

**JOINT WORK SESSION  
FLAGSTAFF CITY COUNCIL/COUNTY BOARD OF SUPERVISORS**

**AGENDA**

**3:00 P.M. - MONDAY  
DECEMBER 3, 2018**

**COUNCIL CHAMBERS  
211 WEST ASPEN AVENUE**

- 1. Call to Order**
- 2. Pledge of Allegiance and Mission Statement**

**MISSION STATEMENT**

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

- 3. Roll Call:**

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

**COCONINO COUNTY BOARD OF SUPERVISORS:**

CHAIRMAN BABBOTT  
VICE CHAIRWOMAN FOWLER  
SUPERVISOR ARCHULETA

SUPERVISOR PARKS  
SUPERVISOR RYAN

**FLAGSTAFF CITY COUNCIL:**

MAYOR EVANS  
VICE MAYOR WHELAN  
COUNCILMEMBER BAROTZ  
COUNCILMEMBER MCCARTHY

COUNCILMEMBER ODEGAARD  
COUNCILMEMBER OVERTON  
COUNCILMEMBER PUTZOVA

- 4. Public Participation:**

*Public Participation enables the public to address the Council about an items that are not on the agenda. Public Participation appears on the agenda twice, at the beginning and at the end of the work session. You may speak at one or the other, but not both. Anyone wishing to comment on an item that is on the agenda is asked to fill out a speaker card and submit it to the recording clerk. When the item comes up on the agenda, your name will be called. You may address the Council up to three times throughout the meeting, including comments made during Public Participation. Please limit your remarks to three minutes per item to allow everyone an opportunity to speak.*

5. **Presentation of Joint Land Use Study Draft Final Report**
6. **Joint City and County Proclamation: NAU Cross-Country Championship Three-Peat**
7. **Update on 2020 Census Coordination and Outreach for the City of Flagstaff and Coconino County**
8. **Coconino Criminal Justice Coordinating Council Update**
9. **Coconino County Flood Control District Update**
10. **Flagstaff's Climate Action and Adaptation Plan**
11. **Informational Items To/From Chairman, Supervisors and County Manager/Mayor, Council and City Manager**
12. **Public Participation**
13. **Adjournment**

CERTIFICATE OF POSTING OF NOTICE

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

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2018.

\_\_\_\_\_  
Stacy Saltzburg, MMC, City Clerk



## CITY OF FLAGSTAFF

### STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Dan Folke, Interim Community Development Director  
**Date:** 11/15/2018  
**Meeting Date:** 12/03/2018



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#### TITLE:

**Presentation of Joint Land Use Study Draft Final Report**

#### DESIRED OUTCOME:

The report is provided for information and discussion only. The project team is accepting public comment on issues or concerns that need to be addressed prior to the Policy Committee final review and adoption in early 2019. Each elected body will consider adoption of the final report at a future meeting.

#### EXECUTIVE SUMMARY:

The project consultant will:

- Review JLUS project objectives and major steps
- Summarize issues and strategies identified during the process
- Highlight immediate next steps to begin implementation

The report includes a project overview, study area profile and issues, and compatibility strategies. Appendix A provides implementation strategies with a priority ranking, anticipated time frame and estimated costs. Appendix B identifies implementation strategy by party. Coconino County's responsibilities begin on page B-12 while the City of Flagstaff responsibilities begin on page B-17.

The report is too large to upload, but here is a link to the report

<https://www.coconinotlus.com/documents/reports>.

#### INFORMATION:

The goal of the Joint Land Use Study (JLUS) is for local governments, stakeholders, and military installations to study, make recommendations, and provide a report that contains an implementation plan for compatible land use between the United States Naval Observatory Flagstaff Station, and the Arizona Army National Guard Camp Navajo while also supporting diverse community values. Additionally, the purpose of the JLUS is to prevent incompatible uses surrounding military installations that may interfere with the ability to complete the mission of the facility and to limit impacts of the installations on surrounding property owners

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**Attachments:** Presentation



# COCONINO JOINT LAND USE STUDY



JOINT COUNCIL MEETING  
12.03.2018





# TODAY'S AGENDA

Opening Remarks & Introductions

JLUS Overview

JLUS Issues & Strategies

Next Steps

Questions



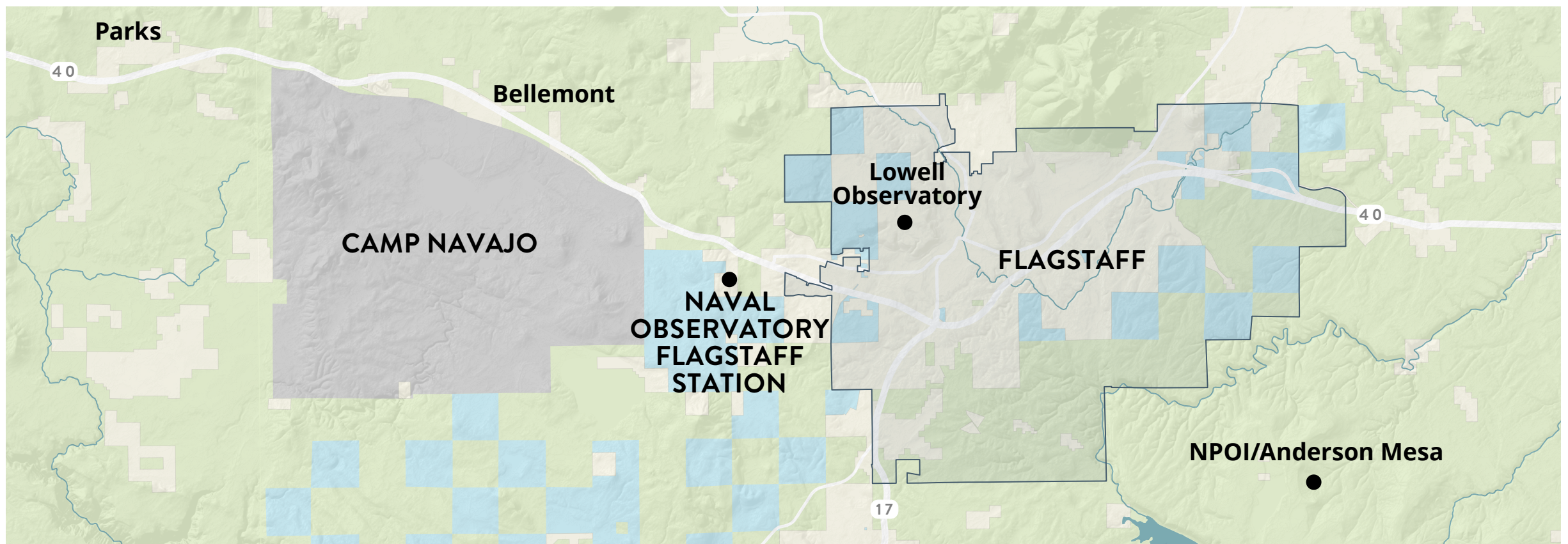
# JLUS REVIEW





# JLUS STUDY AREA

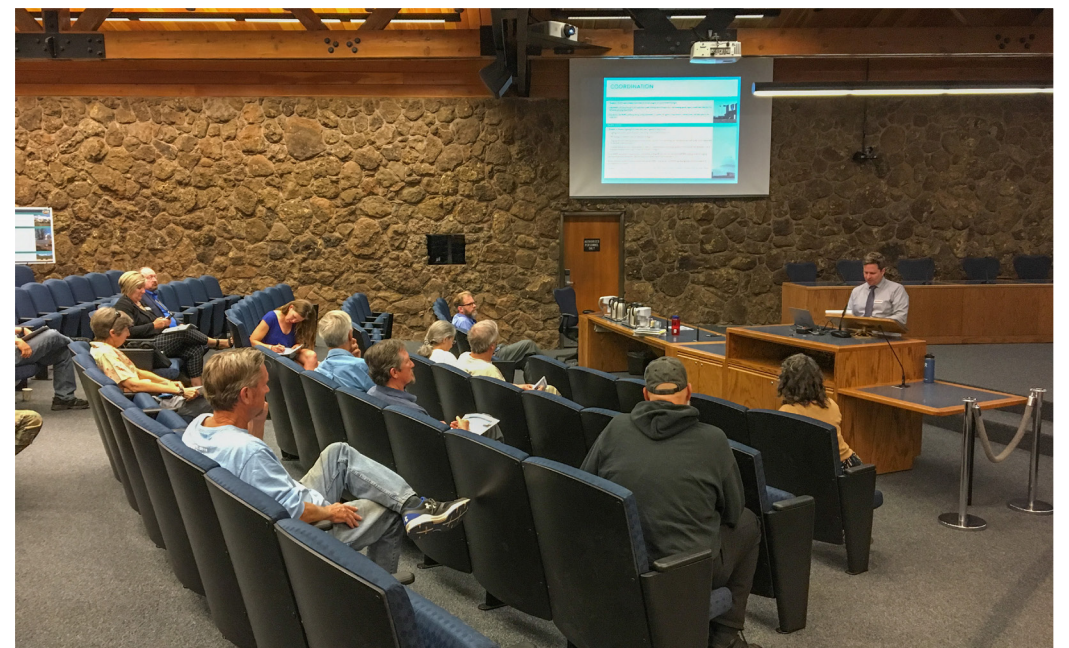
- » Installations: Camp Navajo and Naval Observatory Flagstaff Station (NOFS)
- » City of Flagstaff and Coconino County
- » Communities of Bellemont and Parks
- » Coconino and Kaibab National Forests
- » Navajo, Hopi, and San Juan Southern Paiute Tribes Sacred Lands



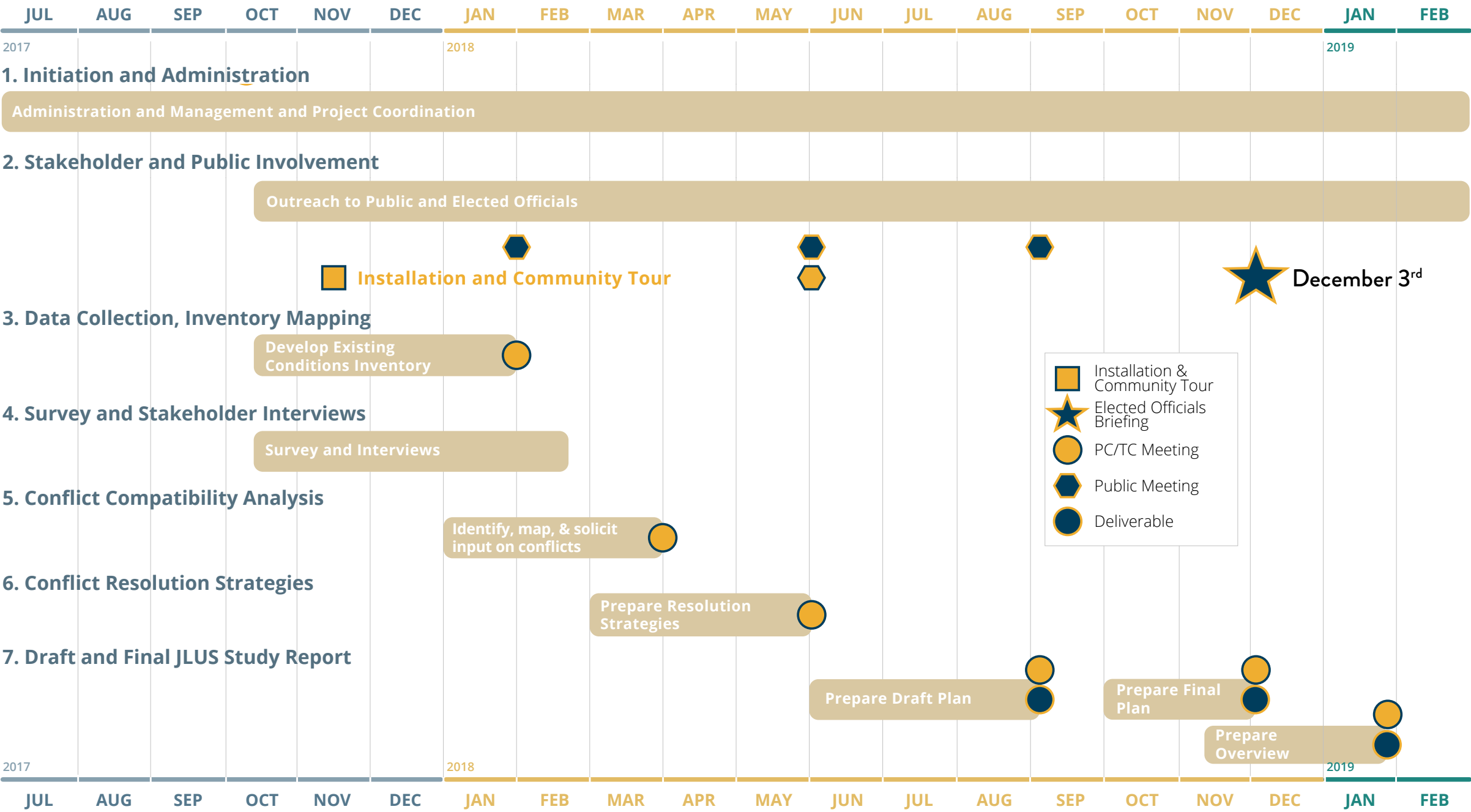


# COMMUNITY OUTREACH

- » Over 44 Stakeholder Interviews
- » Three Community Meetings
  - Bellemont - 2/6: ~30 attendees
  - Flagstaff - 6/4: ~20 attendees
  - Flagstaff - 9/5: ~25 attendees
- » Community Survey (129 Responses)
- » Four Press Releases, Radio Spots, Social Media Postings, Flyers



# WORK PLAN





# JLUS ISSUES & STRATEGIES





# ISSUE CATEGORIES



DARK SKIES



LAND USE



TRANSPORTATION



ENVIRONMENTAL  
HEALTH

# STRATEGY CATEGORIES

COORDINATION (9)

EDUCATION (4)

PLAN UPDATES  
& POLICIES (7)

CODE UPDATES  
& ENFORCEMENT (3)

LAND CONSERVATION (4)

FOREST MANAGEMENT (3)

# DARK SKIES

## ISSUES

**Technology Shift:** Although lighting technology has evolved to light-emitting diodes (LEDs), the fixtures and City and County standards have not been updated.

**Enforcement:** Enforcing the City/County lighting ordinance is an ongoing challenge made more acute by staffing shortages.

**Development:** Increased development close to NOFS and NPOI has the potential to increase sky brightening and impact the observatories' mission.

**Additional Barriers:** Frequent wildfires produce thermal and particulate plumes, impeding the visibility and function of area observatories.

## STRATEGIES

### Outdoor Lighting Committee

- Establish a committee to oversee code updates and conduct public outreach.

### Dark Sky Code

- Revise and continue to monitor lighting codes to meet emerging technologies.
- Adopt dark sky lighting standards in Camp Navajo and Williams.

### Lighting Specialist Position

- Fund a City or County position to lead dark sky efforts, including enforcement.

# LAND USE

## *ISSUES*

**Development Location and Intensity:** Increased development near Camp Navajo or NOFS has the potential to impact their missions by increasing sky brightening, wildlife impacts, trespassing, and operation complaints.

**Land Use Types:** Installation impacts can vary depending on development intensity and characteristics; use types that add outdoor lighting are of specific concern.

## *STRATEGIES*

### **Planning Coordination**

- Coordinate communication with installations on relevant local development activity and planning efforts.
- Prioritize developing activity center plans for designated areas in western and southern Flagstaff.

### **Land Conservation**

- Pursue funding and opportunities to conserve private and Federal land around the installations.



# TRANSPORTATION

## ISSUES

### **Constrained Overpass Bridge:**

The Transwestern Road bridge over I-40 in Bellemont is deteriorated and undersized. Plans for the bridge's replacement do not address the area's multimodal circulation needs.

### **Increased Congestion and Lack of Multimodal Mobility:**

Existing roads and bridges do not have the capacity to accommodate the projected area development. Additionally, they do not facilitate safe pedestrian and bicycle travel in the Bellemont area.

**Dark Sky Compliance:** New lights being replaced or due from construction do not always adhere to City and County dark sky standards.

## STRATEGIES

### **Transwestern Bridge Development**

- Coordinate with the Arizona Department of Transportation (ADOT), Camp Navajo, and area businesses to add capacity to the Transwestern Road bridge.

### **Multimodal Study**

- Update the 2015 Access Management and Multimodal Transportation Study to incorporate planned activity south of I-40 in Bellemont and on Camp Navajo.

### **Dark Sky Compliance**

- Work with ADOT to transition to dark sky compliant lighting.

# ENVIRONMENTAL HEALTH

## ISSUES

**Forest Health:** Forest conditions have high risk for catastrophic wildfires; efforts to improve forest health are hampered by infrastructure challenges.

**Forest Land Conversion:** Forested land surrounding the installations has potential to be developed, sold or “swapped”, which could reduce habitat and impact missions.

**Migration & Wildlife:** Wildlife corridors are on either side of Camp Navajo, linking wildland blocks to the north and south. Increased development could further fragment species, increase migration activity through Camp Navajo and impact operations.

## STRATEGIES

### Forest Industry Cluster

- Support efforts to site wood processing plant(s) in the area.

### Wildlife Protection

- Incorporate wildlife corridors into planning documents and land conservation efforts.

### Land Conservation

- Pursue funding and opportunities to conserve private, State Trust, and Federal land around the installations.

### Forest Restoration

- Support County Forest Restoration Director’s efforts to increase awareness and improve forest health.
- Improve forest management practices at Camp Navajo to reduce wildfire risk.



# NEXT STEPS





# JLUS: STEPS TO COMPLETION

## » Policy/Technical Committee

- Review draft strategy changes
- Discuss outstanding comments
  - ADOT street lights
  - AZ State Land Department comments and work-in-progress revisions
  - Opportunities to strengthen recommendations
- Adopt JLUS in late January

## » JLUS Implementation Committee

- Sign Memorandum of Understanding (MOU)

# COCONINO COUNTY ACTION ITEMS (SAMPLE)

## » Coordination

- Improve coordination regarding land use activities and development around Camp Navajo and NOFS
- Support efforts to site a wood processing plant on or near Camp Navajo
- Coordinate proactively with ADOT to ensure projects consider area growth and lighting is dark sky compliant

## » Plan Updates & Policies

- Support existing/adopt new goals and policies to protect Camp Navajo and NOFS missions
- Support adoption of draft dark sky goals in the Bellemont Area Plan and update 2015 Bellemont Access Management & Multimodal Study to account for Camp Navajo and area growth plans

## » Code Updates & Enforcement

- Adopt SLEDS Study and NOFS Mission Compatibility Light Pollution Study recommendations / update as needed
- Fund County/City lighting specialist position for education and enforcement

## » Forest Management

- Support Forest Restoration Director's efforts to improve forest health



# FLAGSTAFF ACTION ITEMS (SAMPLE)

## » Coordination

- Improve notification and coordination regarding land use activities and plan updates
- Establish an Outdoor Lighting Committee
- Coordinate proactively with ADOT to ensure lighting is dark sky compliant

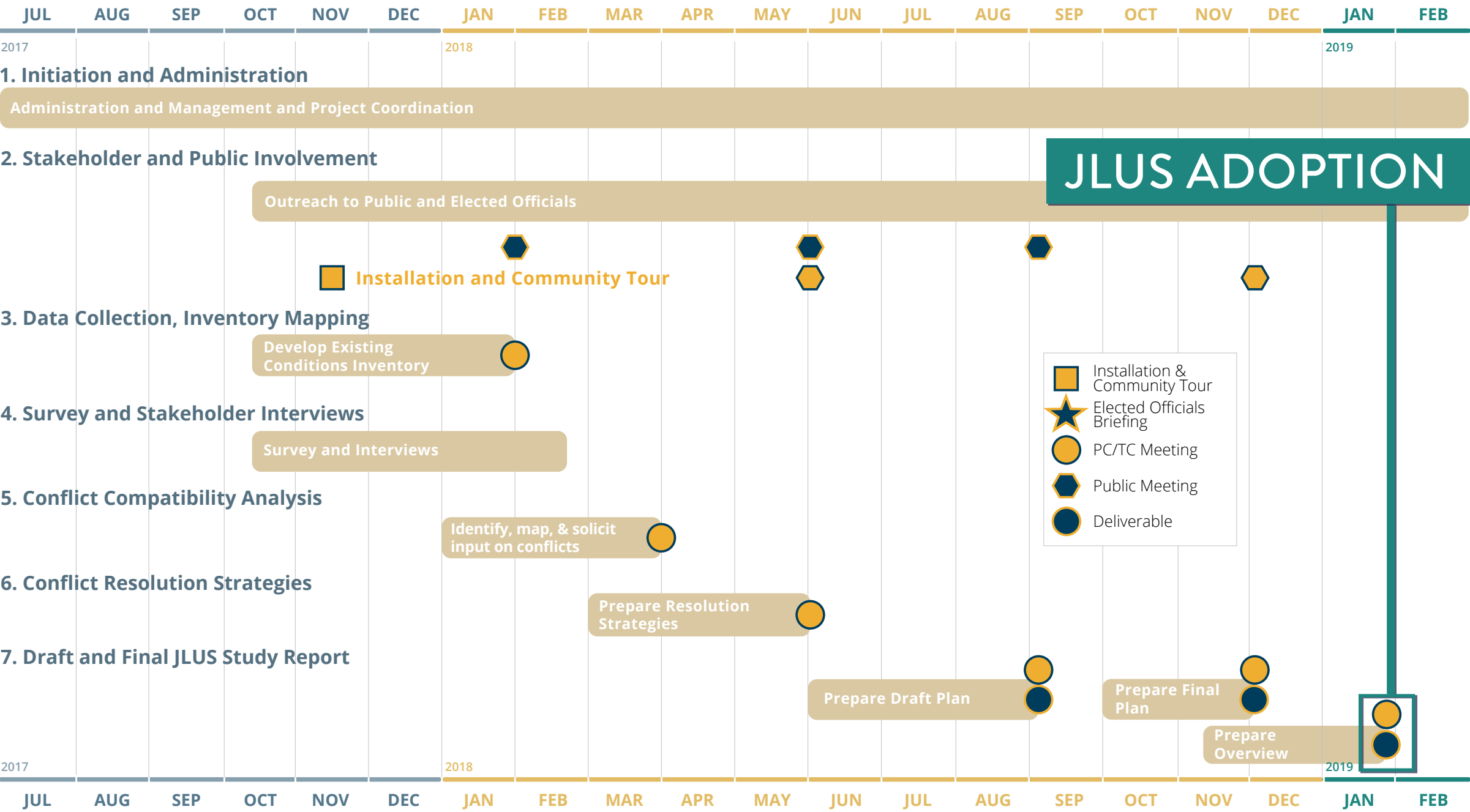
## » Plan Updates & Policies

- Support existing/adopt new goals and policies to protect Camp Navajo and NOFS missions
- Prioritize development of southern and western activity center plans in collaboration with NOFS and Camp Navajo

## » Code Updates & Enforcement

- Adopt SLEDS Study and NOFS Mission Compatibility Light Pollution Study recommendations / update as needed
- Fund City/County lighting specialist position for education and enforcement

# NEXT STEPS





# COCONINO JOINT LAND USE STUDY



Questions? Comments?  
THANK YOU!





## **CITY OF FLAGSTAFF STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Stacy Saltzburg, City Clerk  
**Date:** 11/30/2018  
**Meeting Date:** 12/03/2018



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### **TITLE:**

**Joint City and County Proclamation: NAU Cross-Country Championship Three-Peat**

### **DESIRED OUTCOME:**

Read and Present Proclamation to NAU Cross-Country Team

### **EXECUTIVE SUMMARY:**

### **INFORMATION:**

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**Attachments:** Proclamation

**CITY OF FLAGSTAFF AND COCONINO COUNTY**

**PROCLAMATION**

**NAU CROSS-COUNTRY CHAMPIONSHIP  
THREE-PEAT**

**“TODAY’S A GREAT DAY TO BE A LUMBERJACK!”**

**WHEREAS**, Each autumn since 1938, with the exception of 1943, the National Collegiate Athletic Association (NCAA) has hosted men's Cross Country championships; and

**WHEREAS**, Northern Arizona University’s men’s Cross-Country team is now a three-time consecutive NCAA Division One National Champion; and

**WHEREAS**, The Cross-Country team’s dedication, hard work and perseverance has earned them this third national NCAA championship; and

**WHEREAS**, the City of Flagstaff and Coconino County celebrate this historic achievement and look forward to supporting the NAU Cross-Country team as they continue their run for excellence; and

**NOW, TOGETHER AS MAYOR OF THE CITY OF FLAGSTAFF, ARIZONA, AND CHAIR OF THE COCONINO COUNTY BOARD OF SUPERVISORS, WE HEREBY** recognize December 4<sup>th</sup>, 2018 as

**NAU CROSS-COUNTRY CHAMPIONSHIP  
THREE-PEAT DAY  
IN FLAGSTAFF, ARIZONA & COCONINO COUNTY.**



Dated this 3<sup>rd</sup> day of December 2018

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MAYOR

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CHAIR of the BOARD of SUPERVISORS

ATTEST:

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City of Flagstaff Clerk

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Coconino County Clerk



## CITY OF FLAGSTAFF

### STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council

**From:** Sara Dechter, AICP, Comprehensive Planning Manager

**Co-Submitter:** Kim Musselman, Special Assistant to the County Manager

**Date:** 11/15/2018

**Meeting Date:** 12/03/2018




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#### TITLE:

**Update on 2020 Census Coordination and Outreach for the City of Flagstaff and Coconino County**

#### DESIRED OUTCOME:

- Update the public, Board of Supervisors, and City Council about important milestones and upcoming efforts to prepare and encourage the community's participation in the 2020 Census.
- Discuss representation of the Board of Supervisors and the City Council on the Management Team so that quarterly meetings can begin in early 2019.

#### EXECUTIVE SUMMARY:

Tonight's presentation will give an update on the 2020 Census coordination and outreach related to recruiting for Census jobs, local outreach efforts, and completed and upcoming Census Bureau data requests.

#### INFORMATION:

##### Census Work Accomplished in 2018

Kim Musselman provided an initial presentation regarding the 2020 Census outreach at the May 21, 2018 Joint Work Sessions (See Attachment). Since that update, the City and County have participated in the Local Update of Census Addresses (LUCA) and assisted NAU with the Early Non-Response Follow-Up (ENRFU) data request from the Census Bureau. For the LUCA process, there was a combined effort of over 1000+ hours committed by the City and County to making sure the Census Bureau has the most accurate addressing information so ALL of Coconino County's residents can receive Census IDs and be counted. In total, the City and County proposed over 26,000 additions and corrections to the Census. Address canvassing is the next step in this process.

The Community Census Team has been meeting monthly, except for a short break in the summer to keep the conversation about Census news, issues and needs moving forward. Supervisor Archuleta has attended some of the meetings. In October, the new Census Partnership specialist working for Flagstaff presented to the group and provided updates on recruitment efforts and Census operation timelines.

##### Recruiting for Census Jobs

Coconino County residents can now apply for Census full-time, part-time, and temporary jobs at [www.census.gov/jobs](http://www.census.gov/jobs) and [www.usajobs.gov](http://www.usajobs.gov). There will be six Census Area offices in Arizona, 3 in Maricopa, 1 in Flagstaff, 1 in Window Rock, 1 in Tucson. Maricopa County will open their office first in early 2019 and be sending address canvassers to Flagstaff and the surrounding area starting in summer

Each Area Office will have 40-50 support staff positions; 6-12 management positions will be from anywhere. Hiring in Flagstaff will be May to June 2019. A percentage of hiring will be from different areas of the region from different areas like field supervisors from each respective community. There will be 500 listers and enumerators across the state. Listers, Enumerators and Field Positions hiring will be conducted through the <https://2020census.gov/jobs> The Managerial positions will be hired through [www.USAJobs.Gov](http://www.USAJobs.Gov) as well as the Partnership Specialist. There will be a Partnership Specialist in Flagstaff that will be posted soon.

### Participant Statistical Area Program (PSAP)

The County will send out a letter to local governments within Coconino County in December 2018 to inform them about the County's process for responding to the PSAP. Confirmation of participation will be requested to inform the County whether the local government wants to submit changes or allow the County to approve changes on their behalf.

## Census Management Team

The City and County have provided funds to the Census Coordinators for the 2020 Census outreach. The funds will start to be expended in Spring 2019. In May 2018, the Board of Supervisors and City Council provided direction to form a Census Management Team, consisting of a Board of Supervisors representative, a City Council representative, the City and County Managers and the Census Coordinators to provide oversight of expenditures of County/City funds. This group will begin meeting in January or February 2019. The Board of Supervisors and City Council will need to designate their representative for this team.

**Attachments:** [2020 Census Staff Report from May 21, 2018 Joint Work Session](#)  
[Community Census Outreach Toolkit](#)  
[PSAP Information Guide](#)  
[Presentation](#)

## CITY OF FLAGSTAFF

### STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council

**From:** Sara Dechter, AICP, Comprehensive Planning Manager

**Co-Submitter:** Kim Musselman, Special Assistant to County Manager

**Date:** 05/17/2018

**Meeting Date:** 05/21/2018




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#### TITLE:

**Census 2020 Coordination and Outreach for the City of Flagstaff and Coconino County**

#### DESIRED OUTCOME:

Inform the public, Board of Supervisors and City Council about the importance of local participation in Census 2020, and answer questions related to funding, City-County-federal government coordination, Complete Count Committee formation, and outreach.

#### EXECUTIVE SUMMARY:

The decennial Census is important to local governments throughout the United States because it helps our community get its fair share of the more than \$675 billion per year in federal funds spent on schools, hospitals, roads, public works and other vital programs. Federal funds, grants, and support to states, counties, and communities are based on population totals and breakdowns by sex, age, race and other factors. The community benefits the most when the census counts everyone. Businesses use census data to decide where to build factories, offices, and stores, and this creates jobs. Developers use the census to build new homes and revitalize old neighborhoods. Local governments use the census for public safety and emergency preparedness. Residents use the census to support community initiatives involving legislation, quality-of-life and consumer advocacy (Source Census 2020 website). Detailed operational plans for the Census can be viewed on their webpage:

<http://www.census.gov/programs-surveys/decennial-census/2020-census/planning-management/op-plans.html>

#### INFORMATION:

In Arizona, funding allocations from the federal government are based on the Census and are approximately \$1,979 per capita. These funds are transferred to the State for transportation, to the State and local school districts to fund education and nutrition programs, and to senior and low-income households to support families. There is not a straight linear relationship between federal funding and the population but the relative population of each State is used to determine the representation in the House and is used by many federal programs for determining the State level allocation of the total money available nationwide. See Attachment A for more information.

Local jurisdictions throughout Arizona are preparing to support Census 2020 operations. Coconino County and the City of Flagstaff each have an assigned Census coordinator and have started forming a local government and Complete Count Committee (Community Census Team) to support the Local Update of Census Addresses (LUCA) and in anticipation of forming sub-committees to carry out the specific strategies of the Community Census Team to ensure a complete count of all residents of Coconino County. The City and County have already prepared data to cross-reference with the Census geographic boundaries and address databases. LUCA data was transmitted to both agencies at the beginning of March and is due back to the federal government within 120 days. See Attachment B for more information on LUCA.



Local government involvement in Census 2020 preparation is very important. Prior to Census 2010, there was federal funding available for this work, but that will not be the case for Census 2020. The City and County Census coordinators have submitted budget requests for funding to support Census activities and outreach at a cost of approximately \$2 per person expected to be counted. Attachment C provides a summary of how Census 2010 and Census 2020 are different.

The Community Census Team (Complete Count Committee) is established by county and local governments, community leaders and volunteers to increase awareness about the 2020 Census and to motivate residents in their communities to fill in and return their Census forms. They provide high-level oversight for Census 2020 participation, provide "trusted voices" to counter misinformation and mistrust, serve as knowledgeable contact points, and provide "boots on the ground" to support outreach and promotion of self-reporting to the Census. See Attachment D for more information on CCCs.

The Census coordinators for the County and City are proposing an Informal Framework committee with various subcommittees to be termed the Community Census Team. This framework would include:

- Quarterly Updates to Management Team consisting of a Board of Supervisor representative, Mayor or Council member, and the County and City Manager who will provide direction to coordinators and provide oversight of expenditures of County/City dollars.
- A geographic area will be inclusive of all of Coconino County
- Sub-committee efforts will be based on local demographics and expected self-response rates and may include activities such as:
  - Developing messaging specific to targeted populations
  - Canvassing areas with concentrations of targeted populations
  - Organizing and incorporating Census promotion into community events, such as parades, carnivals, booths at the fair, etc.
  - Sponsor advertising for Census 2020
  - Be ears and boots on the ground to spread the word and ensure accurate information is available throughout the community.

To accomplish these tasks across a broad portion of the targeted population, the Census Bureau recommends that the Community Census Team have subcommittees, such as:

- Government- provides resources and staff to support the CCT
- Education- Local school districts, Charters, Head Start, CCC, NAU etc.
- Faith-based organizations
- Media Relations
- Community-based organizations
- Businesses
- Recruiting-advertises job opening with the Census and availability of training

The Community Census Team may also review the Participant Statistical Area Program (PSAP), which determines the boundaries of Census tracts, blocks and block groups. See Attachment E on PSAP.

It is up to the City and County to determine the framework, roles, and participation in the Community Census Team. The presentation today will introduce these concepts and staff will follow up at future work sessions with both governing bodies to seek further direction. Attachment F: provides a broad timeline for Census 2020 key dates.

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**Attachments:**      [Census 2020 PowerPoint](#)  
                              [Attachment A: Counting for Dollars \(GWU\)](#)  
                              [Attachment B: LUCA flyer](#)  
                              [Attachment C: Summary of differences between 2010 and 2020 Census](#)  
                              [Attachment D: Complete Count Committee handout](#)  
                              [Attachment E: PSAP flyer](#)  
                              [Attachment F: Census Timeline](#)

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# COMMUNITY OUTREACH TOOLKIT

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A quickstart guide to tailoring  
census outreach efforts for the  
people you serve



# How to use this toolkit:

## STEP 1

### READ THE INTRO

PAGE 03

Welcome!  
Find out what this toolkit is, who it's for, and how to use it.

## STEP 2

### GET A CENSUS REFRESHER

PAGE 04

Take Census 101—get a refresher on the reasons census matters to your community and the United States at large.

## STEP 3

### LEARN THE BASICS OF OUTREACH

Get quick tips & best practices on how to design your outreach based on behavioral science research.

PAGE 06

## STEP 4

### IDENTIFY YOUR AUDIENCE TO UNDERSTAND THEIR BARRIERS TO PARTICIPATION



"I don't think the census has any impact on my life."

PAGE 11

"I don't feel comfortable sharing my information."



PAGE 12



"I have trouble completing census forms."

PAGE 13

"I don't have time to fill out the census."



PAGE 14

## STEP 5

### TAILOR YOUR OUTREACH

PAGE 15

Answer some questions and fill in the blanks to create a plan for your outreach strategy.

## STEP 6

### USE OUR RESOURCES

PAGE 16

See examples and get printable materials to support your census outreach efforts.

# 1

READ THE INTRO

## WHAT THIS TOOLKIT IS AND WHO IT'S FOR

Hello, and thanks for your interest!

You see the value in high-quality census data and want to ensure this continues so that your organization and our communities can benefit. **You want the people you serve to be accurately counted so they get their fair share of funding and representation for the next decade.**

Census partners are critical to helping the U.S. Census Bureau reach people across the nation. This toolkit will outline four barriers that census and external research have identified as particularly common reasons for not completing the census. Because you know your community best, **you are uniquely positioned to break down these barriers and ensure the people you care about are counted.**



This toolkit was developed in collaboration with the Office of Evaluation Sciences, which brings diverse scientific expertise to Federal agencies, translating research insights into concrete recommendations for how to improve Federal programs, policies, and operations. **It provides useful tips and evidence-based guidance on how to make your communications and outreach efforts as effective as possible.**

Let's get started!

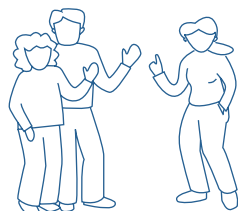
# 2

GET A CENSUS REFRESHER

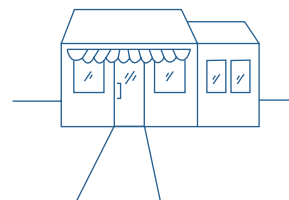
## CENSUS 101: WHAT, WHY, & WHEN

The Census Bureau's mission is to serve as the leading source of quality data about the nation's people and economy. The Census Bureau collects information through the decennial census, the American Community Survey, the economic census, and many other surveys.

Federal funds, grants and support to states, counties and communities are based on population totals and breakdowns by sex, age, race and other factors. People in your community use Census Bureau data in all kinds of ways, such as these:

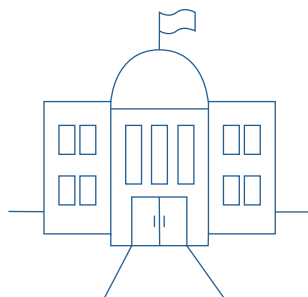


**Residents** use the census to support community initiatives involving legislation, quality-of-life and consumer advocacy.

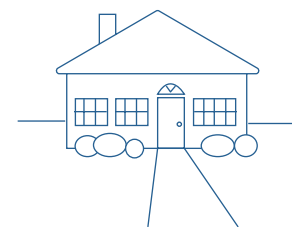


**Businesses** use Census Bureau data to decide where to build factories, offices and stores, and these create jobs.

**Local government officials** use the census to ensure public safety and plan new schools and hospitals.



**Real estate developers** and city planners use the census to plan new homes and improve neighborhoods.



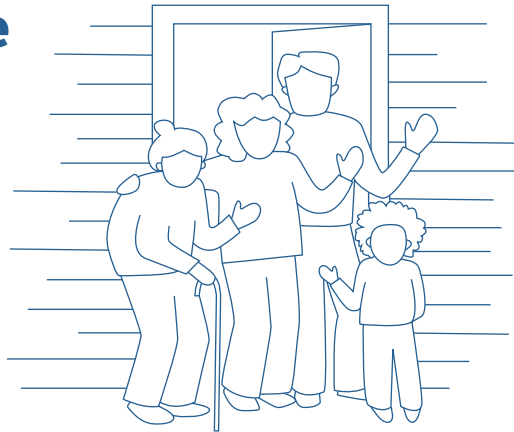
# WHAT EVERYONE SHOULD KNOW ABOUT 2020

Once a decade, America comes together to participate in the decennial census, creating national awareness of the census and statistics. This census provides the basis for reapportioning Congressional seats, redistricting, and distributing billions of dollars in federal funding to support your state, county, and community's vital programs.

We included a printable version of "Census 101" fast facts to share with your community on pages 18-19.

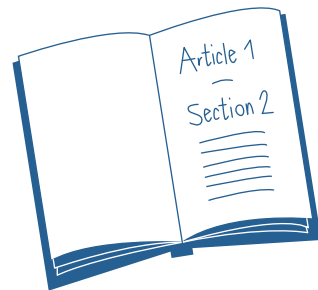
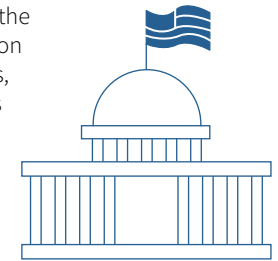
## Everyone counts.

The census counts every person living in the U.S. once, only once, and in the right place.



## It's about fair representation.

Every 10 years, the results of the census are used to reapportion the House of Representatives, determining how many seats each state gets.



## It's in the Constitution.

The U.S. Constitution requires a census every 10 years. The census covers the entire country and everyone living here. The first census was in 1790.



## Your data are confidential.

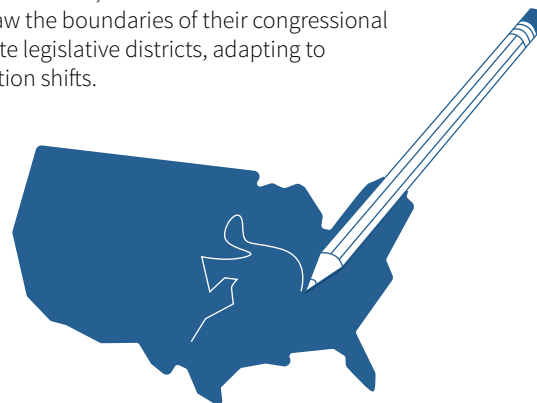
Federal law protects your census responses. Your answers can only be used to produce statistics.

By law we cannot share your information with immigration enforcement agencies, law enforcement agencies, or allow it to be used to determine your eligibility for government benefits.



## It's about redistricting.

After each census, state officials use the results to redraw the boundaries of their congressional and state legislative districts, adapting to population shifts.



## It's means \$675 billion.

Census data determine how more than \$675 billion are spent, supporting your state, county and community's vital programs.



# 3

LEARN THE BASICS OF OUTREACH

## WHAT WE'VE LEARNED ABOUT WHAT WORKS

Researchers have long studied the way we access, process, and act on information. We've taken their insights and come up with recommendations and questions to ask yourself when developing your messaging. Grounding your communications in these principles will make them as effective as possible.



### MAKE IT ACTIONABLE

Page 05



### MAKE IT RELEVANT

Page 06



### PLAN THE DELIVERY

Page 07



# MAKE IT ACTIONABLE

Reducing friction in the path towards action is critical—and sometimes the smallest tweaks can have a significant impact.

## 1 Keep it simple.

*Is all the information in my message immediately useful?  
Am I using simple language?*

When communicating to mass audiences, there is no award for impressive use of an extensive vocabulary. Stick to a fifth grade reading level and a conversational style (such as the use of contractions) that's to the point. It's easy to over-share in an attempt to be thorough. Instead, provide only the most essential items for the immediate actions people need to take, and include reference links for those interested in learning more.

## 2 Make it visual.

*What pictures could I use to convey my message?*

We've all heard the saying "a picture is worth a thousand words," but very few informational campaigns begin by drawing a picture. Humans are drawn to attractive imagery and color, and some studies show we read as little as 20% of the text on a page. Make your design default a picture, and then add words, rather than start with extensive written text.

## 3 Create a checklist.

*What are the individual steps my audience should take?*

To help people take action, show a clear to-do list, next steps, or break down the specific tasks required to complete that action. Here's how:

- ☐ Start each step's sentence using the specific verb of the action they need to complete.
- ☐ Help people know what to expect, such as documents they'll need to bring with them to an appointment, etc.
- ☐ Break things down into smaller, more manageable chunks—for example, "Open a savings account" is more concrete than "Save money."

## 4 Prompt people to make a plan.

*What kind of planning does my audience need to do?*

There is often a gap between what we intend to do and what we actually do. To close this gap, a proven tactic is to provide a fill-in-the-blank template helping individuals to plan specific details of completing a task. Have them answer logistical questions such as what time they'll do something, what mode of transportation they'll use, the route they plan to travel, and other basic yet critical details.





# MAKE IT RELEVANT

Position your message to work for the audience you hope to engage—accounting for what’s important to them and what motivates them.

## 1 Make it salient.

*Why does my audience care?*

It’s easy to forget that the thing you’re advocating for, which you know a lot about, may not be as clear to someone even one step removed. Frame the “why” of taking an action as a value proposition that’s important to your targeted listener.

## 2 Make it personal.

*Where can I add a personal touch?*

Remember when your mom may have made you write thank you notes to your relatives after your birthday? It turns out she was on to something! Research has shown that personalization can increase response rates. Try these approaches:

- ☐ Personally address communications, such as letters or emails
- ☐ Tailor content to cite specific examples that matter or include the reader
- ☐ Include personal appeals from the sender, like a little handwritten note or signature on a template letter

## 3 Make it social.

*Who does my audience identify with or admire?*

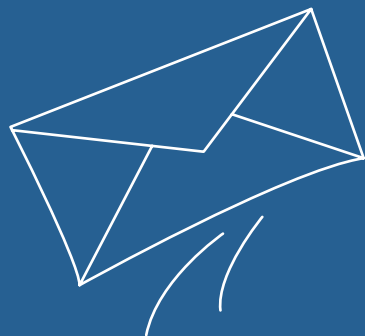
We are strongly influenced by what those around us do, what we perceive to be “normal” or “acceptable,” and what others think of us. If we publicly commit to doing something, we’re more likely to follow through. We will purchase products that people we hope to emulate endorse, and consider how others rate restaurants or items we want to buy.

## 4 Consider the right incentives.

*How can I make my incentive seem even better?*

Both financial and non-financial incentives can be powerful motivators. Whenever applying this tactic, carefully consider the timing of the incentive and the context in which it is framed.

For example, a \$1 coupon is much more exciting for a \$5 item than a \$100 item even though in both instances an individual is saving the same amount. Providing a free financial planning consultation may be much more valuable during tax season.



# PLAN THE DELIVERY

Meet people where they're at—the packaging of your message matters.

## 1 Consider the messenger.

*Who will my audience listen to?*

People pay attention to who is asking them to do something. Is it someone they know? Trust? Respect? Consider who will resonate best with your target audience.

Additionally, if you're sending a written communication such as a letter or postcard, including a photo of the person sending the message has been shown to increase responsiveness.

## 2 Consider the timing.

*What is my audience's schedule like?*

*When will your message be most relevant?*

Research has shown that sending emails at lunchtime led to increased click rates, emphasizing the new year and a fresh start increased retirement savings, and asking people to sign a form at the start, rather than the end of a form reduced self-reporting errors.

Whenever possible, make your case for doing something linked to short-term costs or benefits. We have a tendency to discount things in the future, because they seem more abstract. This is why it's so hard for us to save for retirement or keep to a diet.

## 3 Consider the location.

*Where does my audience spend time?*

*Where will my message be most relevant?*

The context of your setting can also affect people's interest in hearing your message. Are you knocking on someone's door when they're home relaxing on a Saturday morning, or talking to them about how the census can impact educational funding while at the school parents' night?

## 4 Get creative with your mechanism.

*What kinds of communication channels does my audience like and already use?*

While sending letters or flyering can still be effective communications mechanisms, research has shown that text messages, pop-up boxes, and in-app messages are also cost-effective ways to connect.

Consider what channels your audience already engages with so you can meet them there, rather than trying to direct them to a new path of having to open their mail or visit a new website.

# 4

## IDENTIFY YOUR AUDIENCE

# BREAKING BARRIERS TO PARTICIPATION

This section provides specific examples of how to apply the principles identified earlier in the context of the census to address some common barriers to taking the decennial census.



**“I don’t think the census has any impact on my life.”**

This person isn’t sure what census does, how its data affects them, and why their participation matters.

**PAGE 10**



**“I don’t feel comfortable sharing my information.”**

This person is concerned about data privacy or having their information used by other federal agencies.

**PAGE 11**

**“I have trouble completing census forms.”**

This person may not be a native English speaker and find census forms confusing.

**PAGE 12**



**“I don’t have time to fill out the census.”**

This person is very busy and assumes the census will be time-consuming and cumbersome.

**PAGE 13**





WHAT THEY SAY

**“I don’t think the census has any impact on my life.”**

WHO THIS MIGHT BE

**This person has never been shown a clear connection between the census and its impact on their daily life or community.**



## **MAKE IT ACTIONABLE**

### **Create a visual that will stick**

Because the census doesn’t feel important to this group, design an infographic or other visual aid that can help to connect the dots on how census data is used. Be careful not to make it overly complex—one strong example that someone will remember is better than an information overload they simply scan.



## **MAKE IT RELEVANT**

### **Create a badge**

Leverage local business owner networks to provide owners with a “census supporter” badge building awareness during the census response period and reinforcing the use of census data for economic development.



## **PLAN THE DELIVERY**

### **Get someone local**

Work with public servants such as firemen, police, and school teachers can demonstrate the importance of the census for benefits that people highly value.

### **Leverage existing touchpoints**

Draw on existing interactions such as community newsletters or events that highlight the census’ connection to something the individual is familiar with.



WHAT THEY SAY

**“I don’t feel comfortable sharing my information.”**

WHO THIS MIGHT BE

**This person wonders: How is my data used and stored?  
Are the data really confidential?**



## **MAKE IT ACTIONABLE**

### **Preview census questions**

Walking people through the questions the census contains before they actually take it can help to clarify the type of information “the government” is asking them, and help build clarity that there is no identifying information such as name or social security number.



## **MAKE IT RELEVANT**

### **Start with a sure win**

If you acknowledge something you know is a concern of your audience, they are more likely to relate to the next thing you say. For example, try highlighting data security as a legitimate concern before explaining how information is protected.



## **PLAN THE DELIVERY**

### **Connect early**

Because these individuals may require more information and discussion than other groups, begin outreach with them early. Early outreach will enable more time for informational efforts to build their confidence with how census data is used and protected.

### **Reputation matters**

Finding a familiar person this group trusts is particularly important. Choose someone who has community standing rather than the most “well known” person.



## WHAT THEY SAY

**“I have trouble completing census forms.”**

## WHO THIS MIGHT BE

**This audience contains non-native English speakers or recent immigrants. They may not understand the importance of participating in a census or survey.**



## MAKE IT ACTIONABLE

### **Reduce word count**

Especially for non-native English speakers, complete an exercise where you communicate actions to taking the census with as few words as possible.

### **Make a worksheet**

Help people prepare to take the census with a worksheet or checklist that clearly specifies what people need to know in order to complete the census (how many people live in their house, their ages, etc.).



## MAKE IT RELEVANT

### **Promote responsibility to a group**

These often tight-knit communities will value the fact that taking the census to represent their voice and enable a more accurate allocation of resources for their entire community requires everyone to participate.



## PLAN THE DELIVERY

### **Meet people where they are**

Identify services individuals use—such as public transportation—and bring census messaging there.



## WHAT THEY SAY

**“I don’t have time to fill out the census.”**

## WHO THIS MIGHT BE

**This person either assumes the census is cumbersome to complete or does not value the census highly compared to other tasks.**



## MAKE IT ACTIONABLE

### Provide context

Anchor the time it takes to complete the census to a simple task they do as part of their normal day. For example, “You can complete the census while you wait for your next metro train.”

### Make it a default

Embed a notification or link to the online census into a platform they already trust and use. For example, if individuals interact with your organization by logging into an account or visiting your website.



## MAKE IT RELEVANT

### Offer micro-incentives

Even a small, yet relevant benefit can help “tip the scale” for someone busy, e.g., getting to wear the “I voted” sticker at work or a free cup of coffee for filling out the census on a tablet at a table in a public place.

*Printable stickers are included on page 20.*

### Public commitment

Because this audience is busy, creating a way for them to publicly commit (for example, signing their name on a public board) can increase the likelihood they’ll follow-through.



## PLAN THE DELIVERY

### Text and link

Reminding this audience to take the census multiple times can be helpful. Try including the link with the reminder so they can take immediate action and not have to remember to come back later.



# 5

## TAILOR YOUR OUTREACH

# SEND OUT YOUR FIRST MESSAGE

Now that we've covered some best practices for messaging and given you an overview of barriers to participating in Census Bureau surveys, you're ready to tailor your first message to your audience. As you craft your message, use this checklist to make sure you're making it as effective as possible:

### KNOW YOUR AUDIENCE

- ☐ *Who is my primary audience?*
- ☐ *Why might they not participate in the census?*

### HAVE AN OBJECTIVE

- ☐ *What do I want my audience to do after receiving my message?*
- ☐ *Does my audience have an incentive to take that action?*

### MAKE IT ACTIONABLE

- ☐ *Is all the information in my message immediately useful? Am I using simple language?*
- ☐ *What pictures could I use to convey my message?*
- ☐ *Have I communicated the individual steps my audience should take?*
- ☐ *What kind of planning does my audience need to do in order to take the action I want?*

### MAKE IT RELEVANT

- ☐ *Why does my audience care?*
- ☐ *Where can I add a personal touch?*
- ☐ *Who does my audience identify with or admire?*
- ☐ *How can I make my incentive seem even better?*

### PLAN THE DELIVERY

- ☐ *Who will my audience listen to?*
- ☐ *What is my audience's schedule like?*
- ☐ *When will your message be most relevant?*
- ☐ *Where does my audience spend time?*
- ☐ *Where will my message be most relevant?*
- ☐ *What kinds of communication channels does my audience like and already use?*

# 6

USE OUR RESOURCES

## OUTREACH MATERIALS

Use the resources in the following pages in your outreach!  
Check back at [www.census.gov/partners](http://www.census.gov/partners) for updates to the toolkit.

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### OUTREACH PLANNING WORKSHEET

Page 17

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### CENSUS 101

Pages 18-19

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### PRINTABLE STICKERS

Page 20

# CENSUS OUTREACH PLANNING WORKSHEET

## PLAN YOUR MESSAGE BY ANSWERING THESE QUESTIONS:

Who do I want to reach?

Why might they not participate in the census?

What is the action I want my audience to take?

These are the concrete steps required:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

Why should my audience care about my message?

What kinds of people does my audience trust and admire?

What channels of communication does my audience prefer?

What times of day is my audience available?

Where will my audience be most receptive to my message?

What incentives will my audience respond to?

## FINAL REVIEW CHECKLIST:

- ☐ *All the information in my message is immediately relevant*
- ☐ *I have edited my language to be simple*
- ☐ *I have used pictures where possible to convey information*
- ☐ *I have communicated the individual steps I want people to take.*
- ☐ *I have considered how to add a personal touch.*
- ☐ *I have considered how to make my incentive seem even better.*

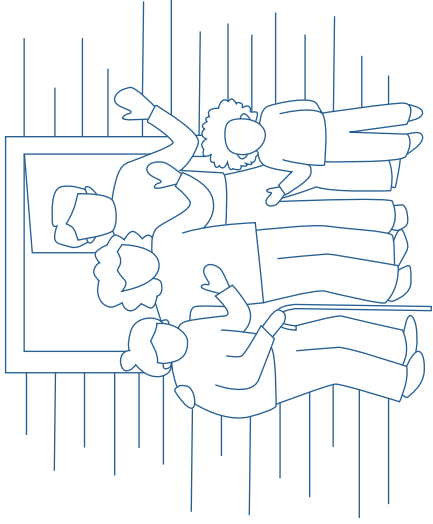
# CENSUS 101: WHAT YOU NEED TO KNOW

The 2020 Census is closer than you think!

Here's a quick refresher of what it is and why it's essential that everyone is counted.

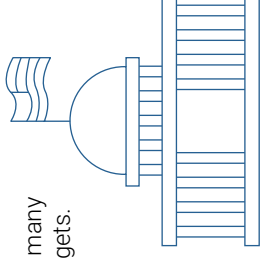
## Everyone counts.

The census counts every person living in the U.S. once, only once, and in the right place.



## It's about fair representation.

Every 10 years, the results of the census are used to reapportion the House of Representatives, determining how many seats each state gets.

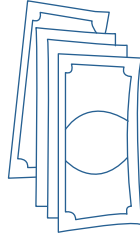


## It's in the Constitution.

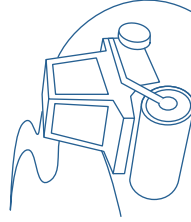
The U.S. Constitution requires a census every 10 years. The census covers the entire country and everyone living here. The first census was in 1790.



## It means \$675 billion.

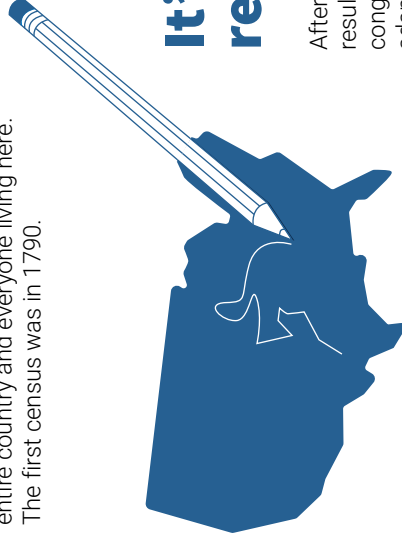


Census data determine how more than \$675 billion are spent, supporting your state, county and community's vital programs.



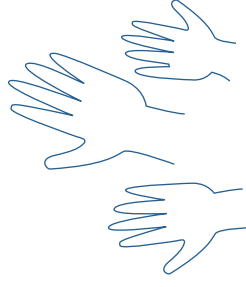
## It's about redistricting.

After each census, state officials use the results to redraw the boundaries of their congressional and state legislative districts, adapting to population shifts.

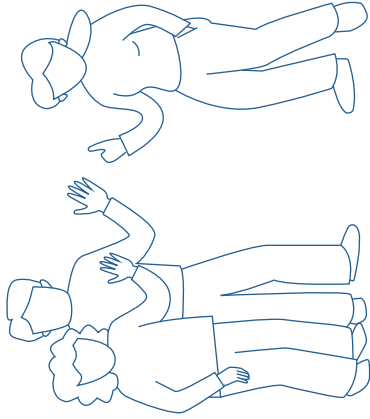


## Taking part is your civic duty.

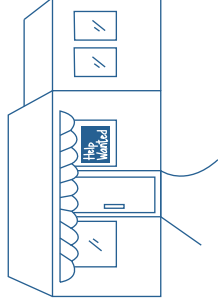
Completing the census is required: it's a way to participate in our democracy and say "I COUNT!"



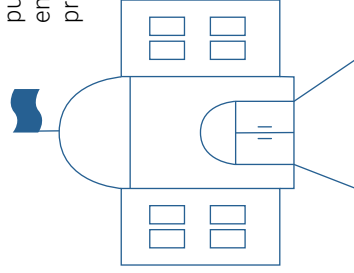
# Census data are being used all around you.



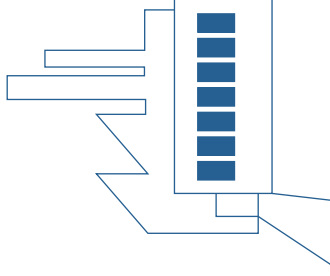
Residents use the census to support community initiatives involving legislation, quality-of-life and consumer advocacy.



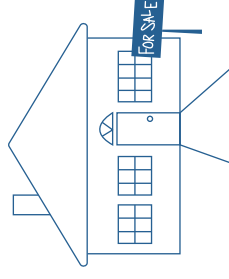
Local governments use the census for public safety and emergency preparedness.



Businesses use census data to decide where to build factories, offices and stores, which create jobs.



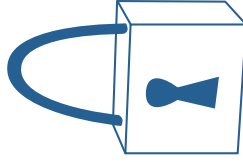
Real estate developers use the census to build new homes and revitalize old neighborhoods.



## Your data are confidential.

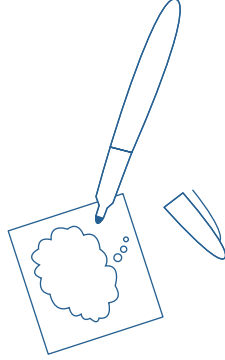
Federal law protects your census responses. Your answers can only be used to produce statistics.

By law we cannot share your information with immigration enforcement agencies, law enforcement agencies, or allow it to be used to determine your eligibility for government benefits.



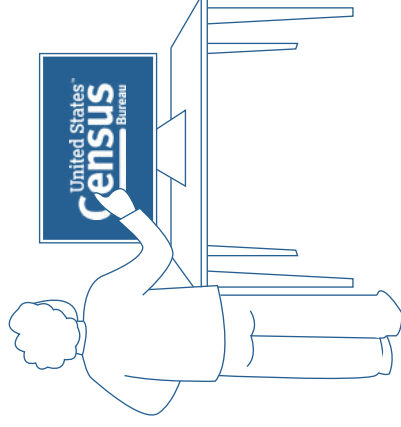
## You can help.

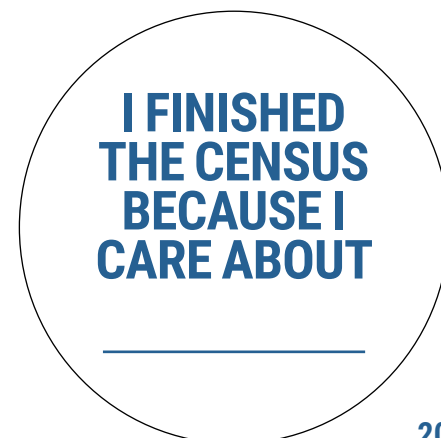
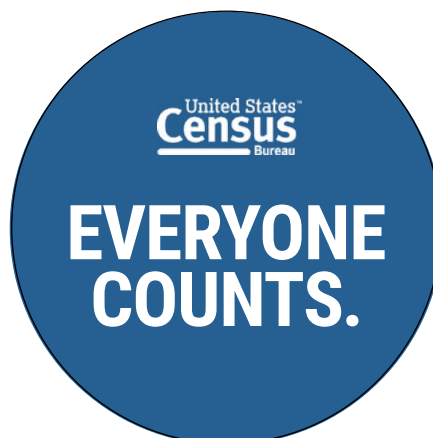
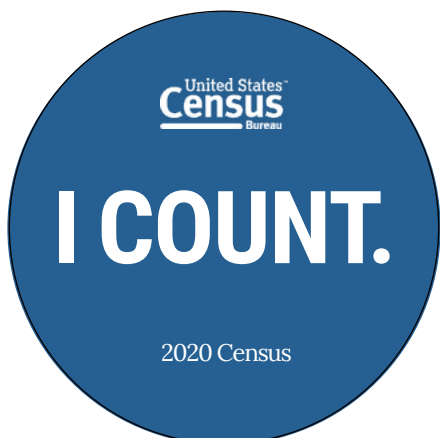
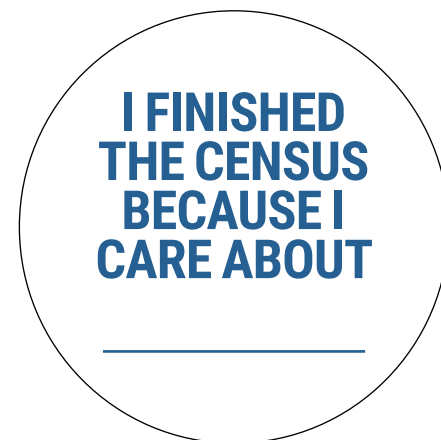
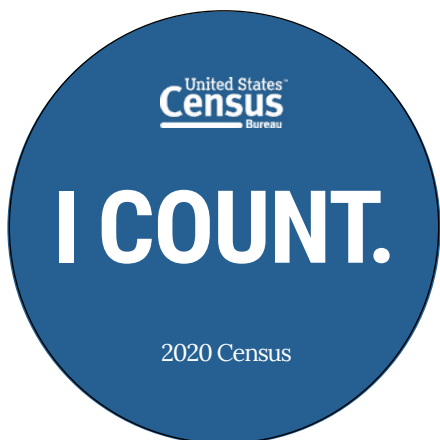
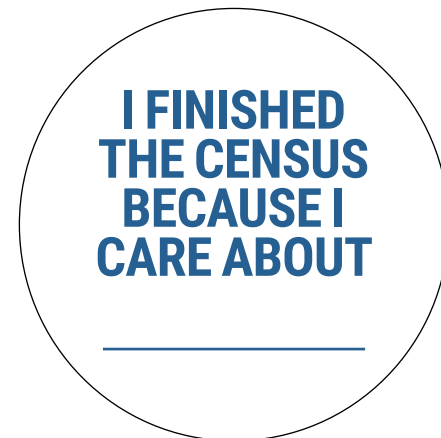
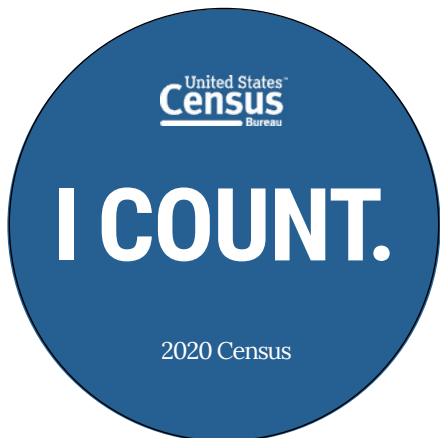
You are the expert—we need your ideas on the best way to make sure everyone in your community gets counted.



## 2020 will be easier than ever.

In 2020, you will be able to respond to the census online.





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## CREDITS

The Office of Evaluation Sciences developed the Community Outreach Toolkit for the office of the Chief Innovation Officer and the National Partnerships program at the U.S. Census Bureau.

Additional resources for crafting evidence-based communications and citations for research referenced in this toolkit can be found at [oes.gsa.gov](https://oes.gsa.gov).

## WAS THIS TOOLKIT USEFUL? WAS IT CLEAR?

If you have specific questions or feedback, please let us know. We are always looking to improve our materials to make them as useful as possible.

Email us at [census.partners@census.gov](mailto:census.partners@census.gov) with your feedback and suggestions.



# 2020 Census Participant Statistical Areas Program (PSAP) Information Guide

W-100

Issued June 2018

## WHAT IS THE 2020 CENSUS PSAP?

The 2020 Census Participant Statistical Areas Program (PSAP) allows invited participants to review and update selected statistical area boundaries for 2020 Census data tabulation following U.S. Census Bureau guidelines and criteria. The Census Bureau will use the defined statistical areas to tabulate data for the 2020 Census, American Community Survey (ACS), and economic census.

There are two types of statistical geographies eligible for review under the 2020 Census PSAP. The first is standard statistical geography and the second is tribal statistical geography.

Standard statistical geographies include:

- Census tracts.
- Block groups.
- Census designated places (CDPs).
- Census county divisions (CCDs), in selected states.

Tribal statistical geographies include:

- Tribal census tracts (TCTs).
- Tribal block groups (TBGs).
- Census designated places (CDPs).
- Tribal designated statistical areas (TDSAs).
- State designated tribal statistical areas (SDTSAs).
- Alaska Native village statistical areas (ANVSAs).
- Oklahoma tribal statistical areas (OTSAs).
- Statistical tribal subdivisions.

The Census Bureau initially solicits 2020 Census PSAP participation from our 2010 Census PSAP

participants. Where no previous partner exists, the Census Bureau attempts to solicit new partners. The Census Bureau strongly recommends 2020 Census PSAP participants seek input from other census data users and stakeholders regarding the delineation of 2020 Census statistical areas.

The Census Bureau may modify, and if necessary, reject statistical geographic areas and/or their boundaries submitted by participants that do not meet established criteria and guidelines.

## WHY PARTICIPATE IN THE 2020 CENSUS PSAP?

The 2020 Census PSAP is the only opportunity prior to the 2020 Census for regional planning agencies (RPAs); councils of governments (COGs); Alaska Native Regional Associations (ANRAs); and tribal, state, county, and local governments (including the District of Columbia and Puerto Rico) to review and update the selected statistical areas. These data are used to:

- Prepare grant applications to fund community and regional development, education, agriculture, energy, and environmental programs, as well as other needed community improvements and enhancements.
- Plan for future community needs.

The next opportunity to review and delineate statistical areas is planned for the 2030 Census.

## WHAT IS NEW FOR THE 2020 CENSUS PSAP?

The former Tribal Statistical Areas Program (TSAP) is included as part of the 2020 Census PSAP. Federally recognized tribes and state tribal liaisons are invited

to update tribal statistical geographies in the 2020 Census PSAP.

To reduce participant burden, the Census Bureau will create 2020 Census statistical area suggestions for review and update by all 2020 Census PSAP participants. Participants may accept the Census Bureau's 2020 Census proposed statistical areas, update the 2020 Census proposed statistical areas, or use the 2010 Census statistical area geography as a base to make updates.

Participants reviewing standard statistical area geographies are required to use the Census Bureau's Geographic Update Partnership Software (GUPS) to delineate updates. The GUPS runs in QGIS, which is an open source Geographic Information System (GIS), and it contains all functionality required to make 2020 Census PSAP updates, executes automated checks for program criteria compliance, and creates standardized data output files for Census Bureau processing. The GUPS is available on DVD or available for download from the Census Bureau's Web site at <[www.census.gov/programs-surveys/decennial-census/about/psap.html](http://www.census.gov/programs-surveys/decennial-census/about/psap.html)> during the 2020 Census PSAP delineation phase.

Tribal participants reviewing tribal block groups, tribal census tracts, or CDPs may elect to use the GUPS or Census Bureau provided paper map products to review and edit tribal statistical geographies.

Participants using the GUPS must use the Secure Web Incoming Module (SWIM) to send their updates. The SWIM is the official Web portal for uploading partnership materials to the Census Bureau and is found at <<https://respond.census.gov/swim/>>.

Participants reviewing ANVSAs, OTSAs, OTSA tribal subdivisions, TDSAs, or SDTSAs are provided Census Bureau paper map products to review and edit tribal statistical areas.

### 2020 CENSUS PSAP FEDERAL REGISTER NOTICE

The 2020 Census PSAP *Federal Register* notice is available at <[www.census.gov/programs-surveys/decennial-census/about/psap.html](http://www.census.gov/programs-surveys/decennial-census/about/psap.html)>. The *Federal Register* notice includes detailed information on standard and tribal statistical areas geography criteria and guidelines.

2020 CENSUS PSAP SCHEDULE	
Date	Event
March–May 2018	Contact 2010 Census PSAP participants to inquire about 2020 Census PSAP participation.
July 2018	2020 Census PSAP invitation materials sent to participants.
Fall 2018	Final criteria for standard statistical areas published.
January 2019	2020 Census PSAP delineation phase begins. Participants have 120 calendar days to submit updates.
January 2019	2020 Census PSAP Webinar trainings begin.
July 2019	2020 Census PSAP participants notified of delineation phase closeout.
January 2020	2020 Census PSAP verification phase begins. Participants have 90 calendar days to review updates.

## 2020 CENSUS PSAP PREPARATION CHECKLIST

- ✓ Review the 2020 Census PSAP schedule and determine staffing and budget needs.
- ✓ Identify the primary 2020 Census PSAP contact for your government or organization.
- ✓ Identify the technical 2020 Census PSAP contact for your government or organization.
- ✓ Review the 2020 Census PSAP criteria and guidelines.
- ✓ Seek 2020 Census PSAP stakeholder input.
- ✓ Establish a meeting schedule for stakeholders during the 2020 Census PSAP delineation phase.
- ✓ Conduct research on local housing unit and population data trends.
- ✓ Identify potential CDPs for delineation during the 2020 Census PSAP.
- ✓ Attend a 2020 Census PSAP Webinar training.
- ✓ Review and update 2020 Census PSAP delineation phase materials.
- ✓ Review and update 2020 Census PSAP verification phase materials.

### Review the 2020 Census PSAP schedule and determine staffing and budget needs.

Plan for the number of staff needed to review and update statistical geographies prior to the start of the delineation phase scheduled for January 2019.

### Identify the primary 2020 Census PSAP contact.

The primary 2020 Census PSAP contact will coordinate the 2020 Census PSAP review and update activities. Past primary PSAP contacts have included planning directors, executive directors, COG presidents, or other persons with decision-making authority.

### Identify the 2020 Census PSAP technical contact.

The technical 2020 Census PSAP contact will conduct the technical review work or manage the technical staff. Consider whether this person will be available for the verification phase of the 2020 Census PSAP.

### Review the proposed 2020 Census PSAP criteria and guidelines.

Review the 2020 Census PSAP criteria and guidelines for census tracts, block groups, CDPs, and, if applicable to your state, CCDs. Tribal participants should review the 2020 Census PSAP criteria and guidelines for tribal statistical geographies for which they are eligible. Proposed criteria and guidelines for all 2020 Census PSAP statistical areas are published in the *Federal Register* at <[www.census.gov/programs-surveys/decennial-census/about/psap.html](http://www.census.gov/programs-surveys/decennial-census/about/psap.html)>.

### Seek 2020 Census PSAP stakeholder input.

Contact local governments and planning organizations in your service area for input into the review and update of statistical areas for the 2020 Census PSAP.

### Establish a meeting schedule for stakeholders during the 2020 Census PSAP delineation phase.

Coordinate stakeholder meetings during the delineation phase to review the Census Bureau's 2020 Census proposed statistical areas, and subsequent updates, to seek consensus among stakeholders.

### Conduct research on local housing unit and population data trends.

Conduct research to determine where housing unit and population growth or decline have occurred since 2010. Determine whether there are areas of future change that may affect the delineation of statistical areas based on housing unit and population criteria beyond the 2020 Census.

### Identify potential CDPs for definition during the 2020 Census PSAP.

Work with local stakeholders to identify potential CDPs. CDPs can be delineated for the 2020 Census PSAP for unincorporated, named places with concentrations of housing units or population.

### Attend a 2020 Census PSAP Webinar training.

Training Webinars will offer “hands-on” experience using the 2020 Census PSAP materials. Self-training aids and Webinars will be available online on the 2020 Census PSAP Web site. In addition, the 2020 Census PSAP Respondent Guides will contain detailed instructions and examples for conducting your statistical area review.

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### **Review and update 2020 Census PSAP delineation phase materials.**

You have 120 calendar days from receipt of materials to conduct your 2020 Census PSAP review and return updates to the Census Bureau. The time it will take to complete your 2020 Census PSAP review and submit your updates depends on the geographic territory and number of changes.

### **QUESTIONS**

For more information about 2020 Census PSAP, call 1-844-788-4921, e-mail us at <GEO.PSAP@census.gov>, or visit our Web site at <[www.census.gov/programs-surveys/decennial-census/about/psap.html](http://www.census.gov/programs-surveys/decennial-census/about/psap.html)>.

### **Review and update 2020 Census PSAP verification phase materials.**

After updating statistical areas based on 2020 Census PSAP participants' submissions, the Census Bureau will provide verification products to participants. You have 90 calendar days from the receipt of your verification materials to conduct the 2020 Census PSAP verification review and respond to the Census Bureau.

Table 1.

**PROPOSED 2020 CENSUS PSAP STANDARD STATISTICAL AREAS CRITERIA<sup>1</sup>**

Statistical area	Primary purpose	Nationwide wall-to-wall coverage	Geography nests within	2020 Census population criteria	2020 Census housing unit criteria
CENSUS TRACTS					
Standard census tract	Boundary continuity. Data comparability.	Yes	County	Optimum: 4,000 Minimum: 1,200 Maximum: 8,000	Optimum: 1,600 Minimum: 480 Maximum: 3,200
Special use	Distinguish areas of little or no population that have a specific type of land use.  Large water bodies.	No	County	Population Threshold = Little/None or must be within the standard census tract threshold.  Area Measurement Thresholds: <ul style="list-style-type: none"><li>▪ Within Urban Area = 1 sq. mile.</li><li>▪ Outside Urban Area = 10 sq. miles.</li><li>▪ Inland water body = 100 sq. miles.</li><li>▪ Water body not coextensive with a water only census tract = none.</li></ul>	
BLOCK GROUPS					
Standard block group	Form the geographic framework within which census blocks are numbered.  Smallest area for which demographic characteristics are produced from the American Community Survey (ACS).	Yes	Census Tract	Minimum: 600 Maximum: 3,000	Minimum: 240 Maximum: 1,200
Special use	Distinguish areas of little or no population that have a specific type of land use AND are coextensive with a special land use census tract.  Large water bodies.	No	Census Tract	Population Threshold = Little/None or must be within the standard block group threshold.  Area Measurement Thresholds: <ul style="list-style-type: none"><li>▪ Within Urban Area = 1 sq. mile.</li><li>▪ Outside Urban Area = 10 sq. miles.</li><li>▪ Inland water body = 100 sq. miles.</li><li>▪ Water body not coextensive with a water only block group = none.</li></ul>	

See notes at end of table.



Table 1.

**PROPOSED 2020 CENSUS PSAP STANDARD STATISTICAL AREAS CRITERIA<sup>1</sup>—Con.**

Statistical area	Primary purpose	Nationwide wall-to-wall coverage	Geography nests within	2020 Census population criteria	2020 Census housing unit criteria
<b>Census designated places (CDPs)</b>	Place-level statistics for well-known, closely settled named localities that are not part of an incorporated place.  Mix of residential and commercial areas.	No, CDPs capture distinct communities.	State	Should have population during at least one entire season (at least 3 consecutive months) of the year.	Should have higher housing unit (or population) density than surrounding area.  If less than 10 housing units, Census Bureau will ask for an explanation.
<b>Census county divisions (CCDs)</b>	Provide data for sub-county units that have stable boundaries and recognizable names.  Usually represents one or more communities, economic centers, or major land uses.	Partial—CCDs and minor civil divisions (MCDs) together provide national coverage.  CCDs exist in 21 states. <sup>2</sup>	County	None	None

<sup>1</sup> The 2020 Census PSAP standard statistical areas criteria are subject to change upon release of the final *Federal Register* notice.

<sup>2</sup> CCDs exist in the following states:

Alabama	Montana
Alaska (referred to as census subarea)	Nevada
Arizona	New Mexico
California	Oklahoma
Colorado	Oregon
Delaware	South Carolina
Florida	Texas
Georgia	Utah
Hawaii	Washington
Idaho	Wyoming
Kentucky	

Table 2.

**PROPOSED 2020 CENSUS PSAP TRIBAL STATISTICAL AREAS CRITERIA<sup>1</sup>**

Statistical area	Primary purpose	Coverage	Geography nests within	2020 Census population criteria	2020 Census housing unit criteria
<b>TRIBAL CENSUS TRACTS (TCTs)</b>					
<b>TCT</b> <i>(Conceptually similar and equivalent to standard census tract.)</i>	Meet unique statistical needs of federally recognized American Indian reservation (AIR) and/or off-reservation trust land (ORTL).  Tract-level data without the imposition of state or county boundaries.  Data comparability.	Entire land and water area of the AIR and/or ORTL must be covered by one or more TCTs.	Federally recognized AIR or ORTL.  <i>(Identified uniquely to distinguish from standard census tract.)</i>	Optimum: 4,000 Minimum: 1,200 Maximum: 8,000  <i>(Fewer than 2,400 = 1 TCT coextensive with AIR and/or ORTL.)</i>	Optimum: 1,600 Minimum: 480 Maximum: 3,200
<b>Special use</b>	Distinguish areas of little or no population that have a specific type of land use.  Large water bodies.			Population Threshold = Little/None or must be within the standard census tract threshold.  Area Measurement Thresholds: <ul style="list-style-type: none"> <li>▪ Within Urban Area = 1 sq. mile.</li> <li>▪ Outside Urban Area = 10 sq. miles.</li> <li>▪ Inland water body = 100 sq. miles.</li> <li>▪ Water body not coextensive with a water only census tract = none.</li> </ul>	

See notes at end of table.

Table 2.

**PROPOSED 2020 CENSUS PSAP TRIBAL STATISTICAL AREAS CRITERIA<sup>1</sup>—Con.**

Statistical area	Primary purpose	Coverage	Geography nests within	2020 Census population criteria	2020 Census housing unit criteria
TRIBAL BLOCK GROUPS (TBGs)					
<b>TBG</b> <i>(Conceptually similar and equivalent to standard block group.)</i>	Smallest area for which demographic characteristics are produced from the American Community Survey (ACS).  Maintained separately from standard county-based block groups to meet unique statistical needs of federally recognized AIR and/or ORTL.	Because TCTs must cover the entire area of each AIR and/or ORTL, by definition, TBGs also must cover the entire area of each AIR and/or ORTL.	TCT <i>(Identified uniquely to distinguish from standard block group.)</i>	Minimum: 600 Maximum: 3,000 <i>(Equal to or fewer than 1,200 = 1 TBG coextensive with TCT, AIR, and/or ORTL.)</i>	Minimum: 240 Maximum: 1,200
<b>Special use</b>	Distinguish areas of little or no population that have a specific type of land use AND are coextensive with a special land use tribal census tract.  Large water bodies.			Population Threshold = Little/None or must be within the standard block group threshold.  Area Measurement Thresholds: <ul style="list-style-type: none"><li>▪ Within Urban Area = 1 sq. mile.</li><li>▪ Outside Urban Area = 10 sq. miles.</li><li>▪ Inland water body = 100 sq. miles.</li><li>▪ Water body not coextensive with a water only block group = none.</li></ul>	
OTHER TRIBAL STATISTICAL GEOGRAPHIES					
<b>Census designated places (CDPs)</b>	Place-level statistics for well-known, closely settled named localities that are not part of an incorporated place.  Mix of residential and commercial areas.	CDPs capture distinct communities.	State <i>(Tribes that would like to delineate CDPs for communities partially or completely outside the boundaries of their legal or statistical area should work with the primary participants for those areas.)</i>	Should have population during at least one entire season (at least 3 consecutive months) of the year.	Should have higher housing unit (or population) density than surrounding area.  If less than 10 housing units, Census Bureau will ask for an explanation.

See notes at end of table.

Table 2.

**PROPOSED 2020 CENSUS PSAP TRIBAL STATISTICAL AREAS CRITERIA<sup>1</sup>—Con.**

Statistical area	Primary purpose	Coverage	Geography nests within	2020 Census population criteria	2020 Census housing unit criteria
<b>Tribal designated statistical areas (TDSAs)</b>	<p>Provide meaningful statistical data for federally recognized tribes that do not have an AIR or ORTL and are not based in Alaska, Hawaii, or Oklahoma.</p> <p>Enhance the ability for data users to make more meaningful comparisons, over time, between data for both legal and statistical American Indian Areas (AIAs).</p>	Relates to distribution of tribal members and American Indians receiving governmental services from the tribe.	<p>United States—excluding Alaska, Hawaii, and Oklahoma.</p> <p><i>(Can cross state boundaries.)</i></p>	<p>Minimum = 200</p> <p>American Indian population makes up large proportion of population and majority of that population are members of the delineating tribe.</p> <p>Should not include large numbers of people and households not affiliated with the tribe.</p>	<p>Minimum = 480</p> <p>Housing unit density of at least 3 housing units per square mile.</p>
<b>State tribal designated statistical areas (STDSAs)</b>	<p>Provide meaningful statistical data for state-recognized tribes that are not federally recognized, do not have a state-recognized AIR or ORTL, and are not based in Alaska, Hawaii, or Oklahoma.</p> <p>Enhance the ability for data users to make more meaningful comparisons, over time, between data for both legal and statistical AIAs.</p>	Relates to distribution of tribal members and American Indians receiving governmental services from the tribe.	State in which the respective tribe is officially recognized.	<p>Minimum = 200</p> <p>American Indian population makes up large proportion of population and majority of that population are members of the delineating tribe.</p> <p>Should not include large numbers of people and households not affiliated with the tribe.</p>	<p>Minimum = 480</p> <p>Housing unit density of at least 3 housing units per square mile.</p>

See notes at end of table.

Table 2.

**PROPOSED 2020 CENSUS PSAP TRIBAL STATISTICAL AREAS CRITERIA<sup>1</sup>—Con.**

Statistical area	Primary purpose	Coverage	Geography nests within	2020 Census population criteria	2020 Census housing unit criteria
<b>Alaska Native village statistical areas (ANVSAs)</b>	Provide meaningful, relevant, and reliable statistical data for Alaska Natives and their Alaska Native villages (ANVs) that are federally recognized by Bureau of Indian Affairs (BIA) or recognized pursuant to Alaska Native Claims Settlement Act (ANCSA) as either a Native Village or Native Group.	State of Alaska—represent relatively densely settled portion of each ANV.	Alaska Native Regional Corporation (ANRC).	Significant proportion of the population during at least one season of the year (at least 3 consecutive months) is Alaska Native and the majority are members of the defining ANV.	Majority of housing units, permanent and/or seasonal, should be for Alaska Natives who are members of or receiving governmental services from the defining ANV.  Should not include large areas that are unpopulated or have no housing units.  Should have housing unit density of at least 3 housing units per square mile.
<b>Oklahoma tribal statistical areas (OTSAs)</b>	Provide a way to obtain data comparable to that provided to federally recognized tribes that currently have an AIR.	Represent the former AIRs that existed in the Indian and Oklahoma territories prior to Oklahoma statehood in 1907.	State of Oklahoma. <i>(Cannot overlap with any other AIA at the same level of the geographic hierarchy.)</i>	Must contain some American Indian population.	Must contain some American Indian housing units.
<b>Statistical tribal subdivisions</b>	Provide a way to obtain data for units of self-government and/or administrations within an OTSA.	Federally recognized tribes in Oklahoma with a defined OTSA.	OTSA	Must contain some American Indian population.	Must contain some American Indian housing units.

<sup>1</sup> The 2020 Census PSAP tribal statistical areas criteria are subject to change. The final criteria will be published on the 2020 Census PSAP Web site at <[www.census.gov/programs-surveys/decennial-census/about/psap.html](http://www.census.gov/programs-surveys/decennial-census/about/psap.html)>.

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## GLOSSARY OF TERMS

These definitions are based on criteria in effect as of May 2018. These definitions may change. Please visit the 2020 Census PSAP Web site <[www.census.gov/programs-surveys/decennial-census/about/psap.html](http://www.census.gov/programs-surveys/decennial-census/about/psap.html)> in fall 2018 for the final 2020 Census PSAP criteria and definitions.

**Alaska Native Regional Associations (ANRAs).** The 12 regional nonprofit associations in Alaska (incorporated under State Law in 1973) whose boundaries became the basis of the for-profit regional corporations (Alaska Native Regional Corporations [ANRC]) pursuant to the Alaska Native Claims Settlement Act (ANCSA) (as amended) (43 U.S.C. 1601 et seq. [2000]). Regional nonprofit associations were created to administer social, education, and health services for Alaska Native people in their region.

**Alaska Native villages (ANVs).** Constitute associations, bands, clans, communities, groups, tribes, or villages recognized pursuant to the Alaska Native Claims Settlement Act of 1971 (Public Law 92-203).

**Alaska Native village statistical areas (ANVSAs).** Statistical geographic entities that represent the more densely settled portions of ANVs.

**American Community Survey (ACS).** An ongoing survey that collects demographic and housing characteristics data, January through December, to provide every community with the information they need to make important decisions. The Census Bureau releases new data every year, in the form of estimates, in a variety of tables, tools, and analytical reports.

**American Indian reservations (AIRs).** Areas that have been set aside by the United States for the use of tribes, the exterior boundaries of which are more particularly defined in the final tribal treaties, agreements, executive orders, federal statutes, secretarial orders, or judicial determinations. The Bureau of Indian Affairs (BIA) maintains a list of all federally recognized tribal governments and makes final determination of the inventory of federal AIRs.

**American Indian tribal subdivisions.** Described as additions, administrative areas, areas, chapters, county districts, communities, districts, or segments and are legal administrative subdivisions of federally recognized AIRs and ORTLs or are statistical subdivisions of OTSAs.

**Block groups.** Statistical geographic divisions of census tracts that generally contain population ranging from 600 to 3,000 and are used to present data and control block numbering within a census tract.

**Census county divisions (CCDs).** Statistical geographic entities in 21 states where MCDs either do not exist or change too frequently for reporting comparable census data over time. The primary goal of the CCD program is to establish and maintain a set of subcounty units that have stable boundaries and recognizable names. In most cases census tracts should nest within CCDs, but in less populated counties CCDs should nest within census tracts.

**Census designated places (CDPs).** Statistical geographic entities representing closely settled, unincorporated communities that are locally recognized and identified by name. CDPs are the statistical equivalents of incorporated places, with the primary differences being the lack of both a legally defined boundary and an active, functioning governmental structure, chartered by the state and administered by elected officials.

**Census tracts.** Small, relatively permanent statistical subdivisions of a county or equivalent entity that provide a stable set of geographic units for the presentation of statistical data. Census tracts generally have a population ranging from 1,200 to 8,000, with an optimum population of 4,000.

**Geographic Information Systems (GIS).** A collection of computer hardware, software, and geographic data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

**Geographic Update Partnership Software (GUPS).** A customized GIS, based on the open-source platform QGIS, provided by the Census Bureau to facilitate the participation and submission of statistical area updates for the 2020 Census PSAP.

**Master Address File/Topologically Integrated Geographic Encoding and Referencing (MAF/TIGER) System.** A digital (computer-readable) geographic database that automates the mapping and related geographic activities required to support the Census Bureau's census and survey programs.



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**Minor civil divisions (MCDs).** Primary governmental or administrative divisions of a county in many states (parishes in Louisiana) and the county equivalents in Puerto Rico and the Island Areas.

**Off-reservation trust lands (ORTLs).** Areas for which the United States holds title in trust for the benefit of a tribe (tribal trust land) or for an individual American Indian (individual trust land).

**Oklahoma tribal statistical areas (OTSAs).** Statistical entities identified and delineated by the Census Bureau in consultation with federally recognized American Indian tribes that had a former reservation in Oklahoma. OTSAs generally follow the boundaries of former reservations.

**2020 Census Participant Statistical Areas Program (PSAP).** A decennial census program that allows invited participants to review and update selected statistical area boundaries following Census Bureau guidelines and criteria.

**State designated tribal statistical areas (SDTSAs).** Statistical entities for state-recognized American Indian tribes that do not have a state-recognized land base (reservation).

**Tribal block groups (TBGs).** Statistical geographic divisions of tribal census tracts (TCTs) that generally contain population ranging from 600 to 3,000 and are used to present data and control block numbering within a TCT. TBGs are defined independently of the standard county-based block group delineation.

**Tribal census tracts (TCTs).** Small, relatively permanent statistical subdivisions of federally recognized AIRs or ORTLs that provide a stable set of geographic units for the presentation of statistical data. TCTs generally have a population ranging from 1,200 to 8,000, with an optimum population of 4,000. TCTs are defined independently of the standard county-based tract delineation.

**Tribal designated statistical areas (TDSAs).** Statistical entities identified and delineated by federally recognized American Indian tribes that do not currently have a federally recognized land base (reservation or off-reservation trust land).



# Census 2020 Coordination and Outreach Update

*December 3, 2018*

*Joint City-County Meeting*

*Sara Dechter, Comprehensive Planning Manager*

*Kim Musselman, Special Assistant to County Manager*

# Why do local governments care about an accurate Census?

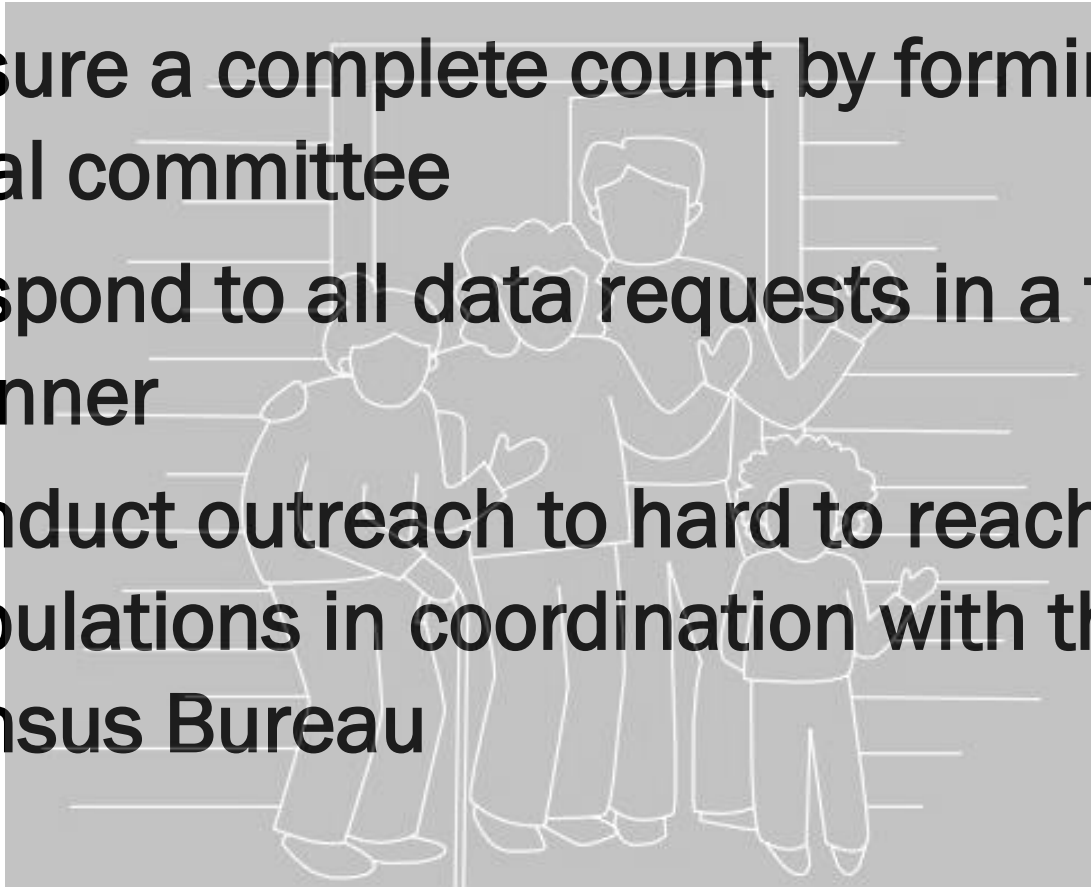
Nearly \$590 billion in FY 2015 federal funding was distributed on the basis of Census-guided data.

Program	Amount (in billions)
Medicaid	\$312.0
Supplemental Nutritional Assistance Program	\$69.5
Medicare Part B – Physicians Fee Schedule Services	\$64.2
Highway Planning and Construction	\$38.3
Section 8 Housing Choice Vouchers	\$19.1
Title I Grants to Local Education Agencies	\$13.9
National School Lunch Program	\$11.6
Special Education Grants (IDEA)	\$11.2
State Children’s Health Insurance Program	\$11.1
Section 8 Housing Assistance Payments Program	\$9.2
Head Start/Early Head Start	\$8.3

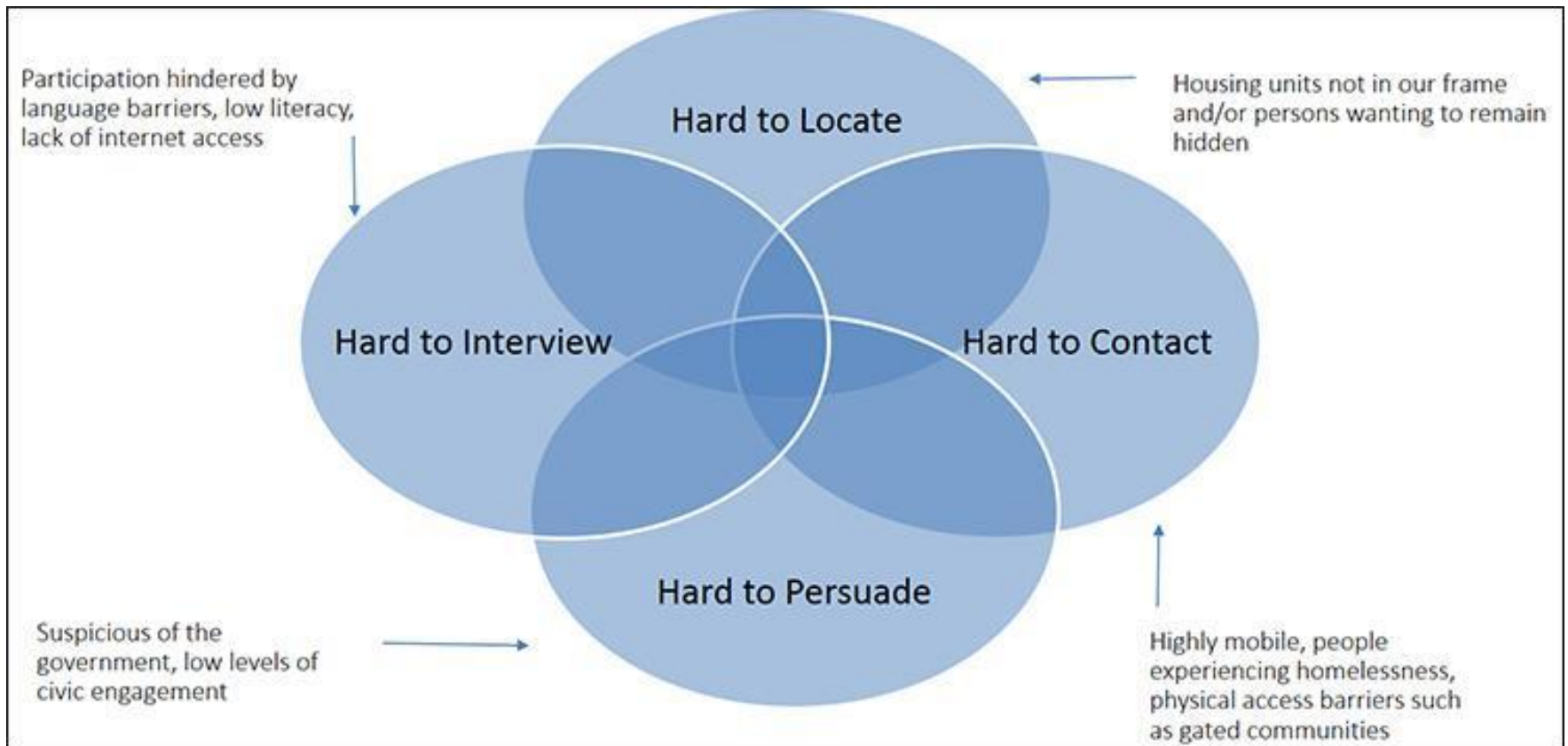
Source: Andrew Reamer, *Counting For Dollars: The Role of the Decennial Census in the Geographic Distribution of Federal Funds*, initial analysis, George Washington University, June 2017

# Role of the City and County in the 2020 Census

- Ensure a complete count by forming a local committee
- Respond to all data requests in a timely manner
- Conduct outreach to hard to reach populations in coordination with the Census Bureau

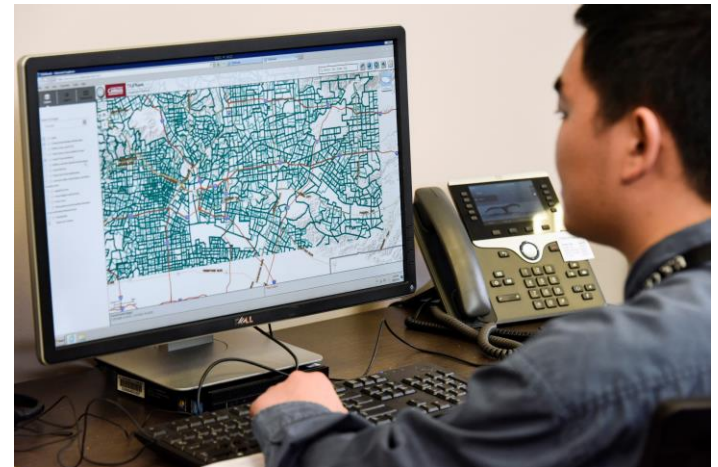


# Hard to Reach Populations



# Census 2020 Milestones

- City and County staff responded to the Local Update of Census Addresses (LUCA)
- NAU and City provided Census tracts for Early Non-Response Follow Up (ENFRU) to the State Demographer
- New Census Partnership Specialist assigned to Flagstaff





# Census 2020 Jobs

- GSA has been working on selecting an office site in Flagstaff – announcement expected soon
- Jobs in Flagstaff are being advertised:
  - Recruiting Assistant, enumerators, and listers  
-[2020census.gov/jobs](https://2020census.gov/jobs)
  - Professional office staff – [usajobs.gov](https://usajobs.gov)

# Community Census Team

- Summer hiatus
- Started recruiting outreach
- Census has released national advertising campaign – CCC will develop a local messaging
- Preparing for the Participant Statistical Area Partnership (PSAP)



# Census Budget

- City and County allocated the initial \$150k for Census outreach in FY19 budget.
- Will be combined with another \$150k request for FY20 budget.
- Expenditures to date = \$14 for a social media boost

# Census Budget Oversight

- Purpose is to oversee the spending associated with Census outreach
- Coordinators would like to hold initial meeting in FY 19 Q3
- Team make up – City Coordinator, County Coordinator, City Manager, County Manager, Board of Supervisors representative, City Council representative



# What is PSAP?

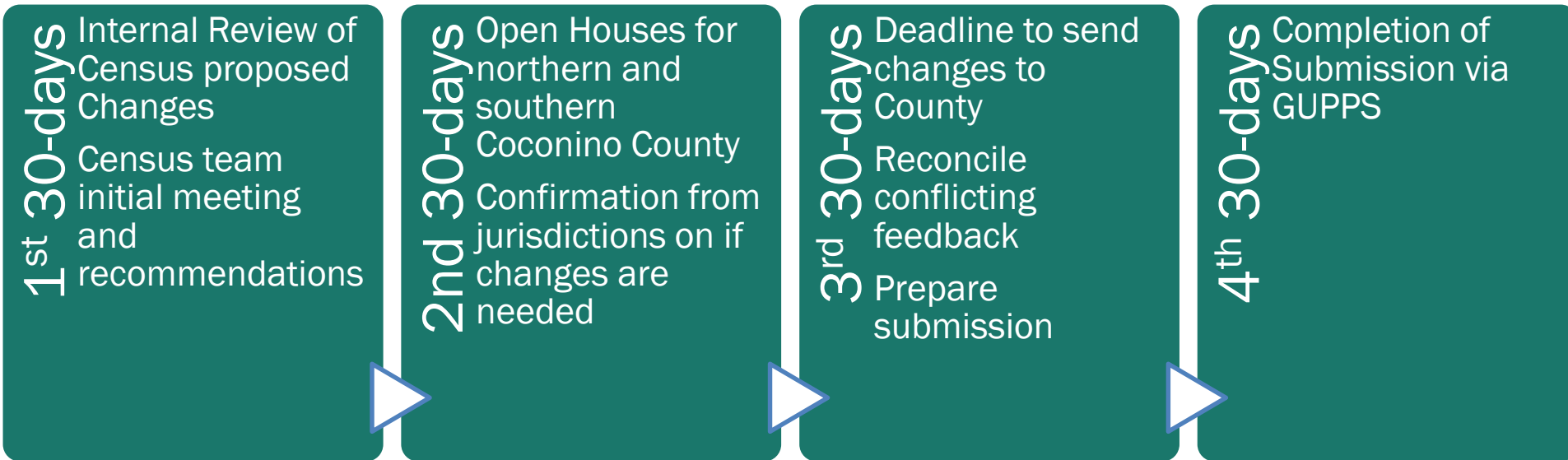
- Refers to the Participant Statistical Area Program
- Determines how we will be able to use Census statistics for 10 years
- Standard statistical geographies include: Census tracts, block groups, designated places (CDPs), and county divisions (CCDs)
- January to April 2019 is the window for responding. The County is the responding agency.



# PSAP in Coconino County



# PSAP in Coconino County



In preparing for PSAP, the County and City are looking at our building permit and growth data. This will also be coordinated with smaller municipalities and tribes in Coconino County.

# What's after PSAP?

- Recruiting, Recruiting, Recruiting
- Possible Census Solutions Workshop
- Outreach begins in Summer 2019
- NAU on-campus group forming
- Create a project management plan that includes purchasing equipment and materials to assist with outreach



United States  
**Census**  
**2020**



# QUESTIONS?

## **CITY OF FLAGSTAFF**

### **STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Kevin Treadway, Interim Deputy City Manager  
**Date:** 11/08/2018  
**Meeting Date:** 12/03/2018



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#### **TITLE:**

**Coconino Criminal Justice Coordinating Council Update**

#### **DESIRED OUTCOME:**

Inform

#### **EXECUTIVE SUMMARY:**

An update will be provided on the recent Criminal Justice Coordinating Council's (CJCC) Strategic Planning Retreat and activity of the CJCC to Flagstaff City Council and the Coconino County Board of Supervisors.

#### **INFORMATION:**

The Honorable Judge Dan Slayton, Sarah Douthit, Dr. Marie Peoples and Gary Pearlmutter will provide a presentation on the recent Criminal Justice Coordinating Council's strategic planning retreat, and an update on the CJCC's goals and objectives.

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**Attachments:** [Presentation](#)

# Joint City/County Meeting

December 3, 2018

Honorable Dan Slayton, Coconino County

Dan Musselman, City of Flagstaff

Marie Peoples, Coconino County

Gary Pearlmutter, Coconino County

Sarah Douthit, Coconino County





## *Vision - The future we wish to see*

- ▶ The people of Coconino County are safe, offenders receive efficient and just treatment, victims are protected and able to heal, and crime and recidivism are reduced
- ▶ We proactively seek to ensure that the communities of Coconino County are safe, healthy, resilient and thriving





# Criminal Justice Coordinating Council

The Criminal Justice Coordinating Council (CJCC) is a county wide collaboration between county, municipal and state criminal justice agencies and departments, treatment providers, administrative departments and concerned citizens to address issues and needs arising within the criminal justice system in Coconino County.



## *Mission – Why CJCC exists*

- ▶ CJCC exercises leadership in criminal justice innovation to improve community well-being, equity, justice, restitution for victims and reduction in recidivism
- ▶ We support and promote reforms that provide for continuous improvement of justice policy and services



## *Guiding Principles – How we do our work*

- ▶ We take a holistic approach to criminal justice system issues
- ▶ We believe data-driven approaches will help us make informed decisions that will improve the quality of life for victims of crime, the criminal justice population and the community as a whole.
- ▶ We implement evidence-based practices
- ▶ We create mutual momentum
- ▶ We take chances
- ▶ We are Proactive in a Reactive System: Protective Factors - we work to prevent people from entering criminal justice system
- ▶ Create Equity/ Equality



# *Values and Beliefs*

- ▶ Collaboration;
- ▶ Equitable justice for all;
- ▶ Innovation; and
- ▶ Open mindedness.
- ▶ Equity and are committed to an environment of fairness for all;
- ▶ Diversity and are committed to a culture of equity in all aspects of our work;
- ▶ Relationships and treat each other with respect;
- ▶ Coordinated and Collaborative leadership; and
- ▶ The Justice System: A Safe Just and Ordered Society.
- ▶ We support each other as a team across departments & jurisdictions



## *Strengths - Our success depends on*

- ▶ Relationships
- ▶ Professional trust
- ▶ Partnerships and connections
- ▶ Successful track record
- ▶ Experience and perspectives of people at the table
- ▶ Think outside of traditional roles
- ▶ Break down agency barriers





# Strategic Focus

- ▶ **What brings people into the system (Sarah);** To determine vulnerable populations and develop interventions to address both predictive and protective factors with the intention of preventing future criminal justice involvement.
- ▶ **Equity (Marie);** Actively engaging in actions to create equity is a proactive strategy and response to discrimination, implicit and overt; we are willing to challenge biases to create fair systems and to earn public trust. We strive to achieve equity in all dealings by considering historic, systemic, and institutional influences of race, gender, sex, national origin, and other traits used for discrimination.
- ▶ **Practicality (Dan/Gary);** To determine functionality and improvements that can be made during the next two to three years.



# Goals

- ▶ Behavioral Health/Mental Health/Substance Abuse
- ▶ Equity
- ▶ Strategic Investment
- ▶ Data



# Goal 1. Behavioral Health/Mental Health/Substance Abuse

- ▶ **Develop a comprehensive array of services to provide effective alternatives to incarceration for people with mental illness and substance abuse.**
- ▶ A continuum of intervention and treatment options for people with mental health and substance abuse issues including:
  - ▶ Options for Low-level offenders with alcohol and mental health issues
  - ▶ Programs to address public serial inebriants (high utilizers)
  - ▶ Specialty Courts
  - ▶ Peer support
  - ▶ Referral sources for people with mental illness
  - ▶ Detox/Intake Triage Unit (ITU)
  - ▶ Wrap around services such as day center, transitional housing, employment etc.
  - ▶ Protocol and policies to enhance information sharing so effective and timely decisions can be made

# Goal 1, continued

## 2018- 2019 Action Steps

- ▶ Establish a planning committee
- ▶ Establish SMART Goals (Specific, Measurable, Achievable, Relevant and Timely)
- ▶ Improve ability to share information between providers
- ▶ Pilot program/process to develop and test protocols



## Goal 2. Equity

**Proactively respond to discrimination and challenge biases to create fair systems and to earn public trust.**

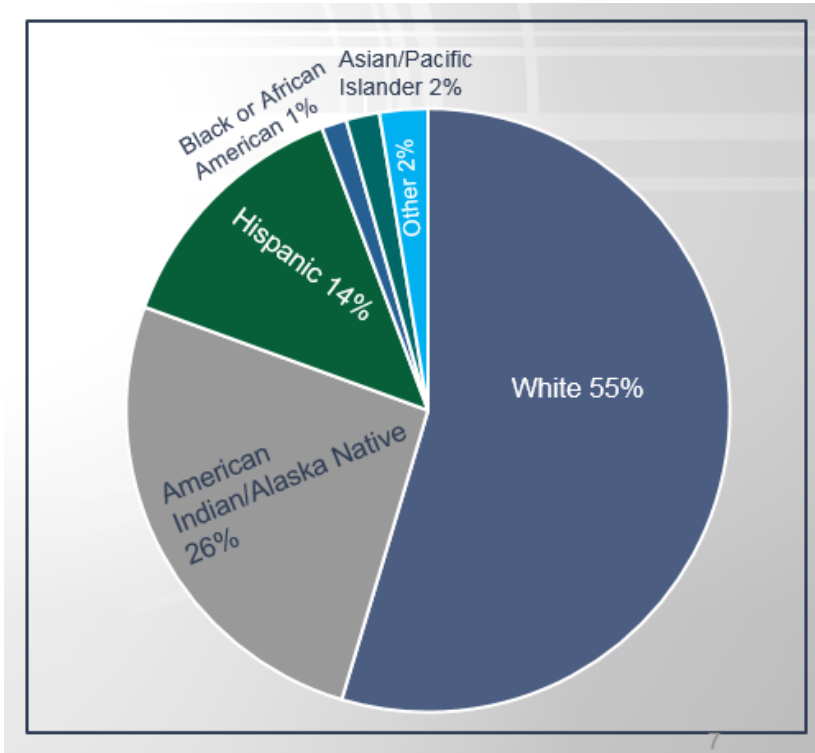
### 2018-2019 Action Steps

- ▶ Establish a planning committee
- ▶ Establish SMART Goals (Specific, Measurable, Achievable, Relevant and Timely)
- ▶ Identify and contract with outside expertise to help us understand what is happening at a deeper level. Implement a process to explore issues, trends and translate what we learn into action
- ▶ Conduct Self-Assessment to understand how CCJC Executive Committee is doing on equity
- ▶ Conduct in-depth conversation about implicit bias and its influence on people, policies and practices.
- ▶ Internal work to address diversity and inclusion in recruitment and retention
- ▶ Evaluate and if appropriate support and advance bail reform through policy and practices
- ▶ Evaluate and if appropriate support and advance reforms proposed by Justice Bales





# Coconino County Racial/Ethnic Demographics

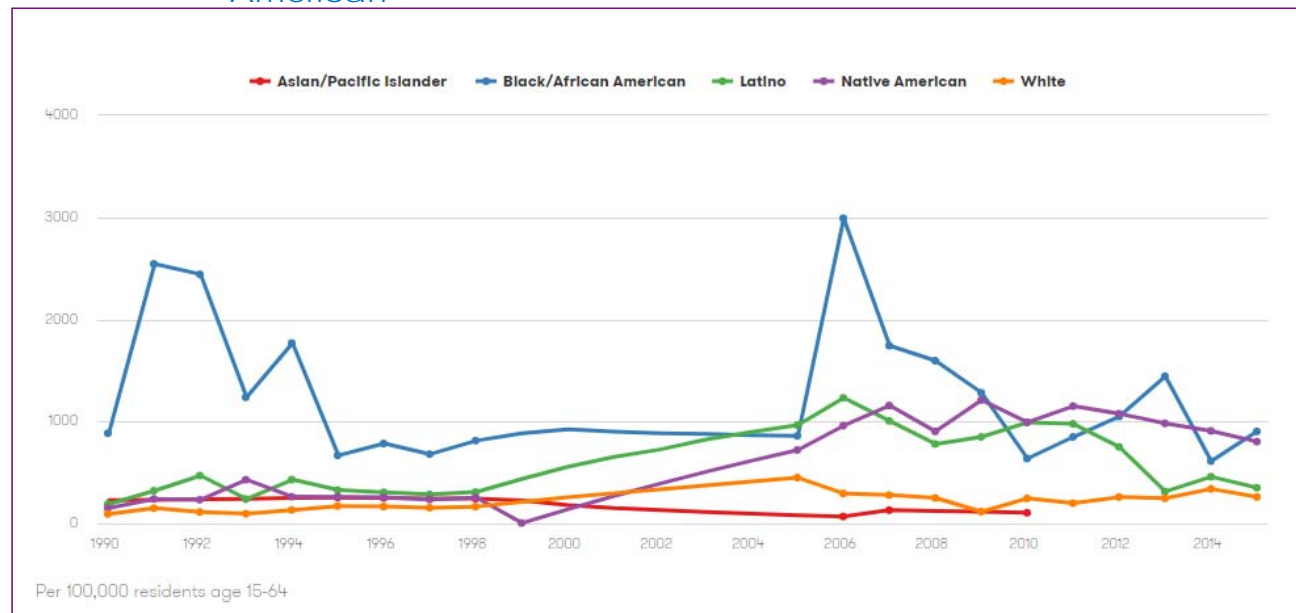


In 2016, there were **2.1 times** more white residents than any other race or ethnicity.

# Jail Incarceration among Coconino County Residents

2015 Jail Incarceration rates per 100,000 county residents aged 15-64

Latino	350.2	White	259.8
Black/African American	902.5	Native American	802.4
American			



# Goal 3. Strategic Investments

Invest resources in services that prevent people from entering the criminal justice system and help people successfully leave the system

## 2018-2019 Action Steps

- ▶ Establish a planning committee
- ▶ Establish SMART Goals (Specific, Measurable, Achievable, Relevant and Timely)
- ▶ Launch a Multi-Generational Intervention Initiative; an initiative focused on vulnerable children and adolescents within families who have a multi-generational history within the criminal justice system. The purpose will be to develop interventions through an organized collective impact framework which identifies a common agenda with targeted outcomes and a shared measurement system to track outcomes. Specific next steps:
  - ▶ Establish an Ad-hoc Strategic Investment Sub-committee to design and oversee the Initiative
  - ▶ Hire a coordinator to organize partners and manage backbone activities within the collective impact framework (coordinated measurement, communication etc.)
  - ▶ Advocate for adequate funding
  - ▶ Evaluate additional investments in specialty courts and wrap around services

## Goal 4. Data

- ▶ **Develop a data strategy to enhance CJCC use of data for effective programmatic and resource decisions.**

### 2018-2019 Action Steps

- ▶ Establish a working group to draft, implement and monitor a data development strategy to determine the role and purpose of data and recommend a direction for CJCC, which considers:
- ▶ Are we asking the right questions to assure data integrity (valid and reliable)?
- ▶ What methodologies will assure are we true to our questions and our mission and vision?
- ▶ Are we considering both short-term and longitudinal?
- ▶ How to best use outside sources to help frame good questions and collect good data which produce valid and reliable results?
- ▶ Alignment with commitment to equity, which will require inventory of data and bringing in expertise to understand why?
- ▶ Establish SMART Goals (Specific, Measurable, Achievable, Relevant and Timely)
- ▶ Compile and analyze current data collected by CJCC members





# Three Key Takeaways

- ▶ **What brings people into the system (Sarah);** To determine vulnerable populations and develop interventions to address both predictive and protective factors with the intention of preventing future criminal justice involvement.
- ▶ **Equity (Marie);** Actively engaging in actions to create equity is a proactive strategy and response to discrimination, implicit and overt; we are willing to challenge biases to create fair systems and to earn public trust. We strive to achieve equity in all dealings by considering historic, systemic, and institutional influences of race, gender, sex, national origin, and other traits used for discrimination.
- ▶ **Practicality (Dan/Gary);** To determine functionality and improvements that can be made during the next two to three years.

## **CITY OF FLAGSTAFF**

### **STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Brad Hill, Water Services Director  
**Co-Submitter:** Lucinda Andreani, Coconino County  
**Date:** 11/20/2018  
**Meeting Date:** 12/03/2018



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#### **TITLE:**

**Coconino County Flood Control District Update**

#### **DESIRED OUTCOME:**

County will provide an update to the City Council and Board of Supervisors.

#### **EXECUTIVE SUMMARY:**

Given recent changes involving the Flood Control District (FCD), the Board of Directors has established some priorities and staff is developing programs and processes for future District investments and activities. This Joint Work Session presentation by County staff will focus on an update to the Flagstaff City Council and Coconino County Board of Supervisors on the County's overall process to set the future direction of the District over the next five years.

#### **INFORMATION:**

During the September 25 work session with the Flood Control District Board of Directors, FCD staff received direction to maintain the prior key priorities, which are forest restoration, the Mountain Dell project along with funding our responsibilities to the National Flood Insurance Program for the floodplains within the County's unincorporated areas, maintaining existing infrastructure (primarily related to the Schultz Fire/Flooding), and flood rain gauges in various areas. In addition, there was discussion about a Competitive Grant program as well as the Board brought up a possible direct allocation program for smaller jurisdictions. County staff also raised the need for a Reserve Fund for emergencies. Staff has received our overall direction relative to existing projects and existing priorities (primarily forest restoration and the Mountain Dell Project). Future discussion with the Board will focus on how to specifically invest funds for forest restoration, moving ahead with long-held plan to address flooding in Mountain Dell and further discussion about other potential programs such as a competitive grant program and/or a direct allocation program. The FCD has had a set of priorities for several years and staff has heard the Board's interest in continuing to invest in those priorities given investments that have already been made and commitments made as well. However, should the Board decide to expand funding, they may also want to explore other ways to support flood mitigation in the County.

The priorities presented by FCD staff on September 25 included:

Priority #1: Forest Restoration

- Bill Williams Mountain forest restoration
- Flagstaff Watershed Protection Project completion
- Post wildfire impact studies for Sedona and Munds Park

Priority #2: Implement Initial Engineering Assessment Priorities

- Remove 23 homes from FEMA floodplain in Mountain Dell with Sinclair Wash Project (budgeted to be completed in FY2020).

Priority #3: Develop a Competitive Grant Program

- Make funds available via competitive grant program to jurisdictions within the FCD
- Selection criteria for grants will reflect a number of factors such as the opportunity for partnerships, reduction in flood threat, and cost/benefit analysis.

Priority #4: Establish a Reserve Fund to Address Future Flood Events

Staff is very interested in hearing from the Board as to your views relative to the District's priorities over the next five years.

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**Attachments:**     [Presentation](#)



**COCONINO**  
COUNTY ARIZONA

**FLOOD CONTROL DISTRICT**



***Flood Control District Update***  
***Joint Meeting – City Council &***  
***Board of Supervisors***  
***December 3, 2018***

# ***Presentation Overview***

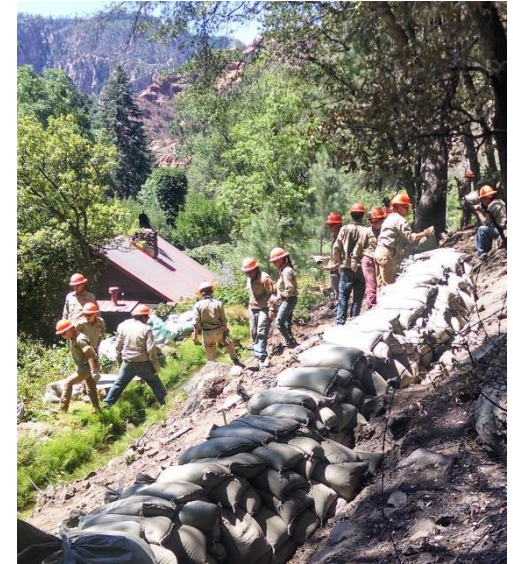
- Introduction of Key Staff
- Brief History of the District
- Current Status of the District
  - Boundary Affirmation
  - Tax Collection Changes
- District Priorities
  - Forest Restoration





# ***Introduction of Key Staff***

- Lucinda Andreani – District Administrator
- Christopher Tressler, P.E., CFM – District Engineer
- Jay Smith – Forest Restoration Director
- John Carr – County Hydrologist (manages National Flood Insurance Program (NFIP))
- Mike Lopker – District Manager
- Major Consulting Firms



# ***History of the District***

- Formed in 1984
- Flagstaff, Page and Fredonia allowed to “Opt-Out” of the District – No taxes collected from private properties in those jurisdictions
- Initial Tax Rate – 8 cents (only covered NFIP costs at that time)



# ***History of the District***

- Raised to 20 cents in 2006 (NFIP and project costs)
- Increased to 40 cents in 2010 to address Schultz Flood area impacts & provide for funds for FEMA floodplain projects within the County's NFIP jurisdiction





# ***History of the District***

- Sedona – returned tax collected after deducting cost of managing the FEMA floodplain
- Williams – returned entire tax collected (Williams manages its own floodplain)
- County administered FEMA floodplains in Sedona & Tusayan & Unincorporated Area
- Current Issue - Tusayan Referendum



# ***History of the District***

- FCD funds used to match federal funds to complete \$30 million of Schultz Flood mitigation
- As completed Schultz, FCD invested in completing Initial Engineering Assessments for four FEMA Floodplain areas:
  - Fort Valley
  - Mountain Dell
  - Munds Park
  - Kachina Village/Mountainaire
  - Tusayan (not pursued given interest in taking over floodplain management)



# ***History of the District***

## **Initial Engineering Assessment (IEA) Goals**

- Hydrologic and hydraulic analyses of the study area
- Assessment of the flood hazard
- Determination of regulatory changes in the study area, if needed
- Development of conceptual alternatives and selection of a recommended alternative to mitigate the flood hazard
- Quantifiable prioritization of the study area for comparison against other study areas

# ***History of the District***

- Results identified two top priority projects – Mountain Dell & Munds Park:
- Mountain Dell – top priority floodplain project; community very supportive; over 30 structures removed from the floodplain; concerns expressed by the City so conducting independent review of hydrology & Adverse Impact Analysis – meeting set with City Staff for Dec. 10
- Munds Park – adverse impacts so project cancelled; evaluating post-wildfire flooding impacts



**COCONINO**  
COUNTY ARIZONA

**FLOOD CONTROL DISTRICT**

# ***Current Status of the Flood Control District***

# Current Status

## Boundary Affirmation by both Boards – May 15, 2018

- Resulted from advice from outside legal counsel – must conform to state statute and state constitution
- Result is that FCD tax is now being collected in Flagstaff, Page and Fredonia



### 2018 TAX SEASON UPDATE

#### FLOOD CONTROL DISTRICT

The Coconino County Flood Control District (FCD) is charged with reducing the risk of flood loss, minimizing the impact of floods on human safety, health and welfare and restoring and preserving the natural and beneficial values served by floodplains.

In May 2018 the FCD Board of Directors affirmed the boundaries of the District to ensure that the District is established in accordance with Arizona Revised Statutes. Based on a recent review of FCD policies by independent legal counsel, the FCD boundaries must match the boundaries of Coconino County and include all taxable properties within it. The Flood Control District tax must be levied on all taxable properties within the County including the municipalities of Flagstaff, Fredonia and Page that administer their own floodplains and have been exempt from FCD taxation since the Flood Control District was formed in 1984.

This means that the Flood Control District tax will now appear on all tax bills within Flagstaff, Page and Fredonia. Coconino County is now taxing all private and commercial properties within all municipalities consistent with Arizona's 14 other counties who all assess flood control district taxes on all properties within their boundaries (irrespective of floodplain administration).

For more information please contact 928 679 8188 or visit [www.coconino.az.gov/2018taxes](http://www.coconino.az.gov/2018taxes)



#### Why were properties in Flagstaff, Page and Fredonia excluded from the Flood Control District?

At the time the FCD was established in 1984, the interpretation of state statute was that those cities and towns like Flagstaff, Page and Fredonia that administer their own floodplains could "opt out" and not be included in the taxing area for the FCD. However, the recent review by independent legal counsel determined that independent floodplain administration does not exempt communities within the County's boundaries from their FCD tax obligations.



#### Does this change impact flood insurance requirements for my property?

No. The requirement for flood insurance is determined primarily by whether a property is in a Federal Emergency Management Agency (FEMA) designated flood area. If your home or business is in a high-risk flood area (known as a Special Flood Hazard Area or SFHA) and you have a mortgage through a federally regulated or insured lender, then you are required to carry flood insurance. The FCD Board's affirmation does not impact flood area designation by FEMA.



#### What will be the resulting tax bill to homeowners and commercial properties given the boundary affirmation?

The new annual FCD tax rate for residential and commercial properties is 18.08 cents per \$100 of assessed property valuation. A home valued at \$300,000 will be taxed approximately \$54.24. Based on the County's 18% commercial assessment ratio, the FCD tax bill for a commercial property assessed at \$500,000 would be \$162.72.

#### 2018 PROPERTY TAX DUE DATES

First Half - November 1, 2018  
Second Half - May 1, 2019  
OR  
Full Year - December 31, 2018  
If your taxes due are \$100 or less - December 31, 2018

# ***Current Status***

- FCD Board of Directors decided to hold budget at same level for FY 2019 (approximately \$2.7 million)
- Therefore tax rate dropped from 40 cents to 18.08 cents per \$100 of assessed valuation given increased valuation (budget is spread over greater private property valuation)
- Board can elect in FY2020 to raise or lower the FCD budget and thus raise or lower the tax rate and levy through the budget process
- District Board will Allocate Revenues to Priorities



# ***Current Status***

- **FY2019 – Transition Year – funds historically transferred to Williams and Sedona are being transferred through IGAs; last year to do so**





COCONINO  
COUNTY ARIZONA

FLOOD CONTROL DISTRICT

# ***Flood Control District Priorities***

# ***Flood Control District Priorities***

- During Sept. 25 Board of Directors' Work Session, Board reaffirmed current priorities and discussed potential additional investments



# ***Forest Restoration***

## **Priority #1: Forest Restoration**

- Retain Forest Restoration as Top Priority – only effective way to mitigate public safety threats posed by wildfires and post-wildfire flooding
- Very limited value in investing in traditional flood mitigation projects when those could be destroyed by post-wildfire flooding



# ***Forest Restoration***

- **FEMA Funded Post-Wildfire Flooding & Debris Flow Study – Identified Areas at High Risk for Post Wildfire Flooding & Debris Flows – Williams, Flagstaff, Fort Valley, Sedona**
- **Board of Directors identifies greatest public safety threats are wildfires and post-wildfire flooding; and greatest economic threat to communities and financial threat to the County's and District's solvency**
- **Forest Restoration – Top Priority; only way to mitigate greatest public safety threats of wildfire and post-wildfire flooding**



# ***Forest Restoration***

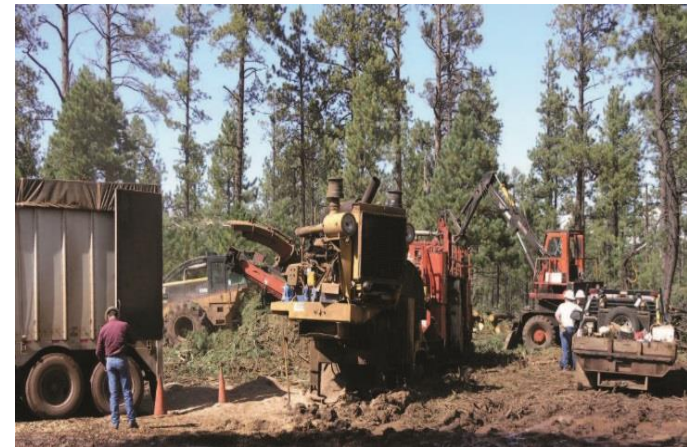
- **Established Forest Restoration Initiative**
  - **Hired Forest Restoration Director**
  - **Action plan being developed and implemented**



# ***Forest Restoration***

## **Priority #1: Forest Restoration**

- **Bill Williams Mountain**
- **Flagstaff Watershed Protection Project**
- **Study post-wildfire impacts to Sedona and Munds Park**
- **Partnerships with communities at high risk**



# ***Forest Restoration – Bill Williams Mountain***

- City of Williams (Bill Williams Mtn) identified as highest risk to wildfire & post-wildfire flooding
- Post-wildfire flood flows - 8X
- NAU Economic Policy Institute Economic Impact Study – BWM Post Wildfire Flooding Economic Impact = \$369 million to \$679 million





# ***Forest Restoration – Bill Williams Mountain***

- The County has requested the Kaibab National Forest enter into a partnership to implement a 5+ year restoration plan for Bill Williams Mountain; County focus is high cost, steep slope area
- The County is also investigating the purchase of one or more Air Curtain Burners to assist with biomass removal and/or tethered Ponsee Equipment to thin steep slope areas

# ***Forest Restoration – Flagstaff Watershed Protection Project***

- City of Flagstaff approached the District to assist with FWPP shortfall for Mormon Mountain watershed, currently estimated to cost \$8.75M
- District will evaluate level of FCD nexus to Mormon Mtn. Restoration
  - LIDAR (detailed LIDAR = detailed restoration prescription)
  - Post Wildfire Study
  - Identification of specific acres for restoration & types of impacts



# ***Other District Priorities***

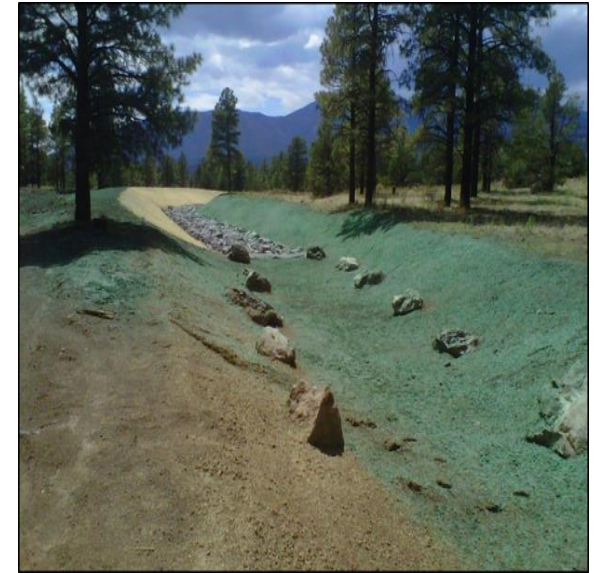
## **Priority #2: Implement Initial Eng. Assessment Priorities**

- Mountain Dell/Sinclair Wash Project – removes 28 homes and Community Water System from the FEMA Floodplain
- Budgeted for the Past Two Years, this Year and Next Year



# ***Other District Priorities***

- District is responsible for administering the National Flood Insurance Program for the unincorporated area of the County – improve Community Rating
- Maintain existing Schultz and other rain and stream gauges; and install Bill Williams Mountain rain gauges
- FCD Infrastructure O&M and Weed Mitigation



# ***Other Potential Investments***

- Competitive Infrastructure Grant Program
- Establish a Reserve Fund for the District to Address Flood Events



# ***North Schultz Flood Event***

- **North Schultz Flood Event – July 18, 2018**
  - **1,000 Year Plus Rain Event affecting three watersheds**
  - **Response Cost – approximately \$500,000**
  - **On and Off-Forest Mitigation significantly reduced flood impacts; however, mitigation sustained damage that requires repair**
  - **Engineering of repairs is underway now**
  - **Costs will likely be in excess of \$1.2 million**



# ***Flood Control District***

## ***Questions and Comments***





## CITY OF FLAGSTAFF

### STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Jenny Niemann, Climate & Energy Specialist  
**Date:** 11/19/2018  
**Meeting Date:** 12/03/2018



#### **TITLE:**

**Flagstaff's Climate Action and Adaptation Plan**

#### **DESIRED OUTCOME:**

This is an informational update on Flagstaff's Climate Action and Adaptation Plan.

#### **EXECUTIVE SUMMARY:**

To achieve the City Council's goal of meaningful climate action, City staff worked with community members, technical experts and a Steering Committee to develop the Flagstaff Climate Action and Adaptation Plan (Plan).

Staff will review the Plan development process during this Joint work session, including the need for a Plan, scientific foundations, and community engagement processes.

The development of the Flagstaff Climate Action and Adaptation Plan took place from October 2017 to November 2018, and included the following steps:

- Define how the climate is changing in Flagstaff
- Engage the community in climate action
- Address both mitigation and adaptation
- Build on existing programs and efforts
- Set ambitious overarching goals
- Develop strategies and actions across focus areas
- Analyze potential impacts of the Plan
- Create a detailed implementation strategy

#### **INFORMATION:**

##### **Connection to Council Goal and/or Regional Plan:**

Council Goals:

Take meaningful climate change action.

##### Regional Plan:

Goal E.1. Increase energy efficiency.

Goal E.2. Expand production and use of renewable energy.

Goal E&C.1. Proactively improve and maintain the region's air quality.

Goal E&C.2 Reduce Greenhouse gas emissions.

Goal E&C.3 Strengthen community and natural environment resiliency through climate adaptation efforts.

Goal E&C.4. Integrate the best available science into all policies governing the use and conservation of

Flagstaff's natural resources.

**Financial Impact:**

The Plan will recommend climate mitigation and preparedness projects, which will require a financial investment by the City of Flagstaff.

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**Attachments:**     Presentation  
                             Climate Action and Adaptation Plan



# Flagstaff Climate Action and Adaptation Plan

Jenny Niemann

November 20, 2018





# Foundation

## **Council Goal:**

Take meaningful climate action.

## **Why a Climate Plan?**

- Climate Plans are a national best practice for climate action.
- This Plan sets the City's policy goals related to climate change.
- It establishes a clear road map of priority actions and projects to address climate change.



# Planning Process

## 1) Set foundation:

- Anticipated climate changes
- Greenhouse gas emissions
- Vulnerabilities

## 2) Engage the community:

- Steering Committee
- Nine open houses
- Four Community Forum surveys
- Presentations in the community

## 3) Set goals appropriate to Flagstaff

## 4) Develop strategies and actions to meet goals

## 5) Create a strategy for implementation





# Overarching Goals

**Mitigation:** Reduce Emissions 80% by 2050.

**Adaptation:** Prepare the community to be more resilient to climate change impacts.

**Equity:** Ensure costs and benefits of climate adaptation and mitigation are equitably distributed.



# Seven Focus Areas



Natural Environment



Water Resources



Energy



Transportation & Land Use



Waste & Consumption



Public Health & Emergency Services



Economic Prosperity & Recreation



# Implementation Priorities

- Set the foundation for implementation
- Continue leadership
- Integrate climate action into:
  - The annual budget process
  - City-wide operations
- Expand community capacity
- Operationalize equity
- Ensure accountability and reporting
- Fund the Plan actions
- Work with the community



# Questions & Discussion



# Flagstaff Climate Action and Adaptation Plan

Jenny Niemann

November 20, 2018





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# Questions & Discussion