

NOTICE AND AGENDA

AMENDED

**COUNCIL COMBINED SPECIAL
MEETING/BUDGET RETREAT
THURSDAY
FEBRUARY 7, 2019**

**ELK'S LODGE
2101 N. SAN FRANCISCO
8:30 A.M.**

SPECIAL MEETING

1. CALL TO ORDER

NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION

Pursuant to A.R.S. §38-431.02, notice is hereby given to the members of the City Council and to the general public that, at this regular meeting, the City Council may vote to go into executive session, which will not be open to the public, for legal advice and discussion with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).

2. ROLL CALL

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

MAYOR EVANS
VICE MAYOR SHIMONI
COUNCILMEMBER ASLAN
COUNCILMEMBER MCCARTHY

COUNCILMEMBER ODEGAARD
COUNCILMEMBER SALAS
COUNCILMEMBER WHELAN

3. 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.

4. Consideration and Approval of 2019-2021 State Legislative Priorities.

5. ADJOURNMENT

BUDGET RETREAT

1. CALL TO ORDER

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2. City Council Fiscal Year 2020 Budget Retreat.

3. PUBLIC PARTICIPATION

4. 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 _____, 2019.

Stacy Saltzburg, MMC, City Clerk

CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Brandi Suda, Finance Director
Date: 02/01/2019
Meeting Date: 02/07/2019



TITLE

City Council Fiscal Year 2020 Budget Retreat.

STAFF RECOMMENDED ACTION:

Discuss and provide direction for the Fiscal Year 2020 budget.

EXECUTIVE SUMMARY:

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

The February 7th retreat will be the third of four City Council budget retreats for upcoming FY 2020 budget. This special meeting is set to provide a financial outlook to the Council and to provide additional information on several of the Council objectives. The main goal of the retreat is for the City Council to provide additional FY 2020 budget direction to the City Manager.

INFORMATION:

A detailed agenda for the budget retreat is attached. Here is a summary of budget retreat discussion.

- Retreat Welcome
- Revenue Update
- Fixed Costs and Available Revenues
- Council Goals and Objective Discussion

Please find attached the following:

- Detailed Agenda
- Budget Retreat Presentation
- Updated Council Objectives by Goal
- CCR on Climate Action and Adaptation Plan Implementation Calendar

Attachments: Detailed Agenda
Power Point Presentation

Updated Council Objectives by Goal

CCR on Climate Action and Adaptation Plan Implementation Calendar

FY 2019 CAAP Implementation Calendar

City Council Budget Retreat

February 7, 2019

Detailed Agenda

Time	Duration (Min)	Topic	Staff
8:30am	15	Welcome and Objectives	Barbara Goodrich
8:45am	30	Revenue Updates <ul style="list-style-type: none"> Sales Taxes State Shared Revenues Franchise Fees Building Permits BBB Revenue Highway User Revenues 	Sandy Corder
9:15am	20	Fixed Costs and Available Revenues <ul style="list-style-type: none"> Pension Cost Trends Fixed Costs Summary-General Fund Available Revenue Summary-General Fund 	Brandi Suda
9:35am	10	High Performing Government	Shane Dille
9:45am	60	Council Goals & Objectives: <ul style="list-style-type: none"> Economic Development Affordable Housing 	Heidi Hansen Dan Folke
10:45am	15	Break	
11:00am	75	Council Goals & Objectives: <ul style="list-style-type: none"> Social Justice Transportation & Other Public Infrastructure Building & Zoning/Regional Plan 	Shane Dille, Dan Musselman Dan Folke Dan Folke
12:15pm	30	Lunch	
12:45pm	120	Council Goals & Objectives: <ul style="list-style-type: none"> Climate Change Water Conservation Environmental & Natural Resources Personnel 	Andy Bertelsen Brad Hill Dan Folke, Andy Bertelsen, Rick Tadder Shannon Anderson, Rick Tadder
2:45pm	15	Break	
3:00pm	85	EAC Presentation Council Goals & Objectives: <ul style="list-style-type: none"> Community Outreach Town & Gown Code Compliance 	Tamara Lawless Jessica Drum Shane Dille, Dan Folke Dan Folke

Please note: All times are estimates and items could be reordered during the meeting

Budget Retreat

February 7, 2019



Welcome and Objectives



Agenda

- Welcome
- Revenue Update
- Fixed Costs and Available Funding
- High Performing Government
- Council Goals & Objectives Discussion



Revenue Update

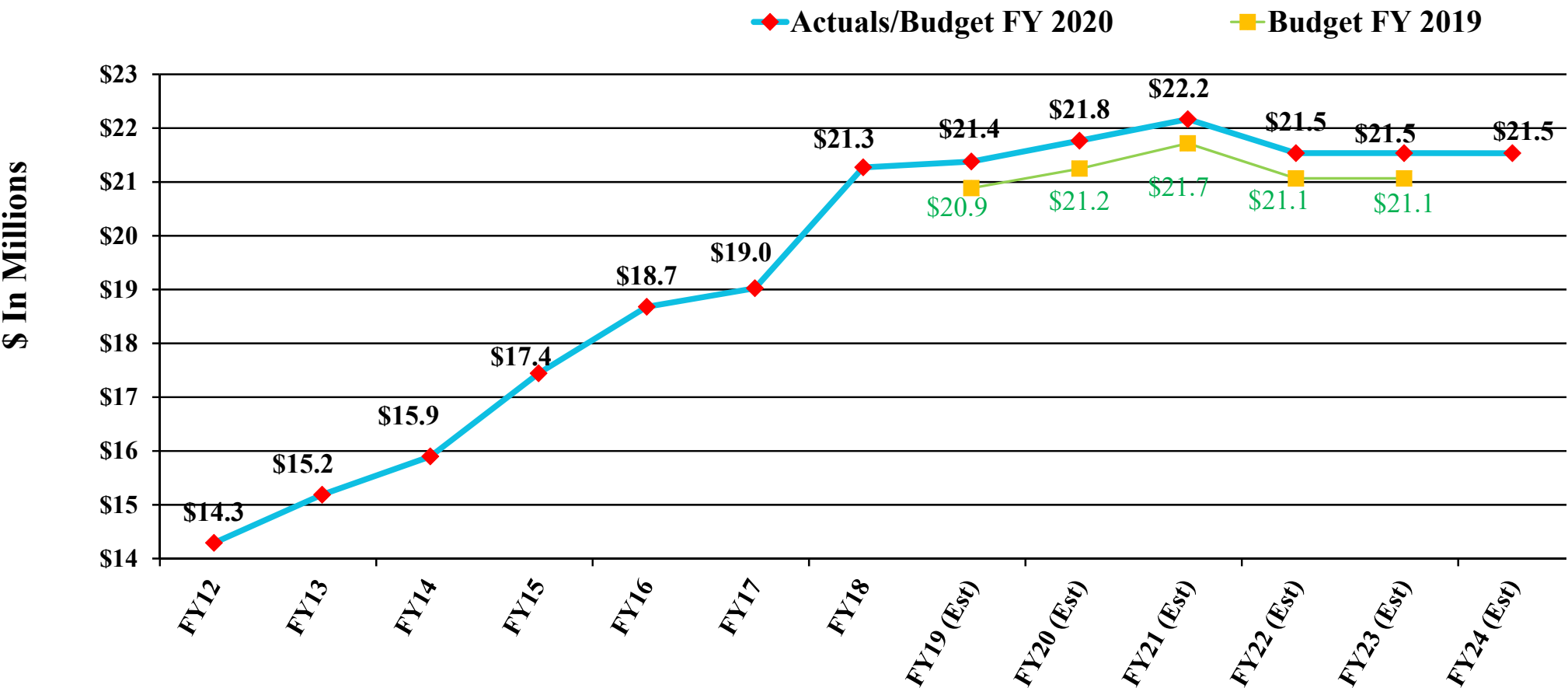




Revenue Update



City Sales Tax – General Fund

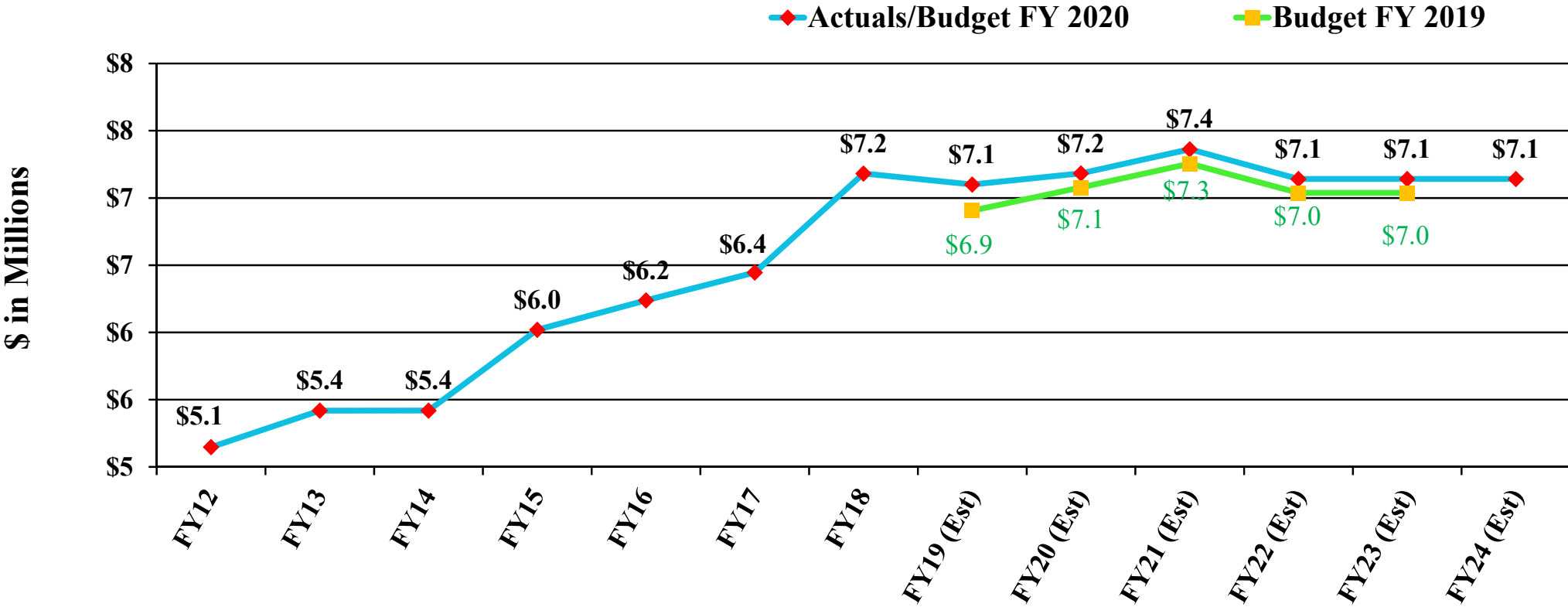




Revenue Update



State Shared Sales Tax

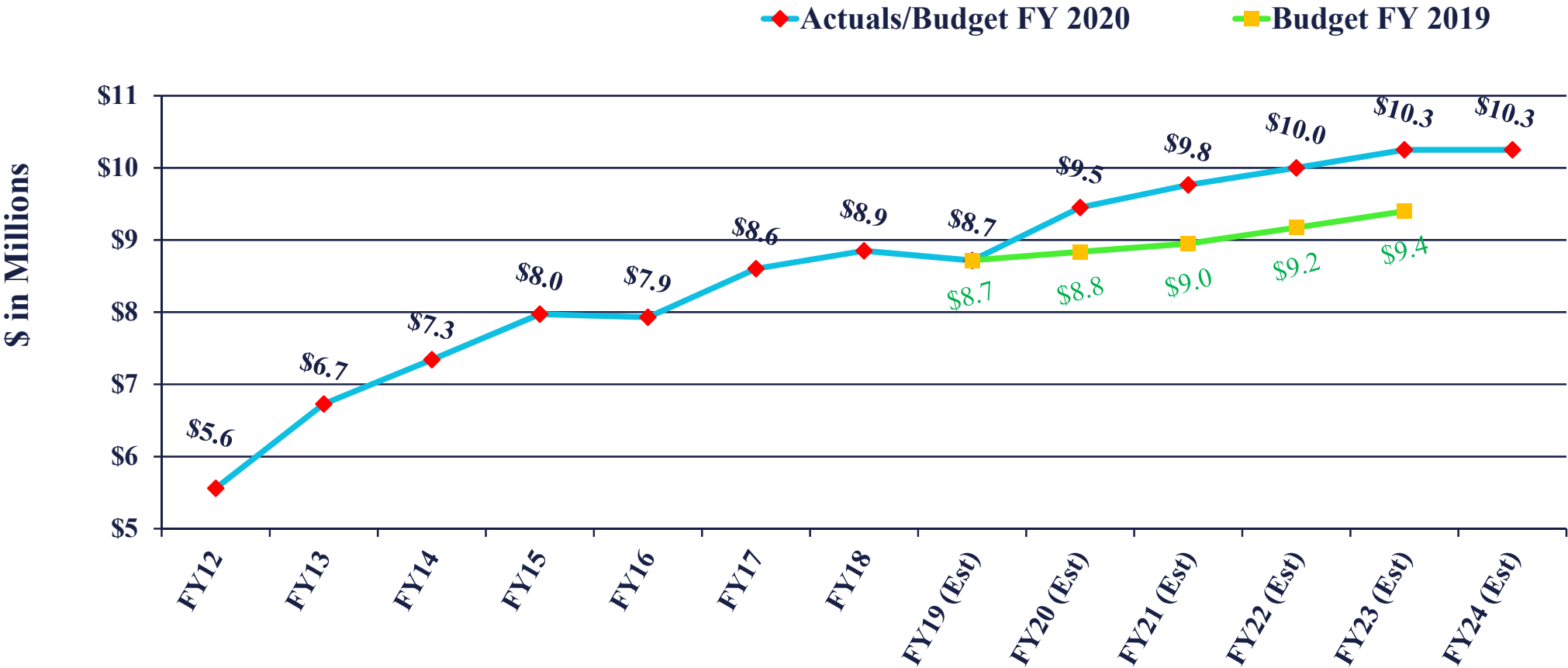




Revenue Update



State Shared Income Tax/Urban Revenue

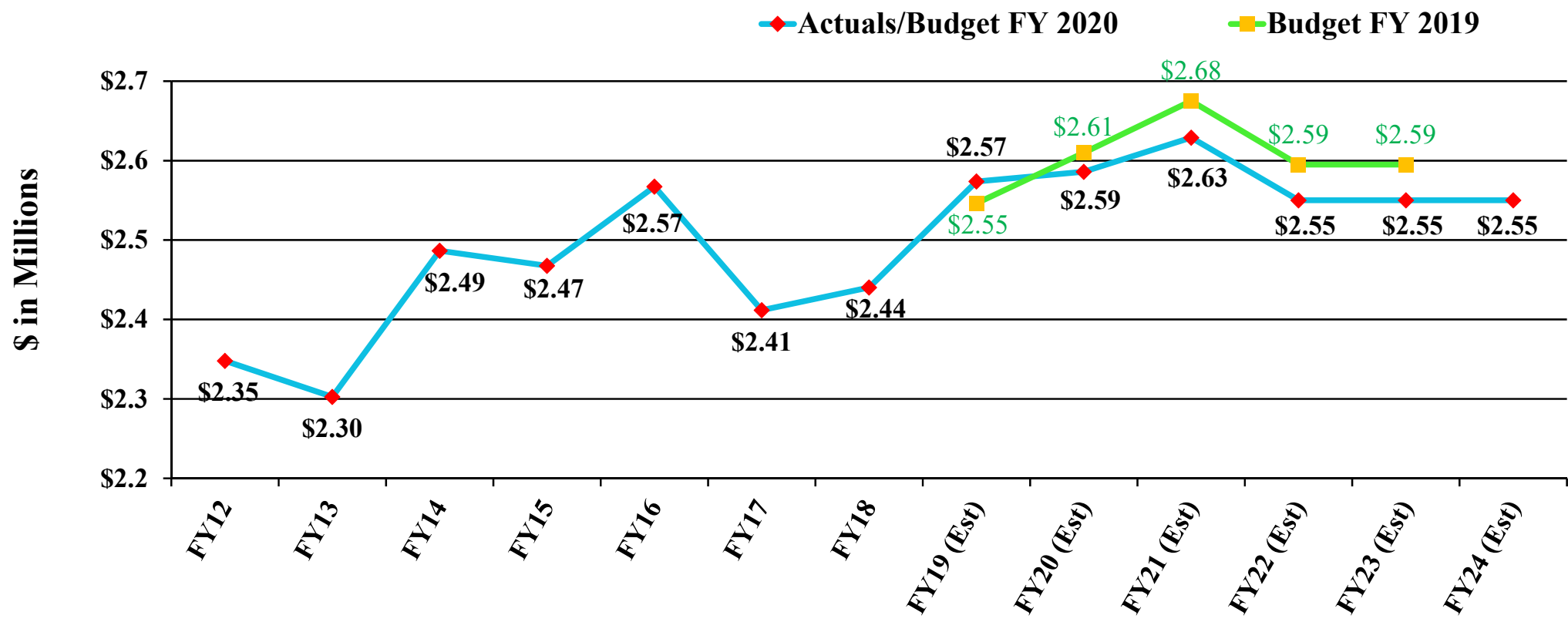




Revenue Update



Franchise Fees

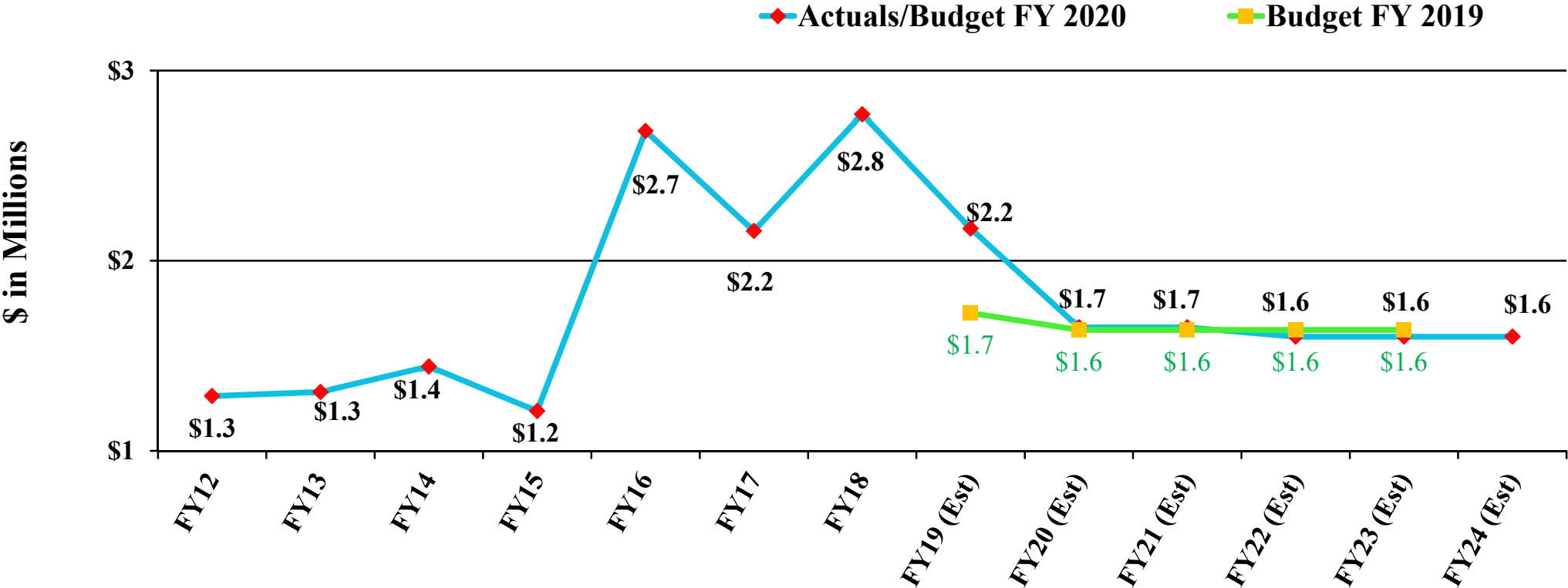




Revenue Update



Building Permits

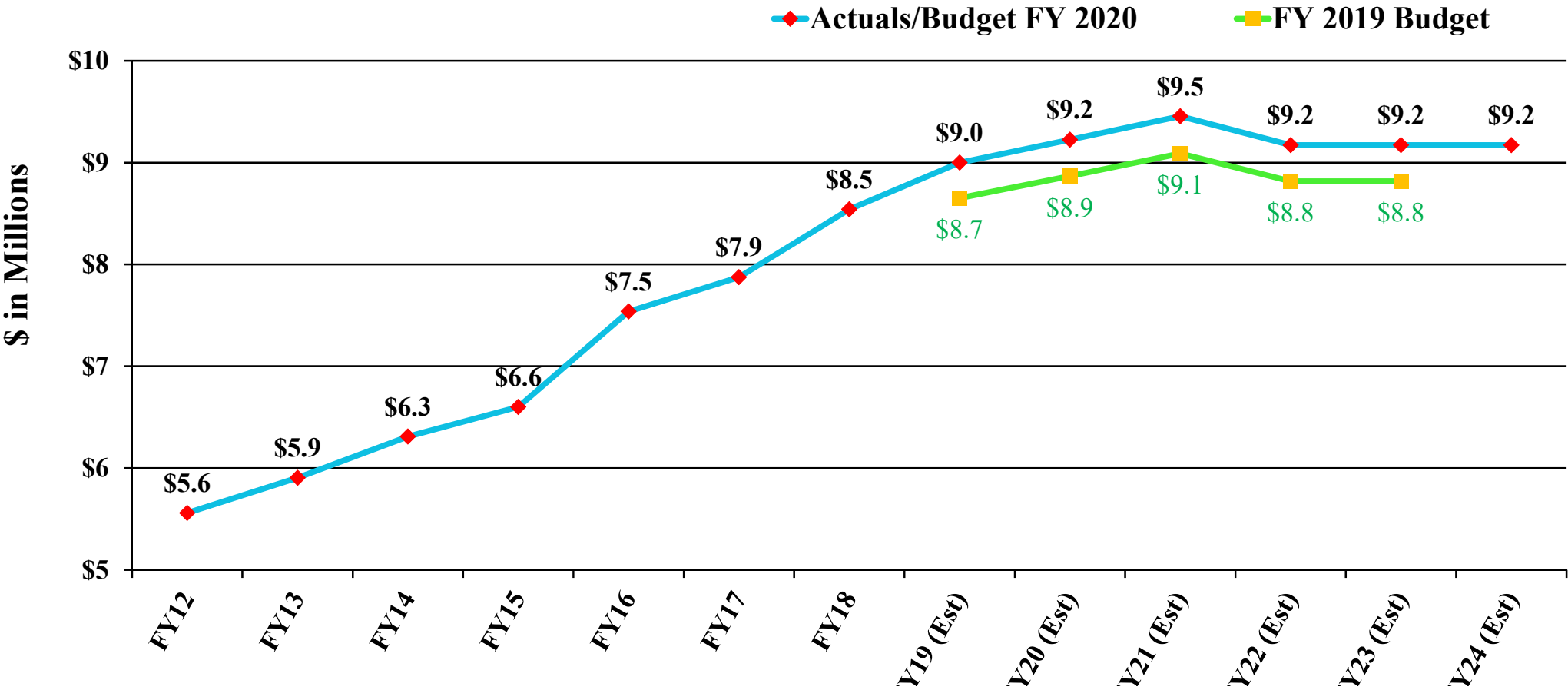




Revenue Update



BBB Revenue

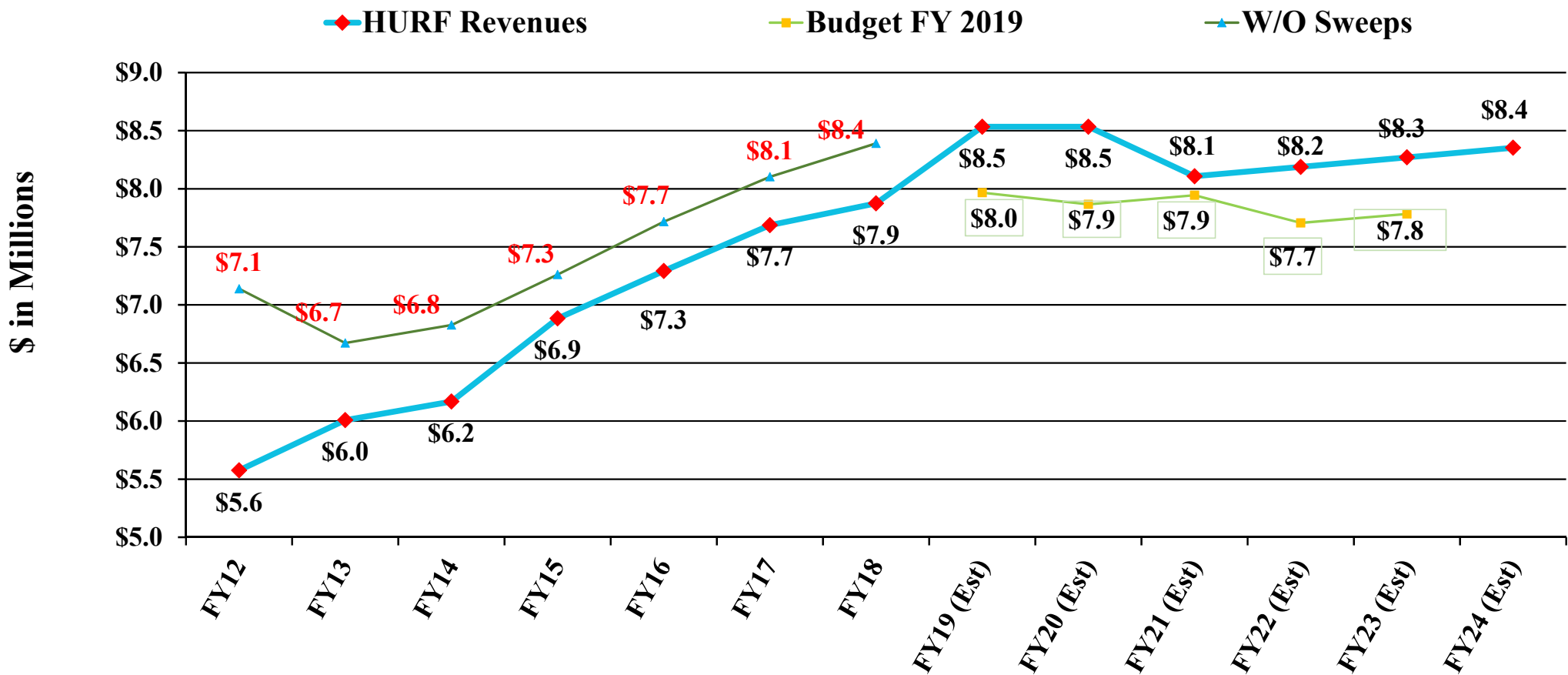




Revenue Update



Highway User Revenue (HURF)





Revenue Update



Questions?

Fixed Costs and Available Funding





Fixed Costs and Available Revenues



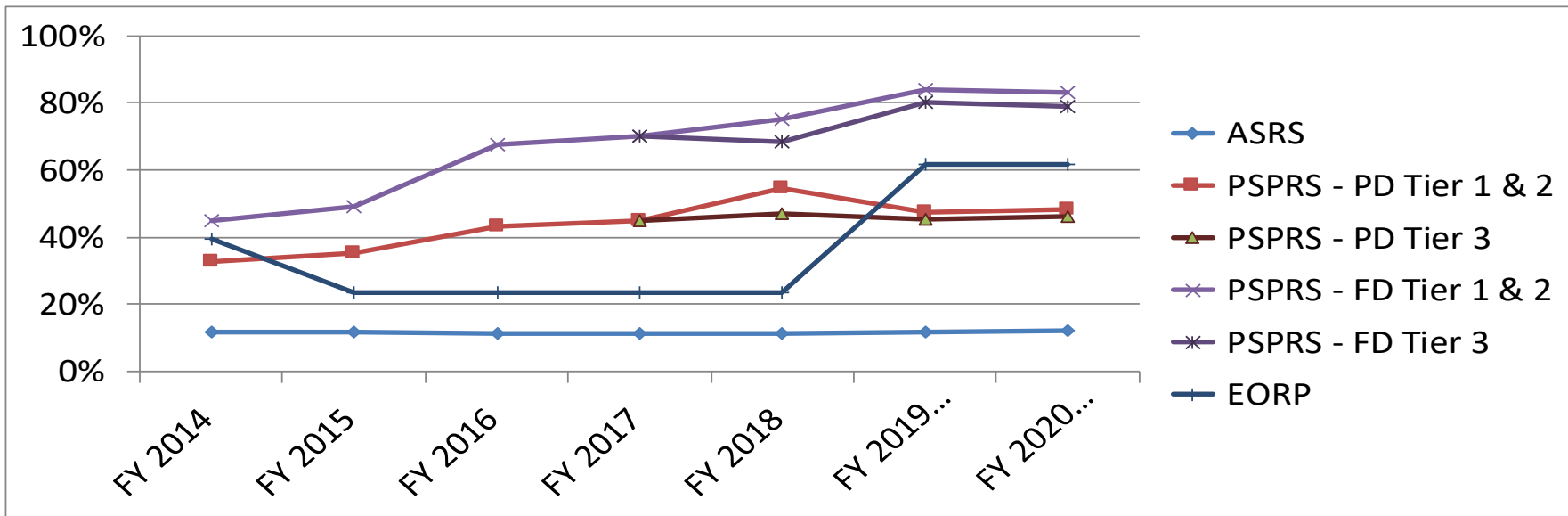
- Pension Cost Trends
- Fixed Cost Summary – General Fund
- Revenue Summary – General Fund



Pension Contribution Rates

Minimum Required Contribution Rates

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2020 Proposed
ASRS	11.54%	11.60%	11.47%	11.48%	11.50%	11.80%	12.11%
PSPRS - PD Tier 1 & 2	32.87%	35.16%	43.29%	44.83%	54.73%	47.34%	48.09%
PSPRS - PD Tier 3				44.83%	47.11%	45.43%	46.10%
PSPRS - FD Tier 1 & 2	44.99%	49.26%	67.71%	70.05%	75.11%	84.17%	83.03%
PSPRS - FD Tier 3				70.05%	68.34%	80.08%	78.99%
EORP	39.62%	23.50%	23.50%	23.50%	23.50%	61.50%	61.50%

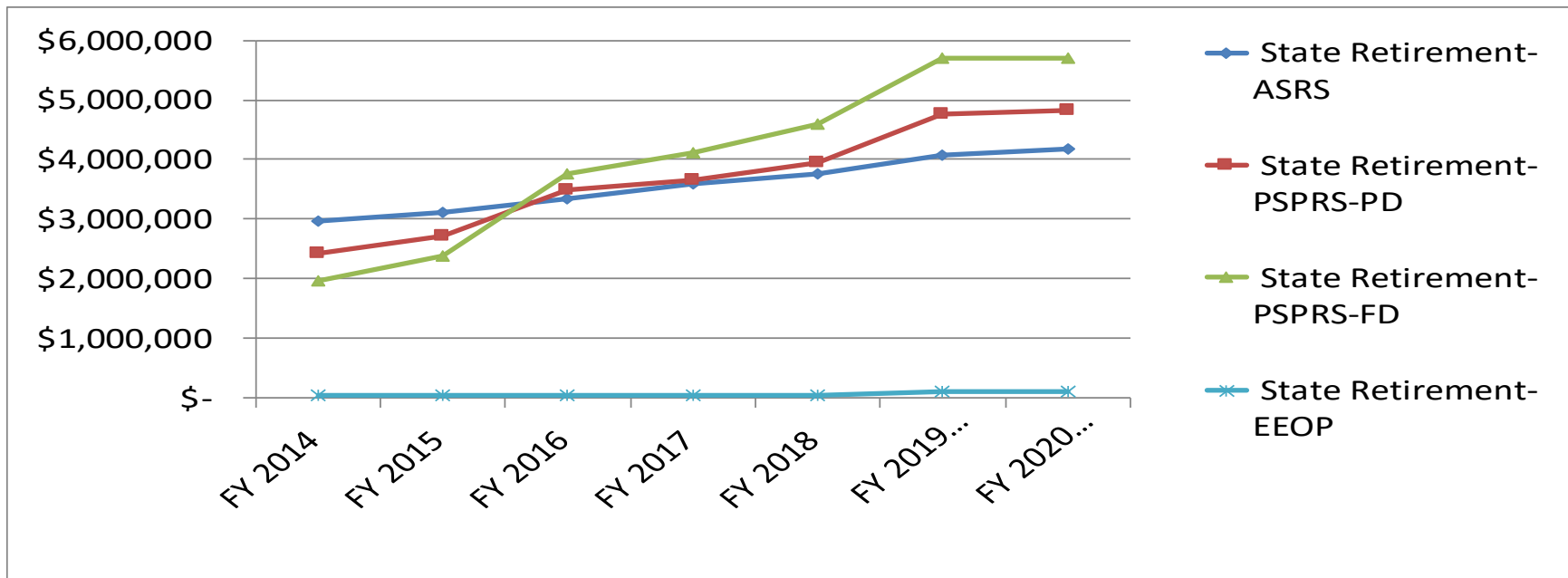




Pension Expenditures

Staff Recommended Funding Levels

	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 Budget	FY 2020 Proposed
State Retirement-ASRS	2,963,027	3,121,635	3,342,634	3,603,589	3,754,600	4,074,730	4,181,778
State Retirement-PSPRS-PD	2,420,059	2,722,515	3,483,156	3,662,344	3,954,905	4,752,261	4,827,550
State Retirement-PSPRS-FD	1,957,678	2,375,094	3,769,503	4,107,600	4,584,857	5,707,256	5,707,256
State Retirement-EEOP	56,413	40,950	39,815	40,588	39,679	107,900	107,900
	7,397,177	8,260,194	10,635,108	11,414,121	12,334,041	14,642,147	14,824,484





Fixed Cost Summary – General Fund



General Fund	Ongoing
Merit (1 to 3%)	\$ 500,000 - 1,500,000
Minimum Wage Changes (\$12 to \$13)	TBD
Pension Cost - New	165,000
FY2020 Health Insurance Increase (Employee Only) (\$70,000 funded)	-
FY2020 Health Ins. Dependent Subsidy Increase (Family)	20,000
Prior Year One-time Health Insurance (\$90,000 funded)	160,000
Worker Comp., Liability & Property Insurance-Estimate	200,000
Total	\$1,045,000 - 2,045,000



Revenue Update Summary – General Fund



General Fund	One-Time	Ongoing
City Sales Tax	\$500,000	\$ 360,000
State Shared Sales Tax	190,000	75,000
State Shared Income Tax	-	750,000
State Shared Auto Lieu	90,000	40,000
Building Permits	445,000	-
Other Revenues	130,000	90,000
Other Adjustments (FY2018)	1,795,000	210,000
NEW 2% Primary Property Tax (If approved by Council)	-	130,000
	\$3,150,000	\$1,655,000

High Performing Government



High Performing Government

What do we need to consider over the next calendar year?



- Inclusion in the FY 2020 Budget:
 - ✓ Allocation to implement a new budgeting software
 - ✓ Allocation for research and development of a specific standard of excellence for the City
- Council should consider “High Performing Government” as a distinct goal in November

Council Goals and Objectives



Economic Development

- Support minimum wage impact through a comprehensive analysis to provide best practices for Flagstaff businesses
- Grow industrial corridor along I40/Red Gap
- Create greater collaboration on workforce development





Economic Development

Support minimum wage impact through a comprehensive analysis to provide best practices for Flagstaff businesses

- Community Investment to fund research that will identify business best practices from other cities who have a similar wage environment
- Continue to expand our Business Services Team's Employer Resource events with a focus on best practices
- Market opportunities and ideas to our businesses through printed materials, social media and business meetings



Economic Development

Grow industrial corridor along I40/Red Gap

- Work to identify potential opportunities compatible with infrastructure and protecting water resources
- Continue to market industrial partners within city limits along the I-40 corridor
- Highlight business opportunities along the I-40 corridor at business attraction and expansion events
- Research viability of an incentive plan to encourage and assist with job creation, attraction and expansion opportunities
- Further collaborate with regional economic development partners



Economic Development

Create greater collaboration on workforce development

- Continue and enhance the Workforce Development Board efforts including the Internship Network and Workforce Pipeline
- Continue to develop and expand partnerships with Coconino Community College and other workforce development entities in the community
- Compile information to develop an analysis of all community workforce needs
- Partner with our Sustainability section for training and development of green jobs

Affordable Housing

- Seek partnerships with private developers and others to increase overall inventory of more affordable rental and ownership housing
- Create housing committee to advance affordable housing in Flagstaff
- Staff and Council education on emerging housing models





Affordable Housing

Seek partnerships with private developers and others to increase overall inventory of more affordable rental and ownership housing

- Ongoing
- Incentive policy for affordable housing will be updated with both internal and external stakeholders
- Update options will be presented for Council consideration
- Housing will partner with Planning and Development Services to incorporate Zoning Code changes



Affordable Housing

Create housing committee to advance affordable housing in Flagstaff

- Structure and purpose will be created involving internal and external stakeholders
- Recommendations will be presented to Council
- Final structure will be adopted as directed by Council



Affordable Housing



Staff and Council education on emerging housing models

- Staff to research emerging housing model educational opportunities
- Housing staff will provide semi-annual Council presentations on various housing programs and models

Social Justice

- Consulate/Embassy service coordination with City Manager's Office and City Council
- Support early education efforts in the community
- Continue to evaluate and improve Flagstaff Police Department interaction with immigrant community to include enhanced translation





Social Justice



Consulate/Embassy service coordination with City Manager's Office and City Council

- Contact the Mexican Consulate in Phoenix to better understand their needs and how the City can assist
- Locate facilities that can accommodate the Consulate's needs
- Draft proposal for Council's consideration



Social Justice



Support early education efforts in the community

- Learn about existing efforts within the school district and throughout the community that support early education efforts
- Research models that support community early education efforts such as Mesa and Tempe
- Develop a plan within legal parameters for the City to support local community efforts for early childhood education



Social Justice

Continue to evaluate and improve Flagstaff Police Department interaction with immigrant community to include enhanced translation

- Use of the language line
- Explore translation of media releases and public service announcements
- Outreach opportunities
- Citizen Liaison Committee, Holiday Toy Drive and National Night Out
- Technology advancements

Transportation and Other Public Infrastructure



- Evaluate timing of I40/Lone Tree interchange
- Evaluate and create alternative models of transportation to improve bike and pedestrian safety and an emphasis on downtown travel
- Advocate for Fourth Street connection with John Wesley Powell (JWP) Boulevard to plan and incorporate zoning changes



Transportation & Other Public Infrastructure



Evaluate timing of I40/Lone Tree interchange

- Continue to lobby the State Transportation Board for the need of the traffic interchange
- Work with ADOT to complete the Design Concept Report and develop a Project Assessment (30% level of design)
- Work with FMPO to take the lead on developing a project partnership and actively pursue grant opportunities



Transportation & Other Public Infrastructure



Evaluate and create alternative models of transportation to improve bike and pedestrian safety and an emphasis on downtown travel

- Adopt the Active Transportation Master Plan which identifies recommended improvements
- Proposition 419 approved \$29 million for bicycle and pedestrian improvements
 - Starting in FY 2021
 - \$2M/year over seven years programmed



Transportation & Other Public Infrastructure



Advocate for Fourth Street connection with John Wesley Powell (JWP) Boulevard to plan and incorporate zoning changes

- JWP specific plan for road alignment, infrastructure and public facilities is underway
- Pursue funding for a future phase of the JWP specific plan that focuses on land use

Building and Zoning/ Regional Plan



- Complete and update neighborhood plans specific to the Housing Urban Development (HUD) consolidated plan and target neighborhoods within that plan and a path forward for accelerating development of neighborhood plans
- Propose zoning and/or better incentives that are desirable and used for more affordable housing
- Finish promised neighborhood and capital projects on time



Building and Zoning/Regional Plan



Complete and update neighborhood plans specific to the Housing Urban Development (HUD) consolidated plan and target neighborhoods within that plan and a path forward for accelerating development of neighborhood plans

- Complete the Southside Neighborhood plan
- Prioritize and fund the next neighborhood plan(s) specific to HUD (i.e. Sunnyside, Pine Knoll/Brannen)



Building and Zoning/Regional Plan

Propose zoning and/or better incentives that are desirable and used for more affordable housing

- Housing section will complete analysis of existing affordable housing incentives
- Housing and planning staff will work together to revise and/or create new incentives for Council consideration
- Zoning changes will be proposed in conjunction with the Affordable Housing goal



Building and Zoning/Regional Plan

Finish promised neighborhood and capital projects on time

- Identify the projects and priority (Council direction needed)
 - Sunnyside Neighborhood
 - La Plaza Vieja (tunnel under tracks and West Route 66 HAWK)
 - Southside curbs
- Staff to identify funding sources for prioritized projects such as:
 - HURF
 - CDBG
 - Transportation Tax

Climate Change

- Continued implementation of the Climate Action and Adaptation Plan (CAAP)
- Sustainability through the CAAP lens for all City
- Enhance community engagement on CAAP





Climate Change

Continued implementation of the Climate Action and Adaptation Plan (CAAP)

- Items for Council consideration in the first six months (i.e. Global Covenant of Mayors commitment, award renewable energy contract, Animal Keeping Code revisions, building code revisions)
- Items for internal implementation in the first six months (i.e. establish Climate Action Committee, develop implementation blueprints, initiate audit of City codes)
- Items for first twelve months (i.e. Community engagement, City Manager's Climate Roundtable, Resiliency and Preparedness Study)



Climate Change

Sustainability through the CAAP lens for all City

- Establish process for the CAAP to be incorporated into the annual budget process
- CMO budget will include a report on Climate Action and Adaptation projects that are funded or incorporated in workplans
- Develop CAAP Decision Matrix for use by staff



Climate Change

Enhance community engagement on CAAP

- First six months
 - All Hands on Deck - Climate Solutions Open House
 - Youth Climate Challenge
 - Community workshop on IPCC 1.5 Degrees report conversation
 - Launch Climate Ambassadors Program
- First twelve months
 - Potential bike share program
 - Community workshop on new APS rate structure
 - Finalize community outreach framework
 - Flagstaff Festival of Science
 - CAAP Online Dashboard

Water Conservation

- Study a path forward for water and/or reclaimed expansion
- City to be a national leader in water conservation
- Reclaim water usage at Jay Lively and Fort Tuthill

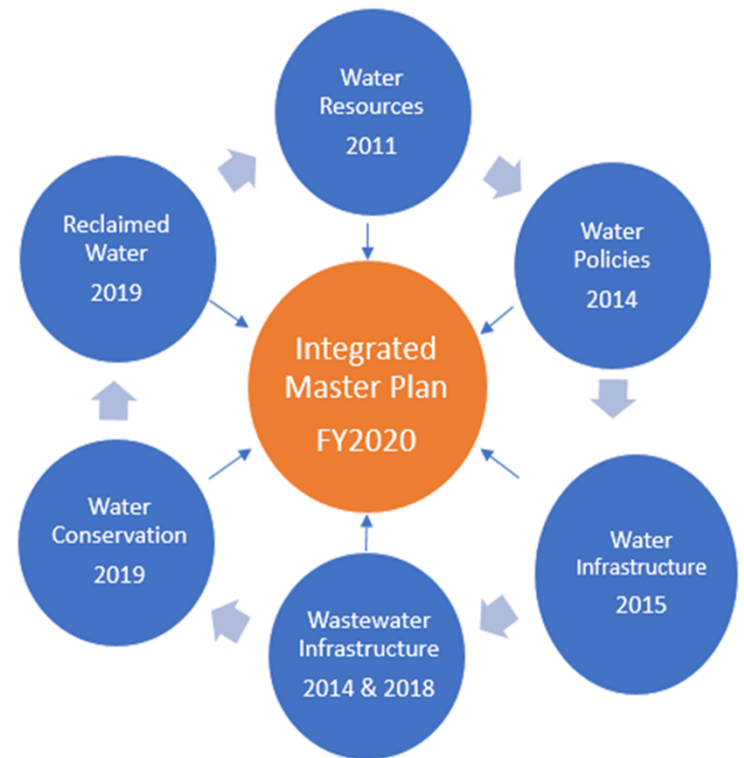




Water Conservation

Study a path forward for water and/or reclaimed expansion

- Complete Water Conservation Strategic Plan
- Complete Reclaimed Water Master Plan
- Begin Integrated Master Plan that ties all prior planning efforts together including the One Water concept





Water Conservation



City to be a national leader in water conservation

- Complete Water Conservation Strategic Plan
- Expand non-residential (commercial) rebate program
- Join the Alliance for Water Efficiency Leader Board



Water Conservation



Reclaim water usage at Jay Lively and Fort Tuthill

- Evaluate supply availability
- Evaluate infrastructure costs
- Include in the Reclaimed Water Master Plan
- Evaluate partnerships for reclaimed water use

Environmental and Natural Resources

- Ensure adequate resources to implement SLEDs or all Dark Sky endeavors
- Plan for upcoming Material Recycling Facility(MRF) contractual/facility changes
- Develop sustainable funding for Flagstaff Watershed Protection Project (FWPP) Phase 3 and ongoing maintenance





Environmental & Natural Resources



Ensure adequate resources to implement SLEDs or all Dark Sky endeavors

- Proposition 419 includes \$8 million for new dark sky compliant street lights
- Evaluate funding and/or partnership resources for SLEDs and dark sky compliant lighting
- Reviewing proposed amendments to lighting standards from Naval Observatory Flagstaff Station Light Pollution Study



Environmental & Natural Resources

Plan for upcoming Material Recycling Facility(MRF) contractual/facility changes

- Operating agreement with Norton Environmental expires September 30, 2023
- Engage with industry professionals to assess future options for facility
- Evaluate future options such as:
 - Solicit proposals for operating agreement
 - City takes direct responsibility for operations
 - Incorporate organics and re-tool to accommodate new material streams
 - Convert into a transfer station and ship recyclables to third party for processing



Environmental & Natural Resources

Develop sustainable funding for Flagstaff Watershed Protection Project (FWPP) Phase 3 and ongoing maintenance

- Staff will bring back funding considerations to Council such as:
 - Municipal service bill fee
 - 2020 election considerations
 - Water service rates
 - Flood Control District
- Funding approach will consider project costs (one-time) versus sustainable maintenance (ongoing)

Personnel

- Evaluate Council needs based on today's engagement expectations
- Evaluate ways to pay down unfunded pension liabilities in a quicker manner
- Provide ongoing pay raises for all employees or develop a plan to recruit and retain employees thru systematic pay increases





Personnel

Evaluate Council needs based on today's engagement expectations

- Current Citizen's Commission includes Planning and Zoning Commission, Parks and Recreation Commission, Tourism Commission, Water Commission and Transportation Commission
- Establish a Citizen's Commission every four years following 2017
- Considerations
 - Membership of citizen's commission
 - Public forum to discuss community expectations
 - Frequency and/or process for revisiting City Council salaries



Personnel



Evaluate ways to pay down unfunded pension liabilities in a quicker manner

- Staff is working on a Public Safety Pension Policy
 - State requirement per ARS 38-863.01
 - Council to adopt policy prior to June 30
- Current efforts
- Evaluate funding opportunities
- Software solution to analyze decision making



Personnel



Provide ongoing pay raises for all employees or develop a plan to recruit and retain employees thru systematic pay increases

- Equal merit increase to all eligible employees
- Merit increase based on longevity of employee
- Merit increase based on classification of employee



Retention Trends

- Voluntary Resignations remain stable
(CY18-67 CY17-68 CY16-67)
- Retirements increased by 75% in CY18
(CY18-35 CY17-20 CY16-21)
- Overall turnover increased by 17% in CY18
(CY18-105 CY17-90 CY16-93)
- Top 3 reasons employees are leaving
 - Better job (91%)
 - Better pay (24%)
 - Moving (15%)

EAC Presentation

Co-chair: Tamara Lawless





EAC Budget Recommendations



- Establish and fund a mechanism to move employees through their pay plans
 - Emphasis on years of service until compaction resolved
 - Employee body hesitant to utilize performance-based pay in any capacity other than meets/fails to fulfill job duties
- Cover increase to health insurance premiums
 - EAC provided feedback to NAPEBT not to increase copays
- Other considerations:
 - Keep the three PTO days
 - Explore inclement weather leave options
 - Additional leave (i.e. half days on Christmas Eve and New Years Eve, increase accrual rates)
 - Support professional development / tuition reimbursement
 - Equitable access to telework and alternate work schedules

Community Outreach

- Develop an outreach and engagement plan to communicate the City's story utilizing varied methods (written, verbal, video, etc.) from a holistic approach
- Build and enhance neighborhood services from the City





Community Outreach

Develop an outreach and engagement plan to communicate the City's story utilizing varied methods (written, verbal, video, etc.) from a holistic approach

- Research outreach plans from comparable cities to create a baseline for comparison
- Identify opportunities to advance community partnerships and programs
- Create implementation strategies to increase public participation in developing programs and plans for residents



Community Outreach

Build and enhance neighborhood services from the City

- Design and administer Constituent Survey
- Compare existing and proposed City services against the needs identified in the survey
- Identify areas in need of enhanced or additional services from the City

Town and Gown

- Strengthen internship program through Coconino Community College and Northern Arizona University
- Identify five to seven projects to be co-managed by the City and NAU
- Education/training for Council and staff on how to increase attraction of additional educational/training institutions





Town and Gown

Strengthen internship program through Coconino Community College and Northern Arizona University

- 36 interns currently
- Promote internship opportunities with all City divisions
- NAU
 - Internship IGA approved Fall 2018
- CCC
 - Work with NAU to make “Handshake” available to all CCC students
 - Work with CCC administration to adapt the NAU IGA to create an agreement between CCC and the City



Town and Gown

Identify five to seven projects to be co-managed by the City and NAU

- San Francisco/Franklin Traffic Signal (\$400K in program)
- McConnell sidewalk and multi-modal improvements
- Riordan Ranch backage road (east leg at West Route 66/ Milton; \$400K in FY 2020 program)
- Lone Tree Road
- Sinclair Wash Restoration Project (Water Services)
- Mountain View Urban Trail Connector
- Student Athlete High Performance Center (includes basketball arena)



Town and Gown

Education/training for Council and staff on how to increase attraction of additional educational/training institutions

- Research/begin discussions with City of Chandler on their path forward on this topic
- Research/begin discussions with City of Mesa on their path forward on this topic.
- Provide options to Council

Code Compliance

- Evaluate staffing levels and funding sources to increase Dark Sky compliance
- Establish proactive strategic enforcement of the City Code to maximize compliance
- Review and prioritize current city ordinances as related to code enforcement





Code Compliance

Evaluate staffing levels and funding sources to increase Dark Sky compliance

- Proposition 419 includes \$8M for dark sky compliant street lights
- Evaluate funding and/or partnership resources for dark sky compliant lighting outside of the right-of-way
- Evaluate path for proactive compliance on dark sky lighting



Code Compliance

Establish proactive strategic enforcement of the City Code to maximize compliance

- Proactive focus on areas with consistent complaints by providing education
- Community education outreach activities to provide information and resources on common violation issues



Code Compliance

Review and prioritize current city ordinances as related to code enforcement

- Staff to have a discussion with Council related to priorities and resources
- Work plan review
 - Outdoor lighting ordinance revisions
 - Residential parking standard revisions including recreational vehicle parking

COUNCIL GOAL 1				
<i>Grow and strengthen a more equitable and resilient economy.</i>				
<i>ECONOMIC DEVELOPMENT</i>				
Objectives (7)	Status	Ranking	Comments	Votes
Support minimum wage impact through a comprehensive analysis to provide best practices for Flagstaff businesses		1	New	6
Grow industrial corridor along I40/Red Gap		2	New	4
Create greater collaboration on workforce development		2	New	4

COUNCIL GOAL 2				
<i>Support development and increase the inventory of public and private affordable housing for renters and home owners throughout the community.</i>				
<i>AFFORDABLE HOUSING</i>				
Objectives (10)	Status	Ranking	Comments	Votes
Seek partnerships with private developers and others to increase overall inventory of more affordable rental and ownership housing	Partially Completed/Ongoing	1	Keep/Revised	5
Create housing committee to advance affordable housing in Flagstaff		1	New	5
Staff and Council education on emerging housing models		3	New	3

COUNCIL GOAL 3				
<i>Advance social justice in our community.</i>				
<i>SOCIAL JUSTICE</i>				
Objectives (8)	Status	Ranking	Comments	Votes
Consulate/Embassy service coordination w/ City Manager's Office and City Council.		1	New	6
Support early education efforts in the community.		2	New	4
Continue to evaluate and improve Flag PD interaction with immigrant community to include enhanced translation		3	New	3

COUNCIL GOAL 4

Deliver quality community assets and continue to advocate and implement a highly performing multi-model transportation system.

TRANSPORTATION AND OTHER PUBLIC INFRASTRUCTURE

Objectives	Status	Ranking	Comments	Votes
Evaluate timing of I40/Lone Tree interchange		1	New	6
Advocate for Fourth street connection with John Wesley Powell Boulevard to plan and incorporate zoning changes	Partially Completed/Ongoing	2	Keep/Revised	4
Evaluate and create alternative models of transportation to improve Bike/Pedestrian Safety and an emphasis on downtown travel		2	New	4

COUNCIL GOAL 5

Revise the Zoning Code to remove ambiguities, and ensure it is consistent with community values and with the Regional Plan.

BUILDING AND ZONING/ REGIONAL PLAN

Objectives (7)	Status	Ranking	Comments	Votes
Complete and update neighborhood plans specific to the Housing Urban Development (HUD) consolidated plan and target neighborhoods within that plan and a path forward for accelerating development of neighborhood plans	Partially Completed/Ongoing	1	Keep/Revised	5
Propose zoning and/or better incentives that are desirable and used for more affordable housing	Not Completed	2	Keep/Revised	4
Finish promised neighborhood and capital projects on time		3	New	3

COUNCIL GOAL 6				
Take meaningful climate change action.				
CLIMATE CHANGE				
Objectives (5)	Status	Ranking	Comments	Votes
Continue implementation of a Climate Action Adaptation Plan (CAAP)	Partially Completed/Ongoing	1	Keep/Revised	7
Sustainability through the CAAP lens for all city services		2	New	5
Enhance community engagement on CAAP		2	New	5

COUNCIL GOAL 7				
<i>Become a national leader in water conservation in all sectors.</i>				
<i>WATER CONSERVATION</i>				
Objectives (5)	Status	Ranking	Comments	Votes
Study a path forward of One water and/or reclaimed expansion		1	New	6
City to be a national leader in water conservation		2	New	5
Reclaim water usage at Jay Lively and Fort Tuthill		2	New	5

COUNCIL GOAL 8				
<i>Actively manage and protect all environmental and natural resources</i>				
<i>ENVIRONMENTAL AND NATURAL RESOURCES</i>				
Objectives (6)	Status	Ranking	Comments	Votes
Ensure adequate resources to implement SLEDs for all Dark Sky endeavor's	Partially Completed/Ongoing	1	Keep/Revised	6
Plan for upcoming Material Recycling Facility (MRF) contractual/facility changes		2	New	5
Develop sustainable funding for Flagstaff Watershed Protection Project (FWPP) phase 3 & ongoing maintenance.		2	New	5

COUNCIL GOAL 9				
<i>Attract and retain quality staff</i>				
<i>PERSONNEL</i>				
Objective(8)	Status	Ranking	Comments	Votes
Evaluate council needs based on today's engagement expectations		1	New	7
Provide ongoing pay raises for all employees or Develop a plan to retain recruit and retain employees thru systematic pay increases	Partially Completed/Ongoing	2	Keep/Revised	6
Evaluate ways to pay down unfunded pension liabilities in a quicker manner	Partially Completed/Ongoing	2	Keep/Revised	6

COUNCIL GOAL 10				
<i>Enhance public transparency and accessibility</i>				
<i>COMMUNITY OUTREACH</i>				
Objectives	Status	Ranking	Comments	Votes
Develop an outreach & engagement plan to communicate the city's story utilizing varied methods (Written, Verbal, video, etc.) from an holistic approach		1	New	7
Build and enhance neighborhood services from the city	Not Completed/Ongoing	2	Keep	5

COUNCIL GOAL 11				
<i>Enhance relationships between the city and institutions of higher education</i>				
<i>TOWN & GOWN</i>				
Objectives	Status	Ranking	Comments	Votes
Strengthen internship program through Coconino Community College and Northern Arizona University	Partially Completed/Ongoing	1	Keep/Revised	5
Identify 5-7 projects being co-managed by the City and NAU		1	New	5
Education/training for council and staff on how to increase attraction of additional educational/training institutions		2	New	4

COUNCIL GOAL 12				
<i>Achieve comprehensive and equitable code compliance</i>				
<i>CODE COMPLIANCE</i>				
Objectives (2)	Status	Ranking	Comments	Votes
Evaluate staffing levels and funding sources to increase Dark Sky compliance.		1	NEW	8
Review and prioritize current city ordinances as related to code enforcement.		2	NEW	4
Establish proactive strategic enforcement of the City Code to maximize compliance	Not Completed	3	Keep	2

CITY COUNCIL REPORT

DATE: January 28, 2019

TO: Mayor and Council Members

FROM: Jenny Niemann, Climate and Energy Specialist

THROUGH: Nicole Antonopoulos, Sustainability Manager
Andy Bertelsen, Public Works Director

CC: Barbara Goodrich, Shane Dille, Kevin Treadway, and Leadership Team

SUBJECT: Climate Action and Adaptation Plan – Implementation Calendar

The City Council of Flagstaff unanimously adopted the Flagstaff Climate Action and Adaptation Plan (CAAP) in November 2018. Upon Plan adoption, the City Manager's Office and Sustainability Section staff created an implementation calendar that will ensure the success of the Plan.

The calendar outlines implementation actions for the first 18 months after Plan adoption, drawing from the Implementation Strategy - section two of the CAAP. These implementation actions will build the structure needed to take effective climate action, build staff capacity, provide technical assistance, create new collaborative partnerships, and engage the community in climate action.

Implementation actions are listed in six-month increments, identified by their action ID number (i.e., IM-1-A). Please note that strategies are repeated if their component actions are fulfilled in multiple time periods.

January – June 2019:

STRATEGY 1. Reinforce organizational commitments to climate action.	
IM-1-A	Join the Global Covenant of Mayors.
IM-1-B	Update the City of Flagstaff greenhouse gas emissions goals to match the goals of this Plan.
IM-1-C	Develop a climate mitigation and adaptation decision matrix to be integrated into City plan creation and updates, including the regional plan, zoning code, and engineering standards.
STRATEGY 2. Establish a foundation for successful Plan implementation.	
IM-2-A	Refine targets for all goals in the first six months of implementation.
IM-2-B	Create detailed blueprints for the implementation of each Plan strategy, in the first six months of implementation.
IM-2-C	Host a community conversation on the Global Warming of 1.5° C special report by the Intergovernmental Panel on Climate Change, to identify if City goals should be refined.
IM-2-D	Identify how city codes complement this Plan, identifying areas that may need minor and major modifications.

STRATEGY 3. Include climate action in Council priorities.	
IM-3-A	Identify goals for the upcoming City Council term that will support Plan implementation.
IM-3-B	Identify City Council budgetary priorities to support Plan implementation.
IM-3-C	Identify state and federal legislative priorities that support the goals of the Plan and enable implementation of Plan strategies and actions.
STRATEGY 4. Utilize the Sustainability Commission to oversee and promote the Plan.	
IM-4-B	As part of the annual budget process, make recommendations to the City Manager's Office for areas to prioritize in the City Manager's proposed budget.
STRATEGY 5. Prioritize climate action across the organization.	
IM-5-B	Form a Climate Action Committee to coordinate activities across the municipal organization, consisting of Climate Action Leads from each City division.
STRATEGY 6. Incorporate climate priorities into the budget process.	
IM-6-C	The City Manager's proposed budget, presented during the annual budget review process, will incorporate a report on climate mitigation and adaptation projects that are funded in existing workplans or will be incorporated into workplans for the fiscal year.
STRATEGY 7. Develop a City-wide Climate Plan integration process.	
IM-7-A	Continue to track municipal greenhouse gas emissions and publish a greenhouse gas inventory, improving dissemination to City staff.
IM-7-C	Implement a municipal planning process that focuses on education and capacity building, climate action assessment, and integration into division budgets.
STRATEGY 9. Support community leadership on climate action.	
IM-9-A	Develop Climate Ambassadors and climate leadership training programs.
IM-9-B	Strengthen efforts to support youth climate education and action.
IM-9-C	Create community working groups as needed to tackle challenging implementation topics or undertake work where greater community collaboration is needed.
STRATEGY 11. Report regularly to the community on greenhouse gas emissions and climate action.	
IM-11-A	Continue to update and publish greenhouse gas emissions inventories for both the City of Flagstaff municipal organization and the Flagstaff community.
IM-11-D	Coordinate with the Community Development Division to ensure key performance indicators from this Plan are aligned with existing metrics used for annual reporting on the Flagstaff Regional Plan.
STRATEGY 12. Create climate action funding proposals through the budget process.	
IM-12-A	Develop a funding proposal that supports the success of Plan implementation, which will be considered by the City Manager's Office and the City Council as part of the annual budget process.
STRATEGY 13. Communicate with the public and maintain momentum for implementation.	
IM-13-A	Create a comprehensive framework that identifies diverse outreach methods.

July – December 2019:

STRATEGY 4. Utilize the Sustainability Commission to oversee and promote the Plan.	
IM-4-A	Review the Climate Action and Adaptation Plan progress report annually to assess the effectiveness of Plan implementation.
STRATEGY 5. Prioritize climate action across the organization.	
IM-5-A	The City Manager will host the first biannual Climate Roundtable.
IM-5-C	Renew the City's commitment to the actions recommended in the City of Flagstaff Resiliency and Preparedness Study, adopted by City Council in 2012.
STRATEGY 10. Integrate equity considerations into Plan implementation.	
IM-10-A	Establish a climate and equity working group to build partnerships in the community, identify community needs, determine barriers to participation, recommend ways to make climate action events more accessible to residents, and ensure that Plan implementation follows the nine key equity considerations in the operationalizing equity checklist.
IM-10-E	Engage community members from all income levels, races and ethnicities, political persuasions, and neighborhoods in Plan outreach efforts.
STRATEGY 11. Report regularly to the community on greenhouse gas emissions and climate action.	
IM-11-B	Develop a Climate Action and Adaptation Progress Report to report to the community on an annual basis, including progress on plan actions and key performance indicators.
IM-11-C	Create an online dashboard to illustrate progress on the Plan's actions. This dashboard will be updated annually, with indicators showing which actions have been completed, which are in progress, and which have not been started.
IM-11-E	Provide an annual update to the public on Plan implementation, through an annual event held during the Flagstaff Festival of Science.

January – June 2020:

STRATEGY 6. Incorporate climate priorities into the budget process.	
IM-6-A	Each division will identify efforts that support resiliency and greenhouse gas mitigation during the annual budget review process, strategic planning and workplan implementation.
IM-6-B	The City Manager's office will ensure that climate action is prioritized and used as a criterion in budget team decision-making.
STRATEGY 7. Develop a City-wide Climate Plan integration process.	
IM-7-B	Update the City of Flagstaff Resiliency and Preparedness Study to recognize evolving scientific understanding of climate change risks and identify how City vulnerabilities have changed.
STRATEGY 8. Ensure staff capacity exists to implement the Plan.	

IM-8-A	Evaluate staffing needs to address the priorities identified in the Plan, and provide adequate resources to implement the Plan.
STRATEGY 10. Integrate equity considerations into Plan implementation.	
IM-10-D	Create opportunities for youth to be actively involved in decision-making and climate action.

The attached implementation calendar details planned activities for the remainder of Fiscal Year 2019.

Conclusion

This is informational only.

Climate Action and Adaptation Plan - Implementation Calendar

City Council	January	February	March	April	May	June
Project One	Council Term Priorities.	Award Renewable Energy Procurement Contract.	3/26 Work Session: CAAP update.	Bike share contract.	Budget finalization.	
Project Two		2/5: Global Covenant of Mayors Commitment.			Climate change as a nuisance.	
Sustainability Commission	January	February	March	April	May	June
Project One		Budget sub-committee meets.		Potential date for IPCC 1.5 Degrees report conversation.		
Project Two		Make recommendations to the CMO for areas to prioritize in the City Manager's proposed				
Community Outreach	January	February	March	April	May	June
Project One		2/1 All Hands on Deck: Climate Solutions Open House.	Working groups launch.	4/1: Climate Ambassadors Training.	Potential bike share program launch.	
Project Two		2/1 Climate ambassadors outreach begins.		4/16: Youth Climate Summit.		
Project Three		2/11: Winter 2019 CityScape delivered, featuring a climate action toolkit and 1-page plan.		4/20: Earth Day.		
Project Four		2/14: Youth Climate Challenge begins.		4/20: Climate Leaders marketing begins.		
Project Five		Recruitment begins for primary working groups on topics such as Electric Vehicle and Equity.				

Climate Action and Adaptation Plan - Implementation Calendar

Project Six		Public outreach on building codes update.				
City Manager's Office	January	February	March	April	May	June
Project One		Ask divisions to nominate climate leads.		CMO budget will include a report on Climate Action and Adaptation projects that are funded or incorporated in workplans.		
COF Staff Collaboration	January	February	March	April	May	June
Project One	Division Meetings.	Target meetings.	Target decisions.			
Project Two	RSLs.	Identify division climate action leads.	Start internal capacity building and planning process.			
Project Three		Building codes collaboration (Sustainability Section to provide technical expertise and community engagement support).	Begin participation in appropriate working groups.			
Project Four			1st Climate Action Committee meeting.			

Climate Action and Adaptation Plan - Implementation Calendar

Sustainability Section	January	February	March	April	May	June
Project One	Host meetings with leadership from each Division to review the CAAP, relationship to divisions and implementation schedule.	Begin developing implementation blueprints for each CAAP action item.	Develop structure and training for internal capacity building and planning meetings; begin implementation.	Develop community outreach framework.	Finish audit of codes for conflict or complement with the CAAP.	
Project Two	Develop CAAP 101 guide for staff use.	Develop funding proposals.	Develop and publish municipal and community greenhouse gas emissions inventories.	Develop climate assessment process for divisions.		
Project Three	Develop enhanced Decision Matrix for use by staff.	Begin refining CAAP targets and key performance indicators, working with key staff.	Launch appropriate working groups.	Develop the reporting and accountability framework.		
Project Four	Provide technical expertise during budget process including RSLs and program development.	Develop working group structure.	Develop the equity in implementation framework.			
Project Five	Initiate a study to identify how city codes complement this Plan, identifying areas that may need minor and major modifications.	Finalize community events and outreach strategy for February through June 2019 events.				

Climate Action and Adaptation Plan - Implementation Calendar

Project Six		Update City greenhouse gas emissions goals.				
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CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Cliff Bryson, Labor Standards Manager
Date: 02/05/2019
Meeting Date: 02/07/2019



TITLE

Consideration and Approval of 2019-2021 State Legislative Priorities.

STAFF RECOMMENDED ACTION:

Consider and Approve of 2019-2021 State Legislative Priorities.

EXECUTIVE SUMMARY:

On Tuesday January 22, 2019, staff presented the City of Flagstaff's current State Priorities for Council review and discussion. Staff was directed to:

1. Align City's State Priorities to that of the League of Cities and Town's Policy Statements
2. Align City's State Priorities to City's Council Goals

On Tuesday January 29, 2019, staff presented a proposal document of the 2019-2021 State Legislative Priorities for Council review and discussion. Attached is the proposed summary of the 2019-2021 State Legislative Priorities for consideration and approval. The proposal is prioritized with ranking feedback provided from the Council. Please note that Council may modify and/or adopt new priorities as Council deems necessary.

INFORMATION:

None at this time.

Attachments: State Legislative Priorities
Presentation

DRAFT

PROPOSED SUMMARY OF JANUARY 22, 2019 COUNCIL MEETING PROPOSAL ON 2019 – 2021 STATE LEGISLATIVE PRIORITIES

17 Categories reduced to 6 categories

Categories not listed in priority order

Bullets not listed in priority order, bullet have prioritized ranking numbers from council feedback

1 = 1st priority, 2 = 2nd priority, 3 = 3rd Priority (based on council feedback)

Council discussion to keeps/change/prioritize

LOCAL CONTROL AND LOCAL DECISIONS:

- State Liquor Licensing
- Taxing issues (1)
 - Clarification of Proposition 126 (3,1,1,1)
 - Resolution with ADOR for 'Wayfair' case (2,3,2)
 - Resolution of short-term rental issues (2,2,3)
 - Collection of online tax

SUPPORT/ADVOCATE FOR:

- Social service providers to be fully funded and reimbursed (2,1,2)
- Consulate cards are a valid form of identification (3)
- Increase in the gas tax to support local and state roadways (1)
- Protection of all state shared revenues (3)
- Quality education at all levels
 - Funding for community colleges and universities
 - Broaden availability of vocational education
- Biomass industry
- Dark Sky standards on all ADOT roads in and around Flagstaff (1,1)
- Dark Sky specialty license plate (1)
- Lone Tree interchange at Interstate 40
- Repeal State Bills (3,2,2)
 - SB1070
 - SB1487

PROTECTION OF RESOURCES:

- Safe water protection (2,1,1)
- Groundwater monitoring standards for uranium (1,3,1,2)
- Mine specific aquifer protections from ADEQ (2,2,3)
- Uranium Transportation
- Legislation for Commercial Property Accessed Clean Energy (C-PACE) (3,1,3,3)

SAFETY AND WELFARE:

- Sustainable forest and water shed restoration and health (1)
 - Prevention vs. reaction on forest fire management (3,2)
 - Watershed protection (1, 2, 3)
 - Support through Flood Control District for regional issues of concern (3, 1)
 - Develop or continue current partnerships to advocate for funding (2,1)
- Gun control legislation/reform (2)
 - Guns in public places (3)

PROTECTION OF STATE FUNDING:

- Aviation (3,2)
- HURF (1,1,3)
- Remove \$2.5million dollar cap on State Housing Trust funds (2,1,1)
 - Restoration of funds and block further sweeps (2)

FLAGSTAFF COMMUNITY SPECIFIC:

- Enhance economic development (2,3,3)
- Increase workforce development (2,3,2)
- Increase workforce housing (1,1,1,1)
- Increase public/private partnerships (3,2)

STATE LEGISLATIVE PRIORITIES

Cliff Bryson



2-5-19 Outline

1. 17 Categories to 6
2. Categories not listed in priority order
3. Bullets listed have high ranking numbers based on council input
 - 1 = Top Priority, 2=2nd Priority, 3rd Priority
4. Consideration and Approval of 2019-2021 State Priorities





State Legislative Priorities

Local Control and local Decision

- State Liquor Licensing
- Taxing issues (1,1)
 - Clarification of Proposition 126 (3, 1, 1, 1)
 - Resolution with ADOR for 'Wayfair' case (2, 3, 2)
 - Resolution of short term rental issues (2, 2, 3)
 - Collection of online tax



State Legislative Trip

SUPPORT/ADVOCATE FOR

- Social service providers to be fully funded and reimbursed (2, 1, 2)
- Consulate cards are a valid form of identification (3)
- Increase in the gas tax to support local and state roadways (1)
- Protection of all shared revenues (3,3)
- Quality education at all levels (1)
 - Funding for community colleges and universities
 - Broaden availability of vocational education



State Legislative Trip

SUPPORT/ADVOCATE FOR:

- Biomass industry
- Dark sky standards on all ADOT roads in and around Flagstaff (1, 1)
- Dark sky specialty license plate (1)
- Lone Tree interchange at Interstate 40
- Repeal State Bills (3,2,2)
 - SB1070
 - SB1487



State Legislative Priorities

PROTECTION OF RESOURCES

- Safe water protection (2,1,1)
- Groundwater standards for uranium (1,3,1,2)
- Mine specific aquifer protections (2,2,3)
- Legislation for Commercial Property Accessed Clean Energy (C-PACE) (3,1,3,3)
- Uranium Transportation (Suggested addition from councilmember)



State Legislative Priorities

SAFETY AND WELFARE

- Prevention vs. reaction on forest fire management (1)
 - Sustainable forest restoration and health (3,2)
 - Watershed protection (1,2,3,3)
 - Support through Flood Control District (3,1)
 - Develop or continue current partnerships to advocate for Rio De Flag funding (2,1)
- Gun control legislation/reform (2)
 - Guns in public places (3)



State Legislative Priorities

PROTECTION OF STATE FUNDING

- Aviation (3,2)
- HURF (1,1,3)
- Remove 2.5 cap on State Housing Trust funds (2,1,1)
 - Restoration of funds and block further sweeps (2)



State Legislative Priorities

FLAGSTAFF COMMUNITY SPECIFIC

- Enhance economic development (2,3,3)
- Increase workforce development (2,3,2)
- Increase workforce housing (1,1,1,1)
- Increase public/private partnerships (3,2)