

CITY COUNCIL BUDGET RETREAT AGENDA

**CITY COUNCIL BUDGET RETREAT
WEDNESDAY
DECEMBER 9, 2015**

**FLAGSTAFF AQUAPLEX
1702 NORTH FOURTH STREET
9:00 A.M.**

1. **Call to Order**
2. **Roll Call**

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

MAYOR NABOURS
VICE MAYOR BAROTZ
COUNCILMEMBER BREWSTER
COUNCILMEMBER EVANS

COUNCILMEMBER ORAVITS
COUNCILMEMBER OVERTON
COUNCILMEMBER PUTZOVA

3. **Budget Retreat**
 - A. **Progress Report on Council Goals**
 - B. **Budget / Economic Conditions**
 - C. **Budget Conditions - Fixed Costs**
 - D. **Budget Priority Setting**
 - E. **Retreat Wrap-Up**
4. **Discussion of Annual Federal Lobbying Trip**
5. **Adjournment**

CERTIFICATION 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 _____, 20____.

Elizabeth A. Burke, City Clerk

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Stephanie Smith, Assistant to City Manager
Date: 11/24/2015
Meeting Date: 12/09/2015



TITLE

Budget Retreat

RECOMMENDED ACTION:

The objectives for the City Council Budget Retreat include:

- Review 2015 – 2017 progress report on Council Goals
- Understand initial budget outlook for FY17
- Identify Council's budget priorities for FY17

EXECUTIVE SUMMARY:

The budget for the City of Flagstaff is the policy document that reflects the goals and objectives of the City Council. Over the course of several months the Council meets to gather input on major budget issues prior to preparation of the budget.

The December budget retreat is the first of these special work sessions. This special work session is set to review the financial outlook and major discussion points prior to preparing the annual budget. In addition, the Flagstaff City Council will provide the City Manager direction on its priorities for the FY17 budget.

INFORMATION:

COUNCIL GOALS:

- 1) Invest in our employees and implement retention and attraction strategies
 - 2) Ensure Flagstaff has a long-term water supply for current and future needs
 - 3) Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics
 - 4) Explore and adopt policies to lower the costs associated with housing to the end user
 - 5) Develop and implement guiding principles that address public safety service levels through appropriate staffing levels
 - 6) Relieve traffic congestion throughout Flagstaff
 - 7) Address key issues and processes related to the implementation of the Regional Plan
 - 8) Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses and about City services, programs, policies, projects and developments
 - 9) Foster relationships and maintain economic development commitment to partners
 - 10) Decrease the number of working poor
 - 11) Ensure that we are as prepared as possible for extreme weather events
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Attachments: Presentation
 Report on Council Goals
 Council Goals
 DC Trip Memo

City Council Budget Retreat

December 9, 2015

City Council Budget Retreat Outline

- Purpose and overview of retreat agenda
- Progress report on Council goals
- Budget outlook
- Fixed cost forecast
- Budget priority exercise
- Additional information requests
- Annual Federal Lobbying Trip
- Retreat Wrap up



City Council Budget Retreat Objectives

- Review 2015 – 2017 progress report on Council Goals
- Understand initial budget outlook for FY17
- Identify budget priorities for FY17

Progress Report on Council Goals



Progress Report on Council goals

City Council Goals

- Adopted by Council in December 2014
- 2 year term
- Advanced through the budget
- Provide ongoing direction and allocation of resources

Detailed report included in packet

Progress Report on Council goals

Invest in our employees and implement retention and attraction strategies

- 2% market increase for employees and market-based pay for sworn police
- Dispatcher retention and attraction pay strategies
- Employer Assisted Housing program for officers and dispatch employees
- Additional \$146,000 for employee training

Progress Report on Council goals

Ensure Flagstaff has a long-term water supply for current and future needs

- Water rate study
- Groundwater level monitoring study for all City-owned water supply wells
- Grant received for study of the Red Gap Ranch area
- Phase 2 Water Loss leak detection survey
- Water conservation education

Progress Report on Council goals

Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics

- \$120,000 in grant funding to improve open space public facilities
- GPS routing software program for trash/recycle collections programs
- Airport Sustainability Master Plan

Progress Report on Council goals

Infrastructure and Public Services Continued...

- Stormwater improvement project at 5-Points
- Increased Library's internet speed to 70Mbps and upgraded Wi-Fi access
- Clay Avenue Wash Detention Basin
- Bushmaster Park improvements

Progress Report on Council goals

Infrastructure and Public Services Continued...

- Completed annexation, Regional Plan amendment and rezone for Core Services Maintenance Facility
- Research and development of street lighting for dark skies communities
- Capital improvement, road repair and street safety improvements

Progress Report on Council goals

Explore and adopt policies to lower the costs associated with housing to the end user

- Merger of the City's housing related functions
- Do It Yourself home energy efficiency kits and training
- High efficiency appliance incentives
- Partnerships to create additional affordable housing units
- Employer Assisted Housing program for Officers and Dispatch employees

Progress Report on Council goals

Develop and implement guiding principles that address public safety service levels through appropriate staffing levels

- Reduced crime in Flagstaff 11% year to date
- Continued 3 federally-funded officers on the Southside
- Employee retention: +7% Dispatch and +13% Patrol
- Addition of legal advisor for the Police Department
- Strengthened Crime Free Multi-Housing partnerships

Progress Report on Council goals

Relieve traffic congestion throughout Flagstaff

- Milton Road study
- Bicycle system modeling
- Review of City's Transportation Impact Analysis procedures and FMPO regional travel model
- I-40W, I-40E and I-17 Corridor Profiles
- Regional Transportation Plan Steering Committee

Progress Report on Council goals

Address key issues and processes related to the implementation of the Regional Plan

- Regional Plan 2030 Annual Report.
- Student Housing Action Plan external working group
- Parking study and extensive public outreach on parking solutions
- Citizens committee on Dark Skies

Progress Report on Council goals

Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses and about City services

- Peak Democracy, an online civic engagement forum
- Zoning code amendments to public notifications and neighborhood meeting requirements
- Outreach on the proposed charter amendments

Progress Report on Council goals

Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses and about City services

- Body camera program completed for all uniformed officers and supervisors
- Online access to City utility bills
- Online display of grants awarded to the City
- Hosted several of signature community events

Progress Report on Council goals

Foster relationships and maintain economic development commitment to partners

- Revisions to animal keeping chapter of the City Code
- Skilled nursing facility for veterans
- Marketing Flagstaff as a premier travel destination
- Partnered with Nestle Purina to extend the GPLET
- Opened the Business Accelerator

Progress Report on Council goals

Decrease the number of working poor

- Legal research on a local livable wage authority
- Managed the sale of auto park Lot 11 – job creation
- Computer training to the un/under employed
- High efficiency incentives to home owners and renters
- Job training, one-on-one tutoring and resume/application trainings
- Connected with ten new businesses openings

Progress Report on Council goals

Ensure that we are as prepared as possible for extreme weather events

- Emergency backup generator at the landfill
- Alternate Emergency Operations Center
- Upper Lake Mary watershed monitoring
- Monsoon Awareness Program
- Flagstaff Watershed Protection Project
- Continuity of Operations Planning

Progress Report on Council goals

Recap

- Confirmation of Council goals
- FY17 Budget will continue to advance Council goals

FY17 Budget Outlook



Budget Outlook

What is working against us?

- Recession Talk
- Arizona Department of Revenue – Transition
- Mid-Decade Census
- Pension Costs/Litigation
- Discussion of the elimination of state income tax (impact on local sales tax)

Budget Outlook

What is working for us?

- Revenue Projections
- Tourism
- ADOR Delay
- Housing Market
- Construction

Budget Outlook

What is working for us?

- Fuel Prices
- PSPRS Legislation
- NAU Projected Growth
- Downtown District Manager
- Interest Rates

Budget Outlook

What is working for us?

- Team Flagstaff



FY17 Budget Outlook – Fixed Costs



Budget Outlook – Fixed Costs

Compensation

- Market Pay
 - General Fund \$1,800,847
 - Other Funds \$830,178
- Maintain Market Pay
 - General Fund \$202,141
 - Other Funds \$155,018
- 1% increase
 - General Fund \$415,000
 - Other Funds \$170,000

Budget Outlook – Fixed Costs

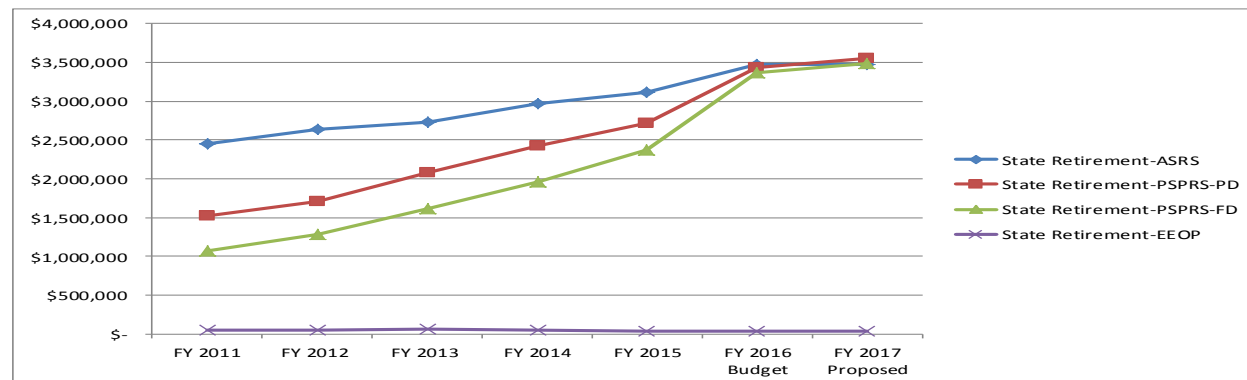
Health/Dental/Vision

- Preliminary estimate is a 5% increase
- General Fund has 5% in 5-Year Plan

Budget Outlook – Fixed Costs

- Pensions
- ASRS
- PSPRS

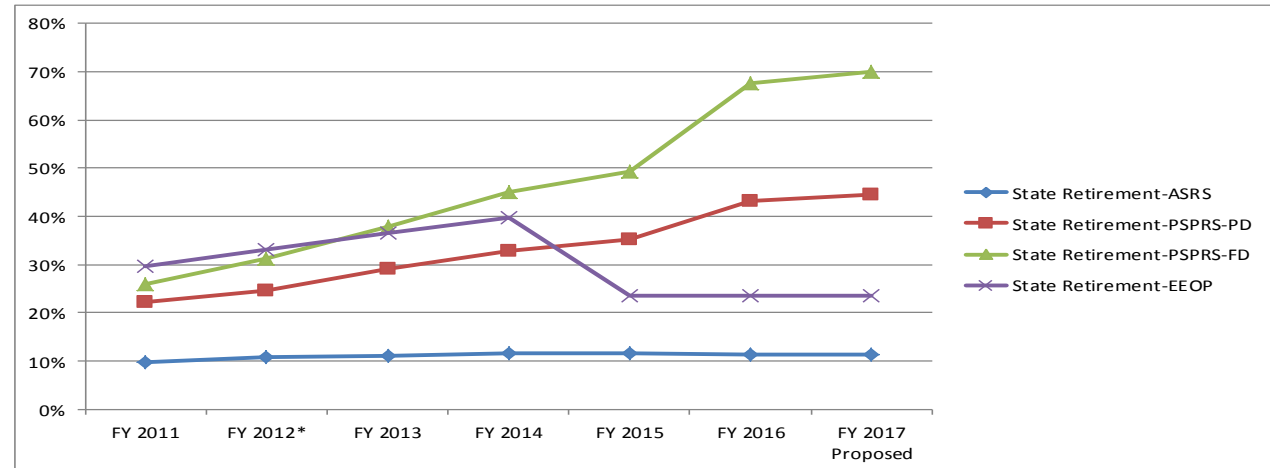
	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Budget	FY 2017 Proposed
State Retirement-ASRS	2,447,568	2,634,123	2,737,048	2,963,027	3,121,635	3,468,941	3,468,941
State Retirement-PSPRS-PD	1,517,911	1,710,445	2,081,724	2,420,059	2,722,514	3,435,091	3,555,319
State Retirement-PSPRS-FD	1,067,592	1,287,623	1,609,719	1,957,678	2,375,094	3,371,916	3,489,933
State Retirement-EEOP	48,694	54,254	65,703	56,413	40,950	39,870	39,870
	5,081,765	5,686,445	6,494,194	7,397,177	8,260,194	10,315,818	10,554,063
CHANGE YEAR TO YEAR							
State Retirement-ASRS	11,778	186,555	102,925	225,979	158,608	347,306	-
State Retirement-PSPRS-PD	(29,289)	192,534	371,279	338,335	302,455	712,577	120,228
State Retirement-PSPRS-FD	(133,768)	220,031	322,096	347,959	417,416	996,822	118,017
State Retirement-EEOP	14,835	5,560	11,449	(9,290)	(15,463)	(1,080)	-
	(136,444)	604,680	807,749	902,983	863,017	2,055,624	238,245
% CHANGE							
State Retirement-ASRS	0%	8%	4%	8%	5%	11%	0%
State Retirement-PSPRS-PD	-2%	13%	22%	16%	12%	26%	3%
State Retirement-PSPRS-FD	-11%	21%	25%	22%	21%	42%	3%
State Retirement-EEOP	44%	11%	21%	-14%	-27%	-3%	0%



Budget Outlook – Fixed Costs

- Pensions
- ASRS
- PSPRS

	FY 2011	FY 2012*	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017 Proposed
State Retirement-ASRS	9.85%	10.74%	11.14%	11.54%	11.60%	11.47%	11.47%
State Retirement-PSPRS-PD	22.32%	24.54%	29.22%	32.87%	35.16%	43.29%	44.66%
State Retirement-PSPRS-FD	25.97%	31.28%	37.80%	44.99%	49.26%	67.71%	70.05%
State Retirement-EEOP	29.79%	32.99%	36.44%	39.62%	23.50%	23.50%	23.50%
* FY 2012 shown at ASRS 50/50 split.							
CHANGE YEAR TO YEAR							
State Retirement-ASRS	0.45%	0.89%	0.40%	0.40%	0.06%	-0.13%	0.00%
State Retirement-PSPRS-PD	0.17%	2.22%	4.68%	3.65%	2.29%	8.13%	1.37%
State Retirement-PSPRS-FD	-1.51%	5.31%	6.52%	7.19%	4.27%	18.45%	2.34%
State Retirement-EEOP	3.54%	3.20%	3.45%	3.18%	-16.12%	0.00%	0.00%



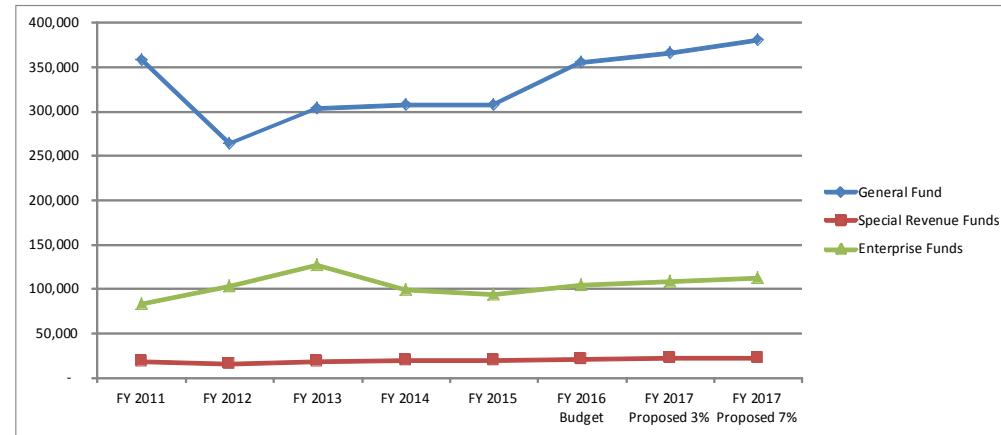
Budget Outlook – Fixed Costs

• Utilities

UTILITIES-WTR-SWR-REFUSE	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Budget	FY 2017 Proposed 3%	FY 2017 Proposed 7%
General Fund	357,981	263,953	303,489	307,087	306,967	355,575	366,242	380,465
Special Revenue Funds	18,222	16,232	18,123	19,454	19,304	21,077	21,709	22,552
Enterprise Funds	83,024	103,489	126,681	99,103	93,425	105,100	108,253	112,457
	459,227	383,674	448,293	425,644	419,696	481,565	496,204	515,474

CHANGE YEAR TO YEAR

General Fund	(26,516)	(94,028)	39,536	3,598	(120)	48,608	10,667	24,890
Special Revenue Funds	1,842	(1,990)	1,891	1,331	(150)	1,773	632	1,475
Enterprise Funds	1,792	20,465	23,192	(27,578)	(5,678)	11,675	3,153	7,357
	(22,882)	(75,553)	64,619	(22,649)	(5,948)	62,056	14,452	33,722

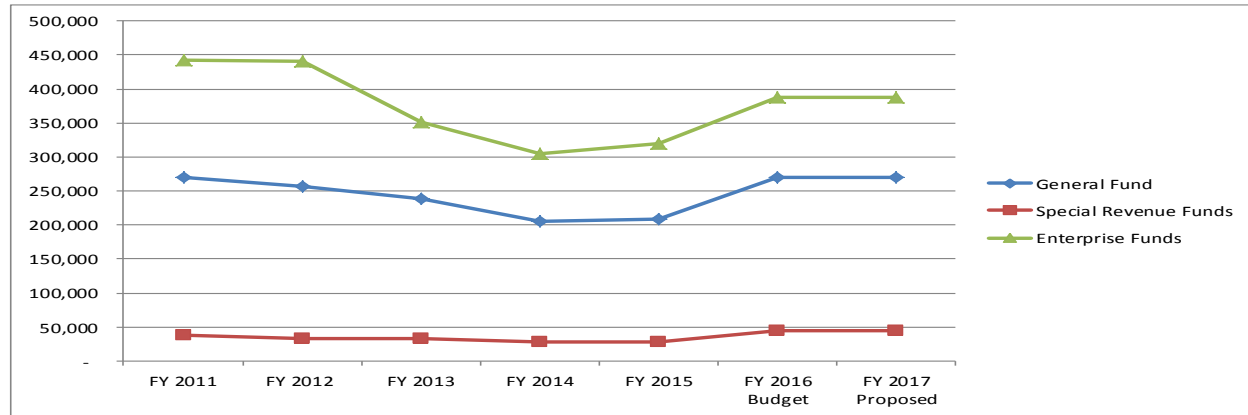


- Utilities

Budget Outlook – Fixed Costs

UTILITIES-NATURAL GAS	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Budget	FY 2017 Proposed
General Fund	270,401	257,039	239,189	205,213	209,335	270,292	270,292
Special Revenue Funds	37,452	33,528	33,442	28,376	27,394	44,052	44,052
Enterprise Funds	442,619	440,771	351,602	305,655	320,458	387,710	387,710
	750,472	731,338	624,233	539,244	557,186	702,054	702,054

CHANGE YEAR TO YEAR							
General Fund	2,921	(13,362)	(17,850)	(33,976)	4,122	60,957	-
Special Revenue Funds	2,293	(3,924)	(86)	(5,066)	(983)	16,659	-
Enterprise Funds	151,235	(1,848)	(89,169)	(45,947)	14,803	67,252	-
	156,449	(19,134)	(107,105)	(84,989)	17,942	144,868	-



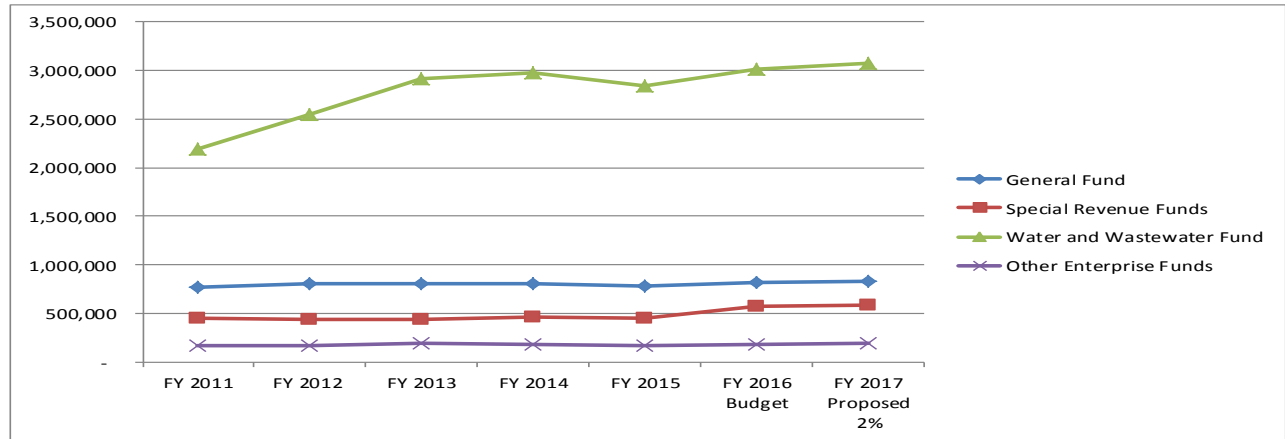
- Utilities

Budget Outlook – Fixed Costs

UTILITIES-LIGHT & POWER	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Budget	FY 2017 Proposed 2%
General Fund	761,813	800,023	798,516	810,054	783,555	817,615	833,967
Special Revenue Funds	454,243	440,485	441,980	464,297	448,160	574,256	585,741
Water and Wastewater Fund	2,190,164	2,547,268	2,912,123	2,981,300	2,843,134	3,016,558	3,076,889
Other Enterprise Funds	166,681	168,585	189,896	174,589	171,635	181,357	184,984
	3,572,901	3,956,361	4,342,515	4,430,240	4,246,485	4,589,786	4,681,581

CHANGE YEAR TO YEAR

General Fund	33,133	38,210	(1,507)	11,538	(26,499)	34,060	16,352
Special Revenue Funds	(14,195)	(13,758)	1,495	22,317	(16,137)	126,096	11,485
Water and Wastewater Fund	(143,150)	357,104	364,855	69,177	(138,166)	173,424	60,331
Other Enterprise Funds	14,740	1,904	21,311	(15,307)	(2,954)	9,722	3,627
	(109,472)	383,460	386,154	87,725	(183,755)	343,301	91,795

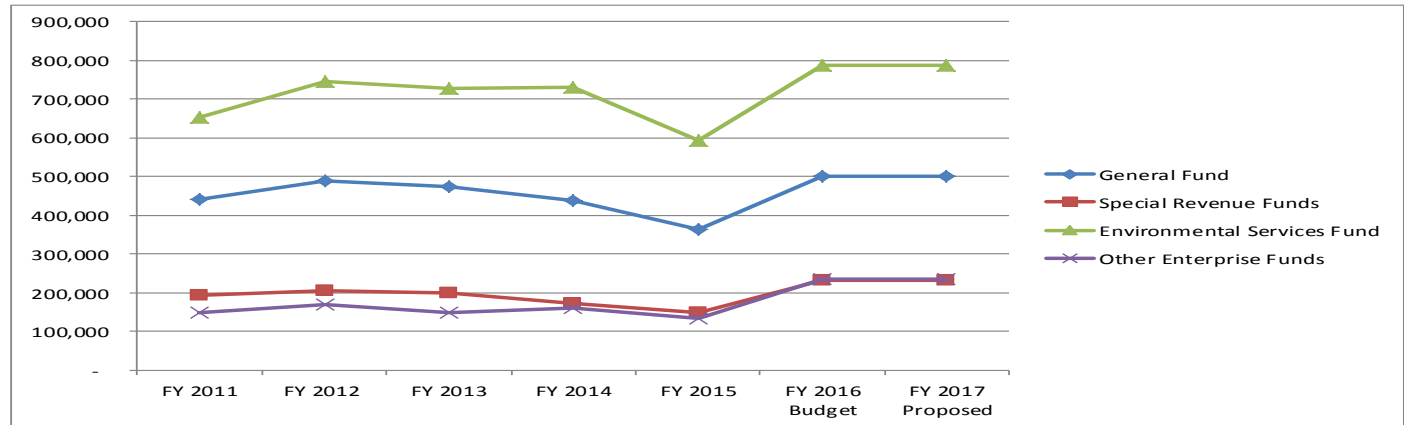


Budget Outlook – Fixed Costs

• Fuel

FUEL AND OIL	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016 Budget	FY 2017 Proposed
General Fund	440,187	487,851	473,765	437,818	362,588	501,971	501,971
Special Revenue Funds	192,195	205,734	198,732	173,440	149,363	231,388	231,388
Environmental Services Fund	653,976	744,762	728,091	729,528	593,303	786,092	786,092
Other Enterprise Funds	149,702	168,243	150,015	159,278	134,658	234,695	234,695
	1,436,060	1,606,590	1,550,603	1,500,064	1,239,912	1,754,146	1,754,146

CHANGE YEAR TO YEAR							
General Fund	51,466	47,664	(14,086)	(35,947)	(75,230)	139,383	-
Special Revenue Funds	6,665	13,539	(7,002)	(25,292)	(24,077)	82,025	-
Environmental Services Fund	154,344	90,786	(16,671)	1,437	(136,225)	192,789	-
Other Enterprise Funds	(4,562)	18,541	(18,228)	9,263	(24,620)	100,037	-
	207,913	170,530	(55,987)	(50,539)	(260,152)	514,234	-



Budget Outlook – Fixed Costs

Workers Compensation and Property Liability

- Too Early to Tell, but a 5% increase will:
- Increase Workers Compensation expense by \$45K (\$30K to General Fund)
- Increase Property Insurance expense by \$43K, this can be absorbed in the Self Insurance Trust Fund.

FY17 Budget Priorities Exercise



FY17 Budget Priorities Exercise

What does the Council think should be the highest priority or areas of emphasis in FY17 Budget?

- Divide into mixed Council, Leadership and EAC groups (7)
- Councilmembers to individually recommend priorities
- Connect recommended priorities to Council goals
- What does success look like for these priorities? (i.e. % increase, etc.)
- Dot voting to determine collective Council priorities

FY17 Budget Priorities Exercise

Starting Place

- Council's established 11 goals
- Progress report on Council goals
- Budget outlook
- EAC and Leadership Team's recommended priorities

FY17 Budget Priorities Exercise

Employee Advisory Committee's Recommended Budget Priorities

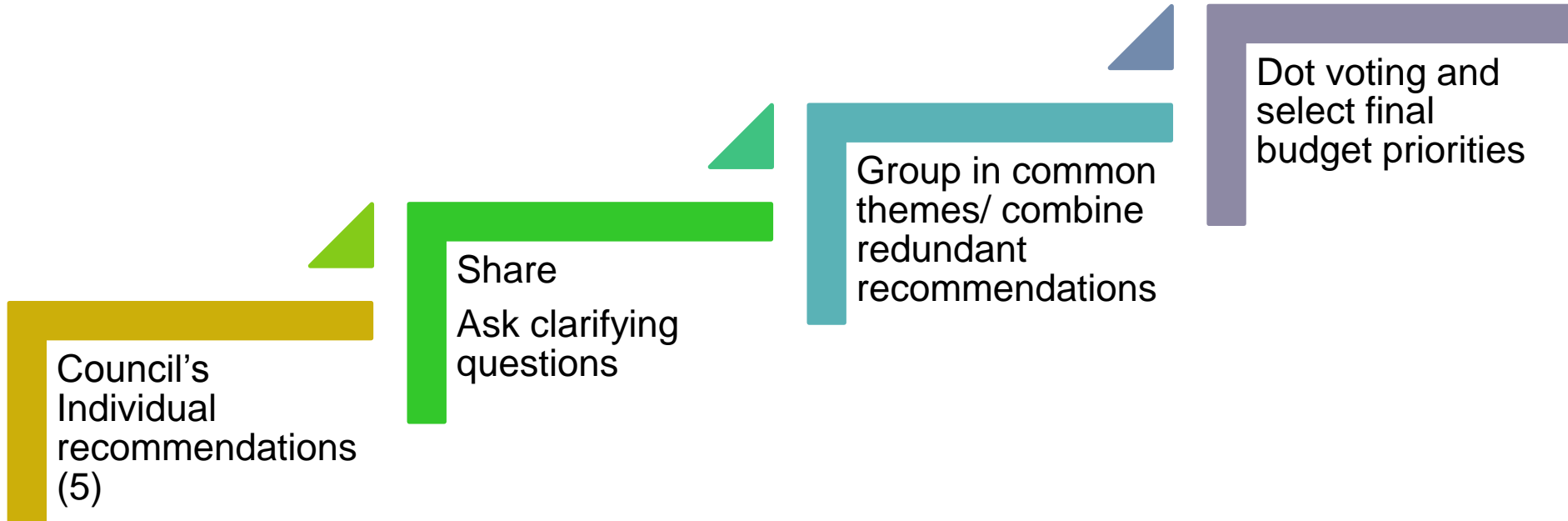
- Merit
- Market
- Insurance Costs Decreased or Stabilized
- Compaction
- Restoration of Deferred Compensation & Insurance Subsidy
- Vacation Payout
- Paid Maternity/Paternity Leave
- Christmas Eve Holiday

FY17 Budget Priorities Exercise

Leadership Team's Recommended Budget Priorities

- Employee compensation
- Technology resources
- Employee training
- Projects/programs that grow economy
- Communication and outreach resources

FY17 Budget Priorities Exercise



FY17 Budget Priorities Exercise

Council Discussion

- Review outcomes of priority setting exercise
- Identify highest priorities or areas of emphasis
- Consider success indicators

Retreat Wrap-up



Annual Federal Lobbying Trip



Report on City Council Goals 2015



Mayor Jerry Nabours

Vice Mayor Celia Barotz

Councilmember Coral Evans

Councilmember Karla Brewster

Councilmember Jeff Oravits

Councilmember Scott Overton

Councilmember Eva Putzova

Summary Highlights

Invest in our employees and implement retention and attraction strategies

- 2% market increase for employees and market-based pay for sworn police officers
- Dispatcher retention and attraction pay strategies
- Employer Assisted Housing program for Officers and Dispatch employees
- Additional \$146,000 for employee training and education
- City participation on statewide PSPRS Task Force

Ensure Flagstaff has a long-term water supply for current and future needs

- Water rate study
- Groundwater level monitoring study for all City-owned water supply wells
- Grant received for study of the Red Gap Ranch area
- Phase 2 water loss leak detection survey
- Water conservation education

Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics

- \$120,000 in grant funding to improve open space public facilities
- GPS routing software program for trash/recycle collections programs
- Airport Sustainability Master Plan
- Eastside warehouse for evidence storage.
- Stormwater improvement project at 5-Points
- Increased Library's internet speed to 70Mbps and upgraded Wi-Fi access
- Clay Avenue Wash Detention Basin
- Completed annexation, Regional Plan amendment and rezone for Core Services Maintenance Facility.
- Bushmaster Park improvements
- Research and development of street lighting for dark skies communities
- Road Repair and Street Safety improvements

Explore and adopt policies to lower the costs associated with housing to the end user

- Merger of the City's housing related functions to improve services
- Do It Yourself home energy efficiency kits and training
- High efficiency appliance incentives
- Partnerships to create additional affordable housing units
- Employer Assisted Housing program for Officers and Dispatch employees

Develop and implement guiding principles that address public safety service levels through appropriate staffing levels

- Reduced crime in Flagstaff by 11% year to date
- Continued three (3) federally-funded officers on the Southside
- Employee retention in Dispatch has increased by 7% and 13% in Patrol
- Addition of legal advisor for the Police Department
- Strengthened Crime Free Multi-Housing partnerships

Relieve traffic congestion throughout Flagstaff

- Milton Road study
- Bicycle system modeling
- Review of City's Transportation Impact Analysis procedures and FMPO regional travel model.
- I-40W, I-40E and I-17 Corridor Profiles
- Regional Transportation Plan Steering Committee

Address key issues and processes related to the implementation of the Regional Plan

- Regional Plan 2030 Annual Report
- Student Housing Action Plan external working group
- Parking study and extensive public outreach on parking solutions
- Citizens committee on Dark Skies

Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses and about City services, programs, policies, projects and developments

- Launched Peak Democracy, an online civic engagement forum
- Zoning code amendments to public notifications and neighborhood meeting requirements.
- Outreach on the proposed charter amendment elections
- Upgraded the City's equipment to provide hi-definition streaming of Council meetings
- Body camera program completed for all uniformed officers and supervisors
- Online access to City utility bills
- Online display of grants awarded to the City
- Hosted Earth Day celebration, Lights Out Flagstaff, Fix It Clinic, Sustainable Building Tour, National Trails Day project at Picture Canyon and Make a Difference Day project at Frances Short Pond.

Foster relationships and maintain economic development commitment to partners

- Revisions to animal keeping chapter of the City Code
- Skilled nursing facility for veterans

- Marketing Flagstaff as a premier travel destination
- Partnered with Nestle Purina to extend the Government Property Lease Excise Tax (GPLET)
- Opened the Business Accelerator

Decrease the number of working poor

- Conducted legal research on the City's authority to legislate a local livable wage, and determined that the City is able to set a city-wide minimum wage.
- Managed the sale of auto park Lot 11, which will create numerous indirect construction jobs.
- Offered free computer training to the unemployed and under-employed to improve skill and job opportunities.
- Provides incentives to home owners and renters for high efficiency appliances, attic insulation, and sealing air leaks in structures and ducts.
- Provide job training, one-on-one tutoring and training by Library staff and volunteers. Trainings include resume building, application process, computer skills, e-mail set up and social networking.
- Connected with ten new businesses that have opened in the past 12 months.

Ensure that we are as prepared as possible for extreme weather events

- Emergency backup generator at the landfill
- Alternate Emergency Operations Center
- Upper Lake Mary watershed monitoring
- Monsoon Awareness Program
- Flagstaff Watershed Protection Project
- Continuity of Operations Planning

The following report highlights progress made on the eleven goals adopted by Flagstaff City Council in December 2014. This report is a summary of progress made and is not intended to be a comprehensive report.

Council Goal: Invest in our employees and implement retention and attraction strategies

- Provided a 2% market increase for employee pay.
- Recruited internal employees for snow operations this winter through a snow stipend incentive. This incentive has attracted 20 employees to assist with the City's snow operations.
- Reorganized, reclassified and broad-banded positions to provide opportunities for growth and promotions.
- Automated Materials Handling plan at the library to reduce carpal tunnel risk.
- Established an Employer Assisted Housing program for Officers and Dispatch employees of the Flagstaff Police Department. Two employees have benefitted from the program since the program began in September.
- Dedicated an additional \$146,000 for training and education.
 - Staff attended several trainings, customer service and networking development events including safety courses, leadership development and annual conferences. Developed a video training library for employees.
 - Staff attended important trainings and conferences including the National Recreation and Parks Association's annual conference, International Municipal Lawyers Association, Next Generation Leaders of Local Government, etc.
- Employees received certifications including: ADOT/Federal CDL Third Party Testing, fire apparatus diagnosis and repair, master technician status from Automotive Service Excellence, professional purchasing certifications, State Elections Officer designations and Certified Municipal Clerk certification.
- Established a new networking group for northern Arizona municipal attorneys to present on current topics and brainstorm common issues.
- Funded fitness instructors at \$20/hour to meet market demand for these experienced and certified instructors.
- Decreased employee injuries and serious employee injuries significantly through enhancing safety trainings and growing employee commitment.
- Provided NAIPTA bus passes to employees at a discounted price.
- The Nerdy Writing Group was developed in an effort to assist City employees interested in improving their writing skills.
- Funded part of PSPRS contribution with one-time money in FY 2016 and 2017. Will look at funding complete contribution with ongoing funds in during FY 2017 budget process.
- City staff participated in the statewide PSPRS Task Force.
- Funded paramedic pay increase to achieve market pay for 30 paramedics.

Council Goal: Ensure Flagstaff has a long-term water supply for current and future needs

- Obtained a \$300,000 grant from the U.S. Bureau of Reclamation to fund a 3-pronged study of the Red Gap Ranch area: 1) a hydrology consultant recently completed a groundwater flow model to evaluate potential impacts, if any, from pumping at Red Gap Ranch and Navajo-Leupp area on Clear Creek & Cheylon Creek; 2) cultural resources survey and; 3) a biological resources survey of Red Gap Ranch lands.
- Monitored groundwater levels for all City-owned water supply wells and created regional maps that illustrate groundwater level changes at five (5) year time intervals. This information is important for understanding the long-term sustainability of our groundwater supplies.
- Contracted with a hydrology consulting firm to complete a well-siting study which will determine locations for the next five (5) local wells sites.
- Collaborated city-wide on the implementation of rate study. Staff has worked with the Water Commission and consultants since January 2015 and is now currently working with City Council conducting a series of Public Hearings.
- Partnered with ADOT to complete an IGA that will establish a process whereby the City can obtain a series of permits for the installation, construction, operation and maintenance of the Red Gap Ranch pipeline within ADOT's I-40 right-of-way.
- Provided Do It Yourself home energy efficiency kits and training to residents.
- Provided incentives to homeowners and renters for energy efficient water heaters.
- Conducted water conservation education to community members, as well as workshops on high desert gardening. Provided financial incentive rebates to 119 customers including the replacement of 184 older toilets with high efficiency toilets, five (5) turf replacements where 25,124 sq. ft. of grass has been removed and two (2) rainwater harvesting tanks.
- Completed Phase 2 Water Loss leak detection survey of the City's water distribution system. Staff has now surveyed for leaks around 200 miles of pipelines.
- Hosted a Water Festival that provided education for 760 4th grade students.
- Worked on the design of two (2) new pump stations, located at Wildcat Hill and Bushmaster Park that will eventually allow more reclaimed water to be available to customers.
- Completed Final Record of Decision (Environmental Analysis) for Flagstaff Watershed Protection Project.

Council Goal: Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics

- Hosted five community gardens and summer workshops.
- Sustainability Program manages 2,700 acres of open space for public recreation and education. Secured approximately \$120,000 in grant funding to improve public facilities at Picture Canyon and Observatory Mesa.
- Implemented a GPS routing software program for the City's commercial trash/recycle collections programs, creating effective and efficient rerouting capabilities.
- Purchased additional property for the FUTS trail system.
- Acquired rights for easements and road realignments which allow for infrastructure and services improvements.
- Completed the Airport Sustainability Master Plan and initiated implementation of some of the outlined recommendations.
- Completed numerous beautification and public art projects in neighborhoods.
- Completed the remodel of the eastside warehouse for evidence storage.
- Revised the current party nuisance ordinance and strengthened our Crime Free Multi-Housing partnerships.
- Completed a significant public improvement project located at 5-Points that reestablished flood flows through a major section of the City's stormwater drainage system thereby minimizing flooding costs to the end user.
- Utilization of Alternative Project Delivery Methods through Request for Statements of Qualifications solicitation process for a more efficient and compressed construction schedule and project delivery.
- Initiated the expansion of the East Flagstaff Library.
- Planning implementation of Radio Frequency Identification to enhance patron experience with library services through a more effective materials tracking system and patron empowerment through the ability to self-checkout/in items.
- Increased the library's internet speed to 70Mbps and upgraded Wi-Fi access. The new system is faster, easier for the public to connect, stronger signal/better coverage.
- Secured grant funding for clean-up associated with the building demolition and surface parking lot adjacent to the municipal court.

- Received Council approval to begin designing and building a City-owned microwave network system to replace current leased fiber network thereby saving the City money.
- Purchased and replaced the production Storage Area Network which houses almost all of the City's data.
- Continued migration of legacy software systems to new ERP software and hardware. Successfully completed migration to a new Community Development software system with no significant issues.
- Initiated implementation of a more robust free public Wi-Fi offering at the airport, Aquaplex, city hall and other remote sites which will provide a better public internet experience.
- Invested \$505,000 in a new fire engine to replace a 25 year old engine.
- Rio de Flag Flood Control Project
 - Met with USACE Executive Team and attended Changing of Command ceremony for the USACE Los Angeles District.
 - Worked the BNSF Railway on environmental cleanup of portions of the Lower Reach of the Project.
 - Completed repair work on the Clay Avenue Wash Detention Basin.
 - Received preliminary economic analysis for the Benefit to Cost Ratio and preliminary project cost estimate. Project cost estimate is \$103.1 million.
 - USACE submitted the revised Limited Re-evaluation Report (LRR) to USACE Headquarters for review.
 - Executed a Preliminary Engineering Agreement with the BNSF Railway.
- Continued work necessary to construct the Core Services Maintenance Facility, including the completion of the annexation, Minor Regional Plan Amendment and rezone of property.
- Advertised a Statement of Qualifications from Arizona licensed Contractors for Design-Build services for the Core Services Facility.
- The airport worked with the FAA to replace a navigational aide for pilots landing on runway 3 at the airport.
- Completed Bushmaster Park improvements adding adaptive playground features and recreational facilities.
- The City has participated in the research and development of street lighting to be adaptive to changing technology and protection of dark skies.
- By the end of the year, the City will have completed the following improvements which will increase the overall condition of the City's facilities:
 - City Hall chambers structural improvements (\$75,000)
 - McPherson exterior painting (\$6,000)
 - Milligan House window replacement (\$50,000)
 - Boys & Girls Club perimeter roof structure repairs (\$25,000)
 - Coconino Warehouse exterior paint (\$5,000)
 - Fire Station 1 roof fascia/soffit metal installation (\$8,000)
 - DPS facility at airport exterior windows replaced (\$5,000)
 - Hal Jensen Recreation Center office/game room HVAC installs (\$12,000)
 - City Hall main lobby stair reconstruction (\$75,000)
 - City Hall main entry exterior stair reconstruction (Phase I - \$75,000)
 - Library boiler replacement (\$25,000)

- Fire Station 5 roof fascia/soffit metal installation (\$10,000)
 - Airport north side metal roof repairs (\$25,000)
 - Murdoch Center HVAC replacement (\$10,000)
 - Support the successful approval of 199 special event permits in FY15.
 - Drafted a landfill feasibility study and initiating a landfill re-development plan.
 - Capital Improvement Projects
 - **West & Arrowhead Improvements** – The third and final phase of improvements to West Street and Arrowhead Avenue was completed in November 2015. These improvements included water and sewer replacements, storm drain installation, curb/gutter and sidewalk, and full street reconstruction.
 - **Industrial Drive – Huntington to Nestle Purina** – Improvements completed in November 2015. These improvements included water and sewer construction, storm drain installation, curb/gutter and sidewalk, and paved roadway construction.
 - **Innovation Mesa Business Accelerator** – The grand opening for the facility was conducted in July 2015. Facility provides business services to the community entrepreneurs who start and grow companies and create jobs. There are currently five clients that use the Business Accelerator.
 - **Bonito Water and Sewer** – Completed in November 2015. These improvements included water and sewer replacements, storm drain installation, curb/gutter and sidewalk, and full street reconstruction.
 - **Arroyo Park Improvements** – Completed in October 2015, the project included paving the access road to the park, resurfacing one large parking area with recycled asphalt millings, and various stormwater improvements.
 - **FUTS - Hospital Rim Trail and Switzer Mesa Trail** – Completed December 2015, two geographically separated FUTS trail sections were completed.
 - **FUTS – Pulliam Rehabilitation** – Completed October 2015, an existing asphalt FUTS trail was reconstructed between Ponderosa Trails subdivision and Pulliam Airport.
 - **Road Repair and Street Safety Improvements** – Repave – 1.24 Lane Miles, Overlay – 29.94 Lane Miles, Chip Seal – 94.72 Lane Miles.
-

Council Goal: Explore and adopt policies to lower the costs associated with housing to the end user

- Identified opportunities to leverage our purchasing power with various capital improvement projects that are necessary to repair, maintain and increase the value of Flagstaff Housing Authority projects through remodel/renovations that may be necessary.
- Identified and implemented purchasing strategies to help lower the cost of repairs, maintenance and remodel/renovations for housing projects.
- Continued the merger of the City's housing related functions to increase capacity to access financial tools and create additional affordable rental units in the community.
- Reviewed regulatory documents in regard to the complexity of housing affordability, including the Plaza Vieja Neighborhood Plan.
- Provided Do It Yourself home energy efficiency kits and training to home owners and renters.
- Provided incentives to home owners and renters for high efficiency appliances.
- Supported partnerships to create additional affordable housing units. Partnerships with Habitat for Humanity and Housing Solutions of Northern Arizona have resulted in four completed units and four currently under construction.
- Provided technical assistance to the Townsite Community Land Trust – a new land trust being established in the Townsite neighborhood.
- Approved local government contribution to support a Low Income Housing Tax Credit (LIHTC) application which would have result in an additional 40 units for households at or below 60% AMI if the project was awarded tax credits. Project was not awarded Tax Credits during the 2015 cycle.
- Established an Employer Assisted Housing program for Officers and Dispatch employees of the Flagstaff Police Department. Two employees have benefitted from the program since program began in September.

Council Goal: Develop and implement guiding principles that address public safety service levels through appropriate staffing levels

- Continued three (3) federally funded officers to the Southside to enhance community policing efforts.
- Reduced crime in Flagstaff by 11% year to date
- Maintained response times to emergency calls for service well below national standards.
- Hired a full time legal advisor for the Police Department to review use of force incidents, policies and conduct training throughout the department.
- Increased employee retention in Dispatch by 7% and Patrol by 13% since July 1st.
- Established market pay for approximately 105 sworn employees in the Police Department.
- Established an Employer Assisted Housing program for officers and dispatch employees of the Flagstaff Police Department. Two employees have benefitted from the program since program began in September.
- Maintained the Community Alternative Response Truck for one year. This alternative response method helps reduce public safety pension costs, and reduce the use of larger fire apparatus responding to low acuity calls.

Council Goal: Relieve traffic congestion throughout Flagstaff

- Continued work with ADOT and Vintage Properties/Partners on the P3 project to reduce congestion on Milton Road by extending Beulah Boulevard and aligning University Avenue at Milton.
- Submitted a grant application for 4th Street Overpass improvements.
- Communicated with ADOT on possible new locations for permanent, continuous traffic count stations in the region.
- Coordinated with NAIPTA on a study that will determine the feasibility and effectiveness of high capacity, high frequency transit.
- Prepared for the installation of Traffic Adaptive Signal Controllers on the Butler Avenue corridor from Milton to Lone Tree. The technology will be part of a system wide solution in optimizing system performance.
- Implemented bicycle system modeling based on a bicycle comfort index to assist in identifying system gaps and investments to close them.
- Provided a bike fleet to City staff to be used during work hours, as well as bus passes.
- Educated the community on alternative transportation options and partners on transportation awareness events like Bike to Work Week.
- Worked with ADOT and FMPO to accelerate implementation of new timing plans and intersection improvements for Milton Road developed through Operations Analysis.
- Worked on a concept design for the new intersection of Kaspar/89/Old 66 with the possibility of connecting to the extension of Linda Vista. This is identified in the FMPO regional transportation plan and the Flagstaff Regional Plan 2030 and will be further examined in the Lockett Road Corridor Study.
- Participated on the ADOT Technical Advisory Committee on the I-40W, I-40E and I-17 Corridor Profiles. These profiles will be an important means of identifying projects on a performance basis for future programming.
- Participated on the ADOT Freight Advisory Committee to complete the Statewide Freight Study will work to coordinate these efforts with the Flagstaff Chamber's Northern Arizona Manufacturers Partnership which, via a memorandum of understanding, is serving as FMPO's Freight Advisory Board.
- Convened a FMPO-led Regional Transportation Plan Steering Committee to guide development of the RTP.
- Hosted a peer review of the City's Transportation Impact Analysis procedures and the use of the FMPO regional travel model.
- Met quarterly with BNSF to discuss current needs and monitor opportunities and impacts associated with rail activities.

Council Goal: Address key issues and processes related to the implementation of the Regional Plan

- Completed the first Flagstaff Regional Plan 2030 Annual Report.
- Reviewed concept plans and rezoning applications to provide analysis of Regional Plan goals and policies early in the development review process.
- Led the discussion with the Student Housing Action Plan external working group and prepared recommendations on proposed text amendments to Regional Plan and how to proceed on the issue of high density/occupancy housing projects.
- Participated on a citizens committee working on Dark Skies including looking at future land use, lighting standards and community education.
- Sustainability Program is leading the charges on energy efficiency, renewable energy, climate resiliency, and open space goals as identified in the Regional Plan.
- Developed a parking study and conducted extensive public outreach on parking solutions.

Council Goal: Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses and about City services, programs, policies, projects and developments

- Completed an operational guide for the City's switchboard services and developed an online switchboard ask@flagstaffaz.gov.
- Launched Peak Democracy, an online civic engagement forum on the City's website. Any department or Commission in the City can post topics for public discussion and feedback. This is a one year trial to determine if the City should invest in this effort for the next 3-5 years.
- Prepared Zoning Code amendments which will:
 - Require public notice of neighborhood meetings and public hearings to include current residents of a subject property.
 - Require two neighborhood meetings to receive community input on rezoning proposals. The timing of the second meeting is to address public input received and share the current proposal prior to the first public hearing.
- Require the applicant provide the neighborhood meeting report to meeting attendees.
- Received, analyzed, and compiled responses to 194 public records requests. The review and continued improvement of the citywide Records Management Program assists with the ability to provide timely responses and efficient use of city resources.
- Conducted outreach on the proposed charter amendment elections which included public presentations to over twenty four organizations, two open houses, as well as many press releases, publications and web marketing's.
- Hosted successful open houses and outreach efforts regarding the Veteran's Facility, Downtown Parking, the 303 Elden property and the Airpark request for proposals.
- Increased reach and use of social media throughout the City.
- Outfitted all uniformed officers and supervisors in patrol with body cameras.
- Increased police community support meetings by 141% and convened the Citizens Liaison Committee.
- Initiated a communications plan for the Water Resource and Conservation Programs.
- Implemented use of the City's online agenda system to provide voting records of Council to the public on the web.

- Facilitate expanded use of Laserfiche for the public and City employees.
- Facilitated the coordination of having meetings of all boards/commissions of the City held in Council Chambers to provide for streaming access to the public.
- Partnered with Downtown Business Alliance to publish a monthly newsletter for downtown businesses and residents, notifying them of events, street closures, and event-related City Council meetings.
- Sustainability Program hosted four signature events: Earth Day celebration, Lights Out Flagstaff, Fix It Clinic, and Sustainable Building Tour. In addition the City hosts trail days on Open Space lands and gardening workshops.
- Hosted National Trails Day project at Picture Canyon in partnership with Coconino National Forest, Coconino County, and Flagstaff Biking Organization. This event drew 100 volunteers to construct 1.5 miles of trail, naturalize 1 mile of road, and remove invasive species from 2 acres of riparian habitat along the Rio de Flag.
- Coordinated annual Make a Difference Day project at Frances Short Pond in partnership with Friends of the Rio de Flag, Willow Bend Environmental Education Center, Friends of Flagstaff's Future, Flagstaff Unified School District, Northern Arizona Trail Runners Association and Flagstaff Rotary Club.
- Implemented software to allow customers access to their utility and miscellaneous accounts receivable bills, activations, terminations and payment reminders via text and email.
- Enhanced online information regarding property tax presentations and development fee reports.
- Added Grants Navigator to city website to display grants awarded to the City.
- Provided vendor forums for our vendor community to educate them on how to become a registered vendor, discuss our City's procurement rules and provide information on how to do business with the City.
- Implemented software to allow vendors to respond to bids using online services.
- Hosted several community events, author presentations and story time readings at the library.
- Updated system at library to include text notification.
- Upgraded the City's video streaming equipment to provide hi-definition streaming of Council meetings and board & commission meetings.

Council Goal: Foster relationships and maintain economic development commitment to partners

- Revised the animal keeping chapter of the City Code in support of urban agriculture and individual food production.
- Coordinated three free Fix-it Clinics to educate community members on repairing broken household items.
- Provides incentives to home owners and renters for high efficiency appliances, attic insulation, and sealing air leaks in structures and ducts.
- Managed leases and IGAs in a way that maintained the economic development commitment to partners and lessees.
- Evaluated potential land for the Arizona Department of Veterans' Services to use as a skilled nursing facility for Veterans.
- Continued to market Flagstaff as a premier travel destination and helped to increase our industry measurements; hotel occupancy at 88.7% up 2.3%, average daily rate at \$108.31 up 8.5% and revenue per available room at \$96.08 up 11.0%.
- Enhanced relationships with area partners through Flagstaff Cool Zone and #VisitCool promotion. Eight partners took part in the year-long marketing effort. Developed relationships with Legends Entertainment District, Arizona Diamondbacks and Phoenix Suns organizations to better reach Phoenix area residents, our largest target market.
- Met with 300 professional travel trade clients through the year to provide updates and information for them to sell Flagstaff and to meet with a minimum of 50 stakeholders to assist them in reaching the domestic and international travel trade.
- Led several sales missions that included an opportunity for stakeholders to participate in Los Angeles, San Francisco Las Vegas and assisted stakeholders at International POW WOW and National Travel Association.
- Implemented a new Economic Impact formula to track the value of the business we are bringing to Flagstaff to better inform our stakeholders and show how Tourism is an economic driver.
- Created a special Route 66 90th anniversary promotion and worked with many local businesses to create route 66 themed offers for use on our list of "66 kicks on Route 66" which will attract more business to them.
- Hosted a total of 22 journalists so far in FY16 which will result in thousands of dollars of publicity value for the City of Flagstaff and our stakeholders.

- Increase walk-ins at Visitor Center by 6.92%. Trip Advisor reviews were 96.6% positive with 154 of 269 rated excellent. Hosted four signature events for locals and visitors to engage with this community resource.
- Continued partnership between the Visitor Center, Downtown Business Alliance and Flagstaff Lodging and Restaurant.
- Partnered with Nestle Purina to extend the Government Property Lease Excise Tax (GPLET) in order to analyze odor reduction options.
- Opened the Business Accelerator and re-executed the Service Agreement and Ground Leases for the Incubator and Accelerator. This is a partnership with the Northern Arizona Center for Entrepreneurship and Technology in order to develop local businesses through economic gardening.
- Developed a Community Reinvestment Plan to incentivize reinvestment in the community.
- Hosted quarterly Commercial Broker meetings to foster the communication between the City and the local broker community.
- Continued efforts to attract a second airline to Flagstaff while utilizing a Small Commercial Air Service Development Grant.
- Partnered with outside organizations in order to better connect library patrons with community and social services.
- Continued to work with Good Earth Power and other Four Forest Restoration Initiative contractors to establish viable and healthy small-diameter wood-based businesses in the Flagstaff area.

Council Goal: Decrease the number of working poor

- Connected with ten new businesses that have opened in the past 12 months all of which will yield jobs.
- Conducted legal research on the City's authority to legislate a local livable wage, and determined that the City is able to set a city-wide minimum wage.
- Provide job training, one-on-one tutoring and training by Library staff and volunteers. Trainings include resume building, application process, computer skills, email set up, social networking.
- Offered free computer training to the unemployed and under-employed to improve skill and job opportunities.
- Managed the sale of auto park Lot 11, which will create numerous indirect construction jobs and positively impact local revenues. Assisted in a temporary auto dealer location that created 45 new jobs.

Council Goal: Ensure that we are as prepared as possible for extreme weather events

- Planning by Streets and Parks this fall will help with being prepared for major winter events.
- Installed an emergency backup generator at the landfill.
- Planned for the installation of an additional City fuel station at the landfill.
- Continued implementation of the City's recently developed Emergency Roof Snow Removal Schedule, which is based on building age, structure type and business use type/need. It also lists buildings assigned to staff and to local contractors.
- Continued work on the citywide Essential Records Program to ensure that measures are taken to have such records available in the case of extreme weather events.
- Hired temporary employees to with assuring the airport remained open during extreme winter weather events.
- Secured an additional \$2 million in leverage for forest health investments in Flagstaff.
- Completed the federal environmental impact analysis and planning effort associated with the Flagstaff Watershed Protection Project and initiated implementation.
- Partnered with the state on several forest restoration projects on state-managed lands in the Flagstaff region.
- Adopted a new COOP planning protocol and software.
- The airport submitted a request for a future FAA Grant to acquire additional equipment.
- Hosted a statewide training event at the new Emergency Operations Center.
- Participated in one table top exercise and one live drill to utilize incident command and emergency operations procedures.
- Participated in Incident Command System training with County partners.
- Developed a plan to monitor Upper Lake Mary watershed to assess baseline conditions prior to forest thinning as extreme weather events (drought, fire, snowstorms) can impact Upper Lake Mary by changing the volume and/or quality of water flowing into the lake.
- Conducted Monsoon Awareness Program by providing guidance, goals and duties of flood response among City departments. Additionally, staff has conducted public outreach efforts informing the public of safety issues at locations where to obtain free sand bags.
- Hosted and conducted wildfire preparedness and forest treatment outreach events during annual Wildfire Preparedness week.



City of Flagstaff - Council Goals

- 1) Invest in our employees and implement retention and attraction strategies**
 - Bring all City employees up to market pay
 - Invest in training and development in our staff
 - Fund pensions at the minimum recommended contribution levels to assure ongoing plan viability
 - Participate in the evaluation and implementation of a pension plan structure that will provide a secure and sufficient benefit to retirees within a sustainable cost structure for the employer and the employee
- 2) Ensure Flagstaff has a long-term water supply for current and future needs**
 - Identify financing, complete designs and construct the Red Gap Waterline
 - Secure ROW for Red Gap Waterline
 - Review current water rate structure
 - Integrate conservation strategies into all water resource management activities
 - Expand the use of reclaimed water
- 3) Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics**
 - Rio de Flag - Complete 100% plans, LRR, land acquisition and identify financing strategy
 - Construct Core Services Maintenance Facility at McAllister Ranch
 - Maintain existing infrastructure by investing in ongoing maintenance and operations to get closer to target condition
 - Design, finance and construct Courthouse
 - Enhance library hours
 - Explore stadium and arts district
- 4) Explore and adopt policies to lower the costs associated with housing to the end user**
 - Understand and support increasing housing availability in conjunction with FHA
 - Facilitate exploration of financing tools and models that meet the needs of affordable rental community
 - Review regulatory documents in regard to the complexity of housing affordability
 - Support creative partnerships around workforce housing



City of Flagstaff - Council Goals

- 4) **Develop and implement guiding principles that address public safety service levels through appropriate staffing levels**
- 6) **Relieve traffic congestion throughout Flagstaff**
 - Identify more information on the scope of problem and solutions that address both supply and demand, including measurement to quantify congestion.
 - Work with partners to achieve goal (regional, county, Flagstaff Metropolitan Planning Organization, State, NAIPTA, railroad, NAU)
 - Implement Road Repair and Street Safety projects
- 7) **Address key issues and processes related to the implementation of the Regional Plan**
 - Conduct annual review of implementation of Regional Plan
 - Review and possibly amend Regional Plan goals and policies with regard to location of urban activity centers, preservation of dark skies and student housing and other high density developments. (Review how we implement the RP in the Zoning Code)
 - Explore neighborhood parking districts
- 8) **Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses and about City services, programs, policies, projects and developments**
 - Review what, when and how Council and public are notified about development projects
 - Identify opportunities for collaborative outreach among Council members and key community stakeholders
- 9) **Foster relationships and maintain economic development commitment to partners**
- 10) **Decrease the number of working poor**
 - Discuss non legislative tools that lead to living wages in the community
 - Conduct legal research on the City's authority to legislate a local livable wage
- 11) **Ensure that we are as prepared as possible for extreme weather events**
 - Present resiliency and *preparedness* goals to Council

M*E*M*O*R*A*N*D*U*M

TO: Stephanie Smith

FROM: Bob Holmes

RE: Is the DC Trip a Good Value for Flagstaff?

DATE: October 19, 2015

CC: Kathi Becker

Stephanie:

Per our discussion last week, I would like to discuss with you the value of the DC trip for the Mayor, Council and staff. I would be remiss to state from the outset that I have a natural bias and inclination to strongly support DC visits. Here are the reasons why.

1. **Mayor and Council and staff are constituents** – Obviously, I'm on the ground on Capitol Hill and in the Nation's Capital everyday advocating for the City's needs. I can say that I have outstanding relationships with our congressional delegation, other important members of Congress and executive branch agency staff. What I am not, though, is a constituent. For example, Congresswoman Kirkpatrick and Congressman Gosar have been incredibly gracious to me and have been tremendous advocates for the City, but they are not accountable to me. They are accountable to their district and, in Congresswoman Kirkpatrick's case, the largest city in her district is Flagstaff. When Congresswoman Kirkpatrick's office sees constituents and they talk about issues that are important to the City, it resonates with her. She wants to help. I'm effective but when she hears issues directly from her constituents, it takes a higher priority.
2. **Bang for the Buck** – A trip to DC provides a tremendous bang for the buck. We always have "asks" for our congressional delegation and others during our visits. These "asks", at the right time, can mean the difference between

funding and not funding a project or the difference in the City receiving \$1 million or \$2 million from the federal government for a particular project. That is a tremendous return on investment. I can't think of a situation where someone has met with their congressional representatives or executive branch agency officials that didn't increase their ability to achieve their goals whether it is funding, legislation, etc. The empirical evidence would be overwhelming if a study was conducted and that's why localities do it year after year.

3. **Relationship Building** – One of the most tangible aspects of these trips is the relationships that the City builds. We meet with key decision makers – whether it is our congressional delegation, the Army Corps, Forest Service or others. They become personally invested in the community. Because of these meetings, many government officials have visited Flagstaff who wouldn't do so otherwise. For example, former Deputy Secretary of Agriculture, Harris Sherman, was intrigued by FWPP and specifically requested to visit Flagstaff. This likely led to increased funding for 4FRI, ERI and other forest-health related funding because of the relationship building the City has made through these visits.
4. **Everyone Else Is Doing it** – It sounds cliché to say that we should be doing it because everyone else is doing it, but it is borne out in the results. Cities that have an ongoing and consistent relationship/presence with their congressional representatives and Administration officials traditionally are more successful than others that don't do it. The best place to see all of your representatives is in DC. That's why successful cities plan DC visits. They are good investment of time and resources.

Again, I'm admittedly biased but I've also seen the results of those that invest in DC visits and those that don't. I can state with almost certainty those that are the most successful have a consistent presence in DC.

If you have any questions or concerns, please let me know. Have a great day!