

Public Safety Citizen Committee

Questions & Answers

General

Q1: What does the Regional Plan survey results share about community priorities?

A1: A copy of the survey results can be found on the Regional Plan 2045 webpage here

file:///C:/Users/sanderson/Downloads/8912_Summary_of_Survey_Results_for_the_Retreat.pdf. The first question was about ranking priorities. The highest priority is housing attainability followed by healthy economy.

Financial Outlook

Q1: How does the city's sales tax with special taxes (i.e., BBB) correlate to other cities that were compared?

A1: Please see handouts 1) Hotel Sales Tax Rate Comparison ([Sales Tax rate comparison.xlsx](#)) and 2) Restaurant-Bar Tax Rates ([Sales Tax rate comparison.xlsx](#)) in the Q&A section of the Connect Flagstaff site.

Q2: Is there a city mechanism to save for known future capital needs (i.e., station #7)?

A2: Yes, the city can save for known future capital needs by reserving one-time funds in the appropriate five-year plan. However, this has been difficult as the city has so many needs, they utilize one-time funding for without excess capacity left over for significant capital needs.

Q3: How does Prescott get a higher operating budget given they have a smaller population?

A3: Prescott passed Prop 478 which created a 0.95% tax increase for public safety. It supported 14 new FTEs and new and renovated fire and police facilities in the most recent budget. The City-wide funding sources are included on their website at [FY2025 - 2026 Budget Publication | FY2026 Recommended Budget](#). A summary chart is copied below from this webpage.

City-Wide Funding Sources

	2025 ADOPTED BUDGET	FY26 PROPOSED BUDGET	% Change
	FY2025	FY2026	
Funding Source Category			
Tax Revenue	\$57,901,710	\$75,109,514	30%
Intergovernmental	\$48,468,550	\$62,961,156	30%
Licenses and Permits	\$226,100	\$229,800	2%
Charges for Services	\$71,483,072	\$79,871,375	12%
Fines and Forfeitures	\$323,800	\$350,800	8%
Gifts and donations	\$666,740	\$653,628	-2%
Investment Income	\$388,500	\$699,000	80%
Miscellaneous	\$188,516	\$164,517	-13%
Proceeds from Debt	\$50,887,224	\$38,264,175	-25%
Transfers In	\$11,486,831	\$4,527,948	-61%
Cost Recovery Revenue	\$8,687,515	\$9,717,143	12%
FUNDING SOURCE CATEGORY TOTAL	\$250,708,558	\$272,549,056	9%
Use of Fund Balance	\$27,904,785	\$31,197,106	-
Total Funding Sources	\$278,613,343	\$303,746,162	9%

Data Updated May 02, 2025, 2:16 AM

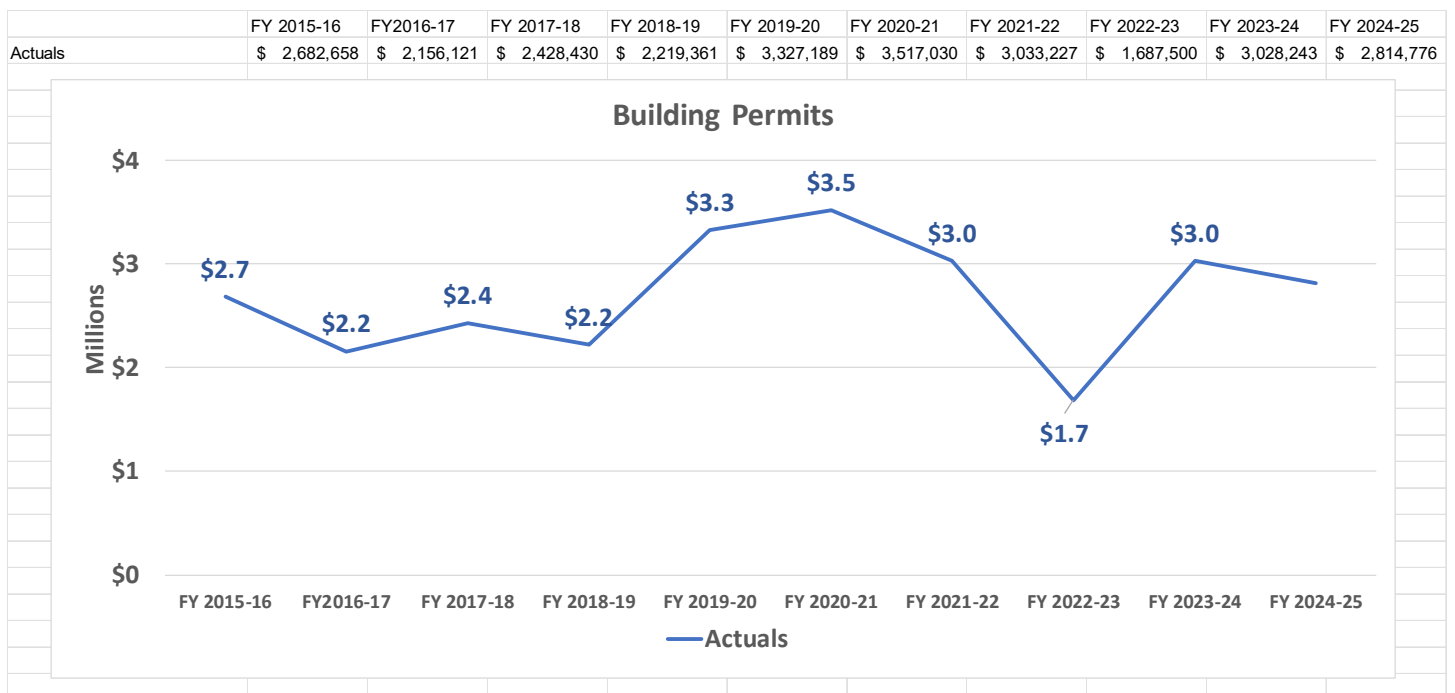
Q4: How much more is the City receiving in primary and secondary property tax since 2020?

A4: The [General Fund Revenue History by Class](#) handout on the Connect Flagstaff Q&A section has data from 2009 actuals to 2025 actuals. The chart below shows year-over-year changes by percentage.

City of Flagstaff 10-Year Property Tax Revenue History Run Date: 03/11/2026												
Property Tax Type	2016 Actuals	2017 Actuals	2018 Actuals	2019 Actuals	2020 Actuals	2021 Actuals	2022 Actuals	2023 Actuals	2024 Actuals	2025 Actuals	% Change	Annualized % Change
Primary Property Taxes	5,649,356	5,764,349	6,205,826	6,731,508	6,885,856	6,961,061	7,112,567	7,109,977	7,187,667	7,200,552	27%	2.7%
% year over year change		2.0%	7.7%	8.5%	2.3%	1.1%	2.2%	0.0%	1.1%	0.2%		
Secondary Property Taxes	5,718,943	5,916,234	6,284,112	6,747,904	7,235,558	7,385,677	7,803,477	8,236,365	8,626,919	9,021,441	58%	5.8%
% year over year change		3.4%	6.2%	7.4%	7.2%	2.1%	5.7%	5.5%	4.7%	4.6%		
Total Property taxes	11,368,299	11,680,583	12,489,938	13,479,412	14,121,414	14,346,738	14,916,044	15,346,342	15,814,586	16,221,993	43%	4.3%
% year over year change		2.7%	6.9%	7.9%	4.8%	1.6%	4.0%	2.9%	3.1%	2.6%		

Q5: There appears to be a decline in the number of building permits since 2020. What is the cost of not having a similar number of building permits.

A5: There is a chart below that outlines the revenue from building permits in FY2015-2016 is \$2,682,658 and FY2024-2025 is \$2,814,776, which is an overall increase of \$132,118. There was a decline between FY2016-2017 and FY2018-2019 and again in FY2022-2023, but all other fiscal years have exceeded the revenues collected in FY2015-2016.



Q6: What is the 10-year budget history for each of the public safety departments that are in need of additional funding?

A6: Please see handouts 1) [Flagstaff Expenditure History – By Fund](#) there is Fire and Police Operations and Grants and Airport Fund, Emergency Management will be within Management Services’ total numbers 2) [Flagstaff Expenditure History – General Fund with Transfer Out](#), shows the total expenditures of Fire and Police with the Pension Debt 3) [Flagstaff Expenditure History – Personnel FTEs](#), reports staffing within Fire and Police and all others 4) [General Fund Revenue History by Class](#), includes charges for services collected by Police and Fire and 5) [General Fund Revenue Transfer History](#) demonstrates the support of Airport operations by the General Fund in the Q&A section of the Connect Flagstaff site. If you would like to see budgets for Fire, Police, Emergency Management (broken down within Management Services) and Airport these can be viewed in the Annual Budget Reports on the

City's website here <https://www.flagstaff.az.gov/4825/Annual-Budget-Reports>. Below is an example from FY2025-2026 for the Fire Department in the Division Detail section of the Annual Budget Report.



Fire – Fire Department

Section 051 - Fire Operations					
Expenditures by Category:					
	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	\$ 11,286,395	\$ 12,223,107	\$ 12,174,139	\$ 16,803,064	\$ 4,579,957
Contractuals	1,169,780	1,676,092	1,608,749	1,453,617	(222,475)
Commodities	866,224	1,082,386	822,736	1,007,036	(75,350)
Capital	119,075	5,559,753	3,052,174	4,969,079	(590,674)
Total	\$ 13,441,474	\$ 20,541,338	\$ 17,657,798	\$ 24,232,796	\$ 3,691,458
Expenditures by Program:					
General Administration	\$ 995,928	\$ 1,147,108	\$ 1,147,108	\$ 3,244,063	\$ 2,096,955
Fire Prevention	305,922	311,922	311,922	325,375	13,453
Training	119,256	159,710	159,710	191,654	31,944
Fire Suppression	11,076,587	17,700,989	14,854,792	16,719,302	(981,687)
Alternate Response Unit	943,781	1,221,609	1,184,266	1,085,902	(135,707)
JWP Fire Facility	-	-	-	2,666,500	2,666,500
Total	\$ 13,441,474	\$ 20,541,338	\$ 17,657,798	\$ 24,232,796	\$ 3,691,458
Source of Funding:					
General Fund				\$ 24,232,796	
				\$ 24,232,796	
Commentary:					
The Fire Operations budget has increased by 29%. There are capital expenditures of \$4,969,079, resulting in an overall net increase of 18%. The personnel services increase of 37% is mainly due market adjustments, merits, and benefits increases as well as the reclassification of 1.0 FTE Assistant Fire Marshal to a Fire Marshal and the addition of 1.0 FTE Fire Captain. The contractuals decrease of 13% is mainly due to a reduction in one-time expenditures related to training and building maintenance. Commodities decreased by 7% mainly due to prior year one-time expenditures for equipping a Type VI engine and supplies. There are capital expenditures (>\$5,000) including the design of John Wesley Powell Station #7 (\$2,666,500), a new Aerial Fire Truck (\$2,082,579), Fire Capital Reserve (\$100,000), and other miscellaneous capital (\$120,000).					

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

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

Q7: Explanation about why General Fund cannot pay for the increasing budget needs for public safety and include the following information:

A7: The General fund expenditures are outpacing the revenue growth. When looking at current personnel, programs, and expenditures there are multiple years within the City's 10-year plan where the City's funding does not cover current expenses. This occurs in fiscal years 2033, 2034, 2034, and 2036. This means without additional revenue sources the City will need to cut current personnel, programs, and expenditures to balance the 10-year forecast. Realizing not all the changes at the State and Federal level have been finalized so there could be a more positive outlook given the anticipated tax conformity and the federal 2025 big, beautiful budget bill.

Q7-1) Projected growth of general fund, A7-1) The General Fund total revenues are anticipated to be \$96.5 million in FY2026-2027 and \$101.7 million in FY2035-2036, which is a 5% increase over the 10 years.

Q7-2) How projected growth will assist in meeting public safety needs, A7-2) The projected growth is not significant enough to keep up with the growth of expenses related to personnel, programs, and expenditures and as such will not be able to meet the additional needs identified within public safety.

Q7-3) Growth of property tax, A7-3) Property tax is estimated to be \$7.8 million in FY2026-2027 and \$8.2 million in FY2035-2036, which is a 4% increase over the 10 years.

Q8/A8: What are the primary reasons for the funding gap within public safety and include the following information:

Q8-1) Are the gaps ongoing or one-time, A8-1) The funding gaps are ongoing.

Q8-2) What are the internal and external factors, A8-2) Internal factors are the many needs within Public Safety and outside of public safety within the General Fund and the limited ongoing revenue growth within the General Fund and the increasing cost of personnel, contracts, and commodities.

Q8-3) Were the funding gaps anticipated and for how long, A8-3) The City plans for ten years and can anticipate lower ongoing growth within the General Fund and has been using one-time capacity in order to try and address the needs within the existing revenue capacity for many years. The ten-year plan now shows we don't have the ability to count on the amount of one-time to cover the growing ongoing needs and there is a need for additional personnel which the City does not use one-time capacity to cover unless the position is only needed for a few years.

Q8-4) What other efforts have been made to address the gaps and what savings did those measures produce, A8-5) The refinancing of the Public Safety Personnel Retirement System unfunded liability produced \$2 million annual savings and \$76M overall savings for the pension plan, the SAFER grant for 12 personnel saved the City \$2.4 million over the first three years, the COPS grant supported 8 FTEs and created \$1.6 million in savings, and adoption of the Water Resource Infrastructure Protection fee created \$1.27M annually to support the Wildland Fire Management team.

Q8-5) What tradeoffs may have been made the public does not see, A8-5) The funding to address the unfunded liability within the Fire and Police State Retirement Plans, the amount of fleet capital set aside to fund public safety vehicles and apparatus, providing more support to public safety through IT and Legal, and set asides for capital expenses such as the Station 7.

Q8-6) Funding issues in other departments and their pressure on public safety, A8-6) Other divisions have ongoing needs such as personnel, software, and related supplies and equipment and the City has to choose which item will be most important that year given what is coming ahead in the next 12-18 months given the limited ongoing revenue.

Q8-7) Any funding changes in other departments to address funding gaps in public safety and what do those look like, A8-7) The recommended budget often does not include other division requests to fund public safety services. There also may be an inability to use funds for another purpose because of funding needs within public safety. For example, the City paid \$4,626,978 for Fire Pension Debt and \$5,414,047 for Police Pension Debt in FY2024-2025 to pay for the unfunded liability in these two state retirement plans.

Q8-8) What discretion do departments have on their funding and what is the oversight from city management on the use of their funds, A8-8) Each year the divisions submit their budget requests for consideration in the City Manager's recommended budget. The budget team reviews the requests in relation to the PBB and Council priorities, expense history, and available ongoing and one-time capacity when determining what will be recommended for Council consideration. The division is also required to review and report any budget variances in the middle of the fiscal year, and this information is reviewed by budget and finance personnel. The division may reallocate within their base budget, except any reallocation of personnel must be approved by the budget team.

Q8-9) Who manages the budget within each department to ensure funding is appropriately obtained and spend each year, A8-9) The Division Director is responsible for the oversight of the division budget and Section Directors are often responsible for their section budget and assisting in the budget process.

Q9: In the 12/3 presentation, slide “Public Safety Municipal Comparison” the number of public safety FTEs doesn’t correlate to the number of public safety employees in the previous slide. Which number is most correct to compare to other municipalities?

A9: The municipal comparisons slide (slide 40 in 12/3 presentation) presented the number of General Fund supported positions and Flagstaff’s Airport and Water Resource Infrastructure Protection Fee are non-General Fund and not included. This slide is a demonstration of the percentage of General Fund each municipal agency contributes towards public safety. This means the Aircraft Rescue and Firefighting and Wildland Fire (WRIP) are not included in the total in the Municipal Comparisons slide. This is the difference between the all funds total of 311 listed on slide 39 and the 293 General Fund only number listed on slide 40.

Q10: What are some non-Arizona peer city comparisons who are similar in size and with 5-6M in visitation and significant wildfire risk.

A10: City staff have looked at three municipalities outside of Arizona (Santa Fe, Boulder, and Berkeley) who have a Fire Department to provide some additional context. Santa Fe’s Budget Book did not include specific information about the number of personnel to be able to include the full-time equivalent data.

Municipality	Population	Total Operating Budget	Public Safety Operating Budget	Percent of Operating Budget	Total Full-Time Equivalents	Public Safety Full-Time Equivalents	Percent of Full-Time Equivalents
Flagstaff	76,586	\$116.9 million	\$46.8 million	40%	981.26	293	29%
Avondale	93,545	\$241.4 million	\$74.8 million	31%	824.2	381.5	46%
Maricopa	71,022	\$81.87 million	\$35.7 million	43.70%	484	239	50%
Queen Creek	76,570	\$227.3 million	\$51 million	22%	709.91	293	41%
Kingman	37,179	\$66 million	\$23.4 million	35%	432.5	137	31%
Prescott	48,761	\$145.7 million	\$39.4 million	27%	610.5	213.5	34%
Yuma	103,559	\$325.8 million	\$67.9 million	20%	1,056	443	41%
Tempe	180,587	\$852.8 million	\$200.2 million	23%	2,265	774	34%
Goodyear	116,694	\$425 million	\$120.1 million	28%	1,067	421.5	39%

Santa Fe, NM	91,957	\$481 million	\$84 million	18%			
Boulder, CO	105,995	\$194.5 million	\$79 million	40.70%	1,548.28	421	27%
Berkeley, CA	125,327	\$571 million	\$333 million	58%	1,747	504	29%

Q11: Provide some primary property tax examples.

A11: Below are examples of the Tax Year 2025 property tax rate and levy.

Residential example:

	Tax Year 2025	
Average Class 3.01 Residential AV	\$333,057	
City Taxing Authority	Rate	Taxes
Primary Property Tax	0.6045	\$ 201.33
Secondary Property Tax	0.8000	\$ 266.45
Total: City Taxing Authority	1.4045	\$ 467.78

Commercial Example:

	\$1,000,000 Property in 2025	
City Taxing Authority	Rate	Taxes
Primary Property Tax	0.6045	\$ 967.20
Secondary Property Tax	0.8000	\$ 1,280.00
Total: City Taxing Authority	1.4045	\$ 2,247.20

Q12: Can we increase excise tax and/or retail sales tax for Marijuana?

A12: The City cannot increase the excise tax as that is set by the State. The City may be able to increase the retail sales tax on marijuana and anticipates each 1% would have less than \$200,000 impact. This may likely need voter approval. Additional research will be required if this is considered.

Q13: Can we increase the tax for purchase of alcohol?

A13: The City may be able to increase the retail sales tax on the purchase of alcohol but the data is not available to understand the potential revenue gains. This may likely require voter approval. Additional research will be required if this is considered.

Q14: Can we show transfers out as another part of the General Fund budget pie chart?

Q15: Request to see more details for the budgets.

A15: The budgets for Fire, Police, Emergency Management (broken down within Management Services) and Airport these can be viewed in the Annual Budget Reports on the City's website here

<https://www.flagstaff.az.gov/4825/Annual-Budget-Reports>. Above in A6 is an example from FY2025-2026 for the Fire Department in the Division Detail section of the Annual Budget Report and below is an example for the Police Department.



Police – Police Department

Section 061 - Police Operations					
Expenditures by Category:					
	Actual Expenditures 2023-24	Adopted Budget 2024-25	Estimated Expenditures 2024-25	Proposed Budget 2025-26	Budget-Budget Variance
Personnel Services	\$ 22,796,911	\$ 19,839,380	\$ 19,539,777	\$ 23,277,566	\$ 3,438,186
Contractuals	1,860,537	2,585,182	1,946,223	2,915,932	330,750
Commodities	580,909	1,432,020	1,271,594	974,344	(457,676)
Capital	1,460,431	906,948	129,925	1,985,000	1,078,052
Total	\$ 26,698,788	\$ 24,763,530	\$ 22,887,519	\$ 29,152,842	\$ 4,389,312
Expenditures by Program:					
General Administration	\$ 2,193,540	\$ 3,588,423	\$ 3,332,464	\$ 5,727,386	\$ 2,138,963
Patrol	16,611,250	12,762,041	11,784,989	14,473,138	1,711,097
Detectives	2,548,294	2,460,063	2,460,063	2,689,946	229,883
Records	799,864	958,805	958,805	943,871	(14,934)
Communications	3,972,971	4,417,952	3,784,952	3,948,716	(469,236)
Special Services	346,449	337,413	327,413	435,822	98,409
Crime and Prevention Training	226,420	238,833	238,833	251,463	12,630
Emergency Service Response Teams	-	-	-	32,500	32,500
Sawmill Police Expansion	-	-	-	500,000	500,000
JWP Police Substation	-	-	-	150,000	150,000
Total	\$ 26,698,788	\$ 24,763,530	\$ 22,887,519	\$ 29,152,842	\$ 4,389,312
Source of Funding:					
General Fund				\$ 29,152,842	
				\$ 29,152,842	
Commentary:					
The Police operating budget has increased by 14%. There are capital expenditures of \$1,985,000, resulting in an overall net increase of 18%. The personnel services increase of 17% is mainly due to merit, benefit increases, market adjustments and reclassifications related to a division reorganization. The contractuals increase of 13% is mainly due to costs for integrated software for body cameras and radios, comprehensive mental health support, and a staffing study offset by one-time costs for building maintenance at the LEAF facility. Commodities decreased by 32% mainly due to a decrease for the one-time patrol rifle program, training software, upfitting for patrol vehicles, gun cabinets, and patrol fingerprint scanners. There are capital expenditures (\$95,000) including design for the Sawmill expansion project (\$625,000), design for a new police substation (\$150,000), communication equipment (\$260,000), and nine vehicle replacements (\$575,000).					
Authorized Personnel/Positions:					
Title	2022-23	2023-24	Current 2024-25	Changes 2025-26	Proposed 2025-26
Administrative Specialist	3	3	3	0	3
Animal Control Officer	2	2	2	0	2
Community Engagement Assistant (Temp)	0	0	0.48	(0.48)	0
Customer Service Representative	0	0	0	2	2
Deputy Police Chief	2	2	2	0	2
Evidence Technician	2	2	2	0	2
Investigative Support Specialist	0	0	1	0	1
Police Aides	3	6	7	0	7
Police Chief	1	1	1	0	1
Police Communications Manager	1	1	1	0	1
Police Crime Analyst	1	1	1	0	1
Police Emergency Communication Specialist	24	24	24	0	24
Police Emergency Communication Supervisor	6	6	6	0	6
Police Lieutenant	4	4	5	0	5
Police Officer	94	94	95	(1)	94
Police Records Lead	1	1	0	0	0
Police Records Supervisor	1	1	1	0	1
Police Records Technician	9	9	8	(4)	4
Police Records Technician Senior	0	0	0	2	2
Police Sergeant	15	15	14	0	14
Police Special Services Supervisor	1	1	1	0	1
Police Support Services Manager	1	1	1	0	1
Police Support Services Section Director	0	0	1	0	1
Property Control Coordinator	1	1	2	0	2
Police Training Coordinator	1	1	1	0	1
Total	173	176	179.48	(1.48)	178

Q16: Are there things we could have done differently in the budget process to have addressed these items earlier and not find ourselves in this situation?

A16: The City has balanced budgetary requests against community expectations and Council priorities in order fund those items that were most important for the fiscal year's budget. There is a lack of ongoing funding capacity to add the additional \$21 million in personnel requests within the General Fund, and this dollar amount does not include the purchase and maintenance of the equipment and supplies also needed to support the additional personnel.

Fire Department

Q1: Share the zoning code to show what is the height allowed of buildings in different zones.

A1: Please see handout [Zones and Building Heights](#) in the Q&A section of the Connect Flagstaff site.

Q2: What would success look like in each department if funding gaps are closed and over what timelines?

Success is defined as transitioning from a reactive state—mitigating crises through forced overtime, inadequate staffing, and aging infrastructure—to a proactive state that meets national safety benchmarks for a growing city.

- Stabilization of the structural fiscal deficits in the general fund and WRIP that would allow for annual budgetary requests and needs to focus on new and/or strategic gaps. This would also allow for more appropriate strategic capital planning rather than being reactive.
- **Right sizing the Emergency Response Capability: Success** means catching up with the daily number of firefighters needed to address the burgeoning call volume, the increased risk of fire in high-rise occupancy, and wildfire initial response. This would also assist with firefighter retention, based on numerous exit interviews citing very high call volumes as one of the primary reasons (behind cost of living) for leaving.
- **Reduced Reliance on the Recalled Workforce:** Success means a staffing model where we no longer rely on **3,850+ annual hours of mandatory recalls** to maintain minimum daily staffing. A stabilized roster means firefighters can rely on their scheduled days off for recovery, drastically reducing the chronic physiological stress associated with sleep deprivation and unpredictable shift extensions.
- **Increased administrative staff:** Pull programmatic workloads off the line personnel related to logistical, EMS, training, administrative, recruitment, and public relations. Currently most of the programs are being carried by the line personnel which has become very ineffective and create gaps due to their normal workload and high call volumes.
- **Infrastructure Completion:** Realizing a fully operational **Fire Station #7** and a modern **Regional Training/Administrative facility**. Success looks like facilities designed with contemporary health standards, including proper decontamination zones (Hot/Cold zones) to reduce carcinogen exposure and quiet spaces for post-incident decompression.
- **NFPA 1710 Compliance:** Achieving 4-person staffing on all frontline engines and quints. This is the baseline for safety; it ensures that crews have the on-site relief they need to rotate through high-stress tasks without becoming physically exhausted during an incident.
- **Increase proactive community risk reduction through prevention outreach:** By adding additional inspectors and prevention staff, we would reduce risks associated with high and mid-risk occupancies through enhanced inspections and community education.

The Timeline:

- **Short-Term (1-2 Years):** Correcting the structural deficit by funding existing unfunded operational needs (equipment, PPE, and cardiac monitor replacements). Design and pre-builds completed for capital projects needed to house new FTE's.
- **Mid-Term (3-5 Years):** Phased hiring of 75 operations FTEs along with the needed support staff, and the construction/commissioning of Fire Station #7.
- **Long-Term (5-10 Years):** Completion of the Training and Admin facilities and achieving a necessary level of support for the increased number of hirings, professional development, and an **ISO Class 1 Rating** to reduce the insurance premium impact to Flagstaff citizens and businesses.

Q3: Provide examples of how things will change with the additional funding such as improving response times and by how much.

Closing the funding gap will move our performance metrics from delayed to reliable through the following measurable changes:

1. Fully Staffed Quints for increased elevated building risks in the community

- The Change: Fully staffed Quints will be in place versus the current model of co-staffing that has shown to be ineffective due to delayed response times and engines responding over 95% of the time when units are given the choice.
- The Impact: By staffing two fully staffed Quints, crews are on the unit needed for the risk and are better prepared and equipped to handle elevated building fires. This also gives a full complement for additional wildfire response measures.

2. Reduced Travel Times and Bolstered Response

- The Change: Station #7 is projected to reduce travel times by 2 to 4 minutes for approximately 2,500 acres in the southeast corridor for current and new development.
- The Impact: By adding this station and bolstering on-duty wildland/structural firefighters and paramedics, which allows for additional units in the new growth area along with two additional units for high-consequence events like high-rise or wildland fires.

3. Mitigation of Burnout and Mental Health Crisis

- The Change: Moving to a dual Paramedic unit and from 3-person to 4-person staffing and adding specialized units
- The Impact: Currently, an overworked workforce is a high-risk workforce. Chronic burnout is a lead indicator for PTSD and behavioral health challenges in the fire service. By providing suitable resources on scene and reducing forced overtime, we are investing in the mental armor of our firefighters. This change allows for mandatory training and wellness days that are currently frequently cancelled due to staffing shortages.

4. Effective Firefighting Force (EFF) for High-Rise/Wildland and for System Reliability

- The Change: Additional personnel allow for the assembly of 17 firefighters on a scene significantly faster.
- The Impact: Allows for more firefighters to assemble quicker at elevated building fires where tasks are much higher in physical demand and provides additional support quicker for backfill as companies cycle out during the incident.
- Allows for more firefighters to respond quicker to wildfire incidents due to additional staffing on every unit in the city, which will help minimize fire growth through initial response capacities.
- This happens by increasing the number of firefighters per unit, which drops the initial number of units needed to the scene. This also allows for additional units to remain available to cover other All-Risk calls in the city (system reliability).

5. Correcting the Structural Deficit for Long-Term Stability

- The Change: Shifting from one-time funding to a dedicated and stable PSBM revenue stream.
- The Impact: This stabilizes the General Fund and WRIP, which provides the workforce with predictable support. When the workforce sees that their tools, apparatus, and safety gear are funded through a dedicated, sustainable source rather than being a budgetary variable, it improves morale and organizational trust.

Aircraft Rescue and Firefighting

Q1: What would success look like in each department if funding gaps are closed and over what timelines?

A1: Success at the airport would include a dedicated Aircraft Rescue and Firefighting (ARFF) team staffed by the Flagstaff Fire Department (FFD) that could focus on providing emergency services without also being tasked with Airport Operations duties. This would allow the City of Flagstaff to provide a level of emergency response at the airport that is more consistent with local and industry standards. It would also address current operational challenges related to employee retention, the competing ARFF and Airport Operations responsibilities for employees, and the continued training, knowledge and work limitations that are caused by having two separate groups of firefighting employees (ARFF and FFD) in the City. The airport has developed a plan to facilitate the ARFF transition over two to three fiscal years, depending on funding availability.

Success would also include a law enforcement and/or security presence at the airport terminal whenever the terminal is open to the public. This increased security would reduce the risk of incidents involving passengers or employees, make the airport better prepared to respond to any incidents that do occur, and bring the airport in line with industry standards. This change could be implemented in one to two fiscal years once funding is allocated.

Police Department

Q1: What would success look like in each department if funding gaps are closed and over what timelines?

A1: If funding gaps are closed, we would ensure the Police Department can **maintain safe staffing levels, respond quickly to emergencies while enhancing officer wellness, investigate crimes and support victims thoroughly, and modernize essential equipment and systems.** All while reducing pressure on the City's General Fund, which cannot currently support our baseline needs and future demands.

Success means building a **sustainable public safety system, scaling the build out over a strategic ten-year plan**, not just maintaining today's service levels.

1. Safe Patrol Staffing for Community Safety based on recent workload assessment.

Goal: Ensure enough patrol officers are on duty to respond quickly and proactively protect the community.

Success would mean:

- **Safe minimum staffing levels** on every patrol shift
- **Faster response times** to emergency calls
- More officers available for **proactive patrol and crime prevention**
- Reduced officer fatigue and burnout
- Improved **visibility and presence in neighborhoods**
- Capacity to respond to **growing population and service demands**

Long-term outcomes:

- Safer neighborhoods
- Stronger community trust
- Better ability to respond during major incidents or emergencies
- More officer retention, work life balance, and wellness

2. Professional Support Staff & Detectives

Goal: Ensure crimes are thoroughly investigated and officers can focus on policing instead of administrative tasks.

Success would mean:

- Additional **Detectives to investigate serious crimes while creating caseloads with national standards**
- Dedicated resources for **people crimes, property crimes, human trafficking, cybercrime, and financial crimes**
- Expanded **victim services and case management**
- Professional civilian staff handling:
 - Achieve modern evidence management
 - Modernize records processing
 - Enhance crime analysis
 - Create supervision in support functions that are currently lacking

Benefits:

- Officers spend **more time serving the community**
- Investigations are **completed faster and more thoroughly with adequate victim support**
- Increased **case clearance rates**
- Better support for **crime victims**

3. Addressing Unfunded Capital Needs

Goal: Maintain safe and modern facilities, technology, and operational infrastructure.

Success would include funding for:

- Modern **public safety technology systems**
- Evidence storage and management upgrades
- Facility improvements needed for **safety and efficiency**
- Emergency preparedness infrastructure
- Technology to support **data-driven policing**

Long-term impact:

- Increased operational efficiency
- Improved officer safety
- Better service to the public

4. Reliable Fleet and Equipment

Goal: Ensure officers have reliable vehicles and equipment to safely perform their duties. These are their daily offices, workspace and communication hubs.

Success would mean:

- A **sustainable vehicle replacement program**
- Patrol cars that meet modern **safety and technology standards**
- Reliable specialty vehicles for:
 - Investigations
 - Emergency response
 - Community policing
- Updated equipment for officers in the field

Benefits:

- Reduced maintenance costs
- Increased officer safety
- Reliable response during emergencies

Emergency Management

Q1: What would success look like in each department if funding gaps are closed and over what timelines?

A1: Year 1 Implementation (Tier 1 funded)

- With Tier 1 funding, Emergency Management will hire additional full-time staff beyond the one position currently dedicated to the program. This establishes a baseline for our relatively new Emergency Management program and provides the capacity to handle daily operations and respond to major emergencies. We will keep our current plans updated, offer additional training, conduct limited exercises, assist the community in preparing, and accelerate the recovery phase. This initial phase lays the foundation for a stronger, more proactive emergency response.

Year 2 (Tier 2 funded- Radio Technician)

- Adding the Radio Technician enhances our communication system across the entire City—not just Police and Fire, but Water Services, Public Works, and PROSE as well. This position centralizes radio programming, maintenance, troubleshooting, vendor coordination, and user training. It also supports or leads emergency radio communications, enhancing interoperability and reliability when multiple agencies respond. Overall, it addresses longstanding communication gaps and strengthens the City's ability to coordinate during major incidents.

Year 3-4 (Tier 2 funded - Planning Capacity)

- With the rest of Tier 2 funding, success means the City can regularly update major emergency plans and create essential ones—specifically the Disaster Recovery Plan and the City Evacuation Plan—while establishing a reliable five-year review cycle. It also increases our capacity to support citywide and regional exercises and strengthens coordination with internal departments and partner agencies. This tier closes long-standing gaps in our planning process and improves how the City works together during major incidents.

Year 5-6 (Tier 3 funded)

- Success in Tier 3 means the City can manage large or complex incidents more effectively with a mobile command trailer, enhanced situational awareness tools, and additional staffing depth. This tier strengthens our capabilities across all five phases of Emergency Management—**prevention, mitigation, preparedness, response, and recovery**. It improves our ability to identify and mitigate risks before disasters, manage major events more efficiently, and recover more quickly afterward. Tier 3 positions the City for long-term resilience and reduces the financial and operational impacts of future emergencies.

Q2: What is the size of Emergency Management in other similar sized municipalities?

A2: Please see handout [Number of Emergency Management Employees](#) in the Q&A section of the Connect Flagstaff site.