvements in the Sunnyside target area.

Table 1 - Geographic Priority Areas

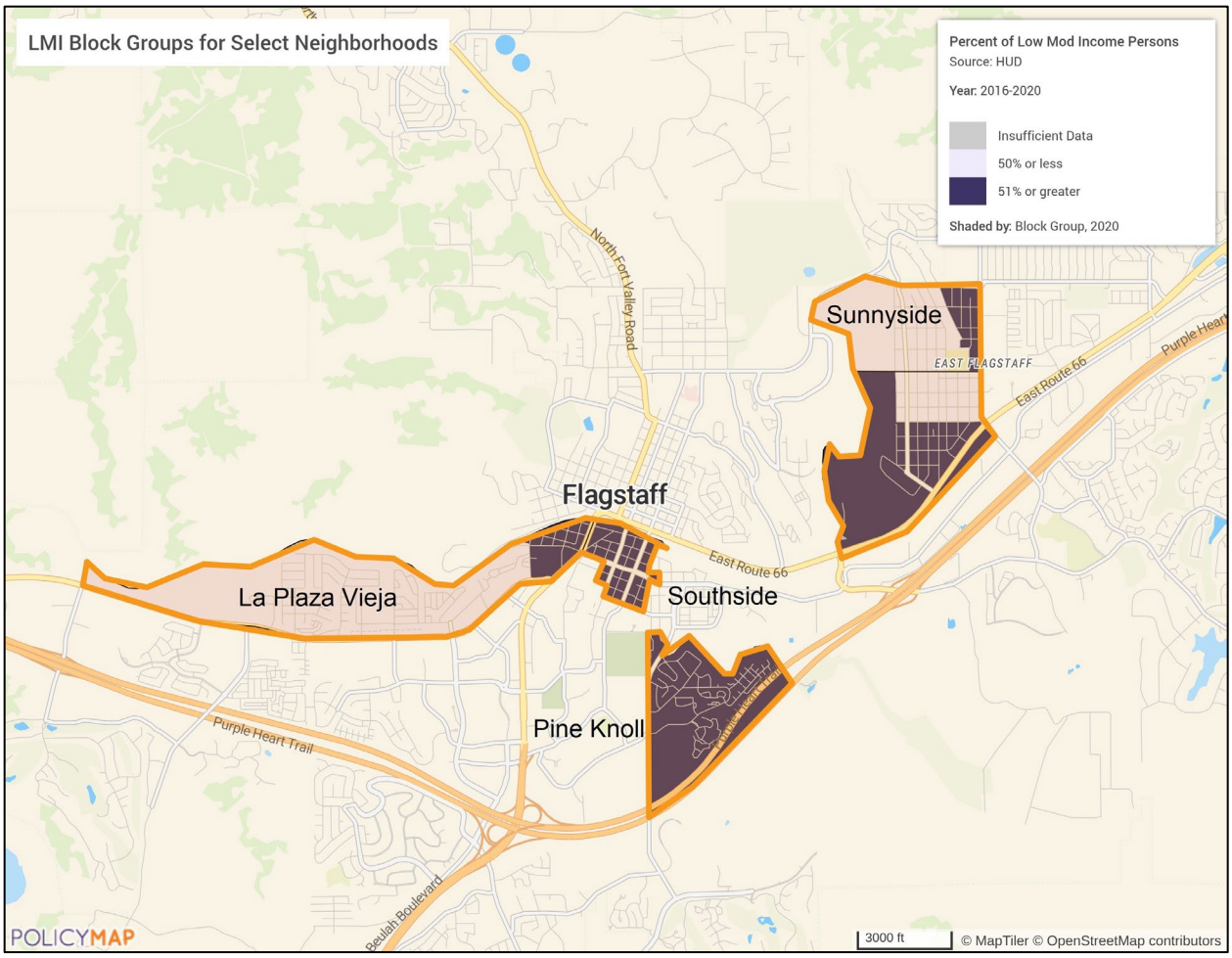
General Allocation Priorities

Describe the basis for allocating investments geographically within the jurisdiction

Flagstaff has four target areas that historically have disproportionate needs and experience higher levels of poverty, cost burden and aging housing. These target areas are La Plaza Vieja, Pine Knoll, Southside and Sunnyside.

Certain activities in the CDBG program will also target low/mod areas (LMA) in its five-year plan. In which case, the planned activities will serve a low/mod community or neighborhood (LMA). These activities are said to have an "area-wide" benefit. Per HUD requirements, these areas must be within an eligible Low/Mod Block Group Tract, as defined by HUD-CDBG regulations, whereby the majority of the residents are low- to moderate-income (or 51%). Public facility improvement activities may also be targeted specifically to special need groups such as the elderly, persons with a disability and the homeless, in which case these accomplishments will be reported by persons served (LMC).

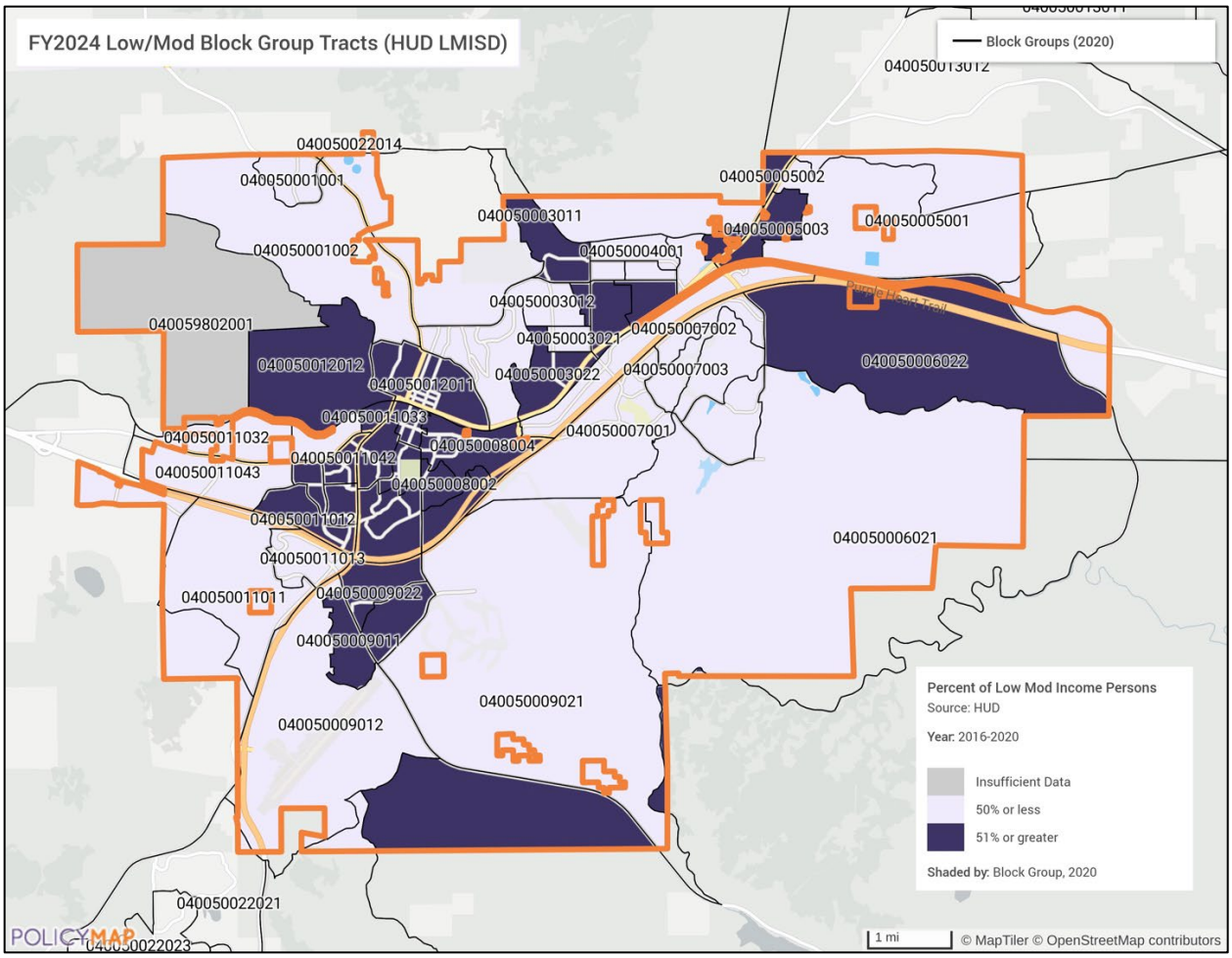
To determine LMI tracts the City utilizes HUD's CDBG Low Mod Income Summary Data (LMISD) from the HUD Exchange website, which has defined the eligible block group tracts within the jurisdiction. The tracts can be at: https://www.hudexchange.info/programs/acs-low-mod-summary-data/.



Map: Flagstaff Four Target Areas

Census Tract	Block Group	Population	Percent Low/Mod
000301	3	345	73.90%
000301	1	1,565	53.40%
000302	2	995	57.30%
000400	4	1,295	63.70%
000400	3	1,260	52.40%
000500	4	465	72.00%
000500	3	1,370	58.80%
000500	2	1,215	53.10%
000602	2	1,110	73.40%
000800	2	1,885	82.20%
000800	1	1,130	73.50%
000800	4	1,175	58.70%
000901	1	1,265	55.30%
000902	2	960	68.80%
000902	3	890	68.50%
001000	2	870	95.40%
001101	2	1,605	67.00%
001103	3	1,415	87.60%
001104	2	375	85.30%
001104	4	1,115	83.90%
001104	1	805	66.50%
001201	1	2,430	56.00%
001201	2	405	51.90%
001500	3	315	60.30%

Source: FY 2024 HUD LMISD



All Eligible Block Group Tracts (HUD FY 2024 LMISD)

SP-25 Priority Needs - 91.215(a)(2)

Priority Needs

Table 2 – Priority Needs Summary

1	**Priority Need Name**	Preserve & Develop Affordable Housing
	Priority Level	High
	Population	Extremely Low Low Moderate
	Geographic Areas Affected	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside
	Associated Goals	1A Preserve & Develop Affordable Housing
	Description	A large number of housing units in Flagstaff are very old with an estimated 32% of homeowner housing units with a mortgage and 27% of renter-occupied units built before 1980. Preserving and expanding the existing housing stock with housing rehabilitation programs remains one of the highest priorities in the City.
	Basis for Relative Priority	Through community participation and consultation of local stakeholder organizations the need to preserve the existing housing stock was identified. Housing rehab helps LMI households maintain conditions to keep their home affordable, and alleviate housing instability in Flagstaff. The basis for this priority is safe, decent and affordable housing for all residents.
2	**Priority Need Name**	Improve Public Facilities & Infrastructure
	Priority Level	High
	Population	Extremely Low Low Moderate Non-housing Community Development
	Geographic Areas Affected	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside

	Associated Goals	2A Improve Public Facilities & Infrastructure
	Description	Expand and improve public infrastructure through activities for LMI persons and households. Improve access to public facilities that will benefit LMI persons and households. Funds will be used to improve public facilities such as recreational parks and community centers. Funds will also be used to improve and expand the capacity of homeless shelters to serve more homeless individuals and families. In the Land Availability and Suitability Study, the City identified that several sites offer relatively high opportunities if developed. The larger sized sites generally lack infrastructure access, and the City could play a facilitation role in the development of these sites by advancing master planning, infrastructure planning, and potentially rezoning, when possible, to create a clearer path to implementing residential development, which would in turn create greater density and incentivize the infrastructure investments.
	Basis for Relative Priority	Through community participation and consultation of local stakeholder organizations the need to improve public facilities and infrastructure was identified. Adequate public facilities and infrastructure improvements are essential to addressing the needs of the LMI population, including special needs groups such as the elderly and persons with a disability. Public improvements include neighborhood facilities, improved road infrastructure and the installation of ADA curb cuts and sidewalks for safety in LMI areas. One of the priorities identified in the Flagstaff Regional Land Use Plan 2045 is to design streets to accommodate people safely and to include art; contextual landscaping; attractive pedestrian, bicycle and transit facilities; and appropriate architectural features. There is also a need to add more beds to shelter facilities. The basis is to improve accessibility for all residents and create a suitable living environment.
3	**Priority Need Name**	Public Services for LMI & Special Need
	Priority Level	High

	Population	Extremely Low Low Moderate Families with Children Public Housing Residents Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence Non-housing Community Development
	Geographic Areas Affected	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside
	Associated Goals	3A Public Services for LMI & Special Need
	Description	Provide supportive services for LMI households and also the special needs populations in the City. Public services will target LMI citizens and may include services to address homelessness, crime prevention, persons with physical and mental health, seniors, and youth.
	Basis for Relative Priority	Through community participation and consultation of local stakeholders, the need for public services for LMI and special need persons was identified. Public services offered by the city and partner non-profit organizations provide vital and essential services for LMI households and families throughout the City. Public services also help to enhance education and improve living situations of LMI individuals and households. The basis for this need is to provide all citizens with access to services and create a suitable living environment.

4	**Priority Need Name**	Effective Program Administration
	Priority Level	High
	Population	Extremely Low Low Moderate Non-housing Community Development
	Geographic Areas Affected	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside
	Associated Goals	4A Effective Program Administration
	Description	The City will support HUD funded programs with administration of the programs, monitoring subrecipients, and keeping strict grant-based accounting, improved housing access activities, and other eligible activities. Comprehensive planning requirements will include the development of AAPs, an evaluation of the performance of the programs through annual reports, and meeting citizen participation requirements.
	Basis for Relative Priority	Planning and administration of HUD funded programs is vital to having a successful program and meeting the goals and objectives identified in the plan. Planning and administration will also ensure compliance and keeping with the regulations of the grant.

SP-30 Influence of Market Conditions – 91.215 (b)

Influence of Market Conditions

Affordable Housing Type	Market Characteristics that will influence the use of funds available for housing type
Tenant Based Rental Assistance (TBRA)	N/A. The City only receives CDBG funds, and does not fund a TBRA program.
TBRA for Non-Homeless Special Needs	N/A. The City only receives CDBG funds, and does not fund a TBRA program.
New Unit Production	New Unit Production will be provided in response to the needs identified below: • There is a limited supply of affordable housing for LMI households as housing cost burden is the biggest housing problem in the City. See the NA-10 for more details. • High development costs limit the construction of affordable housing. • While housing values have risen by 89% from 2013-2023, the median income has increased only 37% in that same time period (Source: 2019-2023 ACS). • Similarly, the median contract rent has also increased 53% from $925 to $1,415 (Source: 2019-2023 ACS). • As reported in the MA-15, there is a shortage of affordable homeowner and rental units for lower income households.
Rehabilitation	Housing Rehabilitation activities will be provided in response to the needs identified below: • A significant portion of the housing stock is aging and a growing number of units may be in need of repairs (MA-20). • Also reported in the MA-20, approximately 32% of owner-occupied housing and 27% of renter-occupied housing units were built before 1980 (Source: 2019-2023 ACS). • LMI households may lack the finances to maintain their homes. • The cost of new construction and/or housing replacement is prohibitive for lower income households. • The condition of older housing units are also likely to require higher maintenance costs. • There is a higher risk of lead-based paint hazards for older housing built before 1978.

Acquisition, including preservation	Due to high costs of acquisition, this has not been a priority for the City of Flagstaff. The majority of housing units in the target areas are multi-family units and therefore the City anticipates the bulk of funds will be directed to support renter-occupied housing units.

Table 3 – Influence of Market Conditions

SP-35 Anticipated Resources - 91.215(a)(4), 91.220(c)(1,2)

Introduction

The City of Flagstaff's Program Year (PY) 2026 Annual Action Plan (AAP) details how Community Development Block Grant (CDBG) funds will be allocated. This plan marks the first year of implementation for the 2026-2030 Consolidated Plan. The allocations aim to support the priority focus areas outlined in the Consolidated Plan, which include the development of affordable housing, neighborhood revitalization through improvements to facilities and public infrastructure, and the provision of public services for low- to moderate-income individuals and those at risk of homelessness.

Federal CDBG entitlement funding is determined annually through a formula grant budget process by the U.S. Department of Housing and Urban Development (HUD). For PY 2026, the City of Flagstaff will receive an entitlement allocation of $681,196. The City also anticipates generating $46,000 from program income and reprogramming $154,000 of prior year funds towards housing and public improvement activities.

To maximize impact, the City continues to utilize a variety of supplemental resources. This includes local general funds, resources from public housing authorities, state grants, and private or philanthropic funds obtained through nonprofit partners. These additional investments help increase access to housing, support individuals and families experiencing homelessness, and enhance infrastructure in low- and moderate-income neighborhoods.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	681,196.00	46,000.00	154,000.00	881,196.00	2,866,552.00	PY 2026 is the first year of the 2026-2030 ConPlan period, and the expected remainder of the ConPlan is four (4x) more years of the annual allocation and program income.

Table 4 - Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Federal funds from the Community Development Block Grant (CDBG) program will be used to attract additional resources for the rehabilitation and development of affordable housing for both renters and homeowners. These funds will also support services for vulnerable populations, including individuals experiencing homelessness, those living in poverty, and people with special needs. When necessary, matching funds may come from nonprofit fundraising, State Housing Trust Fund allocations, or contributions from the City's General Fund.

The City and its partners consistently leverage federal, state, local, and private resources to enhance the impact of CDBG-funded programs and better serve low- and moderate-income residents. Local investments also play a crucial role. For instance, the voter-approved City of Flagstaff Affordable Housing Bond provides essential funding for the construction of affordable housing, land acquisition, and infrastructure development.

Additionally, the City supports the Flagstaff Community Land Trust, which aims to increase access to homeownership while maintaining long-term affordability. In this model, the land remains in trust, and homes are sold at affordable prices to income-qualified buyers. This approach ensures

ongoing access to housing and provides a stable pathway to ownership for low- and moderate-income residents. Together, these federal and local investments create a coordinated strategy to address housing and community development needs, maximize available resources, and promote long-term affordability and livability throughout the City of Flagstaff.

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The City of Flagstaff is actively involved in promoting the development of affordable housing on publicly owned land by forming strategic partnerships with local housing organizations. This is typically structured through ground lease agreements or supported by deed restrictions. In 2025, Habitat for Humanity of Northern Arizona will construct ten tiny home units in the Timber Sky neighborhood. This initiative is part of a larger commitment to affordable housing that was negotiated as part of the Timber Sky development agreement. In return for incentives from the City, the developer has agreed to include affordable housing in the project and has partnered with Habitat for Humanity to create a 40-unit tiny home community. These homes will be sold to households earning at or below 80% of the Area Median Income (AMI) through Habitat's Starter Home program. Once completed, the City will take ownership of the land and incorporate it into the Community Land Trust to ensure long-term affordability.

Additionally, the City has finalized a ground lease with Housing Solutions of Northern Arizona for a parcel located in the Sunnyside neighborhood. Housing Solutions plans to develop eleven three-bedroom apartments that will provide permanent, affordable rental housing for low-income households. The City owns multiple other parcels that may be suitable for future affordable housing or public facility development, and City Council reviews and approves use of these parcels on a case-by-case basis as opportunities arise.

CDBG funds are also utilized to improve public facilities and infrastructure in low- and moderate-income neighborhoods, with a particular focus on the designated target areas of Sunnyside, Pine Knoll, La Plaza Vieja, and Southside. The City uses the voter-adopted Flagstaff Regional Plan 2030 and neighborhood-specific plans for La Plaza Vieja and Southside to guide these investments. Developed through extensive community engagement and in partnership with neighborhood associations, these plans prioritize infrastructure improvements such as sidewalks, recreation amenities, and other enhancements that improve neighborhood quality of life.

The City of Flagstaff is also committed to repositioning and redeveloping its public housing portfolio to expand access to affordable housing. This vision includes the creation of vibrant, mixed-income communities with rental units serving families, seniors, and individuals with special needs. The City plans to pursue repositioning strategies through the HUD Rental Assistance Demonstration (RAD) program or other federally approved pathways to stabilize long-term funding, modernize properties, and increase the number of affordable housing units. Through these efforts, the

City will retain ownership, control, and management of public housing assets, in full compliance with HUD regulations and subject to federal review and approval.

Discussion

The City of Flagstaff is designated as an "Entitlement Community" by HUD, meaning it receives an annual allocation of CDBG funds based on a HUD formula that considers population size, poverty rates, and other demographic characteristics. These funds are awarded directly to the City without the need for a competitive application process.

To receive CDBG funds, the City must submit a five-year Consolidated Plan that identifies community needs and establishes long-term goals. Each subsequent year, the City also prepares an AAP to detail how CDBG funds will be used to meet those goals. All activities must align with the three national objectives of the CDBG program:

- Provide decent housing
- Create a suitable living environment
- Expand economic opportunities

Funding levels vary annually depending on the federal budget. The City of Flagstaff anticipates receiving between $600,000 and $650,000 each year during the 2026-2030 ConPlan period. Each year, the AAP guides the allocation of these funds toward priority focus areas, including affordable housing, public facility and infrastructure improvements and public services for LMI and special need groups such as the homeless.

In addition to the annual entitlement award, the City receives Program Income—primarily from repayments of past homebuyer assistance and housing rehabilitation loans. These funds are allocated through the AAP. If significant additional Program Income is received during the program year, and it could affect HUD's timeliness standards, the City may conduct a mid-year reallocation and amend the Plan as needed.

SP-40 Institutional Delivery Structure – 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
CITY OF FLAGSTAFF	Government	Economic Development Homelessness Non-homeless special needs Planning neighborhood improvements public facilities public services	Jurisdiction
FLAGSTAFF HOUSING AUTHORITY	Government	Planning Public Housing Rental	Jurisdiction
COCONINO COUNTY CONTINUUM OF CARE	Continuum of Care	Homelessness Planning public services	Region

Table 5 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

The City of Flagstaff has a well-established and experienced infrastructure for delivering housing and community development programs. The Housing Section collaborates closely with nonprofit organizations to ensure that CDBG funds are allocated to the residents and neighborhoods in most need. Organizations must apply annually for CDBG funds for eligible activities.

Additionally, the City is a member of the Coconino County Continuum of Care, working together to address housing issues in the region. The Flagstaff Housing Authority also plays a key role, with a mission to provide low-income families with safe, decent, and affordable housing opportunities as they strive for financial self-sufficiency.

While there are currently few gaps in the institutional delivery system, the City is committed to strengthening all aspects as housing and community development needs continue to grow.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	X
Legal Assistance	X	X	X
Mortgage Assistance	X	X	
Rental Assistance	X	X	
Utilities Assistance	X	X	
Street Outreach Services			
Law Enforcement	X		
Mobile Clinics	X		
Other Street Outreach Services	X		
Supportive Services			
Alcohol & Drug Abuse	X	X	
Child Care	X	X	
Education	X	X	X
Employment and Employment Training	X	X	X
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	X
Mental Health Counseling	X	X	X
Transportation	X	X	X
Other			
Other			

Table 6 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

The City of Flagstaff actively participates in the local Coconino County Continuum of Care (CoC), which is part of the statewide Arizona Balance of State Continuum of Care. The mission of both the Arizona Balance of State and the local CoC is to end homelessness within their respective communities. To achieve this goal, the CoC serves as a collaborative network that helps eligible entities secure the funding necessary to assist individuals and families experiencing homelessness in attaining and maintaining economic self-sufficiency.

The CoC is responsible for overseeing the implementation strategies related to housing and services that aim to reduce homelessness overall. It meets quarterly to review progress and discuss strategies, bringing together nonprofit organizations, businesses, faith groups, and community members to address housing, treatment, and shelter needs. Agencies work to tackle housing issues alongside substance abuse, mental health, and healthcare needs.

The CoC is responsible for the coordination of the regional Coordinated Entry effort. Coordinated Entry is a major contributor in reaching out and assessing homeless or at-risk of homeless individuals and families and their housing needs. Coordinated Entry's goal is to ensure that homeless persons' crisis situations are rare, brief, one-time and not re-occurring. The phases of assessment include an initial assessment to identify immediate housing crisis; examine current resources that might be used to avoid the participant entering the homeless system of care (diversion/prevention); crisis services intake to access immediate services and emergency shelter if needed; housing and service assessment using VI-SPDAT; further refine the housing and service needs of the individual and family; and provide a next step/move-on assessment.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

The delivery system provides a wide range of services for special needs populations and individuals experiencing homelessness. While the City does not directly manage the Continuum of Care or special needs services, it actively collaborates with organizations providing these services and contributes funding where eligible, such as through CDBG funds for public services. A complete list of resources and services is maintained by the Northland Family Help Center and distributed by the City as needed.

Street outreach services are limited in Flagstaff, including mobile clinics and Law Enforcement outreach. Public transportation is widely available and many health care services are available within walking distance of shelters. Respondents to the City's Consolidated Plan survey identified several gaps in the service delivery system for people experiencing homelessness including: inability to keep up with the growing demand for services; difficulty obtaining the documentation necessary to provide services; short-term services for transient populations; lack of a one-stop center to address all issues; absence of a well-established process for transitioning to permanent housing due to lack of permanent affordable housing; service follow-up; lack of cross-agency cooperation and understanding of services; and absence of a well-established coordinated assessment and rapid re-housing process.

The City also provides CDBG funding support to public service organizations that in-turn will provide elderly services, youth programs, mental health services, substance abuse counseling and treatment as well as employment and housing services for persons experiencing homelessness or at risk of becoming homeless.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

Improved coordination is essential between public and private resources to address the challenges and issues encountered in the administration and implementation of the Consolidated Plan. Regular evaluations of the current service delivery system will identify areas that need improvement. Increased technical assistance will be offered to social service and housing providers to help them achieve their objectives, especially when these objectives directly align with those of the City. Additionally, workshops

or training sessions will be organized to enhance the capacity of local agencies at times where grant applications are accepted.

The City will also continue its membership in the Continuum of Care to ensure that priority needs of special populations and people experiencing homelessness are addressed. The Coconino County Continuum of Care will continue to work with the Arizona Department of Housing to address shelter and service-delivery gaps.

SP-45 Goals Summary – 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	1A Preserve & Develop Affordable Housing	2026	2030	Affordable Housing	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside	Preserve & Develop Affordable Housing	CDBG: $375,000	Homeowner Housing Rehabilitated: 25 Household Housing Unit Direct Financial Assistance to Homebuyers: 8 Households Assisted
2	2A Improve Public Facilities & Infrastructure	2026	2030	Non-Housing Community Development	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside	Improve Public Facilities & Infrastructure	CDBG: $2,134,080	Public Facility or Infrastructure Activities other than Low/Mod Income Housing Benefit: 5,000 Persons
3	3A Public Services for LMI & Special Need	2026	2030	Non-Housing Community Development	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside	Public Services for LMI & Special Need	CDBG: $537,475	Public service activities other than Low/Mod Income Housing Benefit: 2500 Persons Assisted Homeless Person Overnight Shelter: 100 Persons Assisted
4	4A Effective Program Administration	2026	2030	Non-Housing Community Development	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside	Effective Program Administration	CDBG: $716,635	Other: 5

Table 7 – Goals Summary

Goal Descriptions

1	**Goal Name**	1A Preserve & Develop Affordable Housing
	Goal Description	Develop and preserve affordable housing including acquisition of units for the purpose of affordable housing (14G), homeowner housing rehabilitation (14A), renter housing rehabilitation (14B) and direct financial assistance for eligible homebuyers (13B).
2	**Goal Name**	2A Improve Public Facilities & Infrastructure
	Goal Description	Public facility and infrastructure improvements to neighborhood facilities (03E), streets (03K) and sidewalks (03L). Funds will also be used to improve homeless shelters and increase the number of available beds (03C)
3	**Goal Name**	3A Public Services for LMI & Special Need
	Goal Description	Public services to LMI individuals and those with special needs, including persons experiencing homelessness (03T), seniors (05A), persons with disabilities (05B), youth (05D), domestic violence survivors (05G), people with serious mental illness (05O), people with alcohol/substance use disorders (05F), and abused/neglected children (05N).
4	**Goal Name**	4A Effective Program Administration
	Goal Description	Expenses related to administering the program, preparing planning documents and reports, fair housing activities, and other eligible expenses under this category (20 & 21A).

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

The City of Flagstaff estimates the number of extremely low-, low- and moderate-income households to be assisted with affordable housing activities during the next five years of the 2026-2030 ConPlan will be:

Rental units rehabilitated: 10 Household Housing Units

SP-50 Public Housing Accessibility and Involvement – 91.215(c)

Need to Increase the Number of Accessible Units (if Required by a Section 504 Voluntary Compliance Agreement)

The mission of the Flagstaff Housing Authority is to assist low-income families in finding safe, decent, and affordable housing opportunities as they work to improve their quality of life. The Housing Authority is dedicated to operating in an efficient, ethical, and professional manner. It has a track record of forming and maintaining partnerships with clients and relevant community organizations to fulfill this mission. The Flagstaff Housing Authority owns and manages 265 units of low-income public housing. It administers 342 Section 8 Housing Choice Vouchers, 106 VASH Vouchers for veterans, 40 Mainstream Vouchers for households with a disabled adult, 29 Emergency Housing Vouchers, and 3 Foster Youth Initiative (FYI) Vouchers for youth aging out of the state foster care system. Additionally, the Housing Authority partners 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 new construction development offering 80 units of low-income housing under the Section 8 program. Furthermore, it provides twelve Section 8 Certificates for individuals with serious mental illnesses in collaboration with the Guidance Center. Currently, more than 150 landlords participate in the City's Rental Voucher Programs.

While chronically underfunded by HUD for capital needs, the public housing units are in good repair. The Housing Authority follows a system that ensures that all major systems are well maintained. The Housing Authority develops a 5-year Plan, updated and submitted to HUD annually, to identify the capital needs of public housing developments and the methods by which living conditions will be improved for public housing residents.

The City intends to reposition and redevelop its public housing in order to increase the inventory of public and private affordable housing for renters and, potentially, homeowners throughout the City. The City's goals are to reposition its public housing portfolio through RAD and other options allowed by HUD in order to stabilize funding, modernize properties, and increase the number of affordable housing units to create vibrant, attractive, and diverse mixed-income communities that include a mix of rental units to house families, as well as units specifically designed for the elderly and other groups with special needs. The Housing Authority will assist and modify units for any individual or family member with a disability with reasonable accommodations.

Activities to Increase Resident Involvements

The Flagstaff Housing Authority is governed by a board of commissioners. Meetings are typically held on the third Thursday of every month and are open to the public, both in person and virtually. The board consists of the Mayor and six citizens, who oversee the functions of the Housing Authority. One seat is reserved for a participant in the Section 8 or Low-Income Public Housing program.

The Housing Authority has multiple goals and objectives aimed at increasing resident involvement. These include providing maintenance and repair training before occupancy, continuing resident education, and partnering with the Boys and Girls Club, Tynkertopia, and the City Recreation Department to offer free on-site programs. The Authority also organizes resident meetings, barbecues, and newsletters to assist residents with education, employment, job training, and youth services.

Additionally, the City Housing Authority produces a monthly newsletter for public housing residents. The newsletter contains information on food and utility assistance, library programming, free tax assistance, healthcare marketplace resources, regular deadlines for rent and recertification submissions, public notices regarding policy changes, and many other resources.

Is the public housing agency designated as troubled under 24 CFR part 902?

No. Flagstaff's Housing Authority is a high performing PHA.

Plan to remove the 'troubled' designation

N/A. Flagstaff's Housing Authority is a high performing PHA.

SP-55 Barriers to affordable housing – 91.215(h)

Barriers to Affordable Housing

Public policies at the local, regional, and state levels significantly influence the cost, pace, and location of residential investment in Flagstaff. Several state preemptions (e.g., rent control, inclusionary zoning, short-term rentals), paired with local development standards, fees, and high-hazard building requirements, shape both the supply of new housing and the preservation of affordable units. While the City uses incentives and code tools to encourage affordability, existing policies still create headwinds for producing and retaining lower-cost housing.

Zoning and Land Use Restrictions

Flagstaff's zoning code allows multifamily and provides affordable housing density bonuses citywide, but baseline site standards can still constrain lower-cost formats on smaller or irregular infill lots. Minimum parking/access requirements (Chapter 10-07) consume land area and add hard costs for projects not within easy walking distance of frequent transit, although tailored relief mechanisms exist (e.g., in-lieu options and project-specific reductions). Accessory Dwelling Units (ADUs) are permitted under §10-40.60 and are the subject of active code updates; even so, design and development standards (setbacks, separations, utilities) can be binding on small lots unless simplified.

Regulatory and Process Barriers

Development impact fees and related charges (water/sewer, transportation, parks, public safety) increase upfront costs—especially for small or deeply affordable projects unless offset. The City's Incentive Policy for Affordable Housing (IPAH) provides fee reductions/reimbursements and regulatory incentives, but availability depends on funding and eligibility; without those offsets, baseline fees and submittal requirements remain material cost drivers. City webpages centralize development-fee reports and audits to improve transparency.

Tax Policy Challenges

Beginning January 1, 2025, Arizona eliminated city Transaction Privilege Tax (TPT) on long-term residential rentals. This change can marginally lower rent bills where pass-through existed, but it also reduces a municipal revenue source that jurisdictions often use to staff permitting, code enforcement, and housing programs—cost centers that support residential investment. Any resulting budget gaps must be backfilled by other revenues or service reductions, which can indirectly slow approvals or local gap-financing efforts that benefit affordable projects.

State-Level Policy Limitations

Arizona preempts several tools commonly used to expand affordability. Cities may not enact rent control on private residential property; this removes a stabilization option in rapidly appreciating markets. Arizona also preempts inclusionary zoning, barring local mandates that require a percentage of below-market units as a condition of approval (cities may still offer voluntary incentives). Short-term rentals are likewise state-preempted: cities cannot prohibit or cap STRs and may regulate them only within narrow health/safety and licensing parameters (e.g., SB 1168's enforcement enhancements), limiting local ability

to redirect units back to the long-term market. Finally, Proposition 207 (the state's regulatory-takings law) exposes new land-use restrictions that reduce property value to compensation claims, which can chill certain down-zonings or affordability mandates.

Recent City analysis indicates Flagstaff has meaningful capacity for additional housing on both vacant and underutilized sites, but a portion of this land is constrained by steep slopes, floodplains/floodways, and other environmental factors that complicate delivery timelines and costs. The 2024 Land Availability & Suitability Study (LASS) identifies ~8,125 acres of vacant land (≈6,735 acres zoned residential) and ~5,399 acres of underutilized land in the LASS area; after environmental screening, the study estimates ~7,062 acres of vacant buildable land and ~4,865 acres of underutilized buildable land most likely to develop or redevelop, while noting that ~13% of vacant land is environmentally constrained. The most common constraints are steep slopes (the City's Resource Protection Overlay regulates slopes ≥17%) and floodplain/floodway areas along corridors slated for mitigation by the Rio de Flag Flood Control Project. These factors, plus infrastructure readiness at specific sites, shape feasibility and staging for mixed-income and affordable projects.

Regional Safety/Environmental Codes and Labor Costs

Given Flagstaff's Wildland-Urban Interface (WUI), ignition-resistant construction, defensible-space, and access/water-supply standards are prudent life-safety requirements but can add design and materials costs for small infill and edge-area projects. The City has long maintained WUI provisions and continues to update them. Separately, Dark-Sky lighting rules (administered through the zoning code) protect community character with approved-fixture lists, but they can modestly increase design/photometric work for multifamily sites. Labor costs are also influenced by Flagstaff's local minimum wage, which is higher than the state floor; while beneficial for workers, it can raise certain operating and construction inputs unless offset by productivity or incentives.

Implications for Practice

Because rent control and inclusionary mandates are preempted, Flagstaff must rely on incentive-based strategies (density bonuses, IPAH fee relief, parking flexibility, expedited review) and external gap funding to deliver affordability at scale. Given these site-specific constraints, policies that lean into infill near services and transit (while advancing code refinements under the City's code analysis work) can improve yield and lower per-unit costs. LASS findings also highlight that "grow up and in" strategies—adding gentle and moderate density in existing neighborhoods—perform better against the City's housing and climate metrics than a primarily greenfield pattern, and that relying solely on developer-paid, project-by-project infrastructure tends to reproduce lower-density outcomes; sequencing targeted, upfront public infrastructure (e.g., through bonds or similar tools) can unlock higher-density, attainable housing in preferred locations. The Regional Plan 2045 indicates that prioritizing centers/corridors reduces transportation costs, shortens infrastructure extensions, and improves the return on public improvements—practical considerations that complement code refinements and targeted affordability incentives.

Strategy to Remove or Ameliorate the Barriers to Affordable Housing

Limited land availability and a shortage of housing supply—compared to the growing demand—are the main reasons behind high housing costs in Flagstaff. To tackle these challenges, a comprehensive approach is necessary. This approach should not only increase the overall housing supply but also focus on greater density, innovative construction practices, preserving existing affordable units, and updating local codes, fees, and procedures that may unintentionally hinder housing development.

To minimize regulatory and procedural obstacles, the City of Flagstaff is currently reviewing its zoning code and land use policies through the Lived Affordability Strategies and Solutions for Communities and Policy (LASS CAP) initiative. Funded by the City of Flagstaff in partnership with the Northern Arizona Intergovernmental Transit Authority, this project provides technical assistance and fosters public engagement to identify and address local regulatory challenges. The initiative aligns closely with the City's 10-Year Housing Plan, which aims to create or preserve nearly 8,000 housing units by 2031, with at least 10% designated as affordable for low- or moderate-income households. Additionally, it supports the City's Carbon Neutrality Plan.

Zoning remains a key factor in shaping housing availability and affordability. Currently, about 58% of land in Flagstaff is zoned for single-family residential use, with limited areas designated for medium- and high-density development. The City is evaluating zoning standards—such as lot size, setback requirements, parking minimums, and density restrictions—to identify reforms that could support a wider range of housing types and reduce development costs. Increasing access to land zoned for multifamily or mixed-use development, especially in areas near jobs and transit, is also a priority.

At the state level, Arizona law prohibits mandatory inclusionary zoning, which limits the City's ability to require affordable units in new developments. In response, the City has adopted a voluntary incentive-based program that encourages affordability through tools such as density bonuses, expedited permitting, parking reductions, and access to publicly owned land.

The General Obligation bond approved by voters in 2022 created three new local funding programs: the Rental Incentive Bond Program (RIBP), the Adaptive Reuse Program and a Down Payment Assistance Program. RIBP provides financial support to developers who include affordable units in mixed-income projects. Recent awards have helped fund affordable units at the Elkwood, Atlantic (Lake Mary Housing), and Sierra on 66 developments.

The City's update to the Flagstaff Regional Plan presents another opportunity to align land use decisions with long-term housing goals. The updated plan will guide future zoning, infrastructure investments, and growth management policies with the intent of supporting compact neighborhoods and increasing the availability of housing at various price points.

Through coordinated efforts—spanning regulatory reform, strategic funding, planning, and partnerships—the City is working to remove barriers to housing development and increase the supply of homes accessible to local residents across a range of incomes.

SP-60 Homelessness Strategy – 91.215(d)

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

The City of Flagstaff is an active participant in the local Coconino County Continuum of Care (CoC), which itself is part of the statewide Arizona Balance of State Continuum of Care. The mission of the Arizona Balance of State and local CoC is to end homelessness within the communities included in its geographic area. To achieve the end of homelessness, the CoC is a collaborative network that assists eligible entities in obtaining the necessary funding needed to help individuals and families who are experiencing homelessness attain and maintain economic self-sufficiency. The CoC utilizes the following strategies to end homelessness in Coconino County:

- Outreach, engagement, diversion, and assessment;
- Coordinated Entry;
- Shelter, housing, and supportive services; and
- Prevention strategies.

City staff and CoC members participate in multiple committees and lead the annual point-in-time count (conducted for the Arizona Balance of State Continuum of Care.) Coordinated Entry is a major contributor in reaching out and assessing homeless or at-risk of homeless individuals and families and their housing needs. Coordinated Entry's goal is to ensure that homeless persons' crisis situations are rare, brief, one-time and not re-occurring. The phases of assessment include an initial assessment to identify immediate housing crisis; examine current resources that might be used to avoid the participant entering the homeless system of care (diversion/prevention); crisis services intake to access immediate services and emergency shelter if needed; housing and service assessment using VI-SPDAT; further refine the housing and service needs of the individual and family; and provide a next step/move-on assessment.

Addressing the emergency and transitional housing needs of homeless persons

Currently, there are three nonprofit organizations offering outreach services, two of which exclusively serve veterans. Programs that receive funding are strongly encouraged to participate in coordinated entry through the Front Door and to utilize the Continuum of Care's individual assessment plan (VI-SPDAT), if they are not already involved.

Members of the Continuum of Care and participants in the Front Door coordinated entry program may apply for Community Development Block Grant (CDBG) funds to support street outreach efforts. However, due to limited public service funding, local agencies often opt to seek support for prevention and diversion programs instead.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals

and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

The City will continue to support agencies that provide emergency and transitional housing, as permitted under the CDBG program. In Program Year (PY) 2026, these agencies will receive funding to improve and renovate existing emergency and transitional shelters, as well as to offer housing case management and services for homeless individuals. The City and Continuum of Care (CoC) members acknowledge the essential role of the Housing First approach and permanent supportive housing. However, the significant number of homeless individuals and families, paired with the high cost of housing and a 20% employment rate among this population, suggests that they may need a longer stay in transitional housing. Additionally, the City will maintain its active involvement in the Coconino County Continuum of Care.

The City will continue to implement VASH Vouchers for Veterans experiencing homelessness as well as Foster Youth Initiative Vouchers.

Help low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families who are likely to become homeless after being discharged from a publicly funded institution or system of care, or who are receiving assistance from public and private agencies that address housing, health, social services, employment, education or youth needs

Annual CDBG entitlement allocations include funding for the improvement and rehabilitation of emergency shelters and transitional housing, as well as for homeless outreach services for individuals experiencing homelessness.

Community leadership is dedicated to enhancing the coordination of services for those facing homelessness in our community. The Front Door is a collaborative project that serves as the initial point of access for individuals experiencing homelessness. As a diversion program, Front Door provides a single entry point into the shelter and housing system, aiming to streamline services, reduce the length of shelter stays, and decrease the time that individuals and families experience homelessness. This initiative also seeks to increase program utilization and eliminate the need for households in crisis to "service hop."

The City will continue to support agencies that provide emergency and transitional housing as permitted under the CDBG program. Additionally, the City will maintain its active participation in the Coconino County Continuum of Care.

The Coconino County Health and Human Services department also offers a one-time grant to low-income households that are at-risk of homelessness known as the Preventing Housing Insecurity Flexible Funds (PHIFF) grant. The PHIFF grant helps qualified households and can aid in up to $3,000 in one time assistance. Aid money can pay almost any expense if it helps to eliminate housing instability, including one month of past or future rent/mortgage payment. The goal is to help individuals maintain housing after one-time assistance. Grant ends by June 30, 2026, or until funds have been expended.

SP-65 Lead based paint Hazards – 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

Lead-based paint remains a significant health and housing-quality concern in pre-1978 housing, particularly for households with young children and pregnant persons. Over a quarter of housing units in Flagstaff were built before 1980, making this an issue when attempting to repair or rehabilitate older units. As the housing rehabilitation program targets some of the oldest housing stock in the City, which are typically in the worst condition and have a higher risk of lead-based paint hazards; the City requires that project owners and subrecipients comply with HUD requirements. These may include lead hazard evaluation (as applicable), lead hazard reduction, lead-safe work practices, clearance, and required notifications under 24 CFR Part 35, based on the applicable project and assistance characteristics.

Any CDBG funded projects (residential) in pre-1978 structures are tested for lead-based paint hazards. If lead is present, the sub-recipient must ensure that lead is abated in accordance with the regulations of the Environmental Protection Agency (EPA) and in compliance with the Residential Lead Based Paint Hazard Reduction Act of 1992 (Title X) and subsequent changes.

The EPA's Lead Renovation, Repair, and Painting Rule requires that firms engaged in renovation, repair, and painting projects that disturb lead-based paint in homes, child care facilities, and pre-schools built before 1978 obtain certification from the EPA (or an EPA-authorized state). These firms must employ certified renovators who have been trained by EPA-approved training providers and must adhere to lead-safe work practices.

How are the actions listed above related to the extent of lead poisoning and hazards?

The actions above are tied to the size of the City's older housing stock, where lead-based paint is more likely to be present. The 2019-2023 ACS estimates that 32% of homeowner housing and 27% of renter housing in the City were built before 1980. That amounts to over 3,700 homeowner housing units and 4,300 renter housing units. The ACS does not break out units built specifically prior to 1978; therefore, housing built before 1980 is used as a reasonable proxy for estimating the prevalence of older housing that may include pre-1978 units. Homes built before 1978 pose a high risk of lead based paint hazards. Low-income households with young children are at high risk of lead-based paint hazards and many reside in these older units.

According to the Centers for Disease Control and Prevention, children under the age of 6 are at greatest risk for health problems caused by lead exposure. Exposure to lead can seriously harm a child's health and cause well-documented health effects, including damage to the brain and nervous system, slowed growth and development, learning and behavior problems, and hearing and speech problems. If any child under the age of 6 tests for lead poisoning, the City will refer the family immediately to the local health department.

See MA-20 Housing Market Analysis: Condition of Housing for more information.

How are the actions listed above integrated into housing policies and procedures?

Lead hazard reduction is an eligible activity under the CDBG program when projects involve the repair or rehabilitation of housing. The City's housing policies and procedures incorporate HUD requirements for assisted pre-1978 housing by requiring the appropriate steps to evaluate and address lead-based paint hazards, use lead-safe work practices, obtain clearance when required, and complete required notifications and recordkeeping in accordance with HUD rules.

The City follows a multi-pronged approach to reduce lead hazards, integrating the following actions into housing policies and procedures. These efforts support the City's goal of maintaining a safe and healthy housing stock while reducing the long-term health impacts of lead exposure.

- Rehabilitation Projects. The City follows strict HUD guidelines for testing and abatement of lead-based paint and other hazardous substances and requires compliance from its contractors and subcontractors. Any structure built before 1978 that is proposed for rehabilitation under federal programs, is tested for lead-based paint. Environmental testing is conducted before rehabilitation begins. Notices and requirements regarding testing and removal of lead-based paint are provided to program participants, contractors and project sponsors. The City has licensed contractors who are available to perform limited abatement and/or removal procedures if lead-based paint is present. Full abatement services are contracted with licensed and certified contractors located outside of the City. The City ensures compliance with HUD's Lead Safe Housing Rule in all applicable projects.
- Section 8 Housing Choice Vouchers. The PHA inspects prospective dwellings constructed prior to 1978 that will have a child under the age of six residing therein, for compliance with EPA and HUD Lead Based Paint rules and regulations. The inspection includes visual inspections for chipped, peeling, chalking and deteriorated interior and exterior paint. Property owners must address deteriorated paint conditions. Clearance testing may be required following remediation to verify lead safety. Ongoing compliance with HUD and EPA LBP regulations is enforced to protect vulnerable tenants.
- Public Education. The City distributes lead hazard information to all participants in federally funded housing programs and makes educational materials available to the public. This includes information on the risks of lead-based paint and safe remediation practices.

SP-70 Anti-Poverty Strategy – 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

This plan outlines activities aimed at reducing poverty and alleviating homelessness in the City of Flagstaff. The Community Development Block Grant (CDBG) public service programs, along with affordable housing activities and homeless prevention programs focus on enhancing accessibility and overall quality of life for residents, particularly those living in low- to moderate-income areas and for special needs groups such as the elderly and individuals with disabilities.

CDBG funding will also support the development and preservation of affordable housing, helping low- to moderate-income (LMI) households maintain safe living conditions and avoid homelessness. These activities may include the development housing opportunities and rehabilitation of existing housing to ensure they remain safe and livable for LMI households.

The City's approach emphasizes job creation and retention through small business support, workforce development, and implementation of Section 3 policies that create economic opportunities for residents in target communities. Activities funded through CDBG—including housing rehabilitation, job incentive programs, and public improvements—are designed to not only meet infrastructure needs but also economically empower the populations they serve.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

The City works closely with various nonprofit service providers and other City departments that provide assistance for LMI households with the purpose of providing for basic needs and assisting them in improving their quality of life. With that purpose, in the five-year Consolidated Plan period, the City will select activities for funding that are designed to reduce the number of persons in poverty. The City will also collaborate with other City departments, nonprofit service providers and local organizations that operate programs that similarly have a goal of reducing the poverty level in Flagstaff. Actions that the City may implement include:

- Targeting federal resources to public facilities and infrastructure improvements in low/mod block group tracts with high poverty rates;
- Funding public service programs that promote housing stability and financial self-sufficiency;
- Supporting special needs populations including persons with disabilities, the elderly, homeless individuals, and victims of domestic violence;
- Fund housing rehab activities for LMI households to maintain housing quality and prevent homelessness;
- Fund improvements and expansion to homeless shelters;
- Provide homeless services for individuals and families at risk of homelessness.

SP-80 Monitoring – 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The purpose of monitoring is to ensure all projects remain compliant with the regulations set forth by HUD, including timely expenditure of funds. The City of Flagstaff accomplishes the majority of its goals through collaboration with community organizations identified by a public Request for Proposals process. These collaborations are monitored for progress through monthly/ quarterly reports, receipt of payment requests that are compared to monthly/ quarterly reports for consistency, and ongoing communication. Regular communication ensures that sub-recipients facing challenges are provided the necessary support. If payment requests are not received regularly, the City contacts sub-recipients to encourage payment request submittal and therefore timely expenditure of funds. Along with monthly/quarterly reports, payment requests are examined to quantify progress.

Each sub-recipient also receives on-site monitoring to identify areas for improvement, assist in overcoming challenges impeding accomplishments, and ensure compliance with regulations and policies. The City monitors each subrecipient to ensure that minority and women owned business enterprise marketing and procurement policies are followed. Agencies that received a positive monitoring in the past for the same contract may be offered the option of an in-depth desk monitoring performed by the Housing and Grants Administrator.

Timely expenditure of funds is also ensured through the Request for Proposals process. This process places value on the sub-recipients ability to execute the program and utilize the CDBG funds in an efficient and expedient manner.

The City addresses ConPlan goals and objectives through internally-performed activities and programs. These activities and programs are managed by the Housing Section and are tracked for performance and compliance through institutional processes including accounting, performance and time tracking, grant management, and legal review. Measured accomplishments are provided through the Integrated Disbursement and Information System (IDIS), in the Consolidated Annual Performance Evaluation Report, and in regular updates on Housing Section accomplishments provided to the City Council in public and televised meetings.

Comprehensive Planning Requirements

The comprehensive planning requirements involve the development and consolidation process for the 5-Year Consolidated Plan (ConPlan), the Annual Action Plan (AAP), and the Consolidated Annual Performance and Evaluation Report (CAPER). Citizen participation is crucial to the Consolidated Plan process. The City will adhere to its HUD-approved Citizen Participation Plan (CPP), which guides the gathering of information essential for identifying the priority housing and community development needs

in Flagstaff. The ConPlan is developed every five years, highlighting the priority needs and goals to address them. Each year during this five-year plan, the City creates an AAP that specifies the projects and activities designed to further the goals of the ConPlan. At the conclusion of each AAP program year, the City reports on the accomplishments and performance of the program through the CAPER. Citizen participation is required at each of these stages, as mandated by 24 CFR 91.105.

Executive Order Compliance

The City of Flagstaff agrees that its compliance in all respects with all applicable Federal anti-discrimination laws is material to the U.S. Government payment decisions for purposes of section 3729(b)(4) of title 31, United States Code. The City will not operate any programs that violate any applicable Federal anti-discrimination laws, including Title VI of the Civil Rights Act of 1964.

Expected Resources

AP-15 Expected Resources – 91.220(c)(1,2)

Introduction

The City of Flagstaff's Program Year (PY) 2026 Annual Action Plan (AAP) details how Community Development Block Grant (CDBG) funds will be allocated. This plan marks the first year of implementation for the 2026-2030 Consolidated Plan. The allocations aim to support the priority focus areas outlined in the Consolidated Plan, which include the development of affordable housing, neighborhood revitalization through improvements to facilities and public infrastructure, and the provision of public services for low- to moderate-income individuals and those at risk of homelessness.

Federal CDBG entitlement funding is determined annually through a formula grant budget process by the U.S. Department of Housing and Urban Development (HUD). For PY 2026, the City of Flagstaff will receive an entitlement allocation of $681,196. The City also anticipates generating $46,000 from program income and reprogramming $154,000 of prior year funds towards housing and public improvement activities.

To maximize impact, the City continues to utilize a variety of supplemental resources. This includes local general funds, resources from public housing authorities, state grants, and private or philanthropic funds obtained through nonprofit partners. These additional investments help increase access to housing, support individuals and families experiencing homelessness, and enhance infrastructure in low- and moderate-income neighborhoods.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	681,196.00	46,000.00	154,000.00	881,196	2,866,552.00	PY 2026 is the first year of the 2026-2030 ConPlan period, and the expected remainder of the ConPlan is four (4x) more years of the annual allocation and program income.

Table 8 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Federal funds from the Community Development Block Grant (CDBG) program will be used to attract additional resources for the rehabilitation and development of affordable housing for both renters and homeowners. These funds will also support services for vulnerable populations, including individuals experiencing homelessness, those living in poverty, and people with special needs. When necessary, matching funds may come from nonprofit fundraising, State Housing Trust Fund allocations, or contributions from the City's General Fund.

The City and its partners consistently leverage federal, state, local, and private resources to enhance the impact of CDBG-funded programs and better serve low- and moderate-income residents. Local investments also play a crucial role. For instance, the voter-approved City of Flagstaff Affordable Housing Bond provides essential funding for the construction of affordable housing, land acquisition, and infrastructure development.

Additionally, the City supports the Flagstaff Community Land Trust, which aims to increase access to homeownership while maintaining long-term affordability. In this model, the land remains in trust, and homes are sold at affordable prices to income-qualified buyers. This approach ensures

ongoing access to housing and provides a stable pathway to ownership for low- and moderate-income residents. Together, these federal and local investments create a coordinated strategy to address housing and community development needs, maximize available resources, and promote long-term affordability and livability throughout the City of Flagstaff.

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

The City of Flagstaff is actively involved in promoting the development of affordable housing on publicly owned land by forming strategic partnerships with local housing organizations. This is typically structured through ground lease agreements or supported by deed restrictions. In 2025, Habitat for Humanity of Northern Arizona will construct ten tiny home units in the Timber Sky neighborhood. This initiative is part of a larger commitment to affordable housing that was negotiated as part of the Timber Sky development agreement. In return for incentives from the City, the developer has agreed to include affordable housing in the project and has partnered with Habitat for Humanity to create a 40-unit tiny home community. These homes will be sold to households earning at or below 80% of the Area Median Income (AMI) through Habitat's Starter Home program. Once completed, the City will take ownership of the land and incorporate it into the Community Land Trust to ensure long-term affordability.

Additionally, the City has finalized a ground lease with Housing Solutions of Northern Arizona for a parcel located in the Sunnyside neighborhood. Housing Solutions plans to develop eleven three-bedroom apartments that will provide permanent, affordable rental housing for low-income households. The City owns multiple other parcels that may be suitable for future affordable housing or public facility development, and City Council reviews and approves use of these parcels on a case-by-case basis as opportunities arise.

CDBG funds are also utilized to improve public facilities and infrastructure in low- and moderate-income neighborhoods, with a particular focus on the designated target areas of Sunnyside, Pine Knoll, La Plaza Vieja, and Southside. The City uses the voter-adopted Flagstaff Regional Plan 2030 and neighborhood-specific plans for La Plaza Vieja and Southside to guide these investments. Developed through extensive community engagement and in partnership with neighborhood associations, these plans prioritize infrastructure improvements such as sidewalks, recreation amenities, and other enhancements that improve neighborhood quality of life.

The City of Flagstaff is also committed to repositioning and redeveloping its public housing portfolio to expand access to affordable housing. This vision includes the creation of vibrant, mixed-income communities with rental units serving families, seniors, and individuals with special needs. The City plans to pursue repositioning strategies through the HUD Rental Assistance Demonstration (RAD) program or other federally approved pathways to stabilize long-term funding, modernize properties, and increase the number of affordable housing units. Through these efforts, the

City will retain ownership, control, and management of public housing assets, in full compliance with HUD regulations and subject to federal review and approval.

Discussion

The City of Flagstaff is designated as an "Entitlement Community" by HUD, meaning it receives an annual allocation of CDBG funds based on a HUD formula that considers population size, poverty rates, and other demographic characteristics. These funds are awarded directly to the City without the need for a competitive application process.

To receive CDBG funds, the City must submit a five-year Consolidated Plan that identifies community needs and establishes long-term goals. Each subsequent year, the City also prepares an AAP to detail how CDBG funds will be used to meet those goals. All activities must align with the three national objectives of the CDBG program:

- Provide decent housing
- Create a suitable living environment
- Expand economic opportunities

Funding levels vary annually depending on the federal budget. The City of Flagstaff anticipates receiving between $600,000 and $650,000 each year during the 2026-2030 ConPlan period. Each year, the AAP guides the allocation of these funds toward priority focus areas, including affordable housing, public facility and infrastructure improvements and public services for LMI and special need groups such as the homeless.

In addition to the annual entitlement award, the City receives Program Income—primarily from repayments of past homebuyer assistance and housing rehabilitation loans. These funds are allocated through the AAP. If significant additional Program Income is received during the program year, and it could affect HUD's timeliness standards, the City may conduct a mid-year reallocation and amend the Plan as needed.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	2A Improve Public Facilities & Infrastructure	2026	2030	Non-Housing Community Development	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside	Improve Public Facilities & Infrastructure	CDBG: $626,196	Public Facility or Infrastructure Activities other than Low/Mod Income Housing Benefit: 1,000 Persons
2	3A Public Services for LMI & Special Need	2026	2030	Non-Housing Community Development	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside	Public Services for LMI & Special Need	CDBG: $109,000	Public service activities other than Low/Mod Income Housing Benefit: 500 Persons Assisted Homeless Person Overnight Shelter: 20 Persons Assisted
3	4A Effective Program Administration	2026	2030	Non-Housing Community Development	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside	Effective Program Administration	CDBG: $146,000	Other: 1

Table 9 – Goals Summary

Goal Descriptions

1	**Goal Name**	2A Improve Public Facilities & Infrastructure
	Goal Description	Public facility and infrastructure improvements to neighborhood facilities (03E), streets (03K) and sidewalks (03L). Funds will also be used to improve homeless shelters and increase the number of available beds (03C)
2	**Goal Name**	3A Public Services for LMI & Special Need
	Goal Description	Public services to LMI individuals and those with special needs, including persons experiencing homelessness (03T), seniors (05A), persons with disabilities (05B), youth (05D), domestic violence survivors (05G), people with serious mental illness (05O), people with alcohol/substance use disorders (05F), and abused/neglected children (05N).
3	**Goal Name**	4A Effective Program Administration
	Goal Description	Expenses related to administering the program, preparing planning documents and reports, fair housing activities, and other eligible expenses under this category (20 & 21A).

Projects

AP-35 Projects – 91.220(d)

Introduction

The strategies outlined in this PY 2026 AAP address the priorities and goals identified in the City's 2026-2030 Consolidated Plan. The City will allocate Community Development Block Grant (CDBG) funds to local agencies and subrecipients to implement eligible projects under City oversight. Funded activities align with the community's identified priority needs: Affordable Housing Development; Improve Public Facilities & Infrastructure; Public Services for LMI & Special Need; and Effective Program Administration.

Projects

#	Project Name
1	CDBG: Planning & Administration
2	CDBG: Public Facilities & Infrastructure
3	CDBG: Public Services

Table 10 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

For PY 2026, the City of Flagstaff released a Notice of Funding Availability (NOFA) to solicit proposals for CDBG-eligible activities. All proposals were evaluated based on several criteria, including CDBG eligibility, cost effectiveness (such as the cost per person served), amount of leveraged funding, applicant performance on past CDBG contracts, project location within designated CDBG target areas, and evidence of meaningful community collaboration. Funding priorities reflect the high-priority needs identified in the 2026-2030 Consolidated Plan:

Affordable housing preservation activities are targeted towards eligible LMI households, and will help maintain housing units in decent and safe conditions, which may otherwise lead to housing instability. Activities may consist of acquisition of housing for the purpose of affordable housing, and housing rehabilitation activities.

Public facilities and infrastructure improvement must target low/mod tracts as described in detail in the AP-50 or target an LMI group with a presumed benefit such as the elderly or persons with a disability, etc. Eligible activities that may be funded are improvements to neighborhood facilities, parks and recreation centers, homeless shelters, and streets.

Public services that address homelessness is a priority for Flagstaff and its residents. Activities include homeless prevention activities, street outreach, case management, and emergency shelter programs. Subpopulations that may be targeted are unaccompanied youth, families with children, those with mental

health issues, victims of domestic abuse, and veterans.

The primary obstacle to addressing underserved needs remains the limited availability of funding relative to the scale and complexity of local challenges. Critical areas such as affordable housing, homelessness, and supportive services continue to face growing demand that far exceeds the resources available through the CDBG program. These constraints are especially difficult for public service providers, given the federal cap on funding despite the rising cost of delivering essential programs. To ensure that limited funds are used effectively, the City prioritizes projects with the greatest potential for impact, strong program design, alignment with long-term strategic goals, and the ability to leverage additional resources. Ongoing evaluation of past performance informs future funding decisions and helps ensure that investments are responsive to community needs and CDBG program objectives. Other considerations include a 20% CDBG grant cap for administration and an allocation cap of 15% for public services.

AP-38 Project Summary

Project Summary Information

1	**Project Name**	CDBG: Planning & Administration
	Target Area	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside
	Goals Supported	4A Effective Program Administration
	Needs Addressed	Effective Program Administration
	Funding	CDBG: $146,600
	Description	Citywide administration of the CDBG program in PY 2026 involving expenses related to administering the program, preparing planning documents and reports, fair housing activities, and other eligible expenses under this category.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	N/A. Other: 1
	Location Description	Citywide, eligible.
	Planned Activities	Planned Activities Staff salaries, planning, general admin of the CDBG program in PY 2026. 21A General Program Administration 24 CFR 570.206 or 24 CFR 570.489(a)(3)
2	**Project Name**	CDBG: Public Facilities & Infrastructure
	Target Area	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside
	Goals Supported	2A Improve Public Facilities & Infrastructure
	Needs Addressed	Improve Public Facilities & Infrastructure
	Funding	CDBG: $626,196.00

	Description	The City will provide neighborhood revitalization and public facility improvements in target neighborhoods with a majority of low-and moderate-income households.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Public Facility or Infrastructure Activities other than Low/Mod Income Housing Benefit: 2,750 Persons
	Location Description	Citywide, eligible. Target neighborhoods including Sunnyside, Pine Knoll, Southside and/or La Plaza Vieja.
	Planned Activities	The City will provide public infrastructure improvements in target neighborhoods with a majority of low-and moderate-income households. The City will also provide improvements to public facilities located in low- to moderate-income areas. These include improvements and rehabilitation of neighborhood facilities; and Improvements to parks and recreational centers. 03C Homeless Facilities (not operating costs) 24 CFR 570.201(c) or 42 USC 5305(a)(2) 03E Neighborhood Facilities 24 CFR 570.201(c) or 42 USC 5305(a)(2) 03F Parks, Recreational Facilities 24 CFR 570.201(c) or 42 USC 5305(a)(2) Development of open space areas or facilities intended primarily for recreational use. 03K Street Improvements 24 CFR 570.201(c) or 42 USC 5305(a)(2)
4	**Project Name**	CDBG: Public Services
	Target Area	Citywide Low/Mod Eligible La Plaza Vieja Pine Knoll Southside Sunnyside
	Goals Supported	3A Public Services for LMI & Special Needs
	Needs Addressed	Public Services for LMI & Special Needs
	Funding	CDBG: $109,000

	Description	Through subrecipients, the City will provide public services that address homelessness including outreach, case management, and emergency shelter programs. These activities encompass those targeted to unaccompanied minors, youth and unsheltered individuals experiencing homelessness.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Public service activities other than Low/Mod Income Housing Benefit: 390 Persons Assisted Homeless Person Overnight Shelter: 20 Persons Assisted
	Location Description	Citywide, eligible.
	Planned Activities	Through subrecipients, the City will provide public services that address homelessness including outreach, case management, and emergency shelter programs, including those targeted to unaccompanied minors, youth and unsheltered individuals experiencing homelessness. Funding will be used to provide assistance for costs associated with the operation of programs for the homeless or for AIDS patients, such as administration, salaries, utilities, maintenance, and insurance. 03T Homeless/AIDS Patients Programs 24 CFR 570.201(e) or 42 USC 5305(a)(8) + 24 CFR 570.482(c)(2) Costs associated with the operation of programs for the homeless or for AIDS patients

AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The City of Flagstaff has identified four HUD-designated CDBG target neighborhoods where more than 50 percent of households earn 80 percent or less of the Area Median Income (AMI):

- La Plaza Vieja – Census Tract 11.03, BG 1,2 & 3; formerly 11.02, BG 1& 3
- Pine Knoll – Census Tract 8, BG 2
- Southside – Census Tract 8, BG 1
- Sunnyside – Census Tract 3, BG 12, 13, 21 & 22; formerly CT 3, BG 2, 3 & 4

Please note that the Census updated the Block Groups (BG) in 2022.

Three neighborhoods—Sunnyside, Southside, and La Plaza Vieja—have come together to form a collaborative alliance called A League of Neighbors. This coalition includes the Sunnyside Neighborhood Association, La Plaza Vieja Neighborhood Association, and the Southside Community Association, each of which operates as a 501(c)(3) nonprofit organization. These resident-led groups work collaboratively to promote neighborhood investment, enhance infrastructure, and support community-driven development. Their initiatives focus on public safety, beautification, job opportunities, civic engagement, and fostering neighborhood unity, particularly in Flagstaff's historic core.

Through public meetings, target outreach efforts within neighborhoods, and coordinated planning, the City engages in continuous dialogue with community stakeholders about infrastructure needs, public safety issues, housing conditions, and opportunities for improvement.

This collaborative, place-based approach ensures that projects proposed and selected for funding align with community priorities and meet CDBG-eligible criteria. It also supports Flagstaff's broader commitment to equitable resource distribution and inclusive community decision-making, while recognizing that the availability of eligible, shovel-ready projects is a crucial factor in the final allocation of funds for each neighborhood.

See the Discussion for more details on the "Concentration of Low- to Moderate-Income Households and Minority Concentrations."

Geographic Distribution

Target Area	Percentage of Funds
Citywide Low/Mod Eligible	100
La Plaza Vieja	0
Pine Knoll	0
Southside	0
Sunnyside	0

Table 11 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

The City of Flagstaff has four target areas that historically have disproportionate needs and experience higher levels of poverty, cost burden and aging housing. These target areas are La Plaza Vieja, Pine Knoll, Southside and Sunnyside. The City strives to direct CDBG investments toward HUD-defined target neighborhoods—Sunnyside, Southside, Pine Knoll, and La Plaza Vieja—to support necessary development and address concentrated needs. However, the actual distribution of funds in any given program year depends on the number, type, and eligibility of proposals received through the City's competitive Notice of Funding Availability (NOFA) process.

Certain activities in the CDBG program will also target low/mod areas (LMA) in its five-year plan. In which case, the planned activities will serve a low/mod community or neighborhood (LMA). These activities are said to have an "area-wide" benefit. Per HUD requirements, these areas must be within an eligible Low/Mod Block Group Tract, as defined by HUD-CDBG regulations, whereby the majority of the residents are low- to moderate-income (or 51%). Public facility improvement activities may also be targeted specifically to special need groups such as the elderly, persons with a disability and the homeless, in which case these accomplishments will be reported by persons served (LMC).

To determine LMI tracts the City utilizes HUD's CDBG Low Mod Income Summary Data (LMISD) from the HUD Exchange website, which has defined the eligible block group tracts within the jurisdiction. The tracts can be at: https://www.hudexchange.info/programs/acs-low-mod-summary-data/.

Discussion

Low-Income Households Concentration

A "low-income concentration" is any census tract where the median household income (MHI) is 80% or less than the MHI for the City of Flagstaff. According to the 2019-2023 ACS 5-Year Estimates, the MHI in Flagstaff is $68,041. A tract is considered to have a low-income concentration if the MHI is $54,432 or

less. Two tracts in the center of the City have a concentration: 10.00 & 08.00.

Race/Ethnic Minority Concentration

A “racial or ethnic concentration” is any census tract where a racial or ethnic minority group makes up 10% or more of that group’s citywide percentage. Data was taken from the 2019-2023 ACS 5-Year estimates. Due to the small sample size, only racial or ethnic groups making up at least 1% of the City’s population were analyzed.

Black or African American, non-Hispanic: This group makes up 1.9% of the citywide population, and a census tract is considered a concentration if 11.9% of the population is part of this racial group. There are no census tracts with a concentration.

Asian, non-Hispanic: Approximately 2.5% of the City population identifies as Asian. A census tract is considered a concentration if 12.5% of the population is part of this racial group. There are no census tracts with a concentration.

American Indian and Alaska Native, non-Hispanic: Approximately 11.9% of the City population identifies as American Indian and Alaska Native alone. A census tract is considered a concentration if 21.9% of the population is part of this racial group. There are two census tracts in the north central part of the City with a concentration: 03.01 & 08.00.

Hispanic: Hispanic persons comprise 19.7% of the City's population, and a census tract is considered a concentration if 29.7% of the population is part of this ethnic group. There are three census tracts in the northern areas of Flagstaff with a concentration: 03.01, 03.02 & 05.00.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

As required by HUD, this section identifies the number of households that will benefit from affordable housing activities funded through the CDBG program in PY 2026, as well as the types of housing to be supported. The table below reflects only those activities funded through the CDBG program.

One Year Goals for the Number of Households to be Supported	
Homeless	390
Non-Homeless	0
Special-Needs	0
Total	390

Table 12 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	0
Rehab of Existing Units	0
Acquisition of Existing Units	0
Total	0

Table 13 - One Year Goals for Affordable Housing by Support Type

Discussion

The City of Flagstaff will continue to advance a wide range of housing initiatives guided by the 10-Year Housing Plan and 2026-2030 Consolidated Plan. Key strategies include zoning reform, fee waivers, adaptive reuse, and leveraging public-private partnerships to increase supply, preserve affordability, and support stability across the housing continuum.

Beyond federally required metrics, the City continues to implement its 10-Year Housing Plan, unanimously adopted by City Council in February 2022 in response to the declaration of a local Housing Emergency. The plan was informed by extensive community engagement and research, including:

- A community housing survey completed by over 3,000 residents
- A community forum survey with 327 responses
- More than 16.4 hours of public comment
- Over 600 written comments
- An estimated 1,000+ volunteer hours contributed by 80 community members across informal working groups

This public input directly shaped the plan's long-term goals—to reduce Flagstaff's affordable housing need by half and to increase the availability of affordable, and workforce housing options for local residents.

CDBG-funded activities are one tool among several the City uses to achieve these goals. Other key resources include Proposition 442 bond funds, Low-Income Housing Tax Credit (LIHTC) developments, and a range of regulatory and financial incentives that support affordable housing production and preservation.

AP-60 Public Housing – 91.220(h)

Introduction

The mission of the Flagstaff Housing Authority is to assist low-income families in finding safe, decent, and affordable housing opportunities as they work to improve their quality of life. The Housing Authority is dedicated to operating in an efficient, ethical, and professional manner. It has a track record of forming and maintaining partnerships with clients and relevant community organizations to fulfill this mission. The Flagstaff Housing Authority owns and manages 265 units of low-income public housing. It administers 342 Section 8 Housing Choice Vouchers, 106 VASH Vouchers for veterans, 40 Mainstream Vouchers for households with a disabled adult, 29 Emergency Housing Vouchers, and 3 Foster Youth Initiative (FYI) Vouchers for youth aging out of the state foster care system. Additionally, the Housing Authority partners 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 new construction development offering 80 units of low-income housing under the Section 8 program. Furthermore, it provides twelve Section 8 Certificates for individuals with serious mental illnesses in collaboration with the Guidance Center. Currently, more than 150 landlords participate in the City's Rental Voucher Programs.

While chronically underfunded by HUD for capital needs, the public housing units are in good repair. The Housing Authority follows a system that ensures that all major systems are well maintained. The Housing Authority develops a 5-year Plan, updated and submitted to HUD annually, to identify the capital needs of public housing developments and the methods by which living conditions will be improved for public housing residents.

Actions planned during the next year to address the needs to public housing

The City intends to reposition and redevelop its public housing in order to increase the inventory of public and private affordable housing for renters and, potentially, homeowners throughout the City. The City's goals are to reposition its public housing portfolio through RAD and other options allowed by HUD in order to stabilize funding, modernize properties, and increase the number of affordable housing units to create vibrant, attractive, and diverse mixed-income communities that include a mix of rental units to house families, as well as units specifically designed for the elderly and other groups with special needs. The Housing Authority will assist and modify units for any individual or family member with a disability with reasonable accommodations.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

The Flagstaff Housing Authority is governed by a board of commissioners. Meetings are typically held on the third Thursday of every month and are open to the public, both in person and virtually. The board consists of the Mayor and six citizens, who oversee the functions of the Housing Authority. One seat is reserved for a participant in the Section 8 or Low-Income Public Housing program.

The Housing Authority has multiple goals and objectives aimed at increasing resident involvement. These include providing maintenance and repair training before occupancy, continuing resident education, and partnering with the Boys and Girls Club, Tynkertopia, and the City Recreation Department to offer free on-site programs. The Authority also organizes resident meetings, barbecues, and newsletters to assist residents with education, employment, job training, and youth services.

Additionally, the City Housing Authority produces a monthly newsletter for public housing residents. The newsletter contains information on food and utility assistance, library programming, free tax assistance, healthcare marketplace resources, regular deadlines for rent and recertification submissions, public notices regarding policy changes, and many other resources.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

No. Flagstaff's Housing Authority is a high performing PHA.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

The City of Flagstaff is an active participant in the local Coconino County Continuum of Care (CoC), which itself is part of the statewide Arizona Balance of State Continuum of Care. The mission of the Arizona Balance of State and local CoC is to end homelessness within the communities included in its geographic area. To achieve the end of homelessness, the CoC is a collaborative network that assists eligible entities in obtaining the necessary funding needed to help individuals and families who are experiencing homelessness attain and maintain economic self-sufficiency. The CoC utilizes the following strategies to end homelessness in Coconino County:

- Outreach, engagement, diversion, and assessment;
- Coordinated Entry;
- Shelter, housing, and supportive services; and
- Prevention strategies.

City staff and CoC members participate in multiple committees and lead the annual point-in-time count (conducted for the Arizona Balance of State Continuum of Care.)

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including:

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Coordinated Entry is a major contributor in reaching out and assessing homeless or at-risk of homeless individuals and families and their housing needs. Coordinated Entry's goal is to ensure that homeless persons' crisis situations are rare, brief, one-time and not re-occurring. The phases of assessment include an initial assessment to identify immediate housing crisis; examine current resources that might be used to avoid the participant entering the homeless system of care (diversion/prevention); crisis services intake to access immediate services and emergency shelter if needed; housing and service assessment using VI-SPDAT; further refine the housing and service needs of the individual and family; and provide a next step/move-on assessment.

The City also participates in the Front Door Coordinated Entry System and weekly case conferencing to ensure efficient, needs-based access to housing for individuals experiencing homelessness. These efforts are rooted in housing-first practices and ongoing community engagement as the City continues refining policies and expanding partnerships to meet a continuum of housing needs.

Addressing the emergency shelter and transitional housing needs of homeless persons

Currently, there are three nonprofit organizations offering outreach services, two of which exclusively serve veterans. Programs that receive funding are strongly encouraged to participate in coordinated entry

through the Front Door and to utilize the Continuum of Care's individual assessment plan (VI-SPDAT), if they are not already involved.

Members of the Continuum of Care and participants in the Front Door coordinated entry program may apply for Community Development Block Grant (CDBG) funds to support street outreach efforts. However, due to limited public service funding, local agencies often opt to seek support for prevention and diversion programs instead.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

The City will continue to support agencies that provide emergency and transitional housing, as permitted under the CDBG program. In Program Year (PY) 2026, these agencies will receive funding to improve and renovate existing emergency and transitional shelters, as well as to offer housing case management and services for homeless individuals. The City and Continuum of Care (CoC) members acknowledge the essential role of the Housing First approach and permanent supportive housing. However, the significant number of homeless individuals and families, paired with the high cost of housing and a 20% employment rate among this population, suggests that they may need a longer stay in transitional housing. Additionally, the City will maintain its active involvement in the Coconino County Continuum of Care.

The City will continue to implement VASH Vouchers for Veterans experiencing homelessness as well as Foster Youth Initiative Vouchers.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs

Annual CDBG entitlement allocations include funding for the improvement and rehabilitation of emergency shelters and transitional housing, as well as for homeless outreach services for individuals experiencing homelessness.

Community leadership is dedicated to enhancing the coordination of services for those facing homelessness in our community. The Front Door is a collaborative project that serves as the initial point of access for individuals experiencing homelessness. As a diversion program, Front Door provides a single entry point into the shelter and housing system, aiming to streamline services, reduce the length of shelter

stays, and decrease the time that individuals and families experience homelessness. This initiative also seeks to increase program utilization and eliminate the need for households in crisis to "service hop."

The City will continue to support agencies that provide emergency and transitional housing as permitted under the CDBG program. Additionally, the City will maintain its active participation in the Coconino County Continuum of Care.

The Coconino County Health and Human Services department also offers the Preventing Housing Insecurity Flexible Funds (PHIFF) grant, a one-time grant to low-income households that are at-risk of homelessness. The PHIFF grant helps qualified households and can aid in up to $3,000 in one time assistance. Aid money can pay almost any expense if it helps to eliminate housing instability, including one month of past or future rent/mortgage payment. The goal is to help individuals maintain housing after one-time assistance. Grant ends by June 30, 2026, or until funds have been expended.

AP-75 Barriers to affordable housing – 91.220(j)

Introduction:

Public policies at the local, regional, and state levels significantly influence the cost, pace, and location of residential investment in Flagstaff. Several state preemptions (e.g., rent control, inclusionary zoning, short-term rentals), paired with local development standards, fees, and high-hazard building requirements, shape both the supply of new housing and the preservation of affordable units. While the City uses incentives and code tools to encourage affordability, existing policies still create headwinds for producing and retaining lower-cost housing.

Zoning and Land Use Restrictions

Flagstaff's zoning code allows multifamily and provides affordable housing density bonuses citywide, but baseline site standards can still constrain lower-cost formats on smaller or irregular infill lots. Minimum parking/access requirements (Chapter 10-07) consume land area and add hard costs for projects not within easy walking distance of frequent transit, although tailored relief mechanisms exist (e.g., in-lieu options and project-specific reductions). Accessory Dwelling Units (ADUs) are permitted under §10-40.60 and are the subject of active code updates; even so, design and development standards (setbacks, separations, utilities) can be binding on small lots unless simplified.

Regulatory and Process Barriers

Development impact fees and related charges (water/sewer, transportation, parks, public safety) increase upfront costs—especially for small or deeply affordable projects unless offset. The City's Incentive Policy for Affordable Housing (IPAH) provides fee reductions/reimbursements and regulatory incentives, but availability depends on funding and eligibility; without those offsets, baseline fees and submittal requirements remain material cost drivers. City webpages centralize development-fee reports and audits to improve transparency.

Tax Policy Challenges

Beginning January 1, 2025, Arizona eliminated city Transaction Privilege Tax (TPT) on long-term residential rentals. This change can marginally lower rent bills where pass-through existed, but it also reduces a municipal revenue source that jurisdictions often use to staff permitting, code enforcement, and housing programs—cost centers that support residential investment. Any resulting budget gaps must be backfilled by other revenues or service reductions, which can indirectly slow approvals or local gap-financing efforts that benefit affordable projects.

Regional Safety/Environmental Codes and Labor Costs

Given Flagstaff's Wildland-Urban Interface (WUI), ignition-resistant construction, defensible-space, and access/water-supply standards are prudent life-safety requirements but can add design and materials costs for small infill and edge-area projects. The City has long maintained WUI provisions and continues to update them. Separately, Dark-Sky lighting rules (administered through the zoning code) protect community character with approved-fixture lists, but they can modestly increase design/photometric work for multifamily sites. Labor costs are also influenced by Flagstaff's local minimum wage, which is

higher than the state floor; while beneficial for workers, it can raise certain operating and construction inputs unless offset by productivity or incentives.

Continued in the Discussion

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Limited land availability and a shortage of housing supply—compared to the growing demand—are the main reasons behind high housing costs in Flagstaff. To tackle these challenges, a comprehensive approach is necessary. This approach should not only increase the overall housing supply but also focus on greater density, innovative construction practices, preserving existing affordable units, and updating local codes, fees, and procedures that may unintentionally hinder housing development.

To minimize regulatory and procedural obstacles, the City of Flagstaff is currently reviewing its zoning code and land use policies through the Lived Affordability Strategies and Solutions for Communities and Policy (LASS CAP) initiative. Funded by the City of Flagstaff in partnership with the Northern Arizona Intergovernmental Transit Authority, this project provides technical assistance and fosters public engagement to identify and address local regulatory challenges. The initiative aligns closely with the City's 10-Year Housing Plan, which aims to create or preserve nearly 8,000 housing units by 2031, with at least 10% designated as affordable for low- or moderate-income households. Additionally, it supports the City's Carbon Neutrality Plan.

Zoning remains a key factor in shaping housing availability and affordability. Currently, about 58% of land in Flagstaff is zoned for single-family residential use, with limited areas designated for medium- and high-density development. The City is evaluating zoning standards—such as lot size, setback requirements, parking minimums, and density restrictions—to identify reforms that could support a wider range of housing types and reduce development costs. Increasing access to land zoned for multifamily or mixed-use development, especially in areas near jobs and transit, is also a priority.

At the state level, Arizona law prohibits mandatory inclusionary zoning, which limits the City's ability to require affordable units in new developments. In response, the City has adopted a voluntary incentive-based program that encourages affordability through tools such as density bonuses, expedited permitting, parking reductions, and access to publicly owned land.

The General Obligation bond approved by voters in 2022 created three new local funding programs: the Rental Incentive Bond Program (RIBP), the Adaptive Reuse Program and a Down Payment Assistance Program. RIBP provides financial support to developers who include affordable units in mixed-income projects. Recent awards have helped fund affordable units at the Elkwood, Atlantic (Lake Mary Housing),

and Sierra on 66 developments.

The City's update to the Flagstaff Regional Plan presents another opportunity to align land use decisions with long-term housing goals. The updated plan will guide future zoning, infrastructure investments, and growth management policies with the intent of supporting compact neighborhoods and increasing the availability of housing at various price points.

Through coordinated efforts spanning regulatory reform, strategic funding, planning, and partnerships, the City is working to remove barriers to housing development and increase the supply of homes accessible to local residents across a range of incomes.

Discussion:

State-Level Policy Limitations

Arizona preempts several tools commonly used to expand affordability. Cities may not enact rent control on private residential property; this removes a stabilization option in rapidly appreciating markets. Arizona also preempts inclusionary zoning, barring local mandates that require a percentage of below-market units as a condition of approval (cities may still offer voluntary incentives). Short-term rentals are likewise state-preempted: cities cannot prohibit or cap STRs and may regulate them only within narrow health/safety and licensing parameters (e.g., SB 1168's enforcement enhancements), limiting local ability to redirect units back to the long-term market. Finally, Proposition 207 (the state's regulatory-takings law) exposes new land-use restrictions that reduce property value to compensation claims, which can chill certain down-zonings or affordability mandates.

Recent City analysis indicates Flagstaff has meaningful capacity for additional housing on both vacant and underutilized sites, but a portion of this land is constrained by steep slopes, floodplains/floodways, and other environmental factors that complicate delivery timelines and costs. The 2024 Land Availability & Suitability Study (LASS) identifies ~8,125 acres of vacant land (≈6,735 acres zoned residential) and ~5,399 acres of underutilized land in the LASS area; after environmental screening, the study estimates ~7,062 acres of vacant buildable land and ~4,865 acres of underutilized buildable land most likely to develop or redevelop, while noting that ~13% of vacant land is environmentally constrained. The most common constraints are steep slopes (the City's Resource Protection Overlay regulates slopes ≥17%) and floodplain/floodway areas along corridors slated for mitigation by the Rio de Flag Flood Control Project. These factors, plus infrastructure readiness at specific sites, shape feasibility and staging for mixed-income and affordable projects.

Implications for Practice

Because rent control and inclusionary mandates are preempted, Flagstaff must rely on incentive-based strategies (density bonuses, IPAH fee relief, parking flexibility, expedited review) and external gap funding to deliver affordability at scale. Given these site-specific constraints, policies that lean into infill near services and transit (while advancing code refinements under the City's code analysis work) can improve yield and lower per-unit costs. LASS findings also highlight that "grow up and in" strategies—adding gentle

and moderate density in existing neighborhoods—perform better against the City's housing and climate metrics than a primarily greenfield pattern, and that relying solely on developer-paid, project-by-project infrastructure tends to reproduce lower-density outcomes; sequencing targeted, upfront public infrastructure (e.g., through bonds or similar tools) can unlock higher-density, attainable housing in preferred locations. The Regional Plan 2045 indicates that prioritizing centers/corridors reduces transportation costs, shortens infrastructure extensions, and improves the return on public improvements—practical considerations that complement code refinements and targeted affordability incentives.

AP-85 Other Actions – 91.220(k)

Introduction:

Flagstaff faces ongoing challenges in meeting the housing and service needs of low- and moderate-income (LMI) residents due to high housing costs, limited housing availability, and constrained funding. The City continues to tackle these obstacles through the implementation of the 10-Year Housing Plan, alignment with HUD priorities, and collaboration with public, private, and nonprofit partners. In Program Year 2026, the City will leverage local and federal resources—including CDBG, bond funding, and strategic partnerships—to address gaps in affordable housing, reduce homelessness, and enhance access to essential services.

Actions planned to address obstacles to meeting underserved needs

To address the ongoing mismatch between community needs and available resources, the City of Flagstaff will:

Leverage local funding sources such as General Obligation bond programs and ARPA allocations to expand affordable housing options beyond what federal programs can support.

Encourage innovative housing solutions through zoning reform, adaptive reuse initiatives, and incentives that lower barriers to development and promote mixed-income housing.

Strengthen partnerships with service providers to enhance outreach, case management, and access to wraparound supports for vulnerable populations.

Maintain a competitive, transparent CDBG funding process to ensure investments are aligned with community-identified needs and prioritized for greatest impact.

Advance implementation of the 10-Year Housing Plan with regular progress tracking and stakeholder engagement to ensure accountability and responsiveness to evolving needs.

These actions reflect the City's commitment to addressing the root causes of housing instability, maximizing local capacity, and ensuring that resources are directed toward those who need them most.

Actions planned to foster and maintain affordable housing

Flagstaff's 10-Year Housing Plan aims to reduce the affordable housing need by 50% by 2031 by impacting at least 6,000 low- to moderate-income residents and creating or preserving nearly 8,000 housing units, with at least 10% designated as affordable.

To support this goal, the City continues to implement strategies such as:
- Incentivizing affordable housing through local match funding and fee waivers
- Supporting higher-density development through Regional Plan updates

• Maintaining local funding sources, including voter-approved bonds and ARPA allocations
• Streamlining development processes and encouraging innovation through zoning reform

Recently, the City leveraged bond funds through the Rental Incentive Bond Program (RIBP) to promote mixed-income development. Funded by Proposition 442, RIBP provides financial awards to developers including affordable units in otherwise market-rate projects. The following projects were awarded RIBP funding:

1. Elkwood Apartments (Wexford Developments): 224 total units, with 22 affordable up to 70% AMI – $528,000
2. Lake Mary Housing (Atlantic Development & Investments): 202 total units, with 40 affordable up to 80% AMI – $1,142,000

These projects will create 62 new affordable units and support the City's long-term housing goals.

In addition, the City awarded $397,000 in ARPA funds and provided Incentivized Permanent Affordable Housing (IPAH) incentives to support Habitat for Humanity's development of starter homes at Timber Sky. These permanently affordable homes are intended for low- and moderate-income working families and reflect an ongoing effort to integrate affordable ownership opportunities into new neighborhoods.

Together, these investments in 2025 illustrated Flagstaff's continued commitment to fostering and maintaining affordable housing through strategic incentives, partnerships, and local leadership.

Actions planned to reduce lead-based paint hazards

The City implements a multi-pronged approach to reduce lead hazards, integrating the following actions into housing policies and procedures. These efforts support the City's goal of maintaining a safe and healthy housing stock while reducing the long-term health impacts of lead exposure.

- Rehabilitation Projects. The City follows strict HUD guidelines for testing and abatement of lead-based paint and other hazardous substances and requires compliance from its contractors and subcontractors. Any structure built before 1978 that is proposed for rehabilitation under federal programs, is tested for lead-based paint. Environmental testing is conducted before rehabilitation begins. Notices and requirements regarding testing and removal of lead-based paint are provided to program participants, contractors and project sponsors. The City has licensed contractors who are available to perform limited abatement and/or removal procedures if lead-based paint is present. Full abatement services are contracted with licensed and certified contractors located outside of the City. The City ensures compliance with HUD's Lead Safe Housing Rule in all applicable projects.
- Section 8 Housing Choice Vouchers. The PHA inspects prospective dwellings constructed prior to 1978 that will have a child under the age of six residing therein, for compliance with EPA and HUD Lead Based Paint rules and regulations. The inspection includes visual inspections for chipped,

peeling, chalking and deteriorated interior and exterior paint. Property owners must address deteriorated paint conditions. Clearance testing may be required following remediation to verify lead safety. Ongoing compliance with HUD and EPA LBP regulations is enforced to protect vulnerable tenants.

- Public Education. The City distributes lead hazard information to all participants in federally funded housing programs and makes educational materials available to the public. This includes information on the risks of lead-based paint and safe remediation practices.

Actions planned to reduce the number of poverty-level families

The City of Flagstaff is dedicated to reducing poverty by supporting programs that enhance housing stability, connect residents to essential services, and promote long-term economic mobility. The activities outlined in this plan aim to decrease poverty throughout the City. These activities include housing rehabilitation to maintain affordable housing for LMI residents, public services to help individuals and families avoid homelessness, and improvements to public facilities and infrastructure to revitalize low- and moderate-income areas.

In addition to activities funded by the CDBG program, the City collaborates with local nonprofits to connect families with food assistance, workforce development, childcare, healthcare, and financial counseling. As funding becomes available, the City will support public service programs that provide eviction and foreclosure prevention, housing case management, and wraparound services for low-income households. These services help alleviate hardship and create pathways to financial security.

Together, these strategies reflect the City's holistic approach to poverty reduction; addressing not just housing, but the broader social and economic conditions that impact household stability and opportunity.

Actions planned to develop institutional structure

The City of Flagstaff has a well-established framework for delivering housing and community development programs, with the CDBG program serving as a key tool for investing in low- and moderate-income neighborhoods and populations.

Each year, the City issues a Notice of Funding Availability (NOFA) inviting eligible nonprofit organizations to apply for CDBG funding. Proposals undergo a competitive and transparent review process that includes eligibility screening, a quantitative scoring rubric, and presentations to a five-member Evaluation Committee. Final recommendations are assessed by the Housing Commission before being forwarded to the City Council for approval. This structured process ensures that CDBG funds are allocated to high-impact projects that align with HUD objectives and community needs.

In PY 2026, the City will continue to implement strategies from the 10-Year Housing Plan, which includes annual updates to the Plan's Progress Report and Implementation Plan, both of which are made publicly available. These planning tools, along with guidance from the Housing Commission, support data-

informed decision-making and help ensure that housing programs remain focused, accountable, and responsive to evolving challenges.

Actions planned to enhance coordination between public and private housing and social service agencies

The City of Flagstaff promotes strong collaboration among housing providers, social service agencies, and mainstream care systems to improve outcomes for residents who are experiencing or at risk of homelessness.

A key strategy in this effort is the permanently funded Housing Navigator position, supported by the City's General Fund. This role offers personalized housing support to clients with significant barriers, assists in recruiting landlords for voucher programs, and connects services across various agencies. This approach enhances flexibility and reduces the reliance on federal funds for staffing.

Flagstaff also maintains an extensive stakeholder list of over 300 community partners, providing updates on funding, planning, and service delivery. The City participates in the Coordinated Entry System (Front Door), where agencies utilize the VI-SPDAT tool to assess and prioritize households for housing assistance. Weekly case conferencing meetings help ensure collaborative housing placements and facilitate real-time coordination among providers.

Together, these initiatives promote more effective, client-centered service delivery and support continuous improvement within the local housing system.

Discussion:

Affordable and accessible housing is crucial for the long-term health and sustainability of Flagstaff. In response to the Housing Emergency declared in 2020, the City adopted a 10-Year Housing Plan in 2022. This plan aims to guide coordinated strategies across various sectors to improve housing access and affordability. It outlines measurable goals, identifies housing needs and gaps, and serves as a roadmap for increasing subsidies and housing unit production.

The implementation of the plan is driven by strong partnerships between the public and private sectors, as well as coordination among different city departments and dedicated city resources. A permanently funded Housing Navigator assists clients facing high barriers to securing housing and helps recruit landlords for voucher programs.

The City also participates in the Coordinated Entry System (Front Door) and weekly case conferencing to ensure efficient, needs-based access to housing for individuals experiencing homelessness. These efforts are rooted in housing-first practices and ongoing community engagement as the City continues refining policies and expanding partnerships to meet a continuum of housing needs.

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction:

In the implementation of the PY 2026 AAP, the City of Flagstaff will fully comply with all applicable HUD regulations governing the use of CDBG funds. This commitment includes adhering to requirements related to Program Income, leveraging additional investment sources, and ensuring that funded activities primarily benefit low- and moderate-income individuals. In accordance with federal guidelines, at least 70% of CDBG funds will be allocated to activities that serve low- and moderate-income persons. All administrative and project activities will be conducted in compliance with HUD regulations and statutory requirements.

Community Development Block Grant Program (CDBG)
Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	$47,000.00
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	**0**

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%

CITY OF FLAGSTAFF

CITIZEN PARTICIPATION PLAN

PURPOSE

This document has been prepared concerning the citizen participation planning regulations applicable under Consolidated Plan submittal requirements at 24 CFR 91.105. This Citizen Participation Plan applies to the City of Flagstaff HUD 5-year Consolidated Plan, Annual Action Plans, and Annual Reports.

The City receives a direct allocation of Community Development Block Grant (CDBG) funds from the US Department of Housing and Urban Development.

PUBLIC NOTICE

Public hearings are advertised in 12-point font display advertisement in the Arizona Daily Sun, Northern Arizona's daily newspaper, at least 14 days prior to the hearings. The hearings are held in public locations **and or virtual web meeting, or teleconference meeting, all of** which can be accessible to large groups and physical accessibility needs. Accommodations for those with hearing and special language needs are provided, if 24-hour notice is given to the City. Staff takes notes of the public comments received and incorporates the comments into the Consolidated Plan.

PUBLIC HEARINGS

In preparing the 5-year Consolidated Plan or Annual Action Plan, the City will hold at least two public hearings as required by 24 CFR 91.105(e). The hearings will review the past year's performance of HUD funded activities and a draft statement that provides information on the amount of funds that will be used in the coming year for low- and moderate-income benefit. At a minimum, the hearings will be announced in a format that includes posting of the meeting in public locations, **virtual web meeting, or teleconference meeting** as defined by the City Clerk and advertisement in the local newspaper. The City Council will hold at least one public hearing during the development of the plan, and before it is published for public comment as required by as required by 24 CFR 91.105(b)(3).

In preparing the Consolidated Annual Performance Evaluation Report (CAPER), while not required, the City may hold a public hearing. If held, the hearing will review the past year's performance of HUD funded activities. At a minimum, the hearing will be announced in a format that includes posting of the meeting in public locations as defined by the City Clerk and advertisement in the local newspaper.

Prior to transmitting any Consolidated Plan, Annual Action Plan, any substantial amendment, Performance Report or other activity mandating a public hearing**,** the City shall convey any comments or views of citizens received in writing or orally at public hearings**.** A summary of these comments or views, and a summary of any comments or views not accepted and the reasons therefore, shall be attached to final submissions conveyed to HUD.

A summary of comments received during the public comment period and at any public hearing for the 5-year Consolidated Plan, Annual Action Plan, any substantial amendment, Performance Report or other activity mandating a public hearing shall be recorded, considered and summarized in an appendix with the final Council-approved documents submitted to HUD. The City's response to public comments and an explanation of where the comments are addressed in the document or if not, the reasons why they were not, shall also be summarized in the attachment.

PUBLIC COMMENT PERIOD

The City must provide not less than 30 calendar days, to receive comments from residents of the community on the Consolidated Plan, Annual Action Plan, and any amendment to these plans as required by 24 CFR 91.105(b)(4). The City will consider any comments or views of residents of the community received in writing, or orally in preparing the final plan.

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The City will also provide citizens with reasonable notice and an opportunity to comment on performance reports. For performance reports, the City will provide a period, not less than 15 days, to receive comments on the performance report that is to be submitted to HUD before its submission as required by 24 CFR 91.105(d)(1).

ACCESS TO RECORDS AND INFORMATION AVAILABILITY

The City of Flagstaff will provide citizens, public agencies and other interested parties with reasonable access to records relating to the City's Consolidated Plan and the City's use of all Federal, State and local funds in the conduct of strategies outlined in the Consolidated Plan during the previous five years. Access to these records can be obtained by contacting the Housing & Grants Administrator.

The Consolidated Plan, amendments to the Consolidated Plan, the Annual Action Plan and the CAPER are available at the following locations:

Local Government Documents Section
300 W. Aspen Avenue
Flagstaff, Arizona 86001
(928) 779-7674
TDD or TTY Qwest Relay Service at 1-800-223-3131
City of Flagstaff

Community Development Department
211 W. Aspen Avenue
Flagstaff, Arizona 86001
(928) 779-7632
TDD or TTY QWest Relay Service 1-800-223-3131

In addition, these documents are made available on the City of Flagstaff's website: www.flagstaff.az.gov. All notifications of publications and public forums are published in the local newspaper, The Arizona Daily Sun and, at a minimum, on the Resource Action Network of Northern Arizona (RANNA) listserv.

ADOPTION OF CITIZEN PARTICIPATION PLAN

Prior to the adoption of the Citizen Participation Plan notices will be placed in local newspapers stating that the Plan is available for not less than 30 days for public review and comment.

CRITERIA AND PROCESS FOR AMENDMENTS TO THE CONSOLIDATED PLAN

Should the City cause one of the following to occur, it would be construed as a substantial amendment to the Consolidated Plan:

To make a substantial change in the allocation priorities or methods of distribution delineated in the plans. "Substantial" in this context is defined as:

1. Changes in the funding process, when not undertaken as part of the Annual Action Plan, that will alter the manner in which funds are allocated to individual projects or entities identified in the Annual Action Plan by at least 20% of any annual allocation, subject to other program requirements in the CFR as applicable.
2. Changes that are made to funding priorities in the Consolidated Plan when not undertaken through annual submission requirements stipulated by HUD.
3. Project deletions or changes made in allocation priorities or methods of distribution that have the effect of changing the funding level of individual CDBG projects identified in its Annual Action Plan. Any new project funded with CDBG resources must be noticed to the public prior to funding, as well as significant changes in the use of CDBG funds from one eligible activity to another.

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4. To carry out a project using funds from any program covered by the Consolidated Plan (including program income) not previously described in the action plan.
5. To substantially change the purpose, scope, location, or beneficiaries of a project. This refers to changes that are made to projects to be funded in the Consolidated Plan when not undertaken through annual submission requirements stipulated by HUD.

Should "substantial" amendments be made to any aspect of the Consolidated Plan, after its formal adoption, the City will undertake the following:

1. Provide reasonable notice of the proposed amendment/s in the local newspaper to enable review and comment by the public for at least 30 days.
2. Submit the amendment(s) to the City Council for approval.
3. Upon termination of the 30-day comment period, notify HUD of any amendments executed, citizen comments received, and the response(s) by the City.

OTHER PUBLIC OUTREACH

In preparing the 5-year Consolidated Plan or Annual Action Plan, the City may encourage public input through contacting public and private agencies that provide housing or human services, neighborhood organizations and citizens. Public meetings are held at the discretion of the City. The City may hold public meetings and/or workshops to solicit public input on the past year's project performance and recommendations for new project allocations for the upcoming program year. Public meetings may include:

1. Discussion of the amount of CDBG funds expected to be available including program income and prior year's funds not yet allocated to project use;
2. The full range of HUD activities that may be undertaken with the funding being discussed;
3. The amount of resources that will be directed to low- and moderate-income households; and
4. The uses of funds in the prior year.

The meetings may be advertised through public notices and published in the non-legal section of the local newspaper at least five days before the scheduled meeting. Public notices indicate the date, time and location of the scheduled meetings and list the topics to be considered. Notices are also mailed directly to City residents when feasible. These announcements provided information about the topic of the forum, location, and how comments could be submitted if the person(s) was unable to attend. The forums are held in handicap accessible locations convenient to actual and potential beneficiaries.

Upon receiving notice of special accommodations or requirements 24 hours in advance of any meeting, the City will make translators and special disability access available. In addition, minutes and other materials from the meeting will be translated into Spanish, Braille (#2) or enlarged print to further communications and community outreach. The City will also make meeting materials available for download and will take questions and suggestions through e-mail.

As applicable, the City may also hold public meetings in identified CDBG target areas to discuss target area needs and eligible uses of CDBG funds relative to the identified needs. The City will provide technical assistance to non-profits interested in applying for CDBG funds.

Citizens are encouraged to submit their questions, comments and criticisms regarding the City CDBG process or program. These comments may be presented at public meetings, through the mail, in person at the City of Flagstaff Housing Division, or via e-mail through the City's website.

Where any public meeting is held as part of preparation of the Consolidated Plan or Annual Action Plan, the City will consider any comments and views expressed as information that may modify or adjust the proposed documents as considered necessary. This information does not have to be submitted in writing. Public input is used to draft a list of projects to be recommended for funding for the upcoming program year.

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Technical Assistance

The City of Flagstaff conducts an open request for proposals process, allowing the community to formally submit projects for funding consideration. The proposal format is designed to relay basic Federal, State and local eligibility criteria pertaining to various funding sources. Technical assistance is provided by City staff to any person or entity that requests assistance in submitting a proposal, learning more about the program or local needs and understanding the strategies listed in the Consolidated Plan.

Complaint Procedures

Any person or entity wishing to express dissatisfaction, make suggestions or otherwise comment on the public participation process, the Consolidated Plan or amendments to the Consolidated Plan may use the following complaint procedures:

1. Submit dissatisfaction, suggestion or comment in writing to the following entity. A written response will be returned within 15 calendar days. These comments shall be made available in the Appendix section of the Consolidated Plan and/or the Annual Action Plan.
   Community Development Department
   Housing and Grants Administrator
   211 W. Aspen Avenue
   Flagstaff, Arizona 86001
2. If not satisfied with the response from the entity listed above, submit dissatisfaction, suggestion or comment in writing along with the initial response received to the following entity. A written response will be returned within 15 calendar days.
   City of Flagstaff
   City Manager
   211 W. Aspen Avenue
   Flagstaff, Arizona 86001

CITY OF FLAGSTAFF ANTI-DISPLACEMENT PLAN

The City will minimize the displacement of persons assisted through the use of CDBG resources. Public Hearings will specifically discuss activities likely to result in displacement and the methods being used by the City to minimize displacement of persons because of activities. The City will utilize the following displacement policies for the CDBG program.

The City of Flagstaff, in accordance with Federal Regulations for Displacement, 24 C.F.R. 570.606(b), hereby issues this Statement of Policy regarding the displacement of persons by CDBG funded activities. Any entity receiving City of Flagstaff CDBG funds will replace all occupied and vacant occupiable low- and moderate-income dwelling units demolished or converted to a use other than as low- and moderate-income housing as a direct result of activities assisted with funds provided under the Housing and Community Development Act of 1974, as amended, described in 24 C.F.R 570.606(b)(1). All replacement housing will be provided within three years of commencement of the demolition or rehabilitation relating to conversion.

Before obligating or expending funds that will directly result in such demolition or conversion, the entity will make public, and submit to the HUD Field Office, the following information in writing:

1. A description of the proposed assisted activity;
2. The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be demolished or converted to a use other than for low- and moderate-income dwelling units as a direct result of the assisted activity;
3. A time schedule for the commencement and completion of the demolition or conversion;
4. The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be provided as replacement dwelling units;

DRAFT

5. The source of funding and a time schedule for the provision of replacement dwelling units; and
6. The basis for concluding that each replacement dwelling unit will remain a low- and moderate-income dwelling unit for at least 10 years from the date of initial occupancy.

The entity will provide relocation assistance, as described in C.F.R. 570.606(b)(2), to each low- and moderate-income household displaced by the demolition of housing or by the conversion of a low- and moderate-income dwelling to another use as a direct result of assisted activities.

Permanent Displacement is defined as follows: "involuntary permanent movement of person(s) or other entities from a dwelling unit or business location resulting from CDBG funded code inspection, rehabilitation, demolition or acquisition". In order to minimize displacement and mitigate adverse effects, the policy shall consist of the following steps, in the event displacement is caused by current or future CDBG funded projects:

1. The City of Flagstaff will avoid or minimize permanent displacement whenever possible and only take such action when no other viable alternative exists.
1. The impact on existing persons and properties will be considered in the development of CDBG-funded projects.
2. Citizens shall be informed of CDBG project area(s) through information made available as part of the annual proposed and final statements on use of CDBG funds.
3. Current regulations, HUD notices and policies will be followed when preparing informational statements and notices.
4. Written notification of intent will be given to eligible property owners who may be displaced and/or relocated due to an approved project activity.
5. The City of Flagstaff will assist displaced persons in locating affordable, safe, decent and comparable replacement housing.
6. The City of Flagstaff will ensure that “just compensation” for CDBG acquired property (as determined by appraised fair market value) is paid with relocation benefits, if applicable.
7. The City of Flagstaff will provide for reasonable benefits to any person who is involuntarily and permanently displaced as a result of the use of CDBG funds to acquire or substantially rehabilitate property.
8. Reasonable benefits will follow established policies set forth in applicable Federal, State and local regulations.
9. Provision of information about fair housing laws in order to ensure that the relocation process does not result in different or separate treatment due to race, color, religion, national origin, sex, or source of income.

Temporary Displacement

The above activities relate to permanent displacement of persons or entities; yet, certain CDBG funded activities may involve only temporary displacement. While strict adherence to provisions of the Uniform Relocation Act is not specified, it is the policy of the City of Flagstaff that all sub-recipients shall take steps to mitigate the impact of CDBG funded code inspections, rehabilitation, demolition or acquisition that results only in temporary movement of person(s) from a dwelling unit. Such temporary displacement primarily involves demolition and reconstruction of a single-family owner-occupied home. Accordingly, the citizens involved in a temporary movement shall be fully informed of the below matters and appropriate steps shall be taken to ensure that fair provisions are made to:

1. Ensure that owners receive compensation for the value of their existing house structure prior to demolition.
1. Receive temporary living accommodations while their current home is being demolished and reconstructed.
2. Move and temporarily store household goods and effects during the demolition and reconstruction evolution.
3. Reimburse all reasonable out-of-pocket expenses incurred in connection with the temporary relocation, including moving costs and any increased rent and utility costs.

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CITY OF FLAGSTAFF
CITIZEN PARTICIPATION PLAN

CONTACT INFORMATION

Public hearing information and materials may be received by contacting the City CDBG Program at:
Community Development Department
211 W. Aspen Avenue
Flagstaff, Arizona 86001
(928) 779-7632
TDD or TTY QWest Relay Service 1-800-223-3131

The Consolidated Plan and Annual Action Plan program year begins July 1 and ends June 30th of the following year. This coincides with the City of Flagstaff fiscal year. The planning cycle begins each October with the start of regularly scheduled planning forums and ends May 14 when the draft of either the Consolidated Plan or Annual Action Plan is submitted to HUD for approval.

At least one forum shall be conducted at the beginning of the planning process to introduce the process to the public, and another to solicit comments prior to the public hearing with City Council. The April public hearing shall serve as a presentation of the recommendations for funding within the Annual Action Plan to the City Council for review and approval.

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Summary of CDBG Program Year 2026 Proposals

Public Service Activities

Organization: Boys and Girls Club of Flagstaff
Project: Childcare Scholarships
Beneficiaries: 65 youth ages 6–12 from LMI households
Amount Requested: $67,250.00
Project Description: The Boys & Girls Club of Flagstaff Scholarship Program will provide 65 youth ages 6–12 from low- to moderate-income households with free access to full-day camps during summer and school breaks. The program offers a safe, structured environment with academic support, physical activity, and mentorship. CDBG funds will cover staffing, supplies, and operating costs to eliminate program fees for eligible families.

Organization: Coconino County Health and Human Services
Project: Senior Nutrition Program (Meals on Wheels)
Beneficiaries: 23 homebound LMI seniors (84 total served)
Amount Requested: $41,616.00
Project Description: The CCHHS Senior Nutrition Program provides home-delivered meals to 84 seniors. This request will support continued service for 23 seniors at risk of losing access due to federal funding reductions. CDBG funds will cover a portion of staffing (a part-time driver and nutritional aide) and $10,000 in food costs to sustain expanded meal delivery routes and ensure ongoing nutrition support for vulnerable seniors.

Organization: Flagstaff Shelter Services
Project: Operations at The Lantern: Non-Congregate Shelter
Beneficiaries: 300 individuals will receive shelter; 150 will exit to stable housing
Amount Requested: $60,000.00
Project Description: Operations at The Lantern will support 103 units of low-barrier, non-congregate shelter for unsheltered, extremely low-income adults, regardless of barriers such as health status, criminal history, or sobriety. With CDBG-funded staffing support, The Lantern will provide year-round shelter, meals, coordinated medical and behavioral health care, and housing services to promote long-term housing stability.

Organization: Northland Family Help Center
Project: Domestic Violence Shelter Case Management
Beneficiaries: 90 individuals (victims of domestic violence and homelessness)
Amount Requested: $62,737.50
Project Description: Northland Family Help Center will provide case management services for domestic violence shelter residents using CDBG funds to support the salary of a shelter case manager position. These services will include individualized safety planning, coordination of supportive services, and assistance with accessing housing and community resources to support stability and long-term safety for survivors.

Organization: Terros Health
Project: Crisis-to-Recovery Navigation & Stabilization Program (C2R)
Beneficiaries: 100 individuals (LMI, experiencing crisis and/or homelessness)
Amount Requested: $65,805.00
Project Description: The Terros Health Crisis-to-Recovery Navigation & Stabilization Program (C2R) is a citywide, evidence-informed public service program designed to bridge the gap between crisis intervention and long-term stability for low- to moderate-income adults in Flagstaff experiencing behavioral health crises, homelessness, substance use challenges, or co-occurring conditions.

Organization: Tynkertopia
Project: STEAM Futures: Expanding Economic Opportunity in Siler Homes
Beneficiaries: 50 low- to moderate-income children
Amount Requested: $60,000.00
Project Description: Tynkertopia's STEAM Futures program is a place-based educational equity initiative designed to increase long-term economic mobility for children and families living in the Siler Homes public housing community. The project will deliver free, high-quality STEAM (Science, Technology, Engineering, Arts, and Math) learning opportunities for children ages birth through 13. By operating directly within the Siler Homes community, the program removes transportation and financial barriers, strengthens relationships with resident families, and ensures consistent, trusted access to educational enrichment.

Public Improvement / Housing Activities

Organization: City of Flagstaff Parks, Recreation, Open Space and Events (PROSE)
Project: Ponderosa Park Reconstruction
Beneficiaries: 4,435 households – area benefit for the Sunnyside neighborhood
Amount Requested: $500,000.00
Project Description: Reconstruction of Ponderosa Park, a Sunnyside neighborhood park damaged by flooding following the Museum Fire, will replace lost amenities including playground structures, a ramada/gathering space, and other multi-generational features while retaining existing courts. Planned improvements include new playgrounds for all ages, pedestrian lighting, and a permanent restroom. Design will be informed by community outreach in spring 2026, with construction anticipated to begin in fall 2026 and completion by spring 2027, leveraging PROSE funds and grant resources.

Organization: City of Flagstaff Sustainability
Project: Resilience Hub Upgrades at the Murdoch Center
Beneficiaries: 2,650 households – area benefit for the Southside neighborhood
Amount Requested: $77,000.00
Project Description: Facility upgrades at the Murdoch Center, a resilience hub serving low- and moderate-income residents in Flagstaff's Southside neighborhood, including installation of a high-efficiency heat pump, building-integrated HEPA filtration system, and kitchen improvements to support food access. These permanently affixed upgrades will enhance indoor air quality, ensure safe heating and cooling during extreme weather, and expand capacity for community meals and emergency services. The project is shovel-ready and expected to be completed within six months of funding.

Organization: City of Flagstaff Sustainability
Project: ADA Ramp and Sidewalk Improvements at Sustainability Office (Thorpe Facility)
Beneficiaries: Citywide residents – Townsite neighborhood
Amount Requested: $48,755.00
Project Description: ADA accessibility improvements at the Sustainability Office facility, a public-facing space serving low- and moderate-income residents through programs, services, and community engagement. Improvements include installation of a curb cut and accessible ramp, ADA-compliant pathways and parking, and exterior upgrades to ensure equitable access to the building and surrounding public spaces. These improvements will align the exterior with prior interior upgrades and enhance accessibility for all community members.

CITY OF FLAGSTAFF
HOUSING
DIVISION

COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

2026 Annual Action Plan

City Council Meeting

May 19, 2026

Today

- Program Year 2026 Funding Allocations
- Resolution

PY 2026 Funding Available

Entitlement	$681,196.00
De-obligated Funds	$154,000.00
Prior Year Program Incom	$46,000.00
Total Available	**$881,196.00**
20% Administration and Indirec	$146,239.20
15% Public Service	$109,079.40
Housing/Public Improvement	$625,877.40

Program Year 2026 Funding Allocations

Organization	Project Program	Average Score	Request	Recommended Allocation
Public Improvements / Housing				
City of Flagstaff	Ponderosa Park Reconstruction	N/A	$500,000.00	$500,000.00
City of Flagstaff	Murdoch Improvements	N/A	$77,000.00	$77,000.00
City of Flagstaff	ADA Improvements	N/A	$48,750.00	$49,196.00
			Total	**$626,196.00**
Public Services (15% Maximum)				
Flagstaff Shelter Services	Operations at The Lantern	142	$60,000.00	$54,500.00
Northland Family Help Center	Case Management for DV Shelter Clients	142	$62,737.50	$54,500.00
			Total	**$109,000.00**
Administration and Indirect (20% Maximum)				
City of Flagstaff	Admin/Indirect	N/A	**Total**	**$146,000.00**

Questions, Suggestions & Next Steps

- Resolution
  - Approving Program Year 2026 Annual Action Plan Allocations and Authorizing Submission to the U.S. Department of Housing and Urban Development by June 2, 2026

Contact Information

Kristine Pavlik

Housing and Grants Administrator

kristine.pavlik@flagstaffaz.gov

928-213-2749

Sign up for our mailing list!

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Allison Hughes, Support Services Section Director

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE:

Consideration and Adoption of Resolution No. 2026-22: A resolution of the Flagstaff City Council, Approving an intergovernmental agreement between Coconino County and the City of Flagstaff for the application for the Edward Byrne Memorial Justice Assistance Grant (JAG) Program FY2025 Local Solicitation.

STAFF RECOMMENDED ACTION:

1. Read Resolution No. 2026-22 by title only
2. City Clerk reads Resolution No. 2026-22 by title only (if approved above)
3. Adopt Resolution No. 2026-22

Executive Summary:

Approve the Intergovernmental Agreement (IGA) with Coconino County Sheriff's Office for the Fiscal Year 2025 Edward Byrne Memorial Justice Assistance Grant in the amount of $8,352.00 for the County to utilize for the purpose of Law Enforcement Programs. JAG funds will be used to purchase less-lethal equipment necessary to outfit Sheriff's deputies and support the goals of this program. Less-lethal tools provide deputies with effective alternatives to deadly force, enabling them to safely incapacitate suspects while reducing the risk of fatalities and minimizing injuries to officers, suspects, and bystanders. This investment supports safer outcomes, enhances de-escalation capabilities, and strengthens overall community safety.

Given the county's vast, rugged terrain and remote communities, providing deputies with less-lethal equipment is critical. It can help de-escalate dangerous situations, reduce the likelihood of fatal outcomes, and speed up incident resolution. This, in turn, conserves valuable resources and mitigates operational risks, ensuring more effective law enforcement in challenging environments.

Financial Impact:

Project Name: FY2025 Edward Byrne Memorial Grant
Cost: $8,352
Account Number Budgeted: 001-04-062-6101-2-4273
FY Budgeted Amount: $8,445
Grant Funded: Yes
Funding Source: Edward Byrne Memorial Justice Assistance Grant

Policy Impact:

The grant application and Intergovernmental Agreement (IGA) aim to strengthen public safety by enhancing crime prevention and control efforts through increased funding and resource-sharing between the Flagstaff Police Department and the Coconino County Sheriff's Office. This collaboration fosters more efficient and effective responses to community needs while expanding resources for victim assistance to ensure timely and adequate support. Additionally, the agreement promotes transparency and accountability by keeping the Council and public informed about the grant's application, objectives, and outcomes, reinforcing trust in law

enforcement practices. By aligning funding with strategic priorities, this initiative delivers long-term community benefits, enhancing justice administration and building a safer, more resilient community.

Connection to Council Goal, Regional Plan and/or Team Flagstaff Strategic Plan:
The grant application and Intergovernmental Agreement (IGA) align with the Flagstaff Regional Plan Policy PF.3.1, which emphasizes maintaining high-quality, effective, and efficient law enforcement, fire, and emergency services. This policy underscores the importance of balancing public safety services with operational goals, government plans, policies, population needs, and available funding.

By leveraging Fiscal Year 2025 grant funds, the IGA directly supports this policy by ensuring that both the Flagstaff Police Department and the Coconino County Sheriff's Office have the resources necessary to deliver enhanced public safety services. The collaborative approach allows the agencies to optimize their effectiveness through shared resources and coordinated efforts, ensuring alignment with population demands and regional public safety goals. Furthermore, the transparent use of these funds reflects a commitment to sound fiscal management, ensuring that services remain sustainable and in line with public policies and budgetary limitations. This grant initiative strengthens the region's ability to meet evolving public safety needs while upholding the policy's focus on quality and efficiency.

Previous Council Decision or Community Discussion:
Yes - Council approved the previous Intergovernmental Agreement to benefit from the Fiscal Year 2025 JAG grant.

Options and Alternatives to Recommended Action:
-Approve the Intergovernmental Agreement between the City and County.
-Not approve the IGA between the City and County.

Background and History:
The U.S Department of Justice, Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA), was created in 1984 to provide federal leadership in developing the nation's capacity to prevent and control crime, administer justice, and assist crime victims. The Edward Byrne Memorial Justice Assistance Grant (JAG) Program allows states, tribes, and local governments to support a broad range of activities to prevent and control crime based on their own local needs and conditions. JAG blends the previous Byrne Formula and Local Law Enforcement Block Grant (LLEBG) Programs to provide agencies with the flexibility to prioritize and spend funds where they are most needed. The formula calculates direct allocations for local governments within each state, based on their share of the total violent crime reported with the state.

The JAG formula program provides agencies with the flexibility to prioritize and place justice funds where they are needed most. The formula calculates direct allocations for local governments within each state, based on their share of the total violent crime reported with the state. The City has been certified as disparate and must submit a joint application for the aggregate of funds allocated. The JAG disparate jurisdictions are certified by the Director of the Bureau of Justice Assistance (BJA), based in part on input from the state's Attorney General. The disparate allocation occurs when the city is scheduled to received one- and one-half times more than the County, while the County bears more than 50% of the costs of prosecution of incarceration that arise for Part 1 violent crimes committed in the city.

City funds will be used to purchase less lethal equipment such as conducted energy devices, impact munitions, chemical agents, and related consumable supplies. Funding will also support replacement cartridges, maintenance, and necessary accessories to ensure readiness and reliability. These resources will allow the department to standardize equipment availability, reduce gaps in coverage, and ensure officers have immediate access to appropriate tools in critical moments.

The anticipated outcomes of this project include:
• Increased use of de-escalation tactics supported by less lethal options
• Reduction in use-of-force incidents resulting in serious injury
• Enhanced officer confidence and decision-making during high-risk encounters
• Improved community trust through demonstrated commitment to proportional response

Connection to PBB Priorities and Objectives:
This funding aligns with the department's commitment to a Safe and Healthy Community by promoting safer interactions between officers and the public. It also supports ongoing efforts to incorporate best practices in policing, reduce risk, and ensure accountability in the use of force.

Connection to Regional Plan:
The grant application and Intergovernmental Agreement (IGA) align with the Flagstaff Regional Plan Policy PF.3.1, which emphasizes maintaining high-quality, effective, and efficient law enforcement, fire, and emergency services. This policy underscores the importance of balancing public safety services with operational goals, government plans, policies, population needs, and available funding.

Connection to Carbon Neutrality Plan:
NA

Connection to 10-Year Housing Plan:
NA

Attachments: Res. 2026-22
IGA

RESOLUTION NO. 2026-22

A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL, APPROVING AN INTERGOVERNMENTAL AGREEMENT BETWEEN COCONINO COUNTY AND THE CITY OF FLAGSTAFF FOR THE APPLICATION FOR THE EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT (JAG) PROGRAM FY 2025 LOCAL SOLICITATION / CFDA #16.738

RECITALS:

WHEREAS, this Agreement is made under the authority of Arizona Revised Statues Section 11-952 as a joint exercise of powers; and

WHEREAS, both parties are required to enter into this Intergovernmental Agreement as co-applicants of a grant under Edward Byrne Memorial Justice Assistance Grant Program and to designate a fiscal agent for purposes of administering grant funds; and

WHEREAS, each governing body finds that the performance of this Agreement is in the best interests of both parties, that the undertaking will benefit the public, and that the division of costs fairly compensates the performing party for the services or functions under this agreement: and

ENACTMENTS:

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. In General.

The Flagstaff City Council hereby authorizes the Mayor to execute the Intergovernmental Agreement between Coconino County and the City of Flagstaff, Arizona, attached hereto as Exhibit A, which shall become effective upon the date first executed by both parties ("Effective Date").

SECTION 2. Effective Date.

This resolution shall be immediately effective upon adoption.

PASSED AND ADOPTED by the City Council of the City of Flagstaff this 19th day of May, 2026.

_____

MAYOR

ATTEST:

_____
CITY CLERK

APPROVED AS TO FORM:

_____
CITY ATTORNEY

Exhibits:
Exhibit A – IGA

GMS APPLICATION NUMBER: 2025-JAG

INTERGOVERNMENTAL AGREEMENT BETWEEN THE CITY OF FLAGSTAFF, AZ AND COUNTY OF COCONINO, AZ

EDWARD BYRNE MEMORIAL JUSTICE ASSISTANCE GRANT (JAG) PROGRAM FY 2025 LOCAL SOLICITATION / CFDA #16.738

This Agreement is made and entered into this____day of_____, 2026, by and between COCONINO COUNTY, acting by and through its governing body, the Board of Supervisors, hereinafter referred to as COUNTY, and the CITY of FLAGSTAFF, acting by and through its governing body, the City Council, hereinafter referred to as CITY, both of Coconino County, State of Arizona:

WHEREAS, this Agreement is made under the authority of Arizona Revised Statues Section 11-952 as a joint exercise of powers; and,

WHEREAS, both parties are required to enter into this Intergovernmental Agreement as co-applicants of a grant under Edward Byrne Memorial Justice Assistance Grant Program (JAG) and to designate a fiscal agent for purposes of administering grant funds; and,

WHEREAS, each governing body finds that the performance of this Agreement is in the best interests of both parties, that the undertaking will benefit the public, and that the division of costs fairly compensates the performing party for the services or functions under this agreement: and

NOW THEREFORE, the COUNTY and CITY agree as follows:

Section 1.

CITY agrees to serve as fiscal agent for purposes of accepting the JAG program grant award and to pay COUNTY a total of $8,352.00of JAG funds.

Section 2.

COUNTY agrees to use $8,352.00 for the purposes outlined in the FY 2025 JAG Program award period of October 1, 2024, through September 30, 2028.

Section 3.

Nothing in the performance of this Agreement shall impose any liability for claims against either party other than claims for which liability may be imposed by the Federal Tort Claims Act. By entering into this Agreement, the parties do not intend to create any obligations express or implied other than those set out herein; further, this Agreement shall not create any rights in any party not a signatory hereto.

Section 4.

Each party to this agreement will be responsible for its own actions in providing services under this Agreement and shall not be liable for any civil liability that may arise from the furnishing of the services by the other party. Neither party agrees to indemnify or hold harmless the other party.

Section 5.

Notwithstanding any other provision contained herein, this Agreement may be terminated if either party does not receive sufficient grant funds to carry out their purposes under the JAG program. Each party agrees to appropriate funds to continue its effort to apply for funding from the JAG program. If JAG funds are not awarded, the obligations of the parties shall terminate.

Section 6.

Before this Agreement can become effective and binding on either party, it must be approved by the respective governing bodies and the legal counsel of each party.

Section 7.

This Agreement shall remain in effect for the period of October 1, 2024, through September 30, 2028.

Section 8.

The County and the City, as co-applicants, agree to comply with the and Mandatory Award Terms and Conditions, Certifications Regarding Lobbying; Debarment, Suspension and Other Responsibility Matters; and Drug-Free Workplace Requirements, and Standard Assurances provisions attached as Exhibit A to this Agreement.

Section 9.

This Agreement may be cancelled pursuant to Arizona Revised Statutes Section 38-511.

Approved by Resolution of the respective governing bodies hereto:

Dated:_____ Dated:_____

CITY OF FLAGSTAFF, AZ	COUNTY OF COCONINO, AZ
_____	_____
Becky Daggett, Mayor	Patrice Horstman, Chair
ATTEST:	ATTEST:
_____	_____
City Clerk	Clerk of the Board
APPROVED AS TO FORM AND PROPER AUTHORITY:	APPROVED AS TO FORM AND PROPER AUTHORITY:
_____	_____
City Attorney	Deputy County Attorney

EXHIBIT A

"General Conditions" for OJP Awards in FY 2025

May 12, 2025

OJP expects that all (or virtually all) awards made in FY 2025 will include all of the award conditions set out below.

Individual awards typically also will include additional award conditions. Those additional conditions may relate to the particular statute, program, or solicitation under which the award is made; to the substance of the funded application; to the recipient's performance under other federal awards; to the recipient's legal status (e.g., as a for-profit entity); or to other pertinent considerations.

- Requirements of the award; incorporation by reference; remedies for non-compliance or for materially false statements
- Applicability of Part 200 Uniform Requirements
- Federal Civil Rights and Nondiscrimination Laws (certification)
- Compliance with DOJ Grants Financial Guide
- Reclassification of various statutory provisions to a new Title 34 of the United States Code
- Required training for Grant Award Administrator and Financial Manager
- Requirements related to "de minimis" indirect cost rate
- Requirement to report potentially duplicative funding
- Requirements related to System for Award Management and Universal Identifier Requirements
- Employment eligibility verification for hiring under the award
- Requirement to report actual or imminent breach of personally identifiable information (PII)
- All subawards ("subgrants") must have specific federal authorization
- Specific post-award approval required to use a noncompetitive approach in any procurement contract that would exceed the Simplified Acquisition Threshold
- Requirements pertaining to prohibited conduct related to trafficking in persons (including reporting requirements and OJP authority to terminate award)
- Determination of suitability to interact with participating minors
- Compliance with applicable rules regarding approval, planning, and reporting of conferences, meetings, trainings, and other events
- Requirement for data on performance and effectiveness under the award
- OJP Training Guiding Principles
- Effect of failure to address audit issues
- Potential imposition of additional requirements
- Compliance with DOJ regulations pertaining to civil rights and nondiscrimination - 28 C.F.R. Part 42

- **Compliance with DOJ regulations pertaining to civil rights and nondiscrimination - 28 C.F.R. Part 54**
- **Compliance with DOJ regulations pertaining to civil rights and nondiscrimination - 28 C.F.R. Part 38**
- **Meaningful access requirement for individuals with limited English proficiency**
- **Restrictions on "lobbying"**
- **Compliance with general appropriations-law restrictions on the use of federal funds (FY 2025)**
- **Reporting potential fraud, waste, and abuse, and similar misconduct**
- **Restrictions and certifications regarding non-disclosure agreements and related matters**
- **Compliance with 41 U.S.C. 4712 (including prohibitions on reprisal; notice to employees)**
- **Encouragement of policies to ban text messaging while driving**
- **Requirement to disclose whether recipient is designated "high risk" by a federal grant-making agency outside of DOJ**

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Stacy Saltzburg, City Clerk

Date: 05/14/2026

Meeting Date: 05/19/2026

TITLE:

Consideration and Approval: Use of the remaining FY26 Council Initiative Fund

STAFF RECOMMENDED ACTION:

1. Consideration of the use of the remaining FY6 Council Initiative Fund

Executive Summary:

There is $1500 remaining in the FY26 Council Initiative Fund, staff would like Council to designate those funds before the end of the fiscal year.

Financial Impact:

Cost: Up to $25,000
Account Number Budgeted: 001-09-401-1300-1-4290
FY26 Budgeted Amount: $25,000.00
Funding Source: General Fund

Amount currently available for use is $1,500.

Policy Impact:

None

Previous Council Decision or Community Discussion:

None

Options and Alternatives to Recommended Action:

None

Background and History:

The Council Initiatives Fund was established as part of the FY2020-21 Budget. The formation of this particular fund was not driven by any singular request or need, but rather as a proactive measure to enable our City Council to approve unforeseen expenditures, from time to time, that would be of benefit to the Flagstaff community. The fund is limited in amount ($25K annual appropriation) and it does not rollover or accumulate. It is an annual appropriation.

There are numerous instances throughout the course of the fiscal year where Council may want to approve miscellaneous expenditures, for the benefit of our community, that simply do not fall neatly within a specific budget appropriation. This fund is intended to allow Council some discretion to approve such expenditures. There is no established process for doing so, other than majority support. We of course always need to stay

within our legal parameters and our City Attorney can advise accordingly. Similarly, such matters should be identified on the Council meeting agenda, as an action item.

Connection to PBB Priorities and Objectives:
The Council Initiative fund is intended to support all Council goals, objectives and priorities.

Connection to Regional Plan:
None

Connection to Carbon Neutrality Plan:
None

Connection to 10-Year Housing Plan:
None

Attachments:

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Paul Oltrogge, Wildland Fire Manager

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE
2026 Safe and Effective Wildfire Response

STAFF RECOMMENDED ACTION:

Information only

Executive Summary:
This is the typical Wildland Fire Management (WFM) season response presentation, but with the emphasis being on the extended fire weather outlook, the Flagstaff Fire Department's and partner agencies unified response to initial and extended attack fires, and WFM and Sustainability partner initiatives that help us with our effort to respond fires more effectively by creating a safer, more sustainable environment.

The Flagstaff Fire Department Wildland Fire Management (WFM) program continues to evolve as an industry leading modern municipal program that utilizes the best available science to safely and effectively manage wildland fire. One important part of this effort is to respond to, and fully suppress, wildland fire when our indices (mainly weather) dictate that it is the most appropriate step to take.

This presentation will focus on WFM's seasonal transition to fully suppressing fire on the landscape, as well as some of the initiatives we are introducing and stewarding with strong internal partners like Sustainability to always give us the best possible tactical advantage and come as close to eliminating the potential for catastrophic wildland fire, as possible. We have a very effective history of reducing fuel loading and risk in the forested areas that surround Flagstaff, and now we will also speak to our evolving capacity to reduce risk at the neighborhood level.

Information:
There will be a formal presentation with five presenters, including the National Weather Service, the US Forest Service, the Sustainability Division, and Wildland Fire Management.

* The presentation will be attached prior to the Council meeting.

Attachments: Presentation

2026 Wildland Fire

Preparedeness update

Thank you to our valued parnters

CITY OF FLAGSTAFF · ESTABLISHED 1882 · ARIZONA

TEAM FLAGSTAFF

WE MAKE THE CITY BETTER

Flagstaff Fire Department - Response

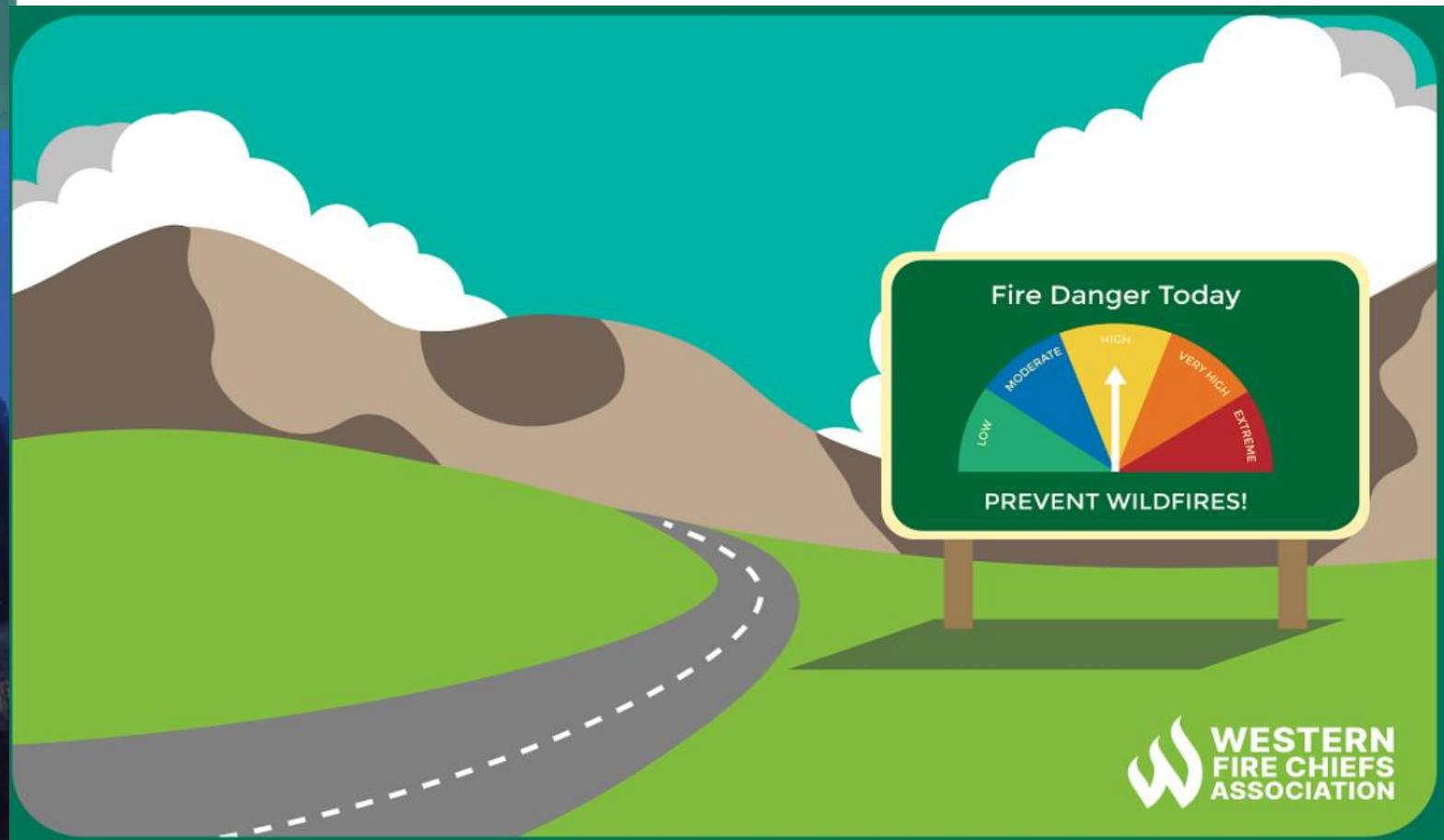
- Response Plan:
  - All operational/on-duty personnel go through annual wildland fire refresher training
  - Mutual Aid with Partner Agencies
  - Year-round planning, mitigation, preparedness, response, and recovery cycle
  - Call out program provides important wildfire training

Flagstaff Fire Department – Severity Staffing

Preparedness based on weather and resource indices:

National Fire Danger Rating System:

Currently In High as of 5/11/26



Aviation Resources

Preposition of Aircraft During Fire Season

- Local Federal and Partner Agencies work with the Southwest Coordination Center (SWCC) to move Aviation resources to Northern Arizona.
- Aviation Resources can stage at local airport: Pulliam Airport, Sedona Airport, Mormon Lake Guard or other designated bases as needed.
- Nearest Airtanker bases: Prescott and Winslow. These bases will host a range of different types of airtankers for support

Fire Season Outlook

Weather Forecast Office

Flagstaff, AZ

Tuesday, May 19

NWS Flagstaff - Robert Rickey

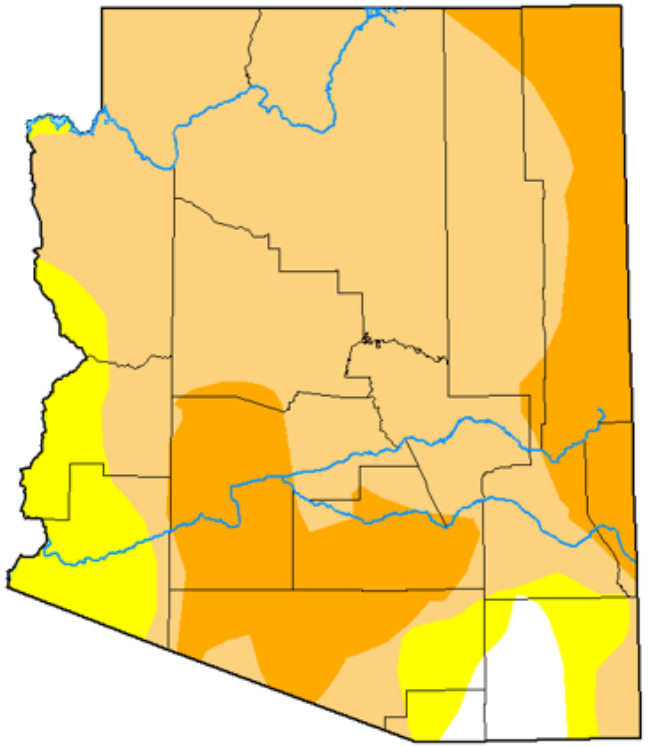
Key Points

- **Drought:**
  - The drought status is significantly better than last year at this time.
  - Drought conditions are expected to worsen/persist into the summer.
- **Snow:**
  - Current snowpack is nearly nonexistent.
  - Flagstaff has received 26.9'' of snow this season. This is the 5th lowest snowfall total through April on record, and well below the normal of 89.0''.
- **Liquid Equivalent (Rain + Melted Snow):**
  - Liquid equivalent since October 1st is near to above normal across the area.
  - The total liquid equivalent for Flagstaff is 13.27. This is 1.23 inches above the normal value of 12.04.
- **Weather Outlook:**
  - Temperature and precipitation outlooks for May are leaning toward above normal temperatures, and have no strong signal for precipitation.
  - Outlook for the Monsoon Season is leaning toward above normal precipitation and temperatures.
- **Wildland Fire Potential:**
  - Forecasted as Above Normal for May and June, with a decline expected in July as monsoon moisture arrives.

Arizona Current Drought Conditions

Weather Forecast Office
Flagstaff, AZ
Tuesday, May 19

2026 (Current)



U.S. Drought Monitor
Arizona

April 28, 2026
(Released Thursday, Apr. 30, 2026)
Valid 8 a.m. EDT

Drought Conditions (Percent Area)

	None	D0-D4	D1-D4	D2-D4	D3-D4	D4
Current	2.84	97.16	85.57	25.02	0.00	0.00
Last Week 04-21-2026	2.84	97.16	85.57	25.02	0.00	0.00
3 Months Ago 01-27-2026	31.98	68.02	34.36	6.18	0.00	0.00
Start of Calendar Year 01-06-2026	27.93	72.07	47.69	13.76	1.03	0.00
Start of Water Year 09-30-2025	0.00	100.00	100.00	79.21	25.06	1.49
One Year Ago 04-29-2025	0.00	100.00	99.34	88.72	67.16	12.34

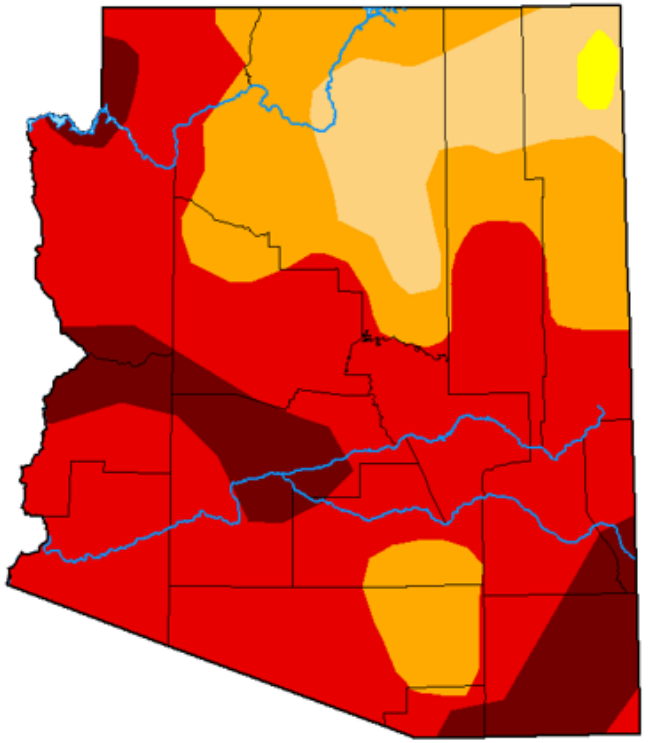
Intensity:
- None
- D0 Abnormally Dry
- D1 Moderate Drought
- D2 Severe Drought
- D3 Extreme Drought
- D4 Exceptional Drought

The Drought Monitor focuses on broad-scale conditions. Local conditions may vary. For more information on the Drought Monitor, go to https://droughtmonitor.unl.edu/About.aspx

Author:
Brad Rippey
U.S. Department of Agriculture

droughtmonitor.unl.edu

2025



U.S. Drought Monitor
Arizona

April 29, 2025
(Released Thursday, May. 1, 2025)
Valid 8 a.m. EDT

Drought Conditions (Percent Area)

	None	D0-D4	D1-D4	D2-D4	D3-D4	D4
Current	0.00	100.00	99.34	88.72	67.16	12.34
Last Week 04-22-2025	0.00	100.00	99.34	88.72	67.16	12.34
3 Months Ago 01-28-2025	0.00	100.00	83.70	63.94	21.16	0.00
Start of Calendar Year 01-07-2025	3.74	96.26	76.63	45.54	14.03	0.00
Start of Water Year 10-01-2024	27.62	72.38	39.91	4.61	0.00	0.00
One Year Ago 04-30-2024	25.82	74.18	25.31	3.15	0.00	0.00

Intensity:
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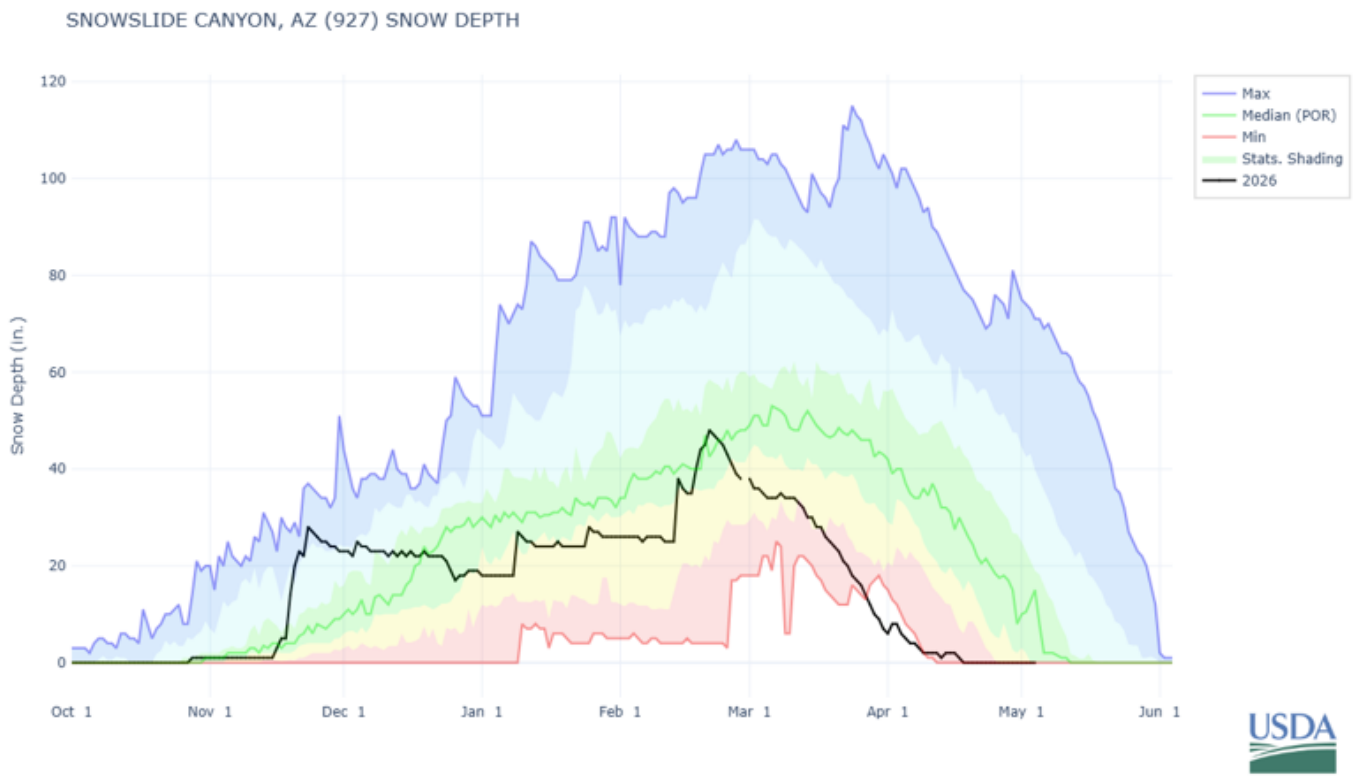
Author:
Richard Tinker
CPC/NOAA/NWS/NCEP

droughtmonitor.unl.edu

25% of Arizona remains in severe or worse drought, compared to 89% of the state this time last year.

Snowpack Conditions



Flagstaff, AZ

Rank	Ending Date	Total Snowfall Oct 1 to Apr 30
1	1934-04-30	11.2
2	1936-04-30	16.0
3	1931-04-30	18.0
4	1904-04-30	26.4

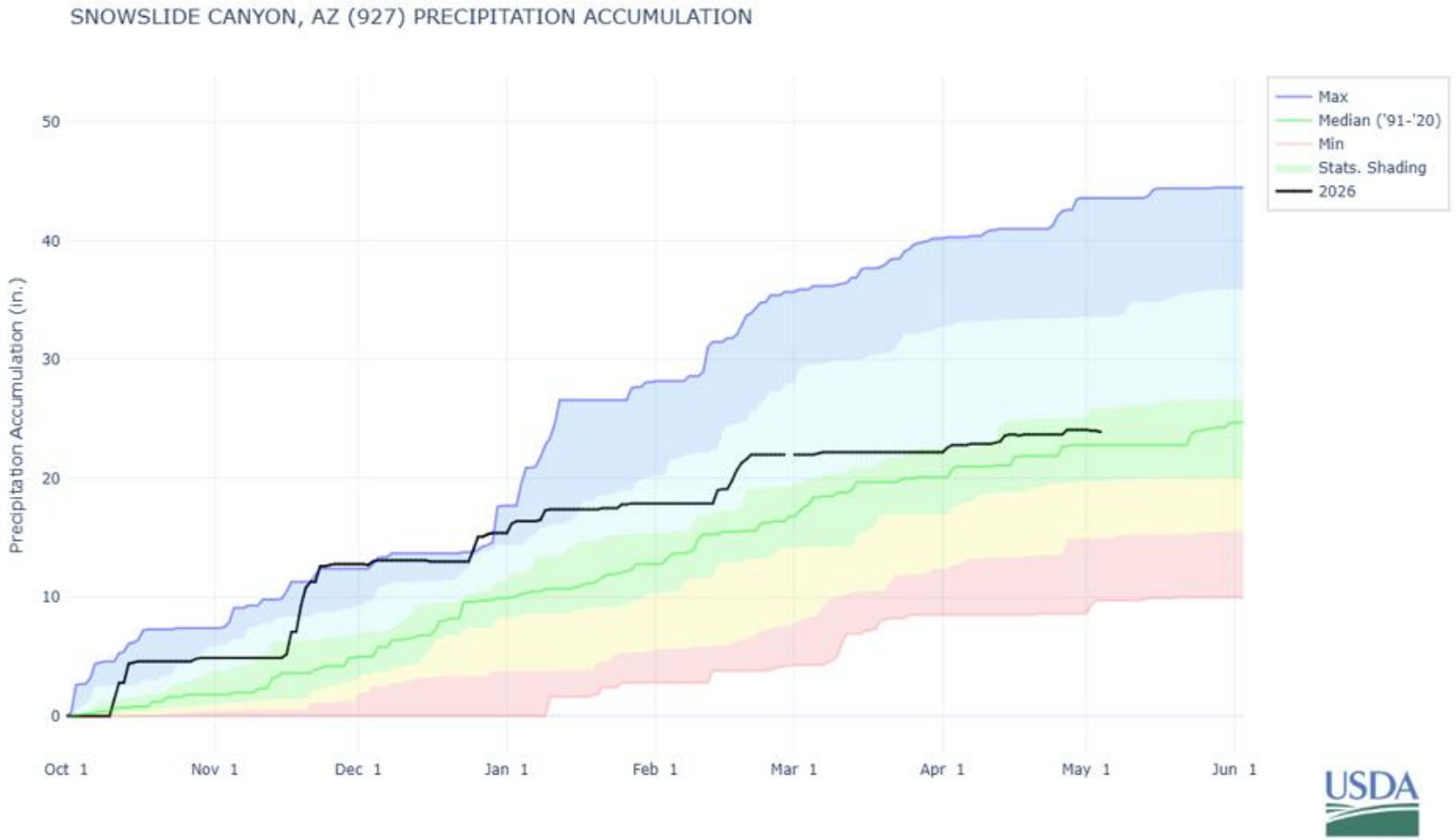
- Current snowpack is **nearly nonexistent**.
- Flagstaff has received 26.9” of snow this season. This is the 5th lowest snowfall total through April since records began in 1898. Well below the normal of 89.0”.
- What brief snow accumulations we had were followed by prolonged periods of warm and dry weather.

Historic March Heatwave

One of the warmest winters on record was followed by a historic heatwave in March 2026. Monthly records for March were broken, some by 10+ degrees. We experienced a prolonged period of summer-like temperatures.

Location	2026 March Record	Previous March Record	Normal June High
Flagstaff	**84**	73	79
Winslow	**95**	85	92
Page	**89**	84	94
Prescott	**91**	83	88
Payson	**90**	89	90
Clarkdale	**99**	92	99
Show Low	**86**	80	84

Rainfall + Melted Snow



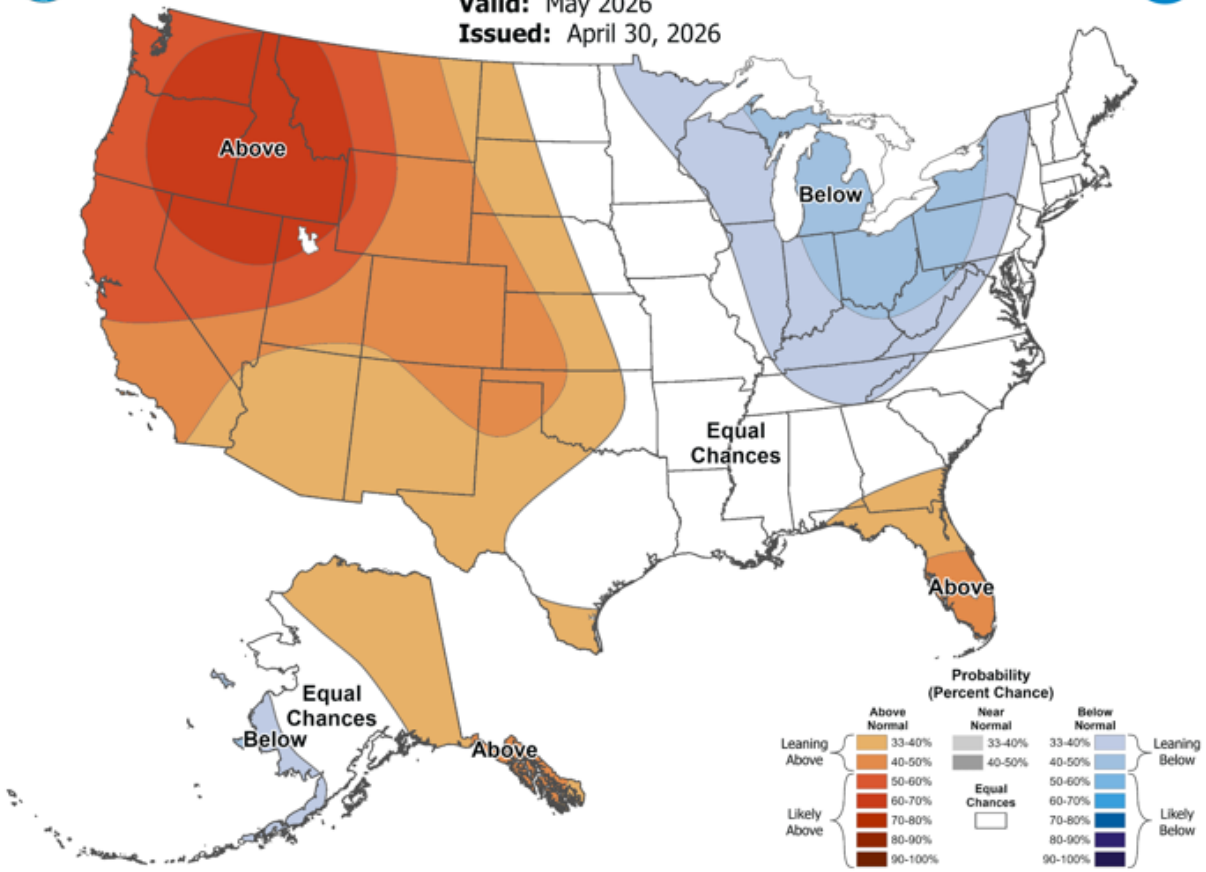
- The total liquid equivalent for Flagstaff (rainfall + melted snow) since Oct 1st is 13.27. This is 1.23 inches above the normal value of 12.04.

May Outlook

Weather Forecast Office
Flagstaff, AZ
Tuesday, May 19

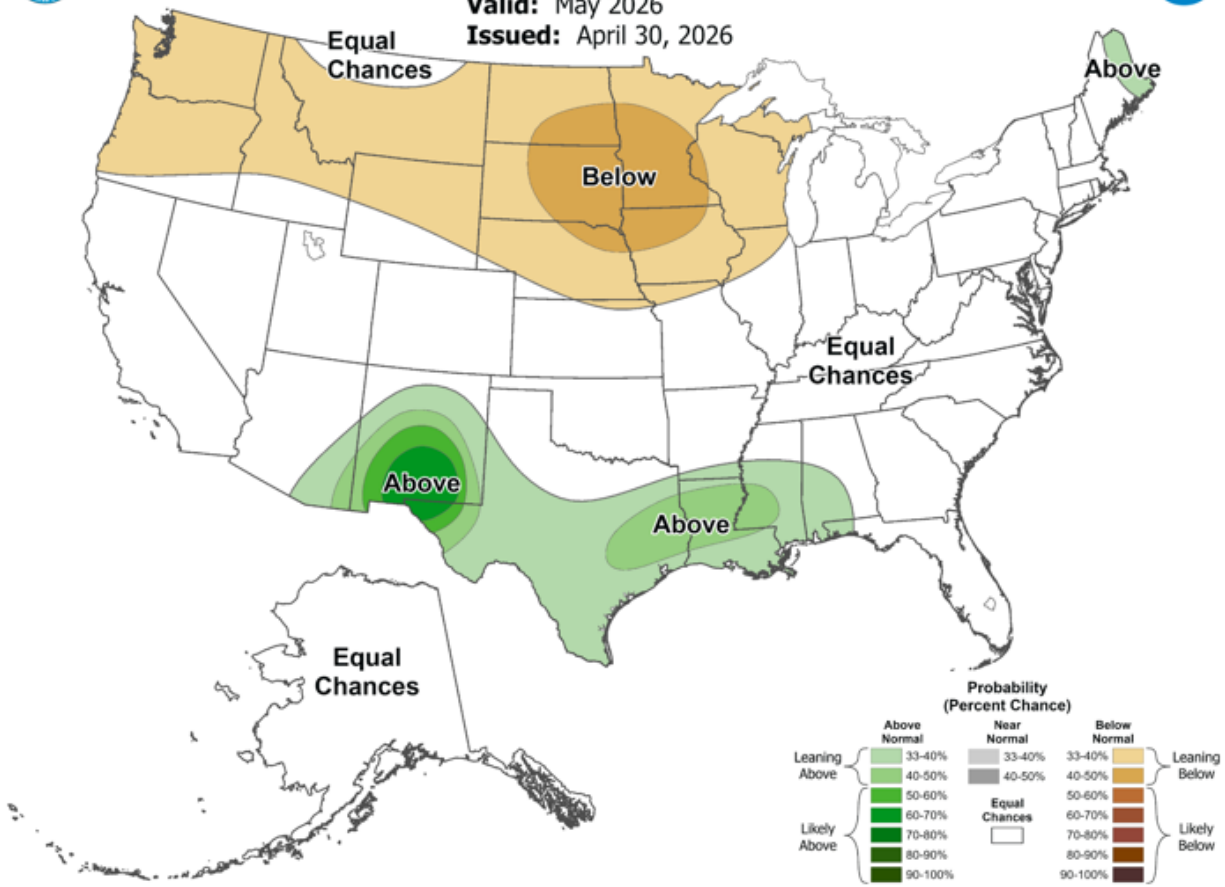
Monthly Temperature Outlook

Valid: May 2026
Issued: April 30, 2026



Monthly Precipitation Outlook

Valid: May 2026
Issued: April 30, 2026



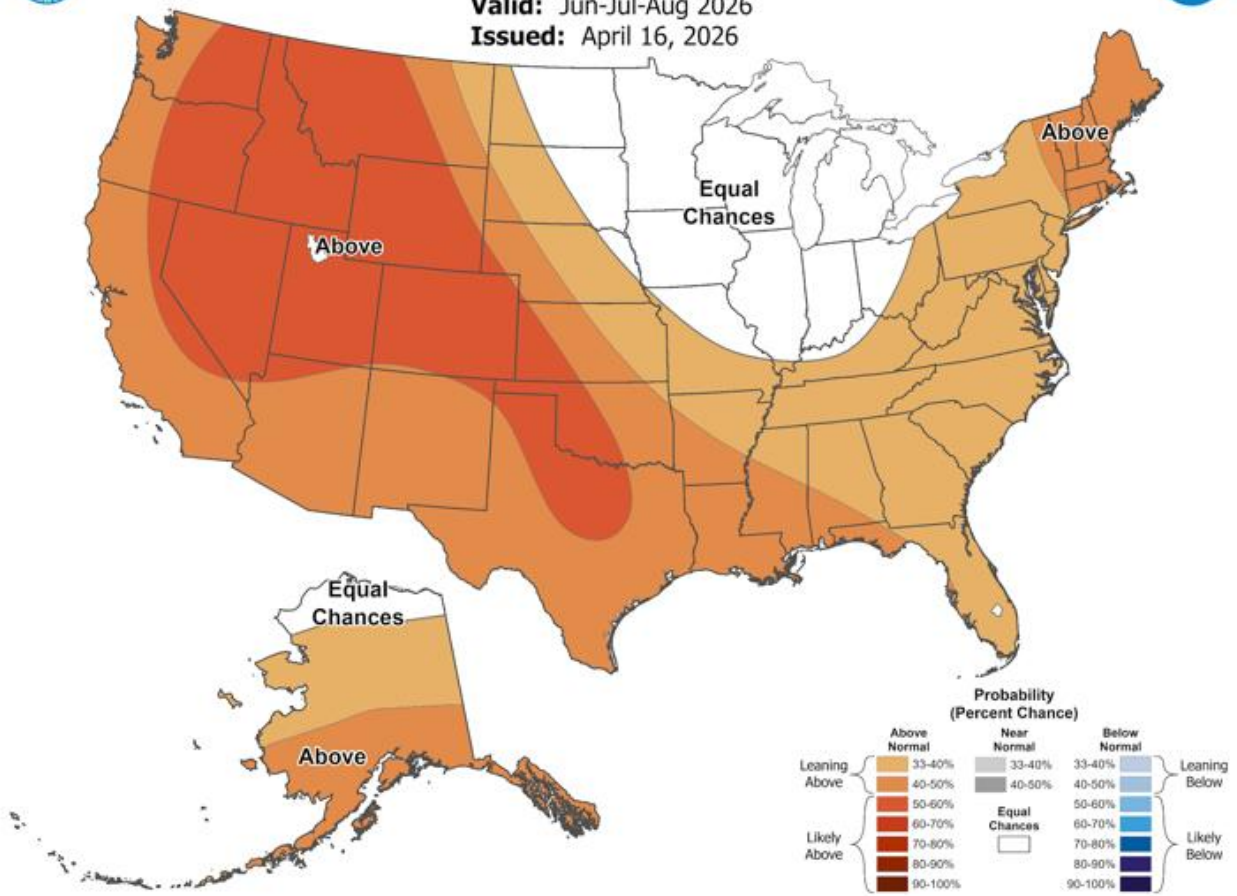
- The climate outlook for May slightly favors above normal temperature.
- The climate outlook for May calls for equal chances of above, near-normal, or below precipitation.

June-August Outlook

Weather Forecast Office
Flagstaff, AZ
Tuesday, May 19

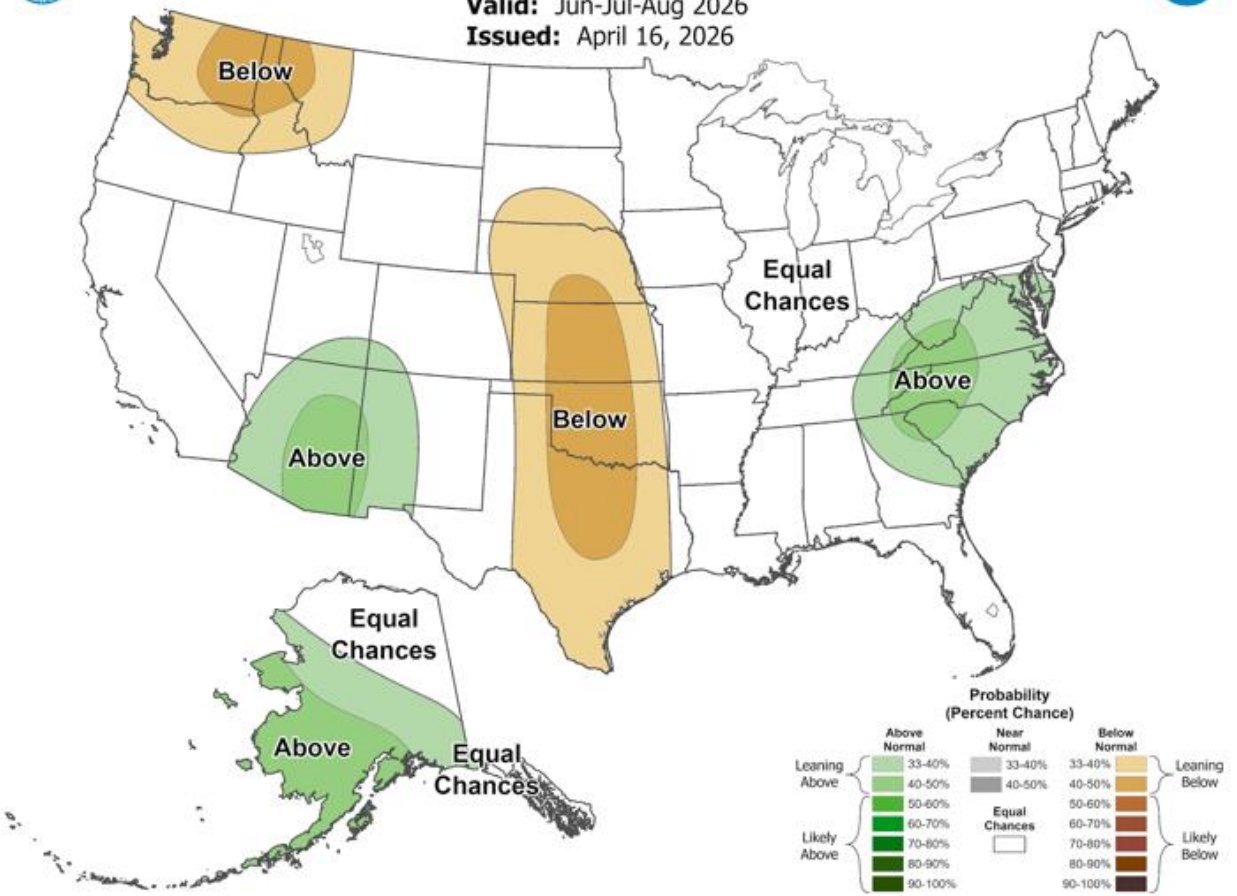
Seasonal Temperature Outlook

Valid: Jun-Jul-Aug 2026
Issued: April 16, 2026



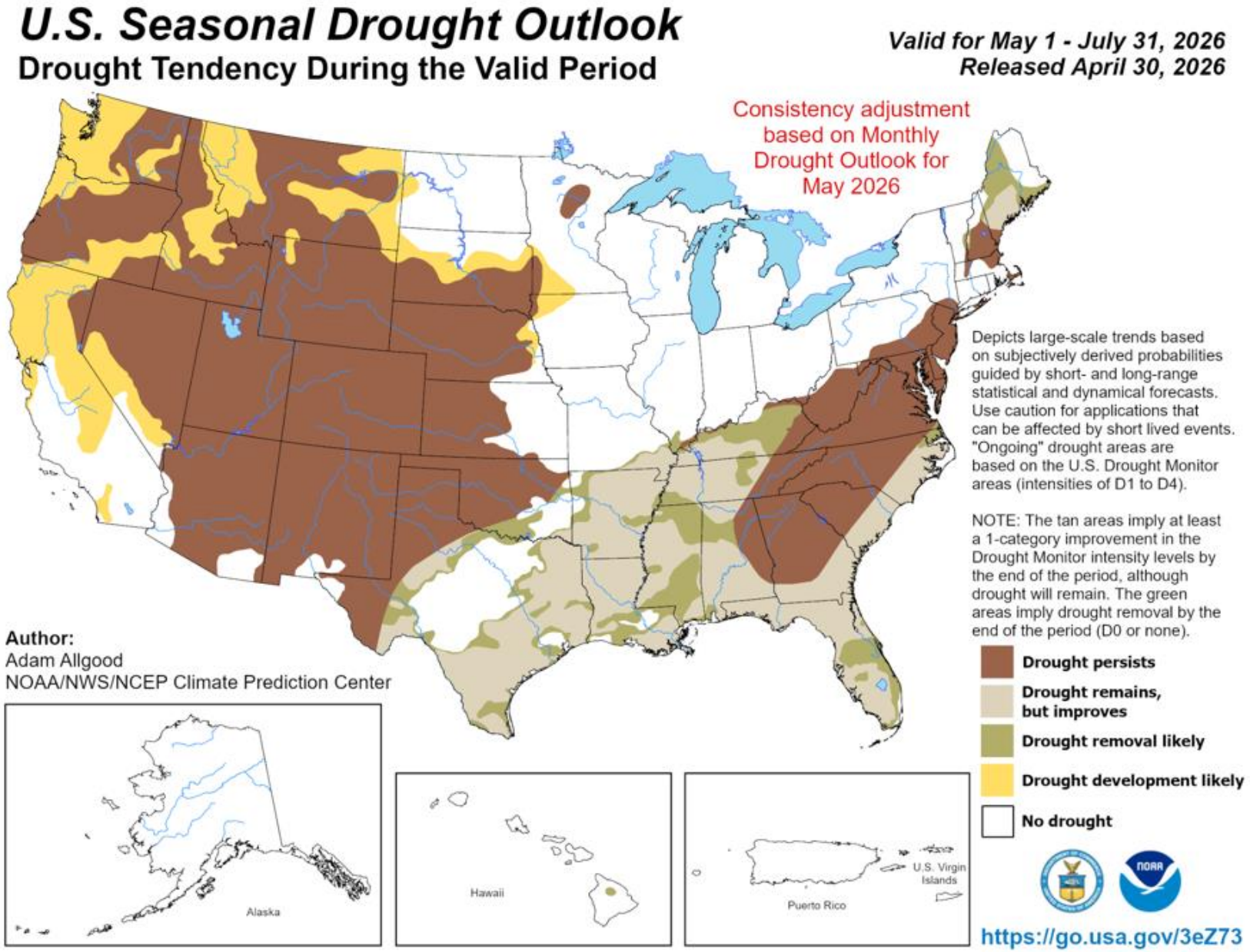
Seasonal Precipitation Outlook

Valid: Jun-Jul-Aug 2026
Issued: April 16, 2026



- The climate outlook for June-August slightly favors above normal temperature.
- The climate outlook for June-August slightly favors above normal precipitation hinting at the possibility of a robust monsoon,

Seasonal Drought Outlook

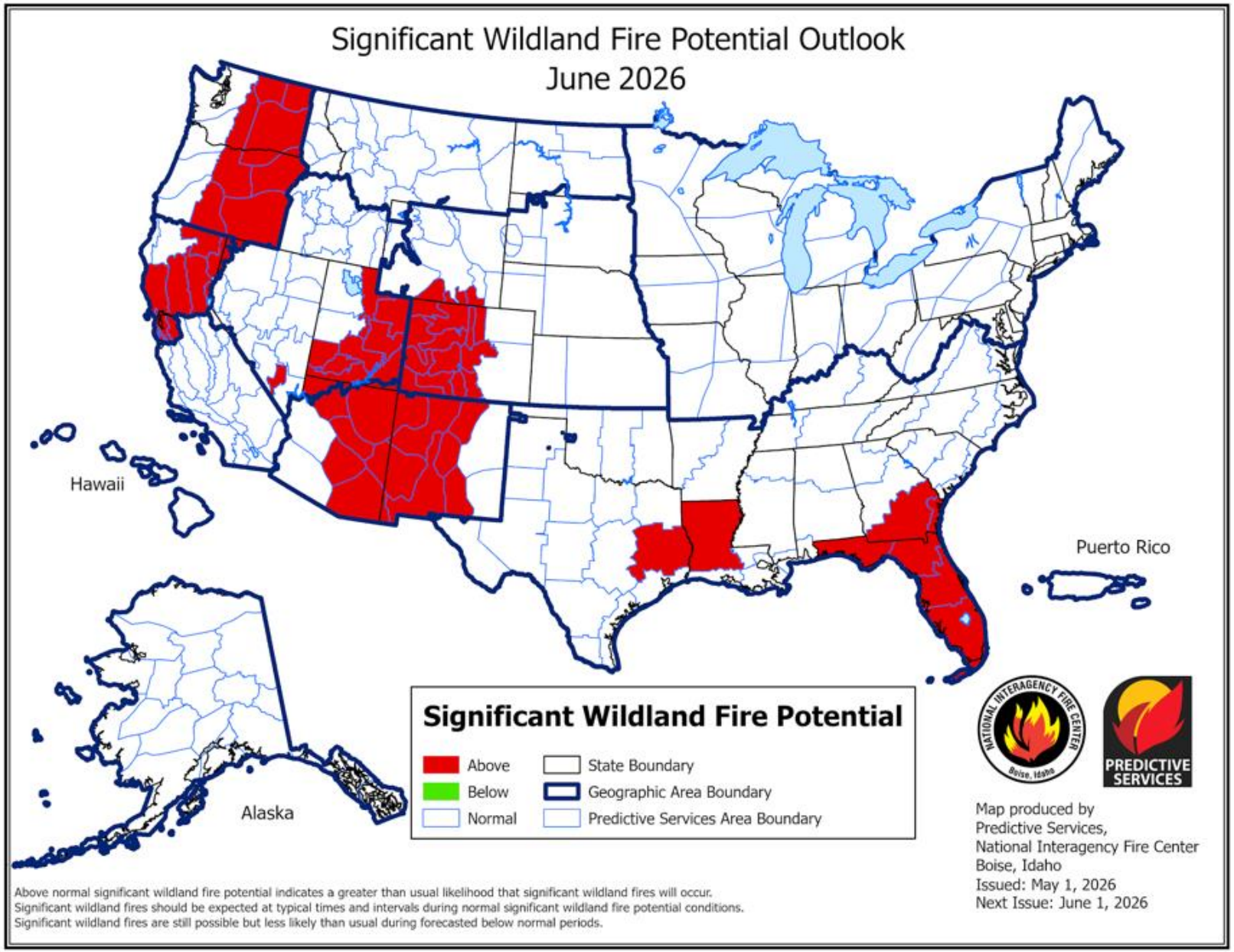


Significant Wildland Fire Potential - May

Weather Forecast Office
Flagstaff, AZ
Tuesday, May 19

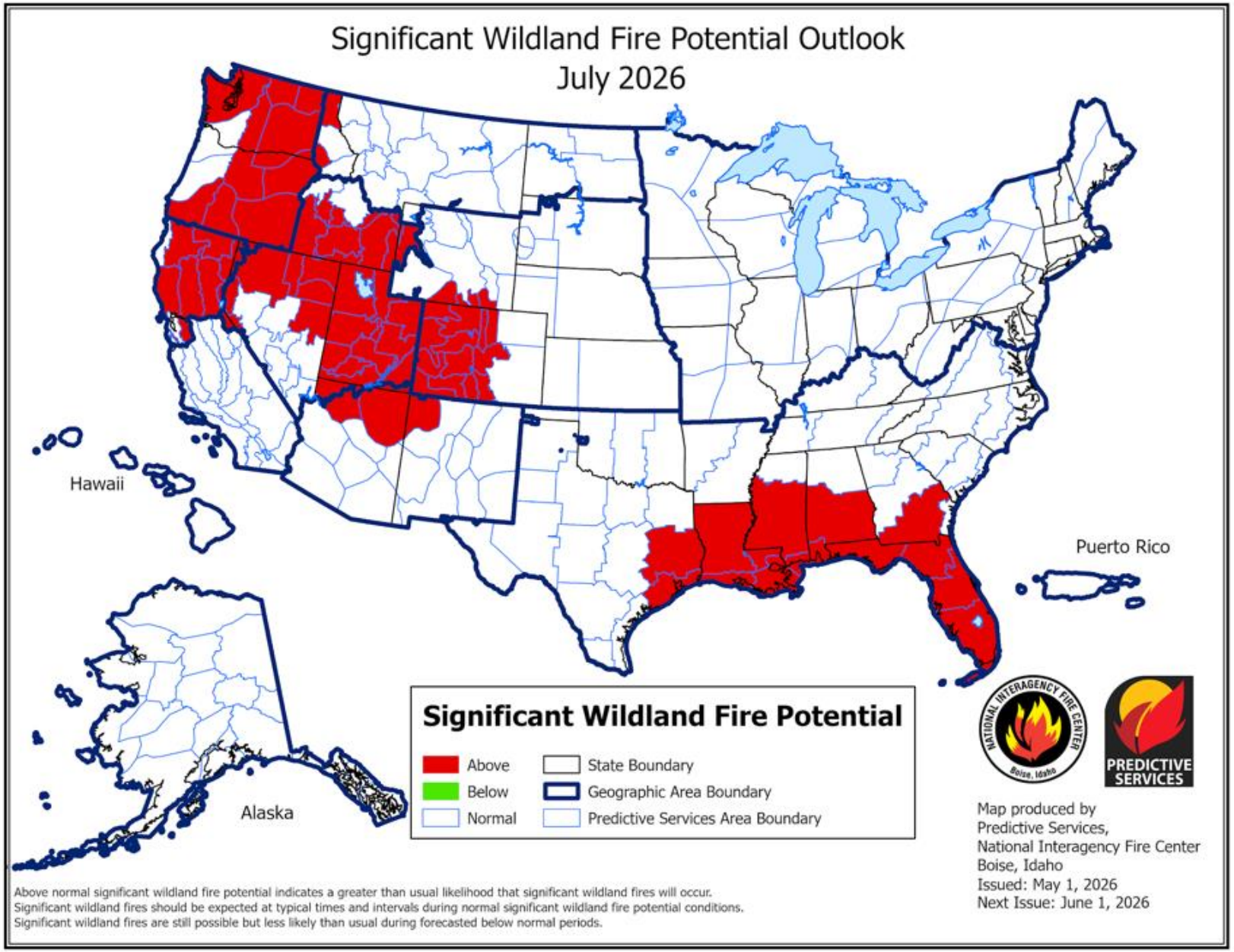
Significant Wildland Fire Potential - Jun

Weather Forecast Office
Flagstaff, AZ
Tuesday, May 19



Significant Wildland Fire Potential - Jul

Weather Forecast Office
Flagstaff, AZ
Tuesday, May 19



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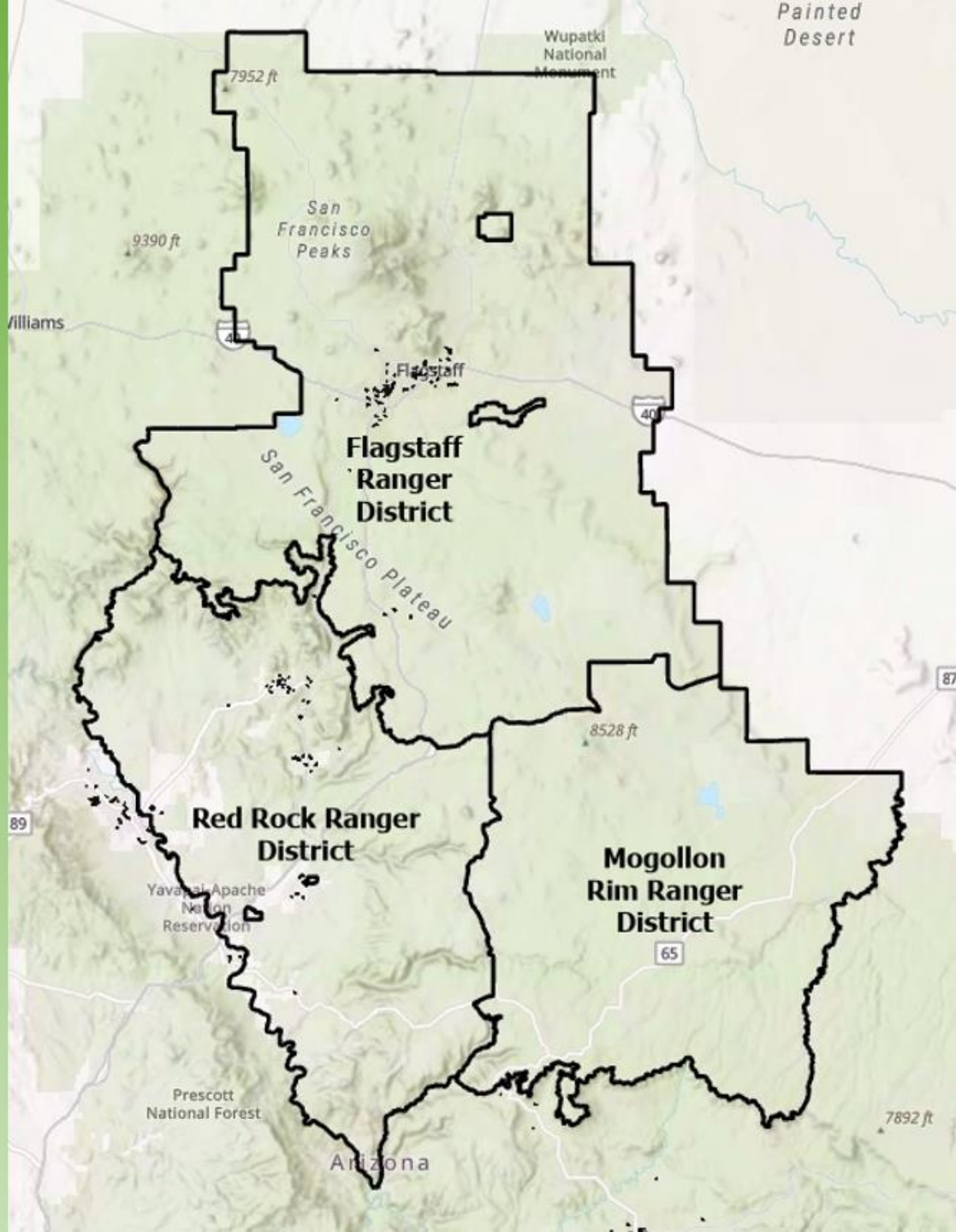
Coconino National Forest

Wildfire Risk Reduction, 2026 Fire Readiness, and Fire Restrictions

Coconino National Forest Fire Management Program



Newman Fire (2019)

Operational Resources

218 - Personnel

3 - Districts

7 - Stations

12 - Engines

3 - Hotshot Crews

3 - Fuels Crews

2 - Fire Dozers (1 Engineering Dozer)

2 - Water Tenders

8 - Staffed Lookout Towers

Severity Staffing Options

Extended staffing for USFS resources (6/10's)

Additional Engine Modules

Additional Hand Crews

Air Attack @ Flagstaff Airport

Type 1 Helicopter @ Sedona Airport

Type 3 Helicopter @ Mormon Lake Guard Station

Bravo Fire (2024)

Coconino National Forest fire restriction indices

Maximum temperature	Ignition component
Minimum relative humidity	1 hour fuel moisture
Energy release component (ERC)	10-hour fuel moisture
Burning index (BI)	100-hour fuel moisture
Spread component	1000-hour fuel moisture

Restrictions decisions are index/science-based with professional judgment and partner/cooperator considerations factored in

Examples:

- weather forecast/extended outlook
- resource availability
- resistance to control
- visitor use/holidays/etc.

Overview of stage 1/2/3 restrictions

Stage 1: campfires only in developed sites (CGs, picnic areas); propane stoves/fires allowed

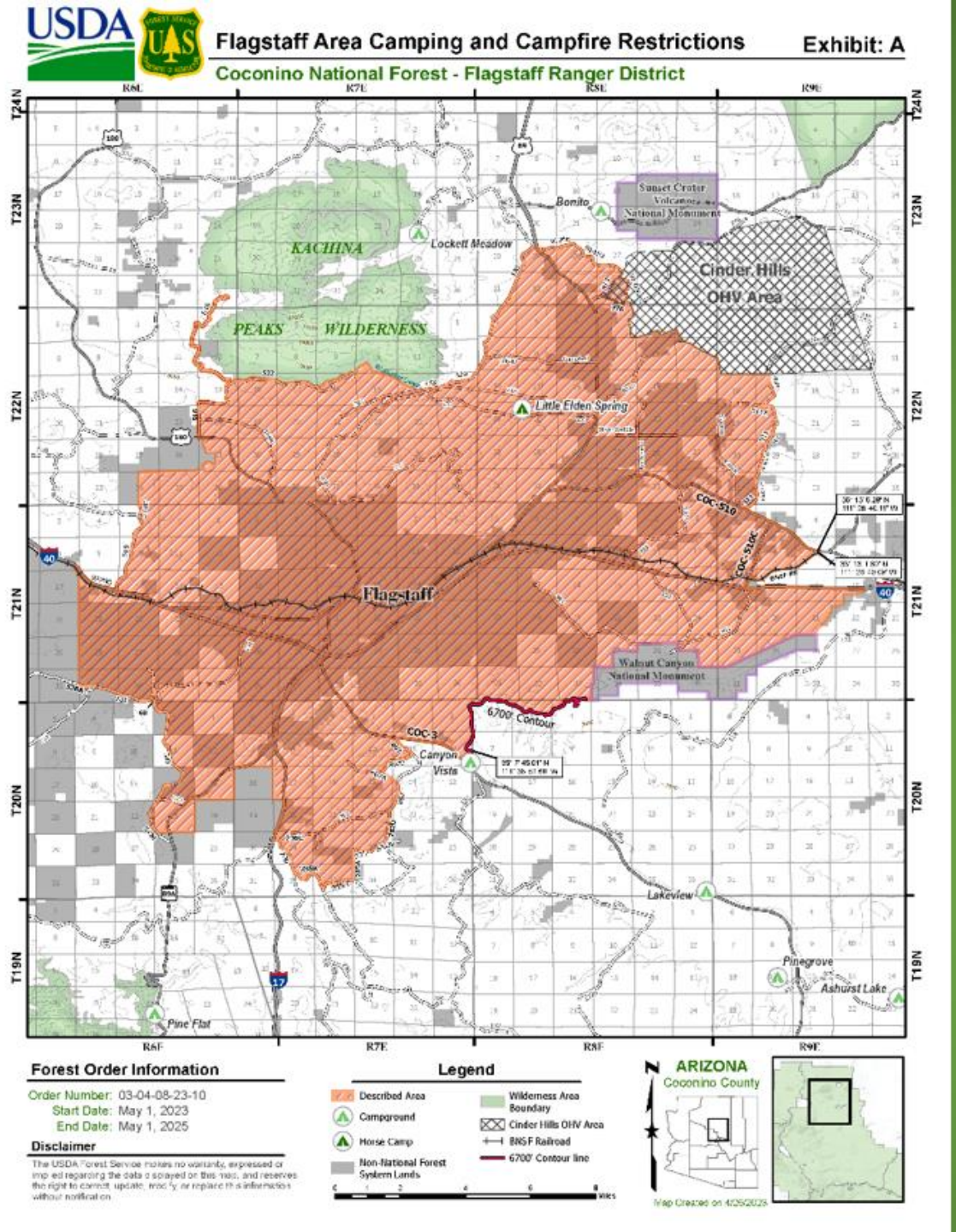
Stage 2: no campfires (propane stoves/fires allowed)

- 9am-8pm: no chainsaws or other equipment powered by an internal combustion engine
- Temporary non-motorized areas around Flagstaff

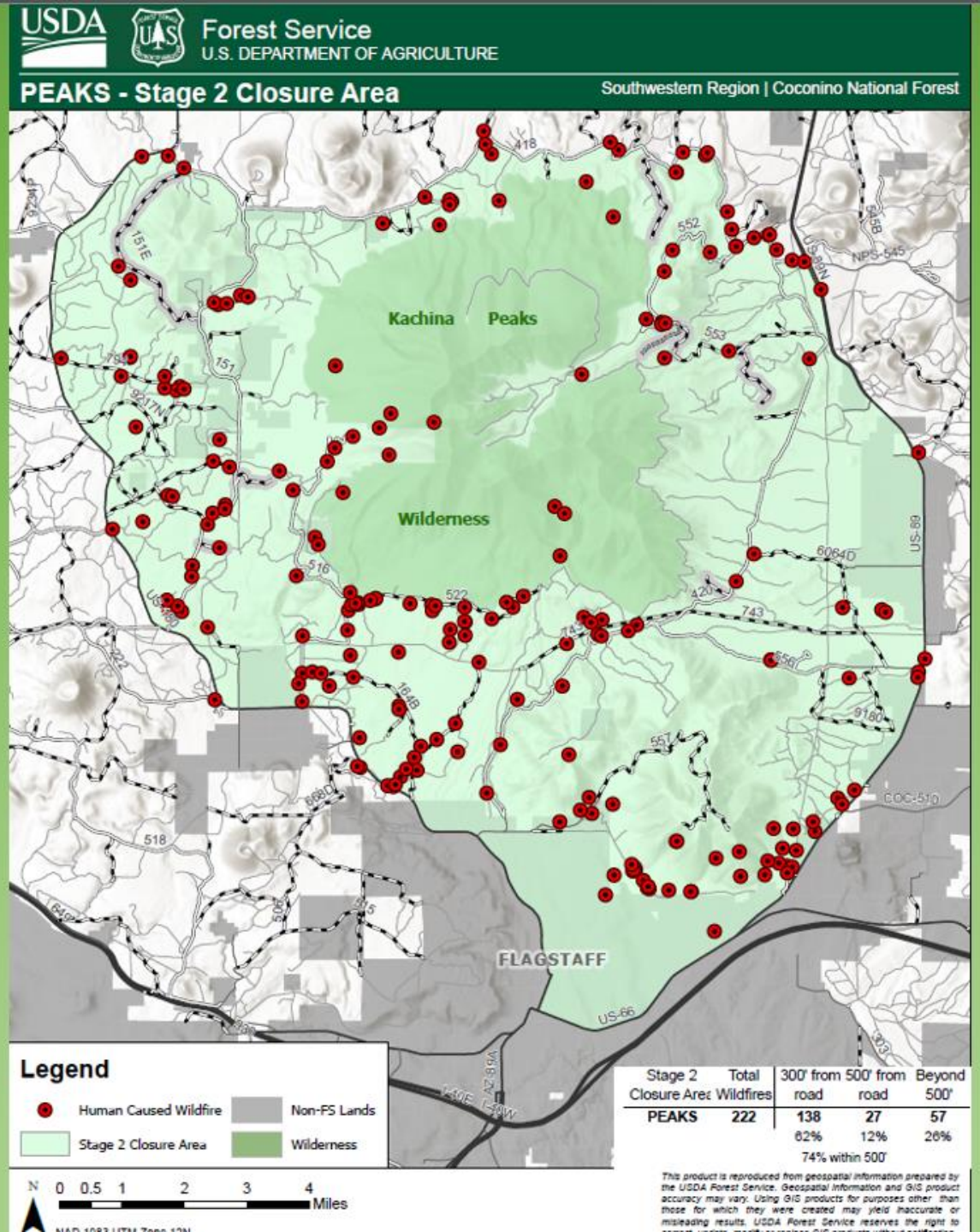
Stage 3: area/s or entire forest closed to public entry

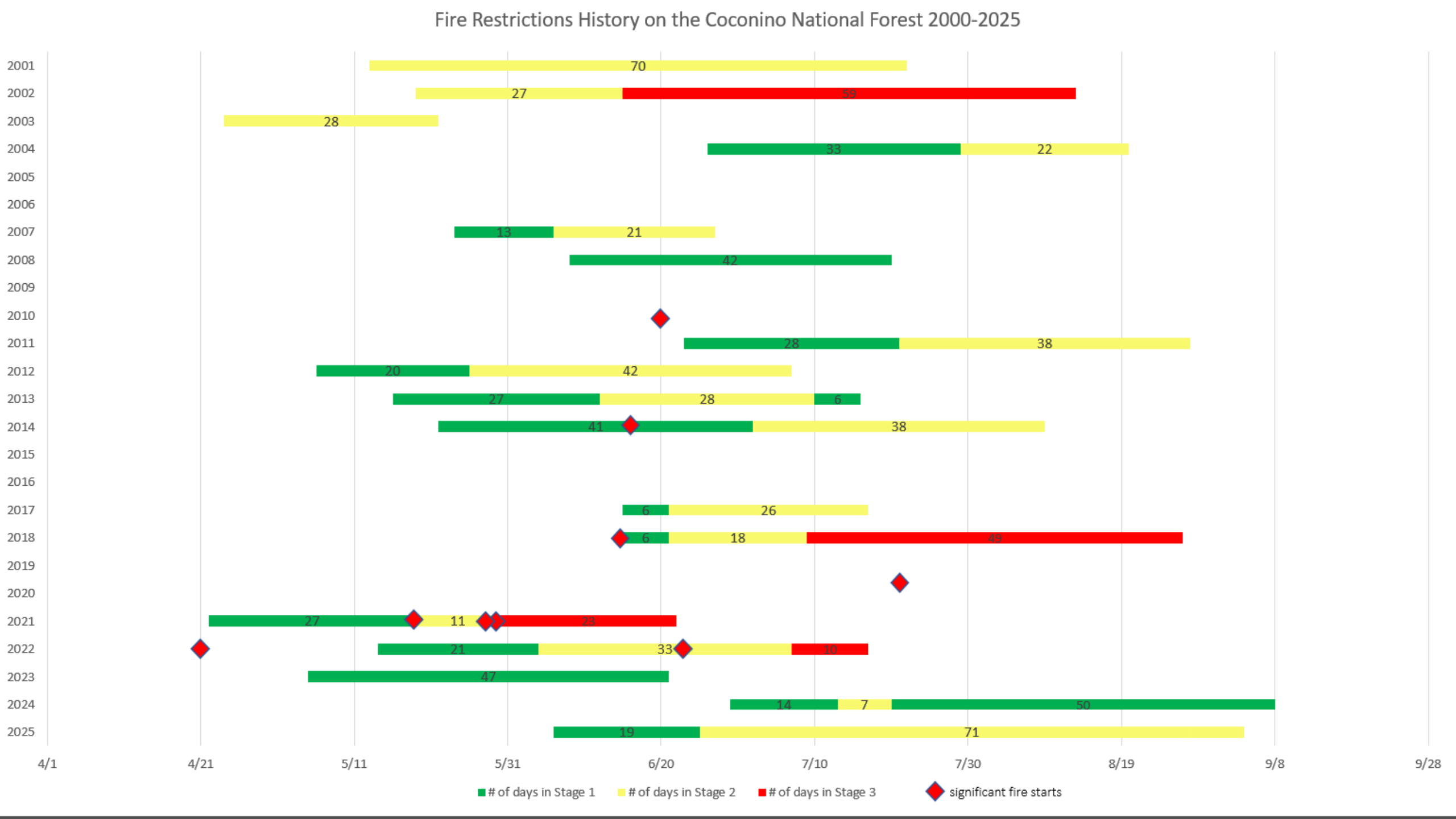
Flagstaff RD: existing year-round stage 2 restrictions surrounding Flagstaff, Kachina Village, Mountainaire, Doney Park, Timberline

Flagstaff area year-round camping and campfire restrictions



Human caused fires around the San Francisco Peaks -- 2013-2024




Fire Restrictions History on the Coconino National Forest 2000-2025
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7
50
19
71
4/1
4/21
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5/31
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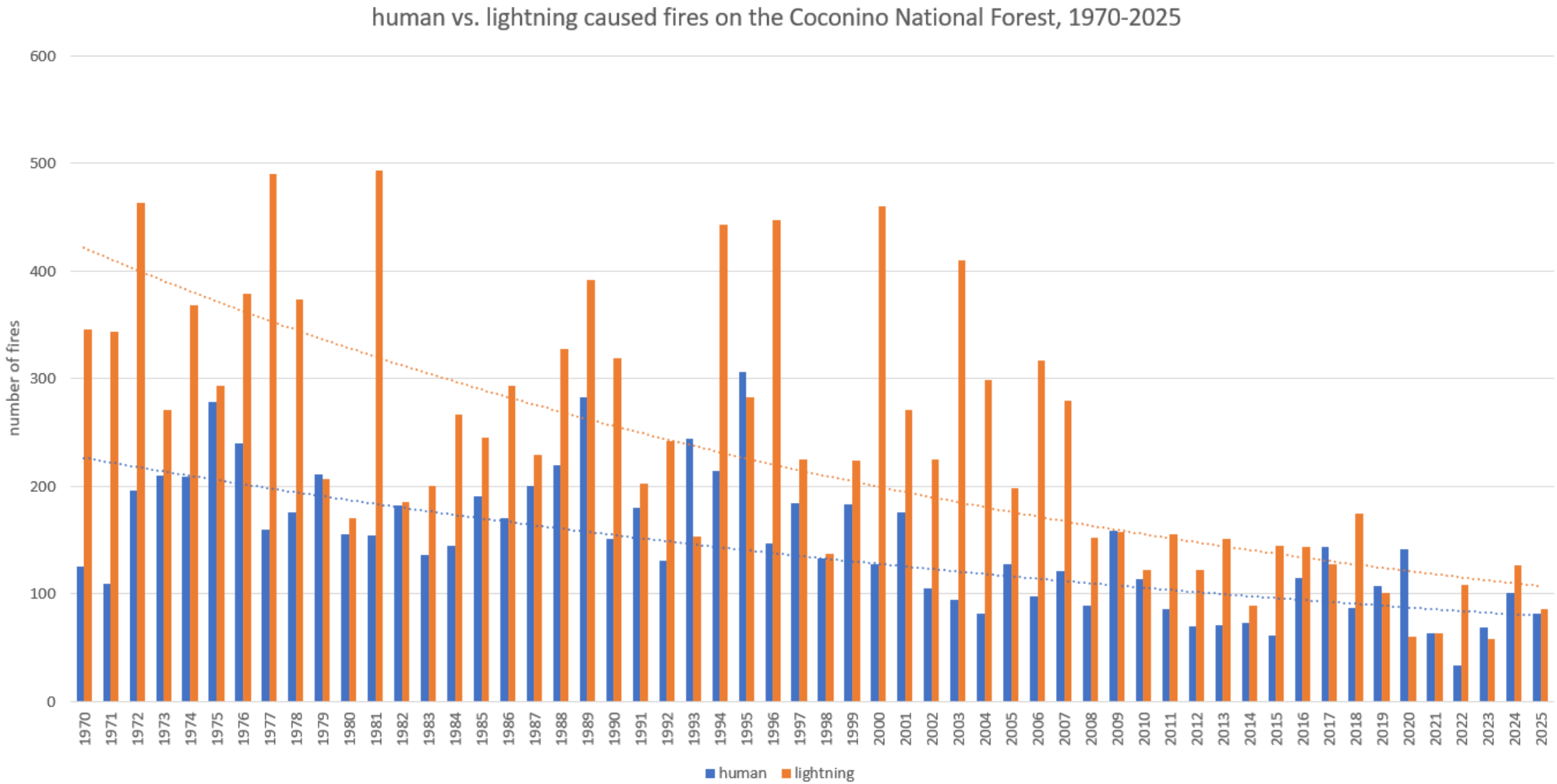
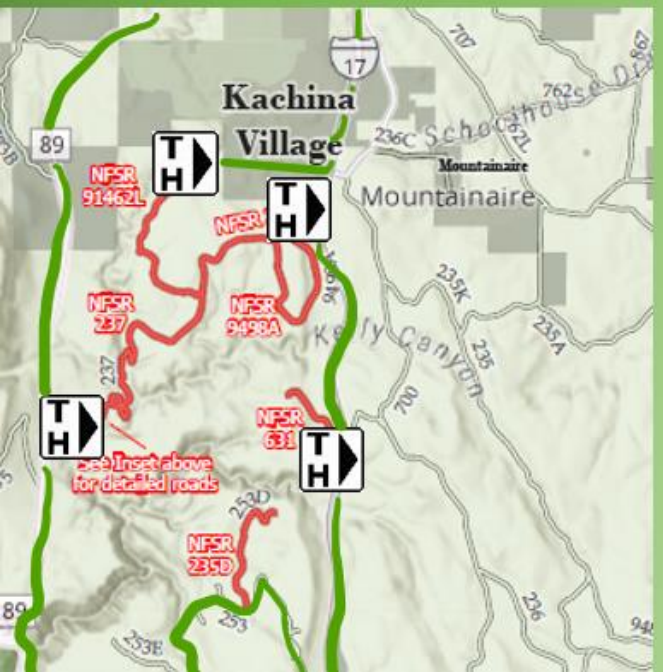
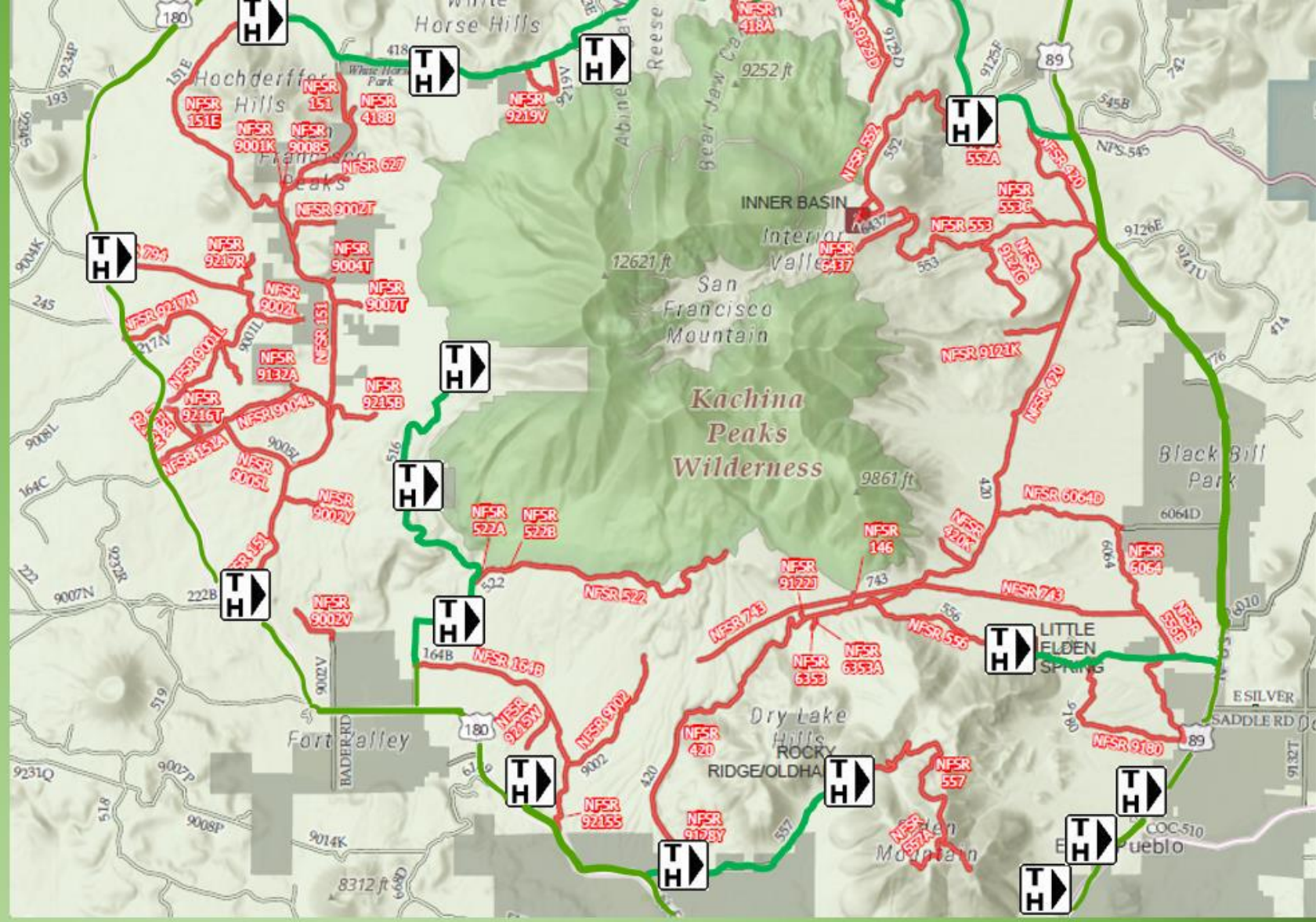
8/19
9/8
9/28
# of days in Stage 1
# of days in Stage 2
# of days in Stage 3
significant fire starts


human vs. lightning caused fires on the Coconino National Forest, 1970-2025
number of fires
600
500
400
300
200
100
0
1970 1971 1972 1973 1974 1975 1976 1977 1978 1979 1980 1981 1982 1983 1984 1985 1986 1987 1988 1989 1990 1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004 2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024 2025
human
lightning

Human-caused Fire Risk Reduction

Stage 2 temporary motorized restrictions




Horse Hills
Hochderffer Hills
San Francisco Peaks
INNER BASIN
Interior Valley
San Francisco Mountain
Kachina Peaks Wilderness
Fort Valley
Dry Lake Hills
ROCKY RIDGE/OLDHA
LITTLE ELDEN SPRING
Black Bill Park
12621 ft
9861 ft
9252 ft
8312 ft
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NFSR 151E
NFSR 418B
NFSR 627
NFSR 9002T
NFSR 9004T
NFSR 9007T
NFSR 9002L
NFSR 9132A
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FFD and partner Initiatives

Local action enabling risk reduction: Standards and metrics leading to clear, measurable outcomes

- Community Wildfire Protection Plan (CWPP)
- Wildfire Resilient Homes Initiative (WRHI) – *Partnership with City of Flagstaff Sustainability*
- Fire Insurance Review Task Force (FIRTF) – HB 2054
- Western States WUI – Urban fire mitigation exchange
- Community Meetings
- Moore Foundation Wildfire Resilience Initiative
- WUI code analysis project and resource protection pilot – designed to mitigate the 3 risks of how homes burn
- Collaborative study of wildland fire smoke with NAU and Cornell
- FWPP/4FRI
- GFFP/Forest Biomass coalition

Local action enabling risk reduction

FIRE-SUPPRESSED FOREST Fire in a ponderosa pine forest where fires have been repeatedly suppressed: Overcrowding can make the forest less healthy and resilient. When such a forest burns, the fire can extend into the crowns, killing large swaths of trees. © Erica Sloniker / TNC

FIRE-MAINTAINED FOREST Fire in a ponderosa pine forest using controlled burns with or without mechanical thinning: A fire burns low through the understory, maintaining gaps between some trees that help prevent future large crown fires. © Erica Sloniker / TNC

Wildfire Resilient Homes Initiative

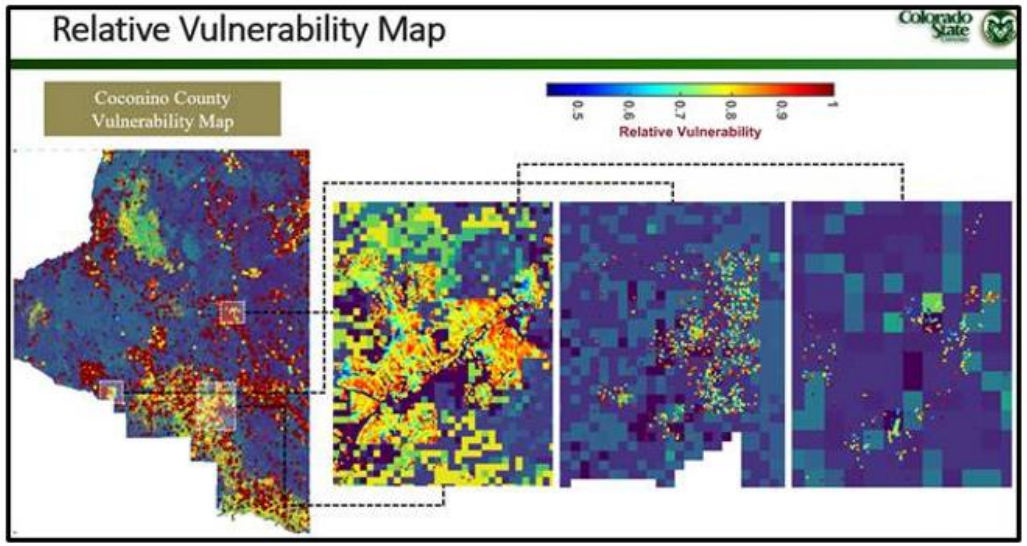
What: A collaborative pilot program to help residents reduce the risk of home ignition during wildfires

Why:

- Residents want to reduce their wildfire risk.
- Many are unsure which actions are most effective or where to start.
- There is a critical gap in accessible, practical tools to support household-level mitigation.

How:

- Provide accessible entry points for residents to take action.
- Prioritize simple, high-impact mitigation measures—like removing shrub and clearing needles.
- Pair education with resources and funding.



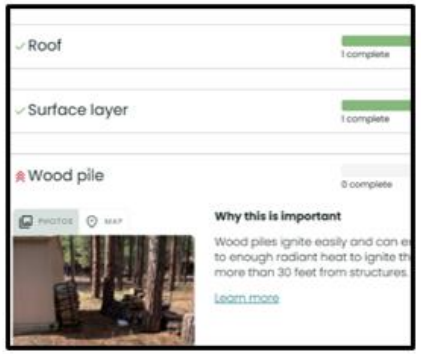
FLAGSTAFF FIRE DEPARTMENT

WILDFIRE RESILIENT HOMES INITIATIVE

Flagstaff Sustainability Office

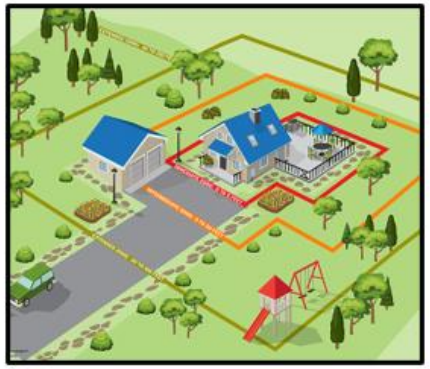
Wildfire Resilient Homes Initiative

Education + Engagement



Homes Assessments

Resources + Kits



Financial Assistance

Emergency Preparedness

Risk Reduction

Resilience

Wildfire Resilient Homes Initiative

57 Needs updated to actual metric

Home Assessments

23 Needs updated to actual metric

Kits Distributed

9

Grant Applicants

2,640

Flyers Distributed

230

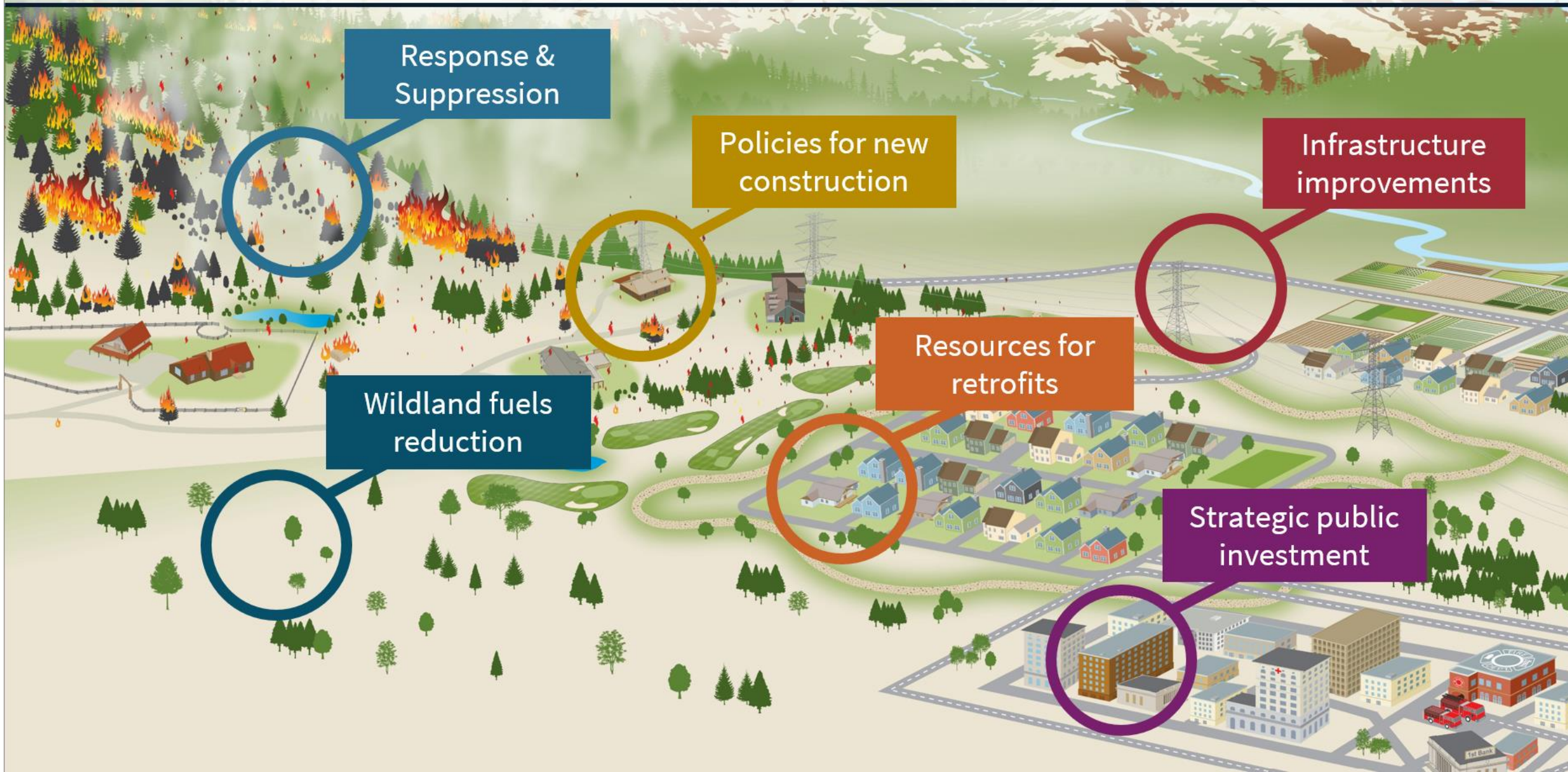
Attended a Community Meeting

3 Needs updated to actual metric

Clean up [Metric]

IDEAS:
participants,
of bags removed,
or events
(?)

Risk Reduction Measures



Fundamentals of Fire Management

Fire Spread = Heat, Fuel, Oxygen

Fire Behavior = Fuel, Weather, Topography

How do homes burn in wildfires?

- Embers
- Radiant Heat
- Direct Flame

- WUI Code + Amendments designed to mitigate all three fire risks
- High Density & Urban Conflagration = All three fire spread risks

Jack D. Cohen, Research Physical Scientist, U.S. Forest Service

Pine Needle Drop Off (PNDO)

- 6 project areas
  - Strategically selected for risk reduction
  - Tangible risk reduction has occurred
  - Dumpsters are open to all COF residents
- High level communications campaign
  - Message is community engagement forward
  - Pairs with wildfire risk reduction and WRHI
- Widescale support for this project

Community Meetings

- Railroad Springs:
  - Between 80-100 community members attended
  - Significant increase in home assessments being scheduled here
- NOHO:
  - Over 120 community members attended
  - Lots of new home assessments scheduled immediately following meeting
- Continental/Country Club:
  - Only 30 community members attended
  - Almost everyone in attendance signed up for a home assessment

Connecting the Social Element to Operations

- Increasing parcel level wildfire resilience gives firefighters the opportunity to save homes and keeps us safer.
- An informed community is a resilient community.
- Preparing community for evacuations before an emergency increases efficiency and safety of operations.
- By having dialog with the community, we are creating advocates for community resiliency and learning about nuances.

IBHS Available in AZ: Translating wildfire risk into actionable steps

5′
30′

Targeted mitigation efforts

How To Prepare Your Home for an Evaluation

The Wildfire Prepared Home designation program enables homeowners to take preventative measures for their home and yard to protect against wildfire. This checklist will guide you through required actions to help protect your home and receive a designation certificate.

Eligibility

- The applicant must be the owner of the 3-story or less, single-family detached home (no townhomes or condos).
- The home must be located in California.
- A 5-foot noncombustible buffer must surround the home. Photos submission are required for eligibility.

NOTE:

- Designation certificate requirements are stringent. Tree requirements may disqualify some homes, and some homeowners may have to work with neighbor(s) to meet the requirements.
- One of the most stringent required actions is creating a 5-foot noncombustible buffer around your home and decks. **ALL** vegetation, trees including overhanging branches, grass/turf, wood/rubber mulch, wood/vinyl fencing, and any stored items within 5 feet of your home must have been removed. Your home will not receive the designation certificate without meeting the requirements.

Examples of eligible homes with a 5-foot noncombustible buffer

Designation Certificate Levels

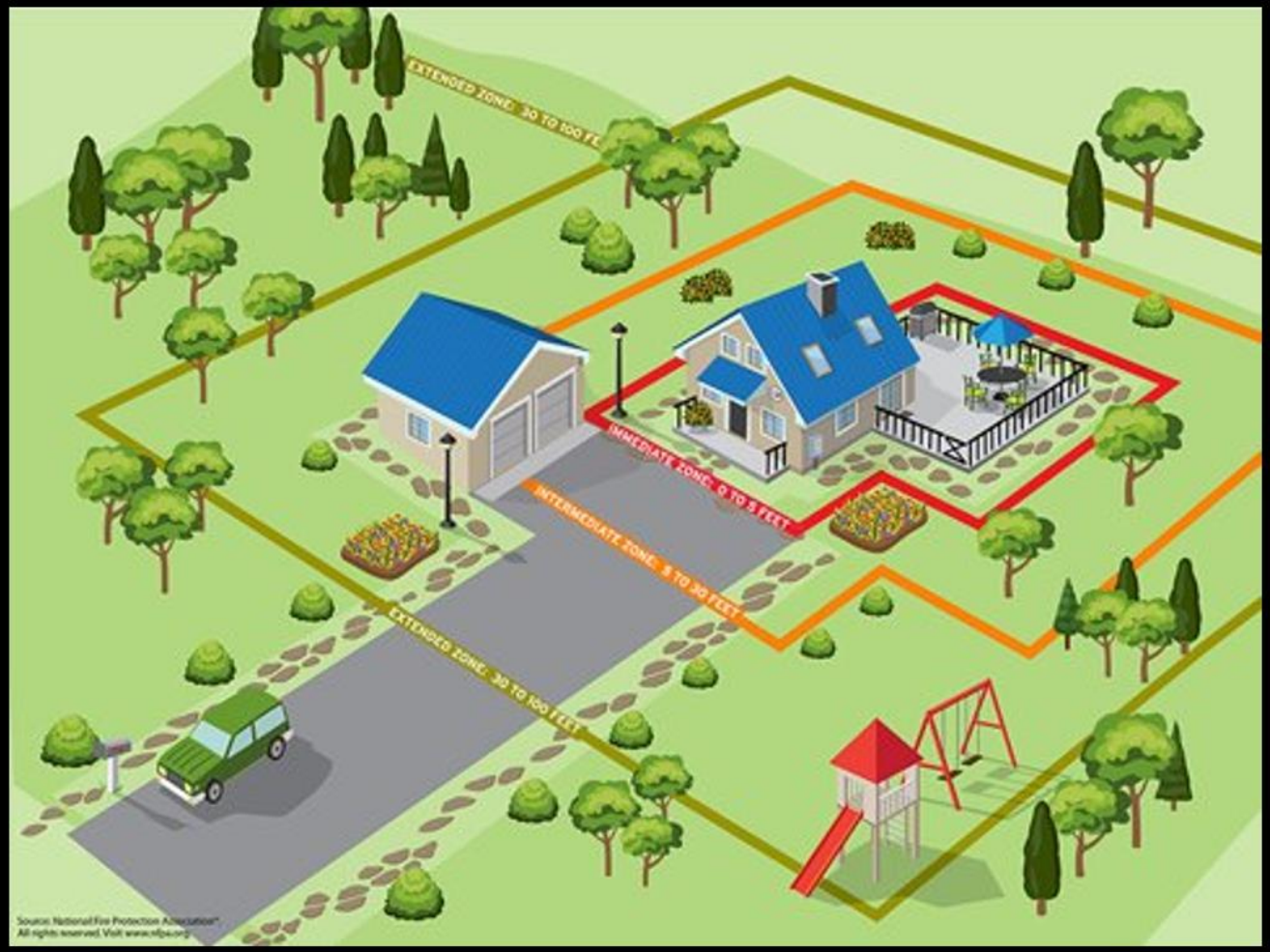
We offer two solutions. To receive a designation certificate, your home must meet **all** requirements listed for the desired level.

1. **Wildfire Prepared Home Base** — This group of required actions includes creating a 5-foot home buffer, preparing the home's exterior, and maintaining the deck/covered porch and yard, **typically achieved through retrofits** to existing homes.
2. **Wildfire Prepared Home Plus** — This group of required actions builds upon *Wildfire Prepared Home Base* to add an extra layer of home protection, **commonly achieved with newer home construction** or after exterior home renovations.

IBHS Wildfire Prepared Home Designations

Built Environment Desired Conditions

National Fire Protection Association Firewise USA Standards



Questions/Comments?

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council

From: Paul Mood, City Engineer

Date: 05/12/2026

Meeting Date: 05/19/2026

TITLE

Presentation and Discussion Related to the Potential Renaming of Columbus Avenue.

STAFF RECOMMENDED ACTION:

If City Council desires to rename Columbus Avenue it is Staff's recommendation to rename the street to Switzer Canyon Drive to provide conformity of street names in the area.

Executive Summary:

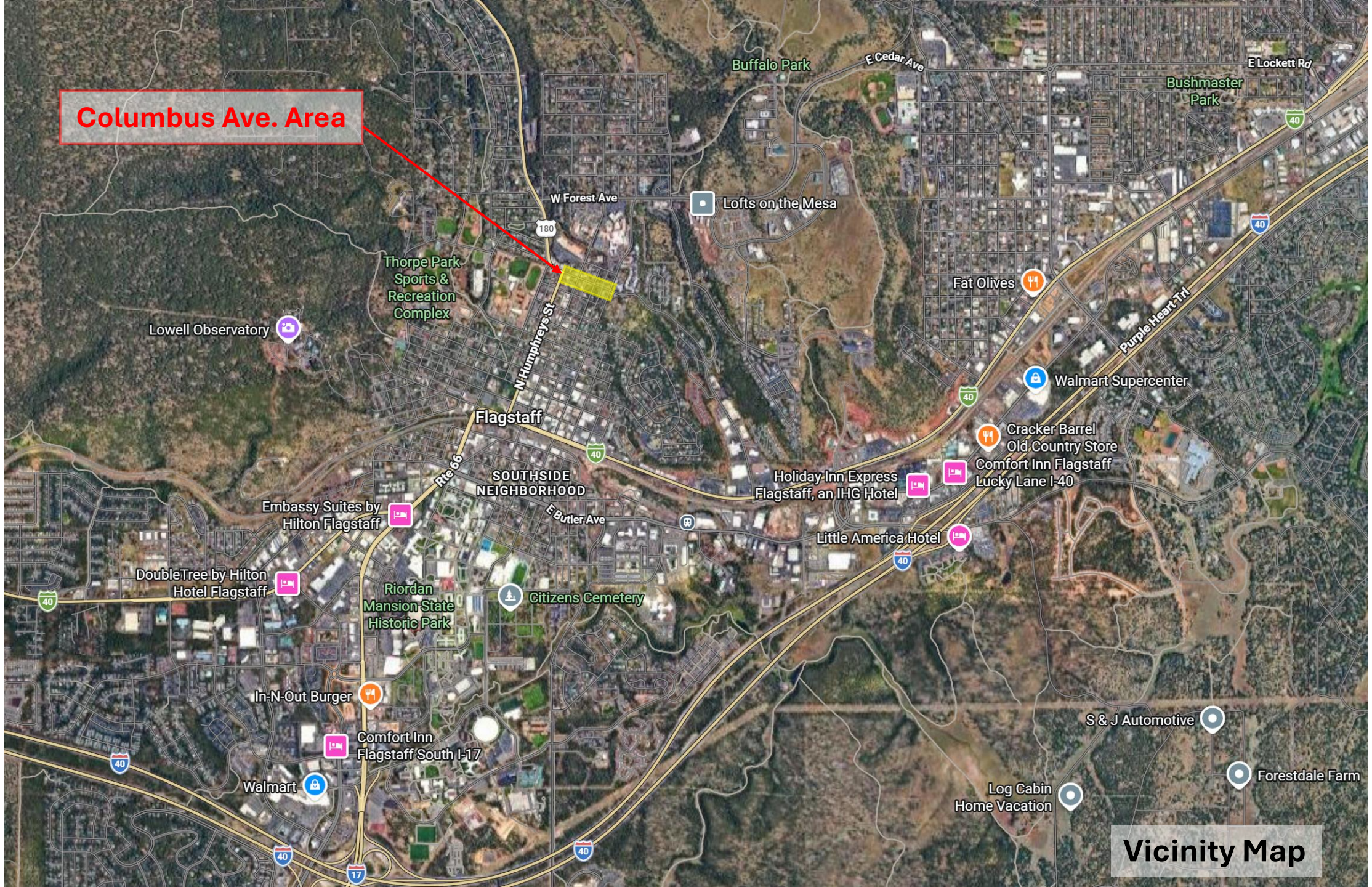
At the Open Call to the Public portion of the January 27, 2026 Council meeting several people spoke in support or renaming Columbus Avenue. Tashanna Yazzie spoke in support of changing the name of Columbus Avenue, citing the historical impact on Native Americans. She noted that the current name is considered disrespectful and proposed the name Hozhóóné, meaning “beauty, harmony, and balance,” reflecting her personal connection to Flagstaff. Riley Shapia spoke in support of changing the name of Columbus Avenue, stating that the current name is inappropriate. He emphasized that, contrary to popular belief, the U.S. was already inhabited and claimed by Native Americans. He recommended the name Hozhóóné, which means “beautiful.” Anthony Watson, speaking on behalf of Flagstaff High School and the Native American Club, addressed the renaming of Columbus Avenue. He emphasized that keeping the current name perpetuates historical trauma and causes lasting harm to Indigenous people. He urged the Council to provide a letter of support for renaming and recommended choosing a name that reflects and honors the values of the Flagstaff community. Ashlynn Arnold stated that she sits on the Indigenous People of Flagstaff Board and is in support of renaming Columbus Avenue. She requested the Council’s support, including a letter to send to the state to update maps. She noted that the current name honors a figure who brought harm to the Americas and stated that the community does not stand for retaining it. Aliyanna Esplain stated that she was also supportive about the name change. Paige Autumn Collins, Hailey, Julia, Kenan Begay, Christine Odegaard, McKayla, Michele de la Rosa-John, and Valencia Timms provided written comment supporting the renaming of Columbus Street.

At the February 17, 2026 Council meeting a citizen petition titled "Changing the name of Columbus Ave to an Indigenous representative name" was presented as a Future Agenda Item Request. Michelle John, a teacher at Kinsey Elementary, spoke on behalf of students from Kinsey Elementary and Flagstaff High School’s Native American Club to request that Columbus Avenue be renamed to something more appropriate and reflective of the local Native community. The students had prepared a presentation for Council but were unable to attend due to weather-related cancellations. They asked to return at a future date to formally present their proposal. The City Manager stated that staff would coordinate a future Council meeting to include both a student presentation and a staff report. She noted that any renaming effort would consider the broader corridor, which currently includes Fort Valley Road (Highway 180), Columbus Avenue, and Switzer Canyon Drive, and that staff would seek flexibility to bring back a comprehensive recommendation that better fits the community. There was requisite Council support to advance the matter to a future agenda for discussion.

Staff researched the number of properties and addresses on Columbus Avenue that would be affected by the proposed name change. There is a total of ten (10) addresses that would be changed.

Information:
NA

Attachments: Vicinity Map
Native American Club Presentation
Presentation


Columbus Ave. Area
Buffalo Park
E Cedar Ave
E Lockett Rd
Bushmaster Park
W Forest Ave
Lofts on the Mesa
Thorpe Park Sports & Recreation Complex
Lowell Observatory
N Humphreys St
Fat Olives
Purple Heart Trl
Walmart Supercenter
Flagstaff
Cracker Barrel Old Country Store
Comfort Inn Flagstaff Lucky Lane I-40
Holiday Inn Express Flagstaff, an IHG Hotel
Rte 66
SOUTHSIDE NEIGHBORHOOD
E Butler Ave
Embassy Suites by Hilton Flagstaff
Little America Hotel
DoubleTree by Hilton Hotel Flagstaff
Riordan Mansion State Historic Park
Citizens Cemetery
In-N-Out Burger
S & J Automotive
Comfort Inn Flagstaff South I-17
Walmart
Log Cabin Home Vacation
Forestdale Farm
Vicinity Map

Columbus Ave. Name Change

Presentation by the FHS and Kinsey Elem. Native American Clubs

Meet the team

How this all began

Back in 2020 when students at FHS looked at the Agassi street name with the City of Flagstaff City Council

The city looked at changing the street name of Agassi and through a public process, the name was changed to WC Riles

FHS Students cross Columbus on a regular basis

Native American students at FHS and NAU acknowledged that Columbus Street leads into Ft. Valley and the only other neighborhood in Flagstaff that leads into the streets that have Native American names like Navajo, Apache, Hopi, etc. Back in 2022, Native American students began organizing petitions and gathering youth involvement to look at the process to change the street name. Students also began attending and speaking at the City Council meetings, while also speaking with the mayor and Indigenous groups.

This effort was renewed early in 2026

NA Students wished to continue the work to pursue a name change. FHS students reached out and organized with students from Kinsey.

Who the Original People were

There have been tribes living in the Flagstaff area for thousands of years. The villages of Wupatki and Walnut Canyon are over 800 years old.

Some tribes that live in Flagstaff or near Flagstaff are Navajo (Dinè), Hopi, Havasupai, Hualapai, and the Kaibab band of Paiute Indians.

There are 13 federally recognized tribes that all this area home. They are all a part of the Native American Indians tribes.

The tribes of this area also traded with tribes from California, Mexico and what we now call New Mexico. Artifacts from many groups have been found around Flagstaff.

Who was Christopher Columbus?

An Italian explorer who was born in late 1451. He believed he could get to the East Indies by sailing west.

In the year 1492 the Spanish sailor Christopher Columbus went on a trip to what he believed would be a faster way to India. Instead, he landed on the shores of the Caribbean.

Columbus did not care about the indigenous people he came across and treated them badly. Columbus said, "These people are very unskilled in arms… with 50 men they could all be subjected and made to do all that one wished."

Christopher Columbus died sometime around May 20, 1506. He was celebrated for hundreds of years, but society now acknowledges how badly he treated the Indigenous people and we now celebrate Indigenous People's Day.

"We honor people with street names because they did something good in the past."

What does this street name show drivers?

Flagstaff Residents	77,763
NAU Students	28,467 (2024-25)
Nearby Communities	108,189 Bellemont, WIlliams, Munds Park, Hopi & Navajo on tribal lands
Tourists	5,000,000
Total	5,214,419

Brainstorming

Name Proposals

Hózhó

Selestewa

Cheii

Nizhóní

Escuela

Flowers

Blue Bird

Sesame

Name Proposals

Our final choices: Nizhoni & Hózhó

We chose Nizhoni because Nizhoni means beautiful, pretty or good.

Hózhó means finding beauty and balance in life.

Who are we honoring?
How are we showing it?

Major Landmarks and Streets in Flagstaff

Humphreys
W.C. Riles
Bushmaster
San Francisco
Fanning
Leroux
Switzer
Elden
Thorpe
Fremont
Lake Mary
Butler
Doney
Doyle
Ft. Tuthill
Schultz
Kendrick
Rees
Colton
Aubineau

Major Landmarks and Streets in Flagstaff

Beaver
Greenlaw
Milton

Beulah
Sinagua

Coconino Estates Neighborhood

Havasupai
Apache
Navajo
Tolchaco
Hogan
Curling Smoke
Piute
Hopi
Aztec
Kinlani

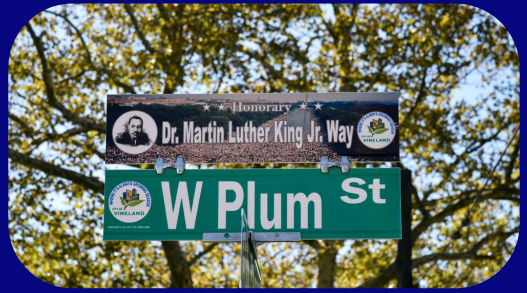
Smokerise Neighborhood

Snowshoe
Tomahawk
Mountaineer
Broken Arrow
Broken Arrow
Halfmoon
Smokerise
Harvest
Indian
Native
Warrior

Let's Work Together

The original "roads" in Flagstaff

Ancient trade routes created and used by the tribes that lived in this area, including sections of Route 66 and Highway 89.



Highways that honor Native Americans:

89	Native Americans Highway
S.R. 264	*Navajo Code Talker
Highway	
S.R. 264	*Hopi Code Talker Highway
U.S. 160	Native American Women
Veterans	

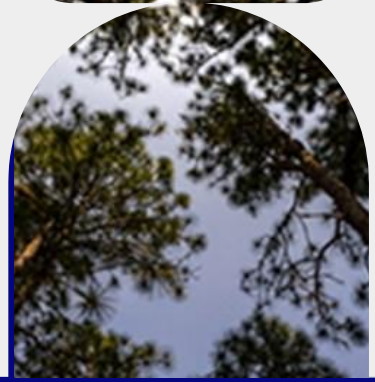
Our Recommendation

Rename the Columbus section to Switzer, but give an honorary name to the entirety of Switzer Canyon Rd. to acknowledge the Native people of this area

In the Future

What we should do in the future for Flagstaff, is name streets with kind, nice words. If you are thinking to honor a person, make sure they are a good person.

What we should do in the future for Flagstaff, is we should have names related to tribes, words like Chief Manuelito.



Any Questions?

We thank you for the opportunity to present to you!

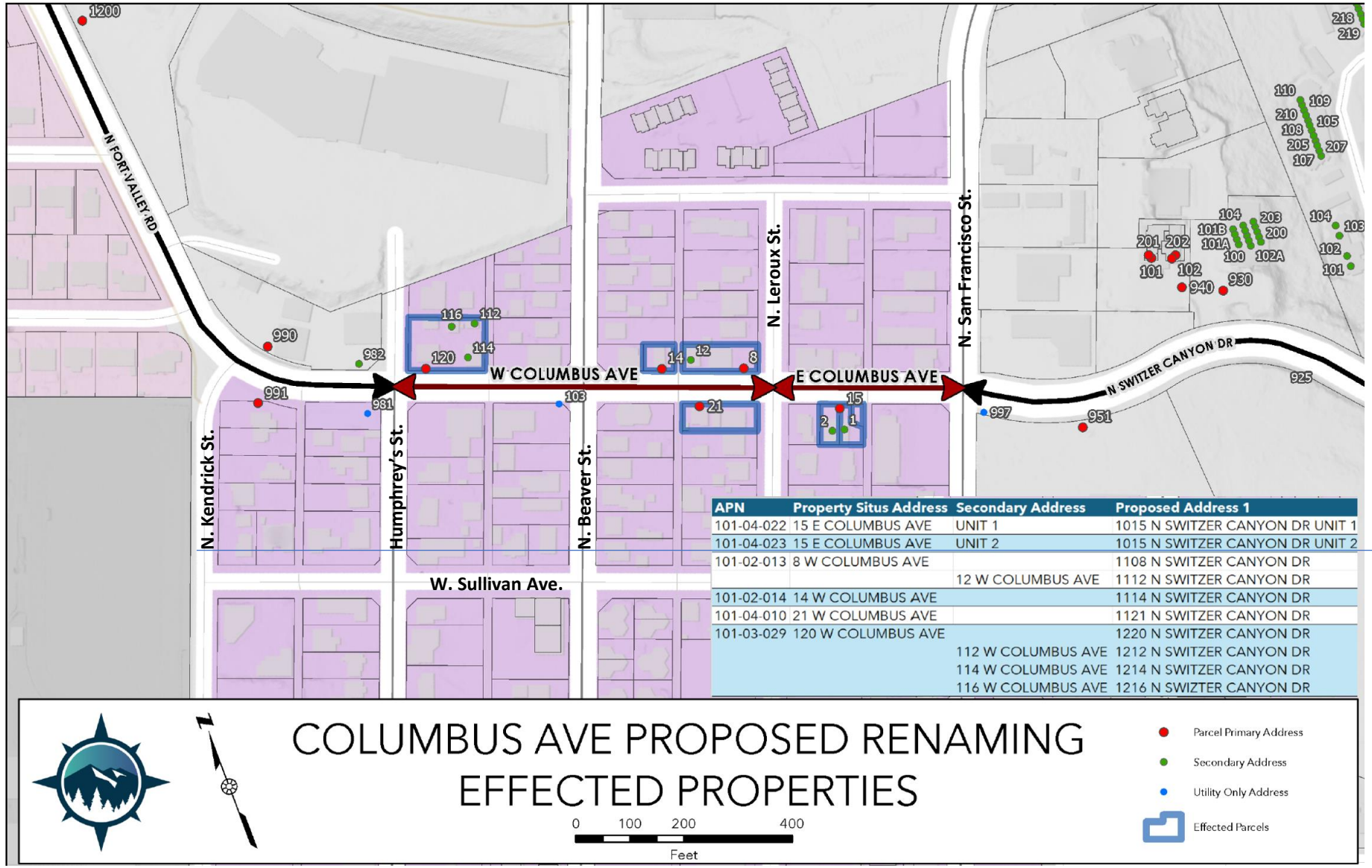
Columbus Avenue Renaming Discussion

May 19th, 2026

Columbus Ave. Renaming Discussion

- January 26, 2026 Council Meeting
  - Several residents spoke in favor or renaming Columbus Ave. due to its negative connotation to the Native Community.
  - Hozhóóné, meaning “beauty, harmony, and balance was a recommended name.
- February 17 2026 Council Meeting
  - Future Agenda Item Request: A Citizen Petition Titled “Changing the name of Columbus Ave. to an Indigenous representative name”.
  - Michele John spoke on behalf of students from the Kinsey Elementary School and Flagstaff High School’s Native American Club to request that Columbus Ave. be renamed to something more appropriate and reflective of the Native Community.

Columbus Ave. Renaming Discussion



APN	Property Situs Address	Secondary Address	Proposed Address 1
101-04-022	15 E COLUMBUS AVE	UNIT 1	1015 N SWITZER CANYON DR UNIT 1
101-04-023	15 E COLUMBUS AVE	UNIT 2	1015 N SWITZER CANYON DR UNIT 2
101-02-013	8 W COLUMBUS AVE		1108 N SWITZER CANYON DR
		12 W COLUMBUS AVE	1112 N SWITZER CANYON DR
101-02-014	14 W COLUMBUS AVE		1114 N SWITZER CANYON DR
101-04-010	21 W COLUMBUS AVE		1121 N SWITZER CANYON DR
101-03-029	120 W COLUMBUS AVE		1220 N SWITZER CANYON DR
		112 W COLUMBUS AVE	1212 N SWITZER CANYON DR
		114 W COLUMBUS AVE	1214 N SWITZER CANYON DR
		116 W COLUMBUS AVE	1216 N SWIZTER CANYON DR

Staff Research

- 6 affected parcels
- 10 address changes required
- 7 street signs affected
- $11,350 for materials, labor & equipment for new signs

Columbus Ave. Renaming Discussion

Street Remaining Process

1. Residents/Owners file a change request with Addressing. Including the reason for change and a new proposed street name
2. Addressing will then:
    1. Evaluate how many addresses will be affected by the change and communicate this to the parties requesting the change.
        i. The parties requesting the change will need to reach out to other residents/businesses that will be affected by the change (GIS can provide mailing addresses for internal customers if need)
    2. Contact Emergency Response if the issue could affect their ability to respond.
3. To move forward with the street name change after it is approved internally (through Council, emergency response, Planning & Development Services or other legal channels).

    Addressing will:

    1. File a street name approval form which will be sent to 911, County and the Postal Service for approval.
    2. Update Streets data with the approved street name
        i. Provide Public Works a sign list with names and address ranges for sign replacement
    1. Re-address the addresses on the street
        i. Send out documentation for property owners
        ii. Inform County, Utilities and 911 about the address changes
        iii. Leave a 60-day window for property owners to change personal files before decommissioning the old addresses

Note: Affected property owners should be made aware of potential street name change as it will affect personal mailing materials, property address numbers, etc.

Columbus Ave. Renaming Discussion

Staff Recommendation

- If City Council desires to rename Columbus Avenue, it is Staff's recommendation to rename the street to Switzer Canyon Drive to provide conformity of street names in the area.

Questions?

TEAM FLAGSTAFF

WE MAKE THE CITY BETTER