

# **WORK SESSION AGENDA**

## **A M E N D E D**

CITY COUNCIL WORK SESSION  
TUESDAY  
NOVEMBER 24, 2020

STAFF CONFERENCE ROOM  
SECOND FLOOR - CITY HALL  
211 WEST ASPEN AVENUE  
3:00 P.M.

## **ATTENTION**

**IN-PERSON AUDIENCES AT CITY COUNCIL MEETINGS HAVE BEEN SUSPENDED UNTIL  
FURTHER NOTICE**

The meetings will continue to be live streamed on the city's website  
(<https://www.flagstaff.az.gov/1461/Streaming-City-Council-Meetings>)

## **PUBLIC COMMENT PROTOCOL**

**The process for submitting a public comment has changed and public comments will no longer be  
read by staff during the Council Meetings.**

All public comments will be taken either telephonically or accepted as a written comment.

**Public comments may be submitted to [publiccomment@flagstaffaz.gov](mailto:publiccomment@flagstaffaz.gov)**

If you wish to address the City Council with a public comment by phone you must submit the  
following information:

First and Last Name  
Phone Number  
Agenda Item number you wish to speak on

If any of this information is missing, you will not be called. We will attempt to call you only one  
time. We are unable to provide a time when you may be called.

All comments submitted otherwise will be considered written comments and will be documented  
into the record as such.

If you wish to email Mayor and Council directly you may do so at [council@flagstaffaz.gov](mailto:council@flagstaffaz.gov).

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## **AGENDA**

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 work session, 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. 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 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

**4. Public Participation**

*Public Participation enables the public to address the council about items that are not on the prepared 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 at the meeting 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 to have an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.*

**5. Review of Draft Agenda for the December 1, 2020 City Council Meeting**

*Citizens wishing to speak on agenda items not specifically called out by the City Council may submit a speaker card for their items of interest to the recording clerk.*

**6. Flagstaff Arts Council Annual Update**

**7. Lived Black Experience Strategic Plan**

**8. Discussion about property maintenance requirements outside of Title 6 Police Regulations & Title 7 Health and Sanitation**

**9. Discussion and Consideration for future action of an emergency resolution declaring a housing crisis in Flagstaff**

**10. Re-Entry Plan Update and Possible Direction from Council**

**11. Public Participation**

**12. Informational Items To/From Mayor, Council, and City Manager; future agenda item requests**

**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 \_\_\_\_\_, 2020.

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

## CITY OF FLAGSTAFF

### STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Eliza Kretzmann, Beautification, Arts & Sciences Manager  
**Date:** 11/10/2020  
**Meeting Date:** 11/24/2020



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#### TITLE

**Flagstaff Arts Council Annual Update**

#### STAFF RECOMMENDED ACTION:

Council to hear a presentation by the Flagstaff Arts Council (FAC) Director, discuss and provide feedback as warranted.

#### EXECUTIVE SUMMARY:

The City of Flagstaff contracts with Flagstaff Arts Council to be the City's lead agency for art, science, and culture as well as to administer related nonprofit grant programs. FAC is an independent nonprofit agency partially funded by the Bed, Board, and Beverage (BBB) Arts & Sciences Fund.

Annually, the FAC reports to the City Council regarding their efforts under the contract. This year's update will include an overview of how the agency continues to help the sector adapt to the COVID-19 pandemic, recently awarded grants, and a discussion about its final draft of the strategic planning process it introduced last year.

Between the Spring 2020 COVID-19 Relief allocation for grants and regular pass-through grant programs, FAC awarded \$467,100 to 39 organizations through 84 separate grants. FAC also receives 15% of the grant amount for managing grant programs and an additional \$37,000 for acting as the City's local arts, culture, and science agency.

#### INFORMATION:

This update relates to the following Council goals:

**ECONOMIC DEVELOPMENT:** Grow and strengthen a more equitable and resilient economy.

**COMMUNITY OUTREACH:** Enhance public transparency and accessibility.

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**Attachments:** [Presentation](#)  
[FAC Strategic Plan Summary 2020](#)



# Creative

# Opportunity



Flagstaff City Council

## Annual Update

Tuesday, November 24, 2020

# Agenda

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1. About Flagstaff Arts Council
2. Use of BBB Funds
3. COVID Response
4. Strategic Plan

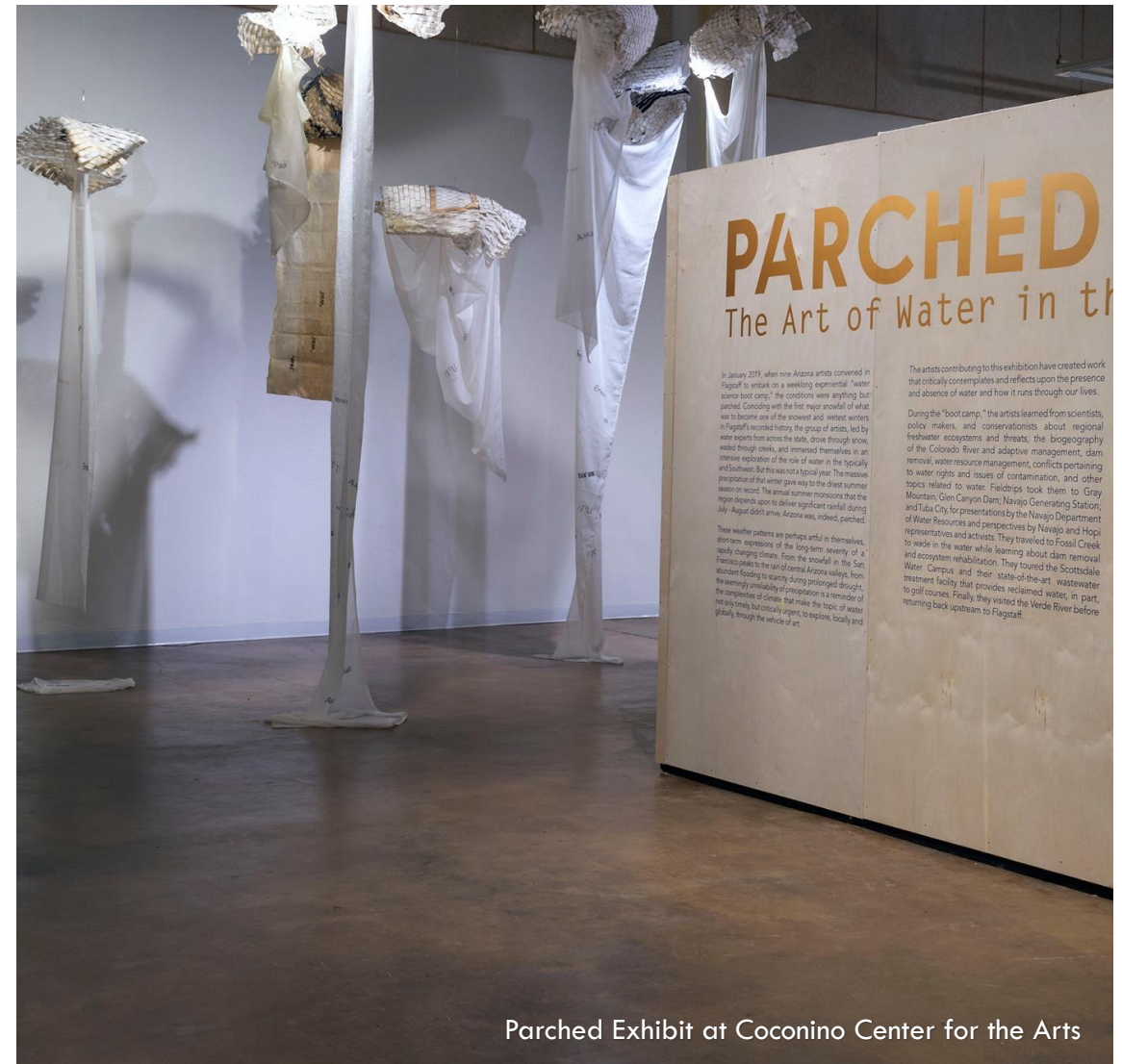


Flagstaff Symphony Orchestra Elden Brass Quintet at Lowell Observatory's Giovale Open Deck Observatory

# About Flagstaff Arts Council

- Founded in 1999
- 501(c)3 Nonprofit
- Partnership between City, County, NAU, CCC, FUSD, Chamber
- Contract with City since 2002
  - Awarded more than \$6 million in BBB funds to local nonprofits since 2002
- Art, Science, & Culture Agency
- Operate Coconino Center for the Arts (county facility)
- Most known for Viola Awards, ArtWalk FLG, Arts & Science Fund Grants
- Annual Budget of about \$1 million

And, look forward to introducing you to the NEW Arts Council today.



Parched Exhibit at Coconino Center for the Arts

# Use of BBB Funds FY20

- Grant Pass Through
  - \$360,000 GOS & Project
    - \$20,000 allocated by FAC board for COVID Relief projects
  - \$87,000 approved in Spring 2020 for COVID Relief Efforts
- Grant Administration 15% of Pass Through
- Agency Fee is fixed by contract

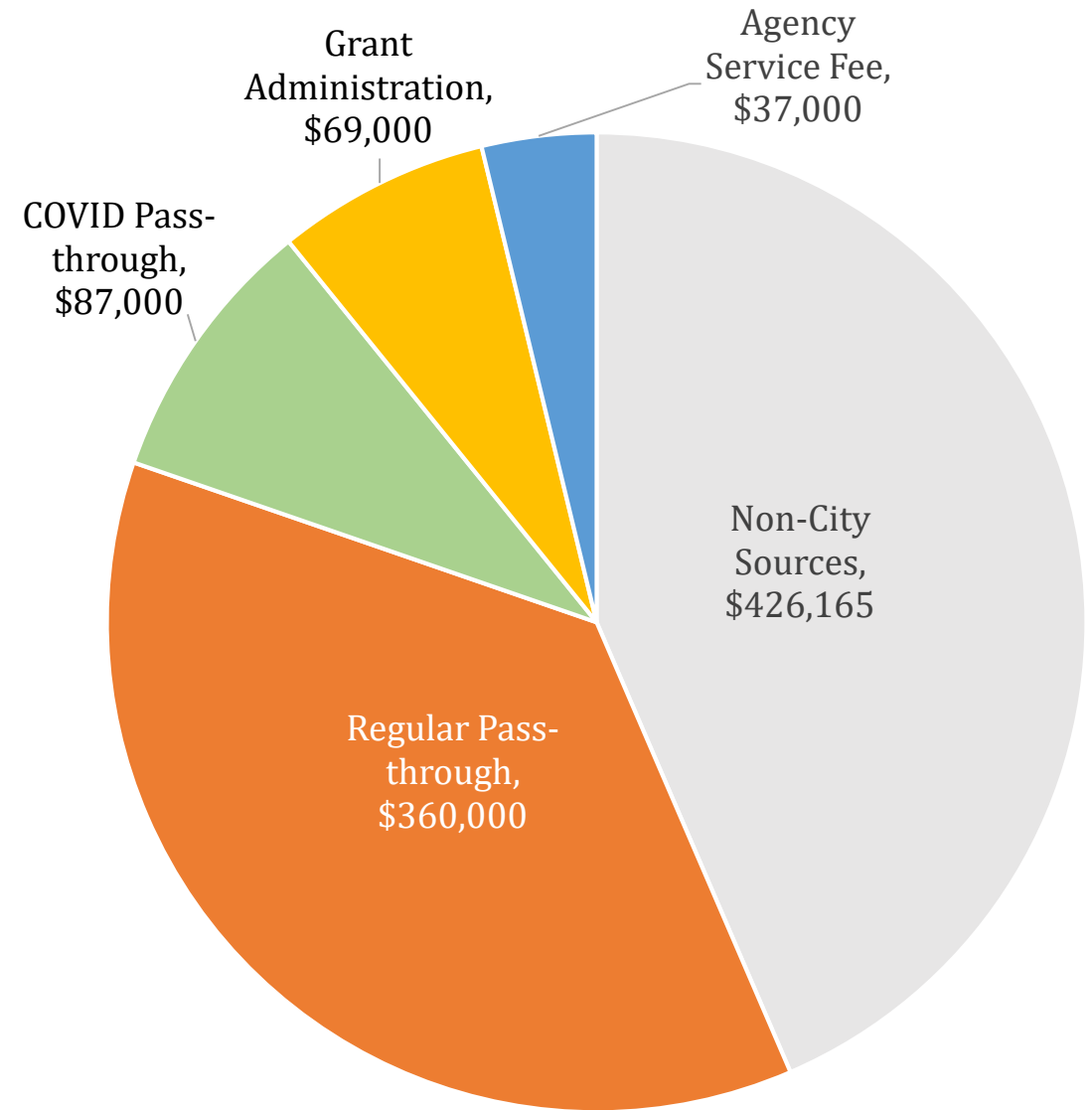


Chart representative of FY20 revenue sources



# General Operating Support Grants

- General operating support is critical for helping local nonprofits leverage other grants, donations, and earned revenue
- \$305,000 total award to 36 organizations
- 3 new organizations not awarded in FY2020
- 33 Returning Awards:
  - 5 former project recipients now in GOS program
  - 28 returning GOS applicants
- Grants range from \$1,000 to \$25,000 based on organization's budget and review score
- Focus on parity, allocated a larger share of funds to smaller organizations

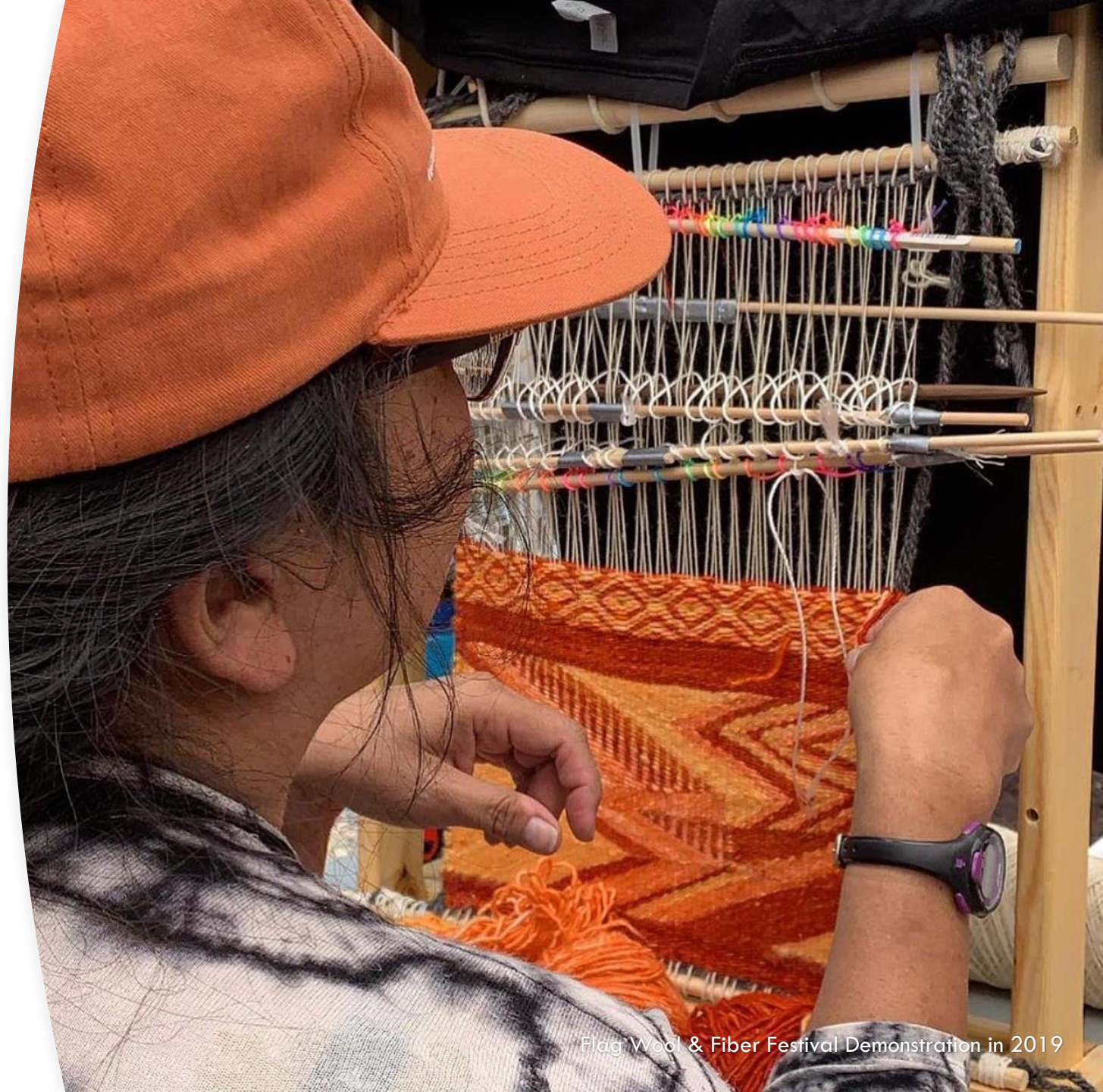


New General Operating Support recipient, Flagstaff Foundry



# Project Grants

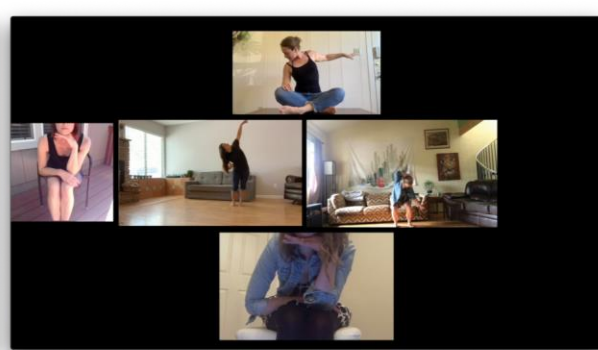
- 15 Applications
- \$35,000 awarded
  - 7 Awards ranging from \$1,000 to \$12,000
- Recipients:
  - Willow Bend Environmental Education Center
  - Flagstaff Symphony Orchestra
  - MOCAF
  - Theatrikos
  - Boys and Girls Club of Flagstaff
  - Four Corners Fiber Collective
  - Orchestra Northern Arizona











## Thank You Video

- Socially Distanced Crowd-Sourced Video
- Representing 18 funded organizations
- 1,500 views
- In addition to other earned media/articles

• View video:  
<https://youtu.be/Bw2r-9LtrSY>



# COVID Relief Efforts

## **Grants**

- COVID Relief Fund
  - 22 Awards totaling \$87,350
- Recovery Collaboration Grants
  - 4 awards totaling \$39,750  
(selected in October 2020)
- Approx. \$127,100 awarded to organizations to help sector adapt

## **Other Response Efforts**

- Weekly/Monthly Art, Science, & Culture Leadership Meetings
- Advocacy at State Level
- COVID Pledge & Video
- Completion of Strategic Plan with COVID Recovery in Mind

Creative Opportunity

# **Draft** Strategic Plan

# Stakeholder-Driven Process

- 2 community meetings, more than 100 individuals participated
- Community survey, more than 130 responses
- Countless one-on-one informal and formal conversations
- Draft plan review meetings with key stakeholder groups (ongoing now)
- Likely will circulate final draft on social media and website
- Arts Consulting Group assessing fundraising feasibility for plan including 30 stakeholder and donor interviews



# Guiding Principles

## **Mission**

To foster creative opportunity.

## **Vision**

Flagstaff is a vibrant creative community at the intersection of art and science.

# Guiding Principles

## Our Values

The transformative **impact of the arts**, creative expression, and  
discovery;  
economic, education, and social **opportunity**;  
interdisciplinary **collaboration**;  
a strong **inclusive community**  
built on **cultural equity**; and  
bold, accessible, authentic transparent, responsive, and  
**leadership**.

# Guiding Principles

## **Tools/Core Competencies**

Fundraising and development.

Organizational development.

Advocacy, marketing, and outreach.

Partnerships.

Grantmaking.

## **Transformative Strategies**

Reduce barriers to participate in the creative sector and the arts.

Gather artists, thinkers, makers, and leaders and build community around making change.

Create sustainable stakeholder-driven systems and frameworks for creative sector entrepreneurship and nonprofit excellence.

# Guiding Principles

**Creative Opportunity**

**Arts & Ideas**

**Catalytic Initiatives**

## **Transformative Strategies**

Reduce barriers to participate in the creative sector and the arts.

Gather artists, thinkers, makers, and leaders and build community around making change.

Create sustainable stakeholder-driven systems and frameworks for creative sector entrepreneurship and nonprofit excellence.

# Our Priorities

- 1. An effective and resilient leadership agency.*
- 2. Strong and resilient art, science, and culture nonprofits.*
- 3. A shared community experience.*
- 4. An emerging identity as one of the Southwest's most creative cities.*
- 5. A thriving center for the arts.*



# Key Differences

1. Emphasis on creative city identity.
2. Expanded grantmaking.
3. Coconino Center for the Arts independence.
4. Arts & Ideas Festival.
5. Advocacy Council.
6. New FAC staff and roles.

Provided Executive Summary expands on programs and goals.

# Anticipated 2021 Outlook (based on draft phasing plan)

- Establish Arts Fund.
  - This is dependent on Arts Consulting Group's findings for the feasibility of this program.
- Coconino Center for the Arts volunteer leadership.
- New FAC brand identity, website, and media strategy.
- Establish advocacy council, agenda, and strategy.
- Continued operational and governance enhancements.
- Artwalk FLG relaunch (hopefully!)
- 1 or 2 sector trainings

Questions? Thank you!

# Flagstaff Arts Council

## 2020-2025 Draft Strategic Plan

### Executive Summary

We are proud to introduce *Creative Opportunity* after nearly two years of collaborative reflection.

The work of Flagstaff Arts Council began in 1999 as the culmination of several visionary pursuits, the historic Art Barn, Coconino Center for the Arts, and a collaborative partnership to form a local arts agency. For the past 20+ years, Flagstaff Arts Council has served as Flagstaff's art, science, and culture agency, investing in our community through strategic partnerships, disbursing more than \$6 million in grants, incubating new programs, helping organizations spring to life, showcasing hundreds of artists at Coconino Center for the Arts, and advocating for supportive policies in local and state government. Our work is not possible nor meaningful without the many creative professionals, artists, nonprofits, and businesses that call Flagstaff home.

*The art, science, and cultural sector in Flagstaff is what gives Flagstaff its life, its understanding, its diversity, its diversity of not only people but also thought and how we express ourselves. It is the heart of Flagstaff.*

*– Mayor Coral Evans*

This strategic plan is the culmination of a deep community process which began before the onset of the COVID-19 pandemic. Two community meetings, one which had more than 100 in attendance, 3 board retreats, and hundreds of surveys informed every aspect of this plan. It reflects on cultural equity, the creative economy, and the role of art and creativity in building a strong and resilient community – now even more important because of the pandemic.

### Mission-Led, Outcomes-Driven, & Strategy-Focused

The first outcome of this strategic plan was the adoption of a new mission statement, to *foster creative opportunity*. Those three words embody so much about what we understand and hope for our community. They also guide us on how we can collectively work together to make lasting change.

We arrived at our new mission and vision after asking ourselves and the community challenging questions. Like, what does it mean to value the arts? Why does Flagstaff pride itself on science and discovery? What does science have to do with art? How does creativity build community? And, how are we responding to the needs of all citizens?

These questions then led to bigger questions such as: How can Flagstaff be known as one of the Southwest's most creative cities? How do we expand philanthropy by more than \$1 million per year for creative nonprofits? And, how do we foster a more equitable future for artists, creators, citizens, and organizations?

As stakeholder-stewards of Flagstaff's \$90 million non-profit creative economy, the range of activities and programs we could invest in are virtually endless. Three strategies, known as creative opportunity, arts and ideas, and catalytic initiatives, guide how we approach our mission. Our mission, vision, values, and strategies are detailed on page **Error! Bookmark not defined..**

### Flagstaff is Inspired to Create

Early on, our board watched author Simon Sinek's Ted Talk, *Start with Why*. The premise is that most organizations can articulate what it is they do and how. Few can say why. Fortunately, most mission-driven organizations like ours have a sense of purpose. But it caused us to reflect. Why does an arts council exist? It serves to advance the arts, but why? We also serve science and culture. How does that fit?

Our conclusion was that arts councils exist because their stakeholders are inspired to create art and that the key difference between arts councils around the world are the places and people that define them – Flagstaff is inspired to create art. Art, science, and culture are all born or made better because of creative inspiration. Therefore, the idea of creativity as a guide for how we understand art, science, and culture was born.

### 3-5 Year Goals

Our 20-year foundation supports goals over the next 3-5 years.

#### 1. *An effective and resilient leadership agency.*

##### What we are building on:

- 20-year partnership with City of Flagstaff as art, science, and culture agency; relationship with County through Coconino Center for the Arts.
- Experience in advocacy, marketing, outreach, forming partnerships, and grantmaking.
- A dedicated professional staff team.

##### What we want to do:

- Strengthen and **diversify our funding** by hiring a development director.
- **Empower and train** staff and volunteer teams.
- **Increase engagement** through networking and stakeholder-oriented programming.
- Form and strengthen **strategic partnerships**.
- **Diversify our leaderships'** creative talents and cultural representation.
- Strengthen our **core competencies**.

#### 2. *Strong and resilient art, science, and culture nonprofits.*

##### What we are building on:

- Over \$6 million in BBB tax-supported grants given to Flagstaff nonprofits since 2002; \$460,000 in 2020.
- A dedicated nonprofit community representing nearly 2,000 volunteers and 250 board members.

##### What we want to do:

- **Strengthen baseline general operating support** by creating a collaborative fundraising program and promoting a culture of philanthropy.
- Create or fund **training programs** that support quality programming and administrative capacity.
- Expand and **diversify audiences** through outreach and building awareness for the sector.
- Develop a sustainable **facilities strategy**.

#### 3. *A shared community experience.*

##### What we are building on:

- Global outcry for racial and cultural equity and justice.
- A diverse community with prominent indigenous and Hispanic populations.
- A rapidly growing and dynamic population fueled by tourism, Northern Arizona University, and second homes.
- A small tight knit creative community.

##### What we want to do:

- Foster **accessible creative experiences** through grantmaking and alignment of FAC programs such as ArtWalk FLG, Viola Awards, Coconino Center for the Arts, and the proposed Dark Sky Arts & Ideas Festival.
- Advocate for **creative placemaking** and the integration of the **arts in public policymaking**.
- **Promote cultural equity** through grantmaking, training, and support of a city-wide cultural equity plan.
- Increase **opportunities to interact** for the public, artists, creative professionals, and funders at all arts council programming and at dedicated networking events.

#### 4. *An emerging identity as one of the Southwest's most creative cities.*

##### What we are building on:

- A shared vision developed through the strategic plan process.
- Decades-long commitment to science and discovery through Lowell Observatory, NAU, US Geological Service, Museum of Northern Arizona, Flagstaff Festival of Science and others; America's first STEM City.
- Nearly 6 million annual visitors, 70% from out of state.
- A unique sense of place compared to other prominent southwest destinations.
- An interdisciplinary creative spirit.
- A destination community.

##### What we want to do:

- Gain **buy-in from government and other partners** to promote arts and culture as a primary driver of tourism and for the creative sector as a key economic development focus.
- Foster **interdisciplinary collaborations** through grantmaking, the proposed arts & ideas festival, and through advocacy and marketing. Arts must intersect with our institutions, government, science, and everyday life.
- Promote **design and creative placemaking**.
- Cultivate **recognition and earned media** by establishing a dedicated staff position and leveraging partners such as tourism.

#### 5. *A thriving center for the arts.*

##### What we are building on:

- Coconino Center for the Arts' nearly 40-year history serving Coconino County; operated rent-free by Flagstaff Arts Council for 20+ years.
- 2019 upgrades to Coconino Center for the Arts including state of the art audio/visual systems in the auditorium, carpet removal, and reconfigured support spaces.
- 2018 facility feasibility study that highlighted the sector's facility needs and opportunities.
- Multiple master plans that call for arts and culture facilities including Lowell's Section 17, Downtown Master Plan, Museum of Northern Arizona, and the Southside Community Plan.
- COVID-related impacts that severely restricted Coconino Center for the Arts and programming partner operations.

##### What we want to do:

- **Maximize the use of Coconino Center for the Arts**, Coconino County's only public arts facility, demonstrating the viability for future facility investments.
- Develop an **independent aligned mission/vision for CCA** supported by robust volunteer leadership through a new dedicated Advisory Board. Board guides programming and use of the facility.
- Develop a **sustainable operations and financing plan** by expanding earned revenue and creating dedicated fundraisers.
- Expand the use of the facility by outside partners by introducing a **resident company program**.
- Create a **long-term facility strategy** that builds on the work of the 2018 feasibility study.

#### Primary Program Areas

To accomplish the above goals, our efforts are focused on the following comprehensive program areas detailed on page **Error! Bookmark not defined..**

1. Collaborative Arts Fund
2. Arts and ideas festival and regular events
3. Sector awards and recognition
4. Coconino Center for the Arts
5. Advocacy and outreach
6. Resiliency Fund
7. FAC board and organizational development
8. Stakeholder training
9. Sector facility plan
10. Sector-wide evaluation and assessment

## A Living Document Created in the Midst of a Pandemic

This plan started with great optimism, a belief that our community has a bright future. It still does. A lot has changed. The pandemic has taught us to be persistent yet adaptable – focused on the mission. This plan is a living document. Its timing, progress, and emphasis is based on continual evaluation and assessment and available resources.

## Beyond This Plan

Our outreach unearthed hundreds of ideas, community needs, and opportunities. The context section of this document, which begins on page **Error! Bookmark not defined.**, outlines much of what we learned. It also addresses how we approach supporting the opportunity of the many stakeholders that make up Flagstaff's creative sector.

For example, historically FAC has only directly supported artists through Coconino Center for the Arts and ArtWalk and many of our programs have not been tailored to youth. The next 3-5 years are important capacity building years for our organization, nonprofits, and identified catalytic projects such as Dark Sky Arts & Ideas Festival. In all of our programs we prioritize the wellbeing of artists, the opportunity of youth, and advocate for for-profit creative businesses. In the future, we may tailor specific initiatives for these and other stakeholder groups.

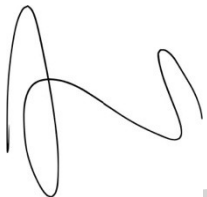
Each year, we will evaluate our progress on this plan and report back to you, our stakeholders, on the metrics and goals defined in this plan.

## Your Participation

This is a stakeholder-driven plan. Many aspects of this plan require your input and participation as we continue to work together to foster creative opportunity on our journey to becoming known as one of the Southwest's most creative cities!

Feedback on this plan can be provided at [creativeopportunity@flagartscouncil.org](mailto:creativeopportunity@flagartscouncil.org).

Sincerely,



Jonathan Stone  
Executive Director



Kimberly Batty-Herbert, Ed.D.  
President, Flagstaff Arts Council

Draft table of contents is provided so that the City Council can see the breadth and depth of the document that is currently being reviewed by several stakeholder round tables. If a City Council or City staff member would like to provide feedback on the latest draft document, please contact Jonathan Stone at [jstone@flagartscouncil.org](mailto:jstone@flagartscouncil.org) or 928-779-7019.

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## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Stacy Saltzburg, City Clerk  
**Date:** 11/19/2020  
**Meeting Date:** 11/24/2020



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### TITLE:

**Lived Black Experience Strategic Plan**

### DESIRED OUTCOME:

Discussion and possible direction.

### EXECUTIVE SUMMARY:

Ms. Deborah Harris, Executive Director of the Southside Community Association will be presenting on the outcomes of six virtual forums and focus groups designed to provide information regarding the Black Lived Experience of Flagstaff residents.

### INFORMATION:

The Flagstaff Black CommUNITY Coalition has completed the six community (virtual) forums and a series of small, social distanced focus groups. The virtual forums and focus groups were designed to provide us with information regarding the Black Lived Experience of Flagstaff residents.

The virtual forums and focused groups covered the following topics:

1. Social & Criminal Justice
2. Black Representation & Preservation
3. Black Youth Perspectives & Concerns
4. Black Economic Inclusion & Impact
5. Race, Space and Segregation
6. Mental & Behavioral Health

The attached document is the result of that work titled, Flagstaff's Lived Black Experience: A Forgotten People Forging a Path Forward".

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**Attachments:** Presentation  
Flagstaff's Lived Black Experience Strategic Plan

# Flagstaff's Lived Black Experience

## A Forgotten People Forging a Path Forward

The Lived Black Experience CommUnity Coalition  
Coconino County African Diaspora Advisory Council • NAACP Flagstaff  
NAU Ethnic Studies Program • Phi Beta Sigma Fraternity, Inc  
Sigma Gamma Rho Sorority, Inc • Southside Community Association

# Land Acknowledgement

We recognize that this place we call home sits at the base of the Sacred Peaks, on homelands shepherded by more than 12 Tribal Nations and Indigenous Peoples throughout this region. We honor them, their legacies, their traditions, and their past, current, and future generations who will forever call this place home.

We recognize that this dream we carry of beloved community rests on the shoulders of Black women and men who populated the historic Southside Community of Flagstaff, who worked the lumberyards and various industries through which Flagstaff historically thrived, and who continue to toil for recognition, memory, and unity.

We recognize and acknowledge that the very foundation of the United States of America was built on the free and forced labor of Black people of the African Diaspora, and Black people indigenous of this land. This foundation has generational and exponential effects that continue to negatively impact Black communities today and remain uncompensated. The historical and contemporary contributions of the Black Diaspora continue to shape American culture and benefit all inhabitants of this land

# Introduction



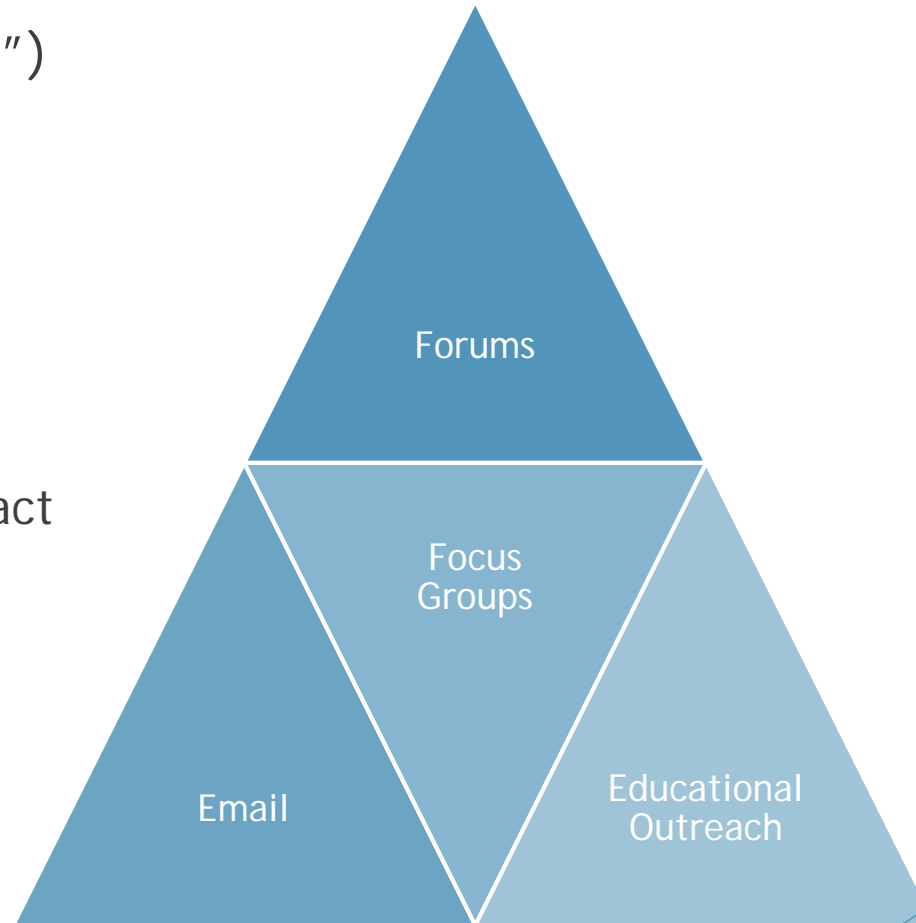
Program  
History

Program  
Purpose

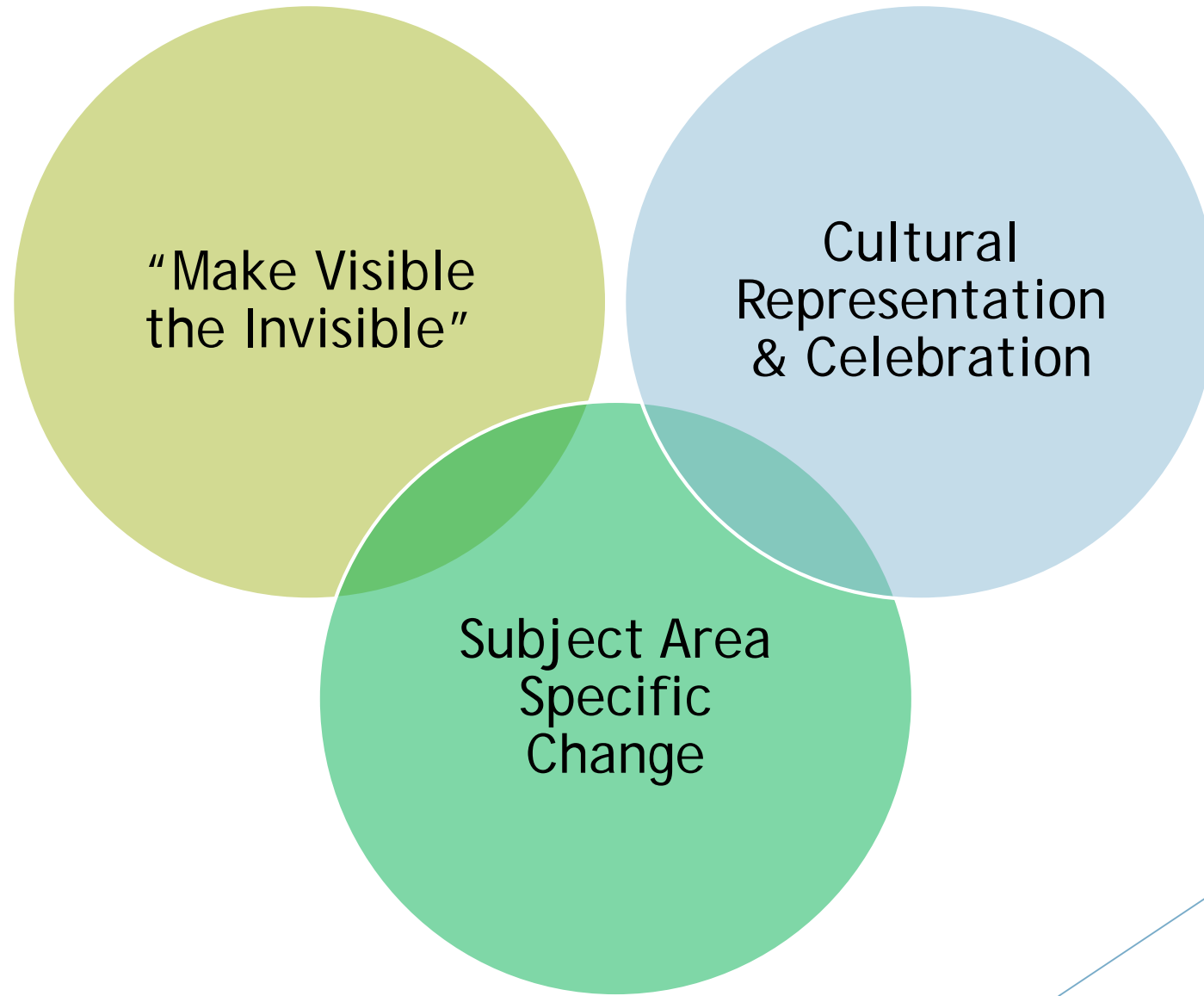
Program  
Partners

# Program Design

- ▶ Community Forums (“Town Halls”)
  - ▶ Social & Criminal Justice
  - ▶ Black Representation & Preservation
  - ▶ Black Youth Perspectives & Concerns
  - ▶ Black Economic Inclusion & Impact
  - ▶ Race, Space & Segregation
  - ▶ Mental & Behavioral Health
- ▶ Focus Groups
- ▶ Demographics



# Program Outcomes: What Did We Hear?



# Program Strategies



Goals

Policies

Strategies



# Goals

Community  
Development

Community  
Engagement

Community  
Infrastructure

Community  
Outreach

# Strategy Sample

## Goal III (Community Infrastructure)

Policy III.1

Policy III.2

Policy III.3

Policy III.4

### Strategy

“Creation of a Black Cultural Center, utilizing the preexisting space and programs of the historic Murdoch Center, and recognition of the Murdoch Center as an historic cultural center for the education, preservation, and celebration of Flagstaff’s Black cultural heritage”

# LBE Community Dialogues

- ▶ Part of the work of the initial Lived Black Experience CommUnity Coalition following Juneteenth was the creation of a biweekly series of educational seminars to prompt and promote engagement with the Black community of Flagstaff.
- ▶ An intended strategy of this plan is to continue that series, as a means of fulfilling the calls for action of, and an outcome of, the community forums and focus groups that developed this plan.

# Conclusions

- ▶ There is more work to be done, including possibilities such as a RARE assessment of the Black community, and ongoing opportunities to engage with and in the Black community of Flagstaff.
- ▶ We urge continued consideration of the ongoing impact of the Black community of Flagstaff to city development and economic growth.
- ▶ Consider the example of the Historic Green Book, a marker of places of safe haven. Few of the areas that historically existed for Blacks traveling through and to Flagstaff exist, and we see the impact of such loss to the community. Considering the call of so many within, and even beyond, the Flagstaff Black community for resources and means to engage with the Black community, the implications for failure to extend and expand such resources cannot be overlooked.
- ▶ This is a living work in progress, and a living work for progress, for the Black and broader community of Flagstaff.

# Questions?

## Thank You!

**The Lived Black Experience CommUnity Coalition**  
Coconino County African Diaspora Advisory Council • NAACP Flagstaff  
NAU Ethnic Studies Program • Phi Beta Sigma Fraternity, Inc  
Sigma Gamma Rho Sorority, Inc • Southside Community Association

# **FLAGSTAFF'S LIVED BLACK EXPERIENCE: A FORGOTTEN PEOPLE FORGING A PATH FORWARD**

A Strategic Plan  
Presented to  
The Flagstaff City Council

**Presented by**  
**The Lived Black Experience CommUnity Coalition**

# FORWARD

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## ***Where does the story of Black Flagstaff begin?***

The answer to this seemingly simple question is complicated by decades of lost or forgotten history, conflicting narratives, and a marked lack of engagement with the stories of Black Flagstaffians whose legacies speak of the enduring capacity for hope, the richest pursuits of positive change and cultural unity among the poorest citizenry and oft-forgotten neighborhoods. Perhaps the story begins with the belief—passed from generation to generation—that through the familial bonds of community, historical wrongs could be, if not altogether fixed, at least lessened in their varying degrees of damage. It is a tale that begins on foot, on railways, and on the “blues” pathways that merge at these majestic crossroads. And so, in striving to tell the story of a lived Black experience in a land of bewildering beauty and intractable conflict, we have been brought together through a calling to these sacred lands.

In the title of this project, and this plan, we refer to Flagstaff's Black community as a “Forgotten People” in recognition of a humanity that is too often cast into the shadows of Flagstaff's fabled history. This plan begins the acknowledgement and recognition of the work of those who have gone before, those who continue to work with us now, and those who will prevail long after we have passed. Because we come from many places and are called to settle here, we partake in what Dr. Martin Luther King, Jr. termed the “Beloved Community”: one in which society is transformed by acting on the principles of justice, inclusion, equal opportunity, and love in the midst of travail: How we can sing a song of freedom in a strange land.

We recognize that this place we call home sits at the base of the Sacred Peaks, on homelands shepherded by more than 12 Tribal Nations and Indigenous Peoples throughout this region. We honor them, their legacies, their traditions, and their past, current, and future generations who will forever call this place home.

We recognize that this dream we carry of beloved community rests on the shoulders of Black women and men who populated the historic Southside Community of Flagstaff, who worked the lumberyards and various industries through which Flagstaff historically thrived, and who continue to toil for recognition, memory, and unity.

We thank all who have partnered with us in this project, and honor those who came before, who stand in solidarity with us now, and those who will carry this torch forward into the brighter future we all dream for Flagstaff.

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# **CHAPTER 1: INTRODUCTION**

### INTRODUCTION

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This project, titled “Flagstaff’s Lived Black Experience: A Forgotten People Forging a Path Forward,” is a strategic plan that is intended to become adopted within the framework of the City of Flagstaff’s ongoing development plans, policies, and procedures. A strategic plan provides essential direction, through the critical examination of the past; equal engagement with the present status of the community, systems, and structures under focus; and the development of thoughtful, purpose-driven goals, policies, and strategies for the future.

#### How will the Strategic Plan be used?

The strategic plan is the work of the Flagstaff Lived Black Experience Community Coalition, which operates under a mission to be a catalyst for change in the recognition, honoring, and ongoing development of the Flagstaff Black community, in order to create a better, more holistic, and more fully inclusive Flagstaff community for all. This plan carries forth the vision of cultivating a Black community in Flagstaff that is known, valued, and fully integrated into the cultural and economic development of the City and Northern Arizona region.

Through engagement with the Black community, and other community partners, this strategic plan developed as a means of inviting the forgotten Black community back to the table when it comes to Flagstaff’s development. As was stated by one participant in a community forum, and often echoed throughout the gathering of insights and input from the community: “The lived Black experience is the lived experience.” By embracing and engaging the Lived Black Experience, we endeavor to assist Flagstaff in developing, as per the vision of the City of Flagstaff, a “safe, diverse, just, vibrant, and innovative community with a unique character and quality of life for all.”

#### History of the Lived Black Experience Community Coalition

In June of 2020, the Southside Community Association, Coconino County African Diaspora Advisory Council (ADAC, formerly the African American Advisory Council), Northern Arizona University Ethnic Studies Program, and other community agencies and organizations partnered to commemorate Juneteenth with a virtual celebration. The commemoration event featured what was to become the first in an ongoing series of community lectures on the lived Black experience, and was celebrated within the community as a unique first exposure for many to the Black culture and community of Flagstaff. As a result, a group of like-minded community members joined in collaborative efforts to begin a series of biweekly community dialogs, streamed virtually, regarding various aspects of seldom-taught events and experiences in Black history.

It was in the midst of preparations for the Juneteenth event that the nation was rocked by the news of the killing of George Floyd, when a police officer knelt on his neck for a total of 8 minutes and 46 seconds. As nationwide protests and discourse began, so, too, did the conversation of Black lives take on new significance in Flagstaff. With protests coming to the streets of Flagstaff, and various groups speaking on behalf of the Black community of Flagstaff,

the same group of community members who took up the mantle of educating Flagstaff on various aspects of the Black experience took their endeavors a step further in creating the Lived Black Experience CommUnity Coalition. Seeing an opportunity to engage in the national elevation of Black voices, the Coalition reached out to the City of Flagstaff to pursue a partnership with the City in investing in the Africa American/Black community. Through this project and partnership, the LBEC Coalition invited Flagstaff to continue its legacy as a trailblazer in initiatives and programs furthering the quality of life for both city residents and others throughout the state. With initial outreach in June, and a formal budgetary proposal considered in late July, the City engaged the coalition to undertake this project working toward a strategic framework for truth, justice, and racial reconciliation.

### Community Approach

In undertaking this strategic plan project, the LBEC Coalition engaged public participation with the following goals:

- To identify key issues of concern of the public and investigate and understand the needs and perspectives of Flagstaff community members
- To elicit the input, expertise, and knowledge of community leaders and gatekeepers
- To ensure inclusive dialog with various aspects of the Flagstaff community, actively listening to and facilitating difficult yet meaningful conversations
- To ensure that the community of impact—that is, the Flagstaff Black community—was engaged and involved throughout all phases of strategic planning and project design
- To collaboratively work with both community members and City staff and representatives to craft a plan encompassing all engaged voices and perspectives.

The title term “Flagstaff’s Forgotten People” was the result of numerous community conversations in which members of the historic and current Black community of Flagstaff expressed feelings of invisibility, disenfranchisement, disengagement, and being “hidden” from the ongoing development of Flagstaff. As the project began, the following community actions were engaged:

- The Coalition, led by the Southside Community Association, formalized partnership with community agencies including (alphabetically): City of Flagstaff, Coconino County African Diaspora Advisory Council, First Missionary Baptist Church, Flagstaff NAACP, Harbert AME Church, NAU’s Ethnic Studies Program, Phi Beta Sigma Fraternity, Inc., Riverside Church of God in Christ, Sigma Gamma Rho Sorority, Inc., and Springhill Baptist Church.
- Beginning in mid- to late-August 2020 the community was informed, through the Murdoch Community Center, of upcoming community forums (initially referred to as “town halls”), the process under which the strategic plan would be developed, and the need for community engagement in seeking insights and recommended actions.
- From mid-September through early-October 2020, community forums and focus groups were held to solicit community history, experience, and feedback.
- Community organizations, student groups, and other agencies were invited to provide feedback both by phone, participation in dialoging events, and via email at [flagstafflivedblack@gmail.com](mailto:flagstafflivedblack@gmail.com).

- Feedback from community forums, focus groups, and other community conversations was compiled and drafted into a comprehensive strategic plan, for presentation to City Council in early November 2020.

### Applying an Historical Lens: The Black Community of Flagstaff

There is a saying in the Akan language of West Africa: “SANKOFA ... Se wo were fi na wosan kofa a yenki.” The phrase literally translated states, “It is not taboo to go back and fetch what you forgot,” or, “Do not be afraid to go back for what was forgotten to bring it with you.” The story of this strategic plan is incomplete without the history of the Black community whose legacy, struggle, and truth we bring forward from the past to carry us through our present and into the future of Flagstaff.

African Americans first made their way into Arizonan history with the enumeration of two freed Blacks in an Arizona Territory census recorded in the early 1860s, and from this period onward made names for themselves as business owners, laborers, tradesmen and women, and entrepreneurs. Buffalo Soldiers, members of the 1866 establishment of the U.S. Colored Troops, found themselves encamped throughout northern Arizona, including service among the first to oversee, patrol, and protect early national parks. During the Great Migration of the 1940s and 1950s, at the terminus of World War II as America struck forth into a post-war era of new progress and brighter opportunities, African Americans from the rural South migrated westward in search of economic opportunity, new prospects of employment, and the dream of upward mobility. Many would continue onward to California, but some found the promise of all the above dreams fulfilled in Northern Arizona. In seeking escape from the racial discrimination of the Jim Crow South, many African Americans settled into new opportunities with the BSNF Railroad and lumber industry.

In Flagstaff, Black migrants found that despite leaving the racially oppressive South, gainful employment did not mean freedom from racial prejudices. Travel restrictions, including segregated trains and unwelcoming automotive transport, resulted in the publication of the *Negro Motorist Green Book*, more commonly known simply as the *Green Book*, in which localized listings provided documented safe havens for Black travelers; among these locations were several historic Flagstaff establishments, including the Du Beau's Motel Inn, El Rancho Flagstaff, the Nackard Inn, the Park Plaza Motel, Pearl Polk, Vandevier Lodge & Dining Room, and the Yucca Greyhound Café. Black workers found that even the picturesque mountain town of Flagstaff placed stringent limitations on the movement of Black people, resulting in the segregated community south of the tracks now known as Southside. According to historian Jack Reid, in a 2016 publication titled “‘I Wanted to Get Up and Move’: The Arizona Lumber Industry and the Great Migration,” while Flagstaff was “less overtly segregated than southern communities,” there remained a “clear separation between white and minority homes and businesses.” (Reid, *Forest History Today*, 10) Housing was sparse, yet the Black community that formed found a way to craft and cultivate community and, as George Lipsitz puts it in his book *How Racism Takes Place*, “[turn] segregation into congregation.” (Lipsitz, 51)

With the near doubling of Flagstaff's population in the 1940s, the emergence of Flagstaff's distinct cultural communities defied the both spoken and unspoken rules that segregation put upon them. As Flagstaff transformed from a small mountain town to a college environment supporting research and medical services arising out of World War II and the nuclear energy

industries, segregation entrenched itself within the Black, Native, and LatinX/HispaniX communities of Flagstaff, forcing these racial and ethnic communities to strive for visibility and success against the odds. With the railroad tracks serving as a natural buffer between the white-dominant North of Flagstaff and the multicultural South, neighborhoods became areas of comfort and commercial prosperity for Flagstaff's citizens of color, and welcoming sites for interracial dialogue and engagement. Segregation was law in 1909's Flagstaff, including in schools; the Dunbar School—named for Black poet, essayist, and playwright Paul Laurence Dunbar—served as Flagstaff's first segregated school, opening its doors in 1927. Prior to the opening of the Dunbar School, Black students received schooling at Emerson Middle School. Living history reflects on the period of segregation in Flagstaff as both limiting and enriching for the Black community; while limitations to movements were strictly adhered to, the Southside managed to develop as a thriving center for Black commerce, industry, and spiritual practices in Flagstaff. Black community members owned barbershops, beauty salons, cafes, shops, and establishments such as the Black Elks Club and El Rancho Grande. Names such as Sims, Williams, Hickman, Chapman, Dorsey, et cetera were recognized with the shared distinction of Flagstaff landmark names such as Babbitt, Weatherford, and Riordan.

Yet as the City continued to grow, the Southside faced economic decline. The termination of the lumber industry, and the relegation of Black workers to menial labor and service work, made dim the once sparkling vision of westward migration. As opportunities began to stall, so, too, did the progression of the Black community of Flagstaff. The historic location of the Dunbar School, now known as the Murdoch Community Center, stands as a living testament to the transition. When in 1954 the Flagstaff Unified School District ended de facto segregation, the Dunbar School was closed. Despite the historical lens of the positives of desegregation, it remains a strong symbol of de facto and de jure segregation's ill-effect on Black communities that with the closure of the Dunbar School came the first in a series of blows to the established Black community of Flagstaff. From the mid-1950s to the 1970s the abandoned building was allowed to fall into disrepair, until it was purchased and rehabilitated as the Murdoch Center (named in honor of Cleo Murdoch, principal of the Dunbar School from 1927 to 1940, when her post was taken by another Flagstaff icon, Wilson Riles). The Murdoch Center serves as one of few lasting monuments to the presence of Flagstaff's Black community, a symbol of the Flagstaff Black Lived Experience, and an enduring beacon of the hope that those early Black migrants brought with them to Northern Arizona for a place where they, too, could thrive in America.

## **CHAPTER 2:**

# **FLAGSTAFF'S LIVED BLACK EXPERIENCE: A FORGOTTEN PEOPLE FORGING A PATH FORWARD**

## FRAMEWORK FOR TOWN HALL NARRATIVES

In July of 2020, a newly formed coalition of Black community leaders, known as the Lived Black Experience CommUnity Coalition, approached the Flagstaff City Council with a proposal to collaborate on a series of forums (initially identified as “town halls”) focused on learning more about the many issues facing the Black community of Flagstaff, and addressing the rising sense of “invisibility” within this community. In August 2020, the City of Flagstaff officially partnered with the LBEC Coalition to fund the development of a series of programs aimed at creating an open dialog with the Black community of Flagstaff, and the broader Flagstaff community, in order to make positive impact within the Flagstaff Black community. The goal of these forums was to inspire conversation, collaboration, and an eventual community action policy to both address the concerns of the Black community and work toward the betterment and benefit of all of Flagstaff.

The LBEC Coalition, coordinating from a home base of the historic Murdoch Center, worked strategically to develop a series of forums and conduct various forms of outreach throughout the community to encourage attendance. The team’s outreach efforts included flyer, social media, and direct communications to various community partners; these partners included organizations such as the Flagstaff branch of the NAACP, the Coconino County African Diaspora Advisory Council and Tri-Diversity Councils, the Flagstaff Unified School District, the Southside Community Association, NAU’s Ethnic Studies Program, the four historically Black churches in Flagstaff, and individual contacts within City, County, and other community groups.

In addition to attending and participating in the community forums, community members were engaged by the following means:

- **Email** – community members were encouraged to reach out to provide ongoing feedback, questions, and dialog via email at [FlagstaffLivedBlack@gmail.com](mailto:FlagstaffLivedBlack@gmail.com)
- **Focus Groups** – small focus groups were held throughout the City to engage with community members more intimately, including the historic Black churches, community organizations, the Kuttz barbershop and college, and a series of weekend focus groups held at the historic Murdoch Community Center.
- **Educational Outreach** – Outreach was made to educational institutions including the Flagstaff Unified School District, Northern Arizona University, the NAU Black Student Union, and several panhellenic fraternity and sorority groups within the Flagstaff community

### Key Dates and Topics

The community forums were structured to include a welcome message, policy briefs reviewing and summarizing key issues identified within the Black community, a period of Questions and Answers with the policy brief authors, and facilitated discussions in small groups addressing various key questions identified ahead of and throughout the

conversations. The following represents the schedule of the forums, all of which took place as scheduled:

***Social & Criminal Justice – Pastor Gerald Richard***

Thursday, September 17<sup>th</sup>

5:30 – 7:00 p.m.

***Black Representation & Preservation – Rev. Bernadine Lewis***

Saturday, September 19<sup>th</sup>

4:30 – 6:00 p.m.

***Black Youth Perspectives & Concerns – Mr. Warren Brown***

Thursday, September 24<sup>th</sup>

5:30 – 7:00 p.m.

***Black Economic Inclusion & Impact – Ms. Khara House***

Saturday, September 26<sup>th</sup>

4:30 – 6:00 p.m.

***Race, Space & Segregation – Dr. Ricardo Guthrie***

Thursday, October 1<sup>st</sup>

5:30 – 7:00 p.m.

***Mental & Behavioral Health – Mr. Jermaine Barkley***

Saturday, October 3<sup>rd</sup>

4:30 – 6:00 p.m.

Due to the COVID-19 pandemic, all town halls were held via Zoom; a final series of in-person town halls were offered on Saturday, October 17<sup>th</sup>, with social distancing and masking required, at the historic Murdoch Community Center (203 E Brannen Ave).



# SOCIAL & CRIMINAL JUSTICE

## Pastor Gerald Richard



### ISSUE STATEMENT

WE UNDERSTAND that the broader social and criminal justice concerns of police brutality are not the central issues facing Black Flagstaff community members; however, statistical data bears out a clear discrepancy in Black **representation** within the Flagstaff criminal justice system. A lack of **diversity** and representation within the local criminal justice system reflects a disparity in how both Black and other community members of color both view and anticipate likely outcomes of interactions with this system.



### BACKGROUND

According to the United States Census Bureau Flagstaff's estimated population as of July 1, 2019 was 75,038 people. The following is the race and Hispanic origin breakdown:

- White alone 78%
- Black or African American alone 2.3%
- American Indian and Alaska Native alone 8.8%
- Asian alone 3.2%
- Native Hawaiian and Other Pacific Islander alone 0.2%
- Two or more races 4.6%
- Hispanic or Latino 19.0%
- White alone, not Hispanic or Latino 64.2%

The number of African Americans arrested by the Flagstaff Police Department in 2019 was 4.0%, with the highest being in the areas of shoplifting (6%), disorderly conduct (4%) and aggravated assault (4%). Domestic violence was at 3%. All other offenses were 2% or less.

The number of officers is only 1.52 per 1,000 people, which is low. As of 2020, the Flagstaff Police Department reported zero Black officers or civilian personnel.

A recent presentation provided to the Flagstaff City Council discussed the potential for training for officers in the way of implicit bias, racial profiling, et cetera. Still outstanding is the question of what training civilians receive in these areas.

### CONTEXTUALIZATION

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To distinguish the terminology of this discourse, it is important to note the difference between the concepts of social justice and criminal justice. Social Justice, generally speaking, is the overarching principle of right and wrong in society; it is our broadly accepted societal definition of what is fair and unfair. Criminal Justice, a specific subset of Social Justice, is the specific principle of what is right and wrong, fair and unfair, according to the law. The two principles are intrinsically linked. What we are questioning in this dialog is whether the criminal justice system in Flagstaff has the tools, resources, and methodologies in place to fully address questions of **equity**, fairness, and justice within the African American community of Flagstaff. We recognize the engagement of the local criminal justice system with the African American community as an essential part of the ongoing, broader conversation of criminal justice within Flagstaff.

Recent conversations in Flagstaff regarding policing and engagement of the Black community with the local criminal justice system have focused on the nature of interactions with the police, budgetary concerns, salaries and wages, etc. Recently, the Flagstaff Unified School District Anti-Racism task force shared a potential goal of adding School Resource Officers as part of their efforts to ensure more positive interaction with African American children. However, further positive programming—i.e. a Police Athletic League, or other programs geared toward positive interactions with African American youth—have not yet been publicly presented.

The police are only one link in the criminal justice system. Statistics of the racial/ethnic breakdown of staff and similar breakdowns of the number of cases filed and prosecuted, the number of guilty and no contest pleas, and a statistical analysis of convictions by courts and juries are further focuses that might be engaged as the City continues this ongoing discussion. Demographics within the broader criminal justice system, including various prosecutors' offices and other local/county/state offices and attorneys and staff, the defense bar and their staff, and the judicial framework (judges, clerks, staff, etc) within Flagstaff and Coconino County courts are further insights that might weigh on our understanding of the full breadth of the criminal justice system's engagement with the African American community.

This is not a one-time-fix-all effort. This conversation will include a commitment to outlining a workable, flexible plan for the next 5-10 years. This includes a commitment from all levels of the community, from the top levels of city officials to the citizen level. The broader goal is to work to abolish systemic racism in Flagstaff's socio-economic and justice systems.

### KEY QUESTIONS

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- WHAT do you feel are the primary Social and Criminal Justice concerns facing the Black community of Flagstaff?

- WHAT direct experience(s) have you had with law enforcement or the criminal justice system in Flagstaff, if any?
- WHAT do you feel needs to change in order to ensure continued positive development of the Flagstaff community in this area?
- WHAT does change look like to you when it comes to Social and Criminal justice?

### Resources

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- Flagstaff Police Department Report to City Council (2020)
- National Registry of Exonerations Report, *Government Misconduct and Convicting the Innocent: The Role of Prosecutors, Police and Other Law Enforcement* (2020)
- United States Department of Justice Civil Rights Division Report: Investigation of the Ferguson Police Department (2015)

## COMMUNITY FORUM OUTCOMES

There was a marked desire to see increased community engagement, including specific programs partnering the Police Department with the community and increased efforts from the Flagstaff Police Department to develop positive relationships within the community. Participants noted the importance of peace officers living in the community, and engaging with various community groups. The community emphasized the distinction between **defunding** and “**de-policing**,” with a communal trend toward a desire for de-policing.

When asked specifically what needs to change within the community to create positive, meaningful, long-lasting impact, several concepts were shared, including:

- Opportunities for rehabilitation versus “retribution”
- Questioning the process – focus on **restorative justice**
- Internal and community examinations of “who we give the benefit of the doubt to” (implicit biases)
- The “exercise of discretion” in the implementation of criminal charges; i.e. community members wanted more direction input in recommending against punitive criminal charges with greater emphasis on restorative justice
- Introducing young, underrepresented citizens to the law for the purposes of recruitment, increased diversity, and to ensure understanding of how to engage with the legal system
- Ensuring training within the criminal justice system in diversity, inclusion, implicit bias, etc.

The answer to creating meaningful change in this area can be broken down into three target areas:

1. Unlearning Racism: starting in the home, community, and institutions; this includes classrooms, workplaces, courts, jail and prison systems, etc.
2. Updating “relic-like” laws that perpetuate systems of **institutional racism**
3. Undergoing Ongoing, Mandatory Diversity Training for all employees

There was also a desire to see increased personal relationships with the Flagstaff Police Department and the Black community. It was noted by participants that because of individual relationships with the police in Flagstaff, in some cases, the perceived “edge” was less in encounters.

Participants called for recognition of the system beyond racism, defined by one participant as the “American caste system, in which the Black man [or woman] is the lowest class citizen.” Participants desired to see assurances that “there is value for people of color” within the community. Likewise, participants called for recognition of “**white psychology**,” defined as the disconnect that exists between what is in front of someone and what is conditioned through “institutional reinforcements.”

There was general consensus that the Black population of Flagstaff may be underrepresented numerically by Census and local data collections, but overrepresented in incidents of law enforcement interactions.



# REPRESENTATION & PRESERVATION Rev. Bernadine Lewis



### ISSUE STATEMENT

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DESPITE THE documented historical impact of Black communities on the cultural, economic and broader community development of Flagstaff, there are few to no statements, placards, or other displays recognizing these contributions. We recognize the importance of representation and preservation of Black culture and Black communal wisdom in both recognizing the fully contextualized history of Flagstaff and pursuing an ongoing diversity in the development of the Flagstaff community at large.

### BACKGROUND

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Through these town halls, the Coalition wants to move the Flagstaff Community from actively listening to supporting its Black representation and preservation with moral conviction, personal involvement, and the investment of tangible and financial resources.



Flagstaff, Arizona, not unlike most American towns, reflects a complex story of America's tangled understanding of its racial history. Compounded to this is also the challenge of persuading City leadership to invest in measures that support the representation, resilience, and historical preservation of Flagstaff's past, present, and future Black culture and lives. Given the disparity of Black wealth and political influence, we as African-diaspora people must move beyond the pain and frustration while still seeking to be seated at the table of equality. As we take our seats, we are still finding our voice to ask that our intellectual and artistic contributions and blood, sweat, and tears be fully validated and acknowledged as America's history. Also, today, we are asking this in the bitter memory of our African ancestors who were bought and sold here, and with whipped backs, toiled as free labor to build these United States of America.

Historically, a northern Arizona town's first census in 1860 counted twenty-one 'Freed Black Male[s] or Female[s].' Africana people have been in Flagstaff since the 1880s when men arrived here to work on the railroad. In the 1920s, a significant number of Black people would migrate to Flagstaff to work as lumberjacks. Black people came here to find better lives for their families. They found other work as miners, farmhands, housekeepers, cooks, shopkeepers, and ultimately, teachers, school administrators, and what was then referred to as secretaries.



The Black population has never been one of vast numbers. However, our presence in the Community was not what many of us describe today as being "invisible" in a population of seventy thousand residents.

The newly formed Lived Black Experience CommUnity Coalition are twelve members who currently reside or have resided in Flagstaff. Our mission to create discussions that educate, enlighten, and inform our acquaintances, friends, and neighbors of other ethnicities, but primarily of European -American descent, about our our-story and experiences while living black in Flagstaff.

### **Following are several key historical aspects of Flagstaff's Black/African-American community:**

African-Americans in Flagstaff have primarily lived the Southside and Pine Knoll areas. Many of the homes where Black people resided are still owned by the original family, but the owner no longer lives in Flagstaff.

Black representation and preservation cannot be discussed without mention of the Black church, which has always been the community center. The Black church has historically served as both the school site and place for social functions. During the week, the Black church has been the daycare center and preschool, and provides meals to the clergy and its congregants, community, and people without homes. Some Black churches also have a prison ministry that assists newly released prisoners with finding housing, clothing for interviews, and securing job placement. Most importantly, the Black church provided childcare during the summer with Vacation Bible School and was historically the meeting place during the Civil Rights Movement.

On Sundays, the church becomes a place of fellowship, praise and worship, while also providing spiritual guidance and healing.

Flagstaff has four historically African-American churches:

- First Missionary Baptist where Evangelist Shirley Sims is the Assistant Minister (219 South Elden Street)
- Springhill Baptist Church led by second-generation church Pastor Cemie Clayton (624 South O'Leary Street)
- Riverside Church of God in Christ (419 South Verde Street)
- Harbert AME Church (424 South San Francisco Street)

### **REPRESENTATION & PRESERVATION QUICK FACTS:**

- > Historical evidence reflects a Black/African-American presence in Flagstaff since its early history
- > Little recognition or representation of the Black Cultural Heritage of Flagstaff exists
- > Most communities have social clubs, bars, and restaurants representing the different ethnic cultures in that town
- > Recent community dialogues have sparked the question of how/why the representation of Black culture in Flagstaff have largely been "erased," and how to reinvigorate representation going forward

The Black community has always had businesses that provide services unique to the culture. For example, there were black barbershops and hair salons, hat shops, butcher shops that sold meats like chicken gizzards, chitlins', fatback, oxtails, and turkey wings. Black people have always owned restaurants specializing in soul food cuisine, which traditionally includes collard greens, lima beans, okra, and black-eyed peas complemented with white rice and gravy, macaroni and cheese, buttermilk biscuits, or cornbread.



While most of Flagstaff's Black men were lumberjacks, railroad men, and miners, the women, like most in the African-American culture, were laundresses, shopkeepers, cooks, seamstresses, nurses, and maids. Those fortunate enough to complete specialized studies or four-year colleges became then called secretaries and schoolteachers.

Some Black men found a decent living becoming personal drivers and lawn care workers to the wealthy or maintenance workers at schools and businesses. Very few Negroes were able to attend college after graduating high school. Most Black men completed college degrees after returning home from WWII.

Flagstaff had an Elks Lodge and Black Masonic Hall. It should be noted that European-American Masons and Shriners met in a separate hall. The Benevolent and Protective Order of the Elks of the World is an African-American fraternal order that was established in 1897 in the United States. The Elks Order is said to have descended from the Free African Society, the first formal Black society in America. When traveling or moving to a new city or state, Negro people would seek to find an Elks Lodge for dining, lodging assistance, and trusted guidance and advice while traveling.

These lodges were listed in the Negro Motorist Green Book, an annual guidebook used by Black travelers to navigate Arizona during Jim Crow. The guidebook featured Black-owned businesses and hotels, gas stations, restaurants, barbershops and beauty parlors, and dance-halls where Negro people were welcomed. Flagstaff had listings for rooming houses that also provided meals. The Sims family, one of the few remaining longtime black Flagstaff families, now owns the historic Elks Club location on San Francisco Street.

## CONTEXTUALIZATION

Despite the rich historical tapestry of Black/African-American culture in Flagstaff, there remain few physical representations of this culture to date. As part of this ongoing conversation, we seek to examine how this “erasure” has happened, recognize the significance of this history, and move forward in ways that recognize, honor, and preserve the legacy of Black culture in Flagstaff’s ever evolving story. To provide a contextual framework for this discussion, we will look at the lingering representations of Black culture in Flagstaff, and question the limitations thereof:

There are only two brick and mortar representations of African-American/Black businesses in Flagstaff – a barbershop and a co-op market that assists in launching retail and food businesses. Flagstaff’s other Black businesses are operated from the proprietor’s home. While there may be others, the following are the only known businesses to longtime Black Flagstaff residents:

1. **Dirty Bird Spices** is owned by **Brandon Billings-Reber** (2703 North 1st Street)
2. **Destiney’s Creations**, offering homemade bath and body products and handmade greeting cards, was created and is owned by **Coral and Destiney Evans**; products are available at the Market of Dreams located at 2532 East 7th Avenue, and other local retailers
3. **Elijah Smith** provides DJ services for private parties and special events
4. **Gallyvant/Jewelry, Women’s Clothing, and Accessories** is owned by **Kim Robinson**; this business transitioned from a downtown Flagstaff brick and mortar business to an online and mobile business
5. **Jerry Nichols** is a local musician (**DuB and Down with the Blues**), personal designer clothing line, and food caterer
6. **Kutz Barber Shop and College** is owned by **Jabar Nichols** (2219 East 7th Avenue)
7. Black communities have always had its celebrated soul food chefs who do catering for church fundraisers and special events (i.e., baby showers, wedding receptions, and the family dinners served after a funeral service). **Ms. Sissy Hickman’s** culinary skills are well known throughout the Flagstaff African-American community.

Next to Black spirituality and religion, Black culture uses the Arts to tell “our-story,” through drawing and painting, literature, poetry, music, and theatre. The only artistic evidence of African-American cultural preservation in Flagstaff is a mural on the Murdoch Community Center wall, originally the Dunbar School site, a formerly segregated elementary school named after African-American poet Paul Laurence Dunbar. The mural depicts Black community leaders and influencers from the Segregation era. If one did not drive or walk down East Brennen Avenue, they may never know that people of African descent are somehow connected to Flagstaff.

We are grateful to then community activist, Mayor Coral Evans, for organizing

community members to save the Murdoch Center, and our Community Chieftess, Ms. Deborah Harris, for being the Preservationist of the Murdoch and the scattered history of Black Flagstaff.

Our community is incredibly grateful to Dr. Ricardo Guthrie, whose artistic vision brought together the combined talents of other local artists, students, and community members to complete the mural in 2011.

It is not uncommon for communities to recognize and celebrate their artists with a gathering space to protect these sacred objects for many years to come. Today we ask if you know the following Black artists, and have you seen their art somewhere in Flagstaff?

- Debra Edgerton, NAU Assistant Professor, School of Art
- Dr. Ricardo Guthrie, Associate Professor, Department of Ethnic Studies (currently on Sabbatical)
- Professor Franklin Willis, NAU Professor, School of Art<sup>1</sup>

The Murdoch Community Center is where we gather to celebrate King Day, Black History Month, Juneteenth, and Kwanzaa. We gather there to celebrate our achievements. We meet there to plan our strategies for obtaining equality and our plans to become visible in a City that does not have at least one street named after a well-known African-American (see note below). However, there is a downtown street and local beer brewery named after celebrated scientist and public racist, Louis Agassiz.

Meanwhile, the NAACP also holds their monthly meetings at the Murdoch. Those walls contain class lectures, Southside Community Association discussions, and memories of birthday, graduation, and wedding celebrations. It is a space that taught young community leaders how to respond to, "but all lives matter." The Murdoch has been a preschool from Monday to Friday, a blues hall featuring Winslow's Tommy Dukes on Saturday evening, and a church on Sunday. The Murdoch is whatever we need it to be at the time we need it.



Most communities have social clubs, bars, and restaurants representing the different ethnic cultures in that town. These elements are notably missing within the Flagstaff community.

In conclusion, we leave you with questions raised by the African-American community of Flagstaff: Where is Flagstaff's jazz, rhythm and blues club, soul food restaurant, retailers that showcase the fashion and products that our culture heavily influences in the media and on the runways. Where is the Flagstaff Black Cultural Center? When will Aida, Porgy and Bess, The Wiz, Ladysmith Black Mombasa, and the Alvin Ailey Dance Theatre perform in Flagstaff? Can we plan to have Flagstaff's first annual African Arts and Food Festival in downtown Heritage Square?

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<sup>1</sup> Note: There is another Black painter (name unknown) recently brought to the author's attention in Flagstaff's La Plaza Vieja.

If Black lives matter in Flagstaff, its leadership must establish tangible evidence of this in its schools, businesses, food and beverage establishments, social and recreational activities, and the tourist industry. There needs to be an ongoing project to record and preserve the City and all of northern Arizona's Black history in one place. Most importantly, the City's Economic Development needs to encourage, support, and nurture Black businesses in prime areas that include downtown, Route 66, and Fourth Street. Cultural and artistic activities should also be included on the City's calendar.

This discussion is meant to spark a commitment to support the representation, resilience, and historical preservation of the past, present, and future Black culture and lives. Again, through these town halls, the Coalition wants to move the Flagstaff Community from actively listening to supporting its Black/African-American representation and preservation with moral conviction, personal involvement, and the investment of tangible and financial resources.

### KEY QUESTIONS

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- WHAT representations of the Arts, culture, and the unique development of community have you seen, if any, that are specific to the Black community in Flagstaff?
- WHAT historical, artistic, or other significant moments or representations are you aware of that are lacking within the portrayal and/or recognition of the Black community of Flagstaff?
- HOW can we, together, create a visible Black presence in Flagstaff?
- WHAT do you feel needs to change in order to ensure continued positive development of the Flagstaff community in this area?
- WHAT does change look like to you when it comes to Representation and Preservation for Flagstaff's Black community?



### COMMUNITY FORUM OUTCOMES

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Great emphasis was placed on the need for cultural representation and recognition for the Black community of Flagstaff. Community members noted that they had previously not thought about the lack of Black representation in the community culture and historical preservation of Flagstaff; the conversation during the townhall led to a distinct recognition of the lack of such representation, and a sense that the community is “incomplete” without it.

When asked what change looks like when it comes to representation and preservation for Flagstaff's Black community, community feedback included:

- Recommendations for a cultural festival in Heritage Square to bring knowledge of the Black community
- More activities during Black History Month
- Looking into having some of Flagstaff's city signage changed to recognize, honor, and commemorate important figures within the history of Flagstaff and Northern Arizona
- Recognizing the “food ways and folk ways” of the Black community. It was noted that “all the things [Black people] do show our presence, although we might not see it in the built environment.” A recommendation was made in connection to this idea wherein the built environments within Flagstaff would recognize and reflect the Black presence, as historically functions in the City of Flagstaff “have not paid attention to” the cultural customs of Flagstaff's Black community
- Providing funding and support pathways to celebrate and recognize the “food ways, folk ways, and cultural impacts” of the Flagstaff Black community
- Finding ways to decrease the revolving door of Black enterprise and impact in the community; it was noted that Black economic enterprises often cannot sustain a presence in Flagstaff due to high costs of living and limited industry opportunities.
- Having the City's administration recognize all of the above.

When asked what needs to change in order to ensure continued positive development of the Black Flagstaff community in regards to representation and preservation, key feedback included:

1. Buy-In from City Leadership – The work of recognizing and ensuring representation and preservation of the Black community requires buy-in from the City, both financially and physically in participation, partnerships, and ongoing engagement.
2. Encouraging Community Accomplice-ship – It is essential that community members also buy-in, and partner with the Black community to raise awareness, bring knowledge, and celebrate culture.
3. Creating Awareness for Invisible Businesses – Community members need education on how to help, get involved, etc. There also needs to be enhanced visibility for the Black community, including getting messaging out to church groups, community members and organizations, etc.



4. Extra-Cultural Education – The education that people who aren't part of the Black Culture receive is very important, as trying to show empathy for a group you are unaware of is difficult.
5. Community Collaboration – A member of Council noted that the City should be “working toward implementation and meaningful change, [and] embracing this beautiful culture we're talking about.”
6. Cultural Showcases – There is a need to elevate cultural events that celebrate Black culture; the example was shared of the fact that in other areas of the country, events such as Juneteenth are major celebrations. There should be a showcasing of the music, the food, and so forth from the Black community, as well as representative and culturally celebratory mural art.
7. Sharing the “Lived Experience” – Community members noted that “the Black lived experience *is* the lived experience; there's no shame in saying Black Lives Matter because if all lives matter then Black lives must matter.”

A key element of the discussion focused on historical moments, artistic representations, et cetera that are lacking in the portrayal of the Black community of Flagstaff.

Community members noted the need to recognize the Black lumberjack history of Flagstaff, and contributions to the sawmill and lumber legacies of the City. The lack of publicly accessible information on Black history in Flagstaff was noted; community members recommended creating a special section of the Flagstaff Public Library to archive the Black history of Flagstaff, and incorporate this literature and learning into the FPL summer reading series. Community members expressed a desire to see an “embodiment of Black culture in the community,” as otherwise the historical knowledge and sources regarding the Black community have been stored in special collections that remain uncommon knowledge.

Two distinct cultural centers and landmarks were recognized throughout the community dialogue. First, the importance and continued impact of the Murdoch Community Center was recognized. There was a marked desire to see the Murdoch Community Center serve as both a cultural landmark and cultural center for the Black community of Flagstaff.

Secondly, it was noted that there was once a Buffalo Soldier Museum in Flagstaff. The museum is believed to have been built in the 1980s to commemorate the Buffalo Soldier encampment historically based in Flagstaff; the museum was later torn down to facilitate the building of a library. The collection was disbursed throughout the country, with the noted intention that in three to five years the City of Flagstaff would designate a new, permanent location for the museum; this, sadly, never took place, and it is believed that the ability of the City to reclaim and restore the original historical collection is seriously diminished, if not altogether lost. There was a desire to see the museum, at the very least, memorialized, if not to see the City's promise fulfilled in restoring the museum outright. It was recommended that the City preserve the history of the Buffalo soldiers in Flagstaff; houses still exist that speak to this history, as well as information in the City archives and Pioneer Museum.

Finally, community members spoke of the social infrastructure of the community. Ways to enhance this infrastructure included

- Before and after-school programs
- A vibrant art community
- Broadband internet connectivity throughout the City, including the historic Southside community; and
- Methodology(-ies) to promote and uplift all cultural representation within the community

A closing thought presented during the community dialog stated: “If we continue to gentrify the City in the way it is being done, it will become a beautiful place without a beautiful [cultural] vibe.” The community expressed a desire to see Flagstaff “beautified” through cultural representation and infrastructural changes to create enhanced visibility of the Black community, thereby elevating an important, yet to date missing, aspect of Flagstaff’s broader community.

# YOUTH ISSUES & CONCERNS

## Mr. Warren Brown



### ISSUE STATEMENT

AS WE ENGAGE in historical conversations about the Black community presence in Flagstaff, we also understand the important future-forward engagement of young voices, issues, and concerns for continued progress. Recognizing the significance of the critical life stage of youth, particularly for young Black members of the Flagstaff community, and the unique perspective they offer to local issues and development, we also recognize the importance of continuously engaging young people and their perspectives on the development of the Black community in Flagstaff.



### BACKGROUND

To provide background on the issues and concerns facing youth in Flagstaff, the work of the Flagstaff Community Policy Trust (“the Trust”) was examined. The Trust is a group of former elected officials and community leaders that come together to analyze a community issue or topic. The Trust was established in 2017 by Flagstaff Mayor Coral Evans. Individuals are selected to participate in periodic Trust meetings based on knowledge and expertise in the topic of interest. The Trust also serves as an opportunity to provide continuity about the history and purpose of long-term policy goals from those no longer in office, and, with each meeting pertaining to a specific topic, it provides valuable insight regarding effective policy solutions to ongoing issues.

#### FLAGSTAFF, ARIZONA 2010 CENSUS DATA

Population estimates (7/1/19):  
75,038

Persons > 5 <18 years: 17.90%

White alone: 78.00%

Black or African American  
alone: 2.30%

American Indian and Alaska  
Native alone: 8.60%

Asian alone: 3.20%

Native Hawaiian and Other  
Pacific Islander alone: 0.20%

Two or More Races: 4.60%

Hispanic or Latino: 19.00%

The Trust used the 40 Developmental Assets as a reference to guide Trust participants in evaluating community efforts toward building healthy skills in Flagstaff youth. Created in 1990 by the Search Institute, these developmental assets identify a set of skills, experiences, relationships and behaviors that enable youth to grow into successful, healthy, adults. The Developmental Assets framework is initially divided into two categories, External and Internal. Each category is further divided into more specific assets. This asset framework helps users assess the needs of youth in their respective communities.

The members of the Trust who participated in a specific conversation on Youth Opportunities and Challenges were:

- Dan Musselman Deputy Chief for the City of Flagstaff Police Department.
- Donnie Jones Sunnyside Neighborhood Association
- Mayor Coral Evans Mayor of Flagstaff, was formerly Vice Mayor, a former City Council Member, and founder of the Policy Trust.
- Danny Neal Retired Director of the Hal Jensen Recreation Center.
- Stephanie Jefferson Board Member for the Sunnyside Neighborhood Association.
- Peter Van Wyck Regional Director for “First Things First”
- The Hon. Margaret McCullough, Presiding Judge of Coconino County Juvenile Court
- Amanda Kristinat CEO of the Boys and Girls Club of Flagstaff.
- Liz Archuleta Chair of the Coconino County Board of Supervisors, District #2
- Bryon Matsuda Director of Coconino County Juvenile Court Services.
- Kara Kelty Clerk for FUSD & former Flagstaff City Council Member

## DATA

### FUSD Demographics by Sex

Male: 52.1%

Female: 47.9%

### Socioeconomic Demographics

\* 40.7% of students in the district receive Free and Reduced-priced Lunch (FRPL) *[The data for this corresponding statistic were not broken down by ethnicity]*

### Demographics (Disciplinary)

\* Black students comprised 2% of the total in school suspensions, 2.2% of out of school suspensions, and 3.5% referrals to law enforcement, and 0.0% of expulsions across the district.

\* Biracial/Multiracial comprised 8.1% of in school suspensions, 5.7% of out of school suspensions, 1.7% of referrals to law enforcement, and 13.3% of expulsions across the

.. . .

## CONTEXTUALIZATION

In a report from the Youth Opportunities and Challenges meeting of the Trust, it was shared that while Trust participants generally agreed that Flagstaff has done “great work

giving youth the tools, programs and attention they need to help them succeed in life,” there was also a need to acknowledge that “more work is needed to ensure all Flagstaff youth are cared for and fully represented in the community. Specific challenges faced by Flagstaff youth included:

1. Family Experience
2. Economic Challenges, and
3. General Inclusiveness

Recommended solutions included increased communication, positive community attitudes and influence, education and educational opportunity, family support, and increased outreach. One of the two strongest recommendations brought forward during the discussion was the re-establishment of the City of Flagstaff Youth Commission; in 2019 the Flagstaff City Council began discussions to reestablish the committee, and formally moved forward with that action in Spring 2020. The second key recommendation was the establishment of an effort to secure assets for our community youth based on the 40 developmental assets model.

### KEY QUESTIONS

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#### YOUTH ISSUES & CONCERNS QUICK FACTS:

##### Academic Enrollment

- Of the 46 students who enrolled in Algebra I in 8th grade, 0.0% were Black
- Of the 56 students enrolled in Calculus, 0% were Black
- Of the 558 students who enrolled in Chemistry, (1%) were Black
- Of the 178 who enrolled in physics, (1%) were Black
- Of the 42 students who took the SAT/ACT tests, 0.0% were Black

- WHAT are creative ways to fund youth programs in general in the Flagstaff community?
- WERE you aware of the Flagstaff Youth Commission? Why do you think it was stopped? What will it take to revive it in a form that is relevant, effective and inclusive of the Black Lived experience?
- WHAT direct experience(s) have you had with youth programs, initiatives, or other factors impacting the young Black members of the Flagstaff community, if any?
- ARE you aware of local resources aimed at youth and families (i.e. free public transportation services, prevention and crisis intervention services, etc.)? Are they provided equitably and inclusively?
- WHAT do you feel needs to change in order to ensure continued positive development of the Flagstaff community in this area?
- WHAT does change look like to you when it comes to Youth Issues & Concerns?



### COMMUNITY FORUM OUTCOMES

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As the focus of this community forum was youth concerns, the community discussion was intentional in seeking input from youth representation. One young adult in attendance, who is currently enrolled in the Flagstaff Unified School District, noted that there are no many clubs or organizations for people of color; this student felt strongly that clubs should be aimed at people of color, in order to inform people of “the history behind what’s happening in the world [and] why it’s happening.” They noted a desire to provide self-education and social awareness to their peer group, and to see such learning encouraged within the education system. The student noted the importance of communicating to the public that “these are things young people want, to inspire the community to help support [students and people of color].” They also suggested a partnership with NAU fraternities and sororities to fundraise for school organizations aimed at providing such educational and enrichment opportunities.

Another community member noted that they “hear so many things that young people talk about, that they request, and that [are] ignored.” They and other community members recommended providing fun educational opportunities that do not require parental transport. It was noted that groups like high school Mexican American and African American groups are about bringing people together.

One community resource that was noted throughout the discussion was the historical Flagstaff Youth Commission. It was noted that this was “just one of those things that just kind of went away,” but was a well-received and worthwhile investment in the youth of Flagstaff. It was recommended that such a program be reinstated, with representation as part of the organizational mandate.

Another historical data point that was gathered during this discussion was the Juneteenth program formerly run from the Cogdill Center; the Center has since been repurposed as the Boys and Girls Club, which marked a significant blow within the Black community of Flagstaff. The former Juneteenth celebration was put together by a small group that came together to represent the Black community and provide cultural and historical connection. Programming has since been conducted by the Coconino County African Diaspora Advisory Council. It was noted that with such programs, there was always an attempt to “give kids an experience that they might not have otherwise received ... not just Black experiences, but programs that they might not otherwise have the opportunity to engage in.”

Key points that recurred throughout the discussion included:

- Core Group of Invested Individuals – It takes a “core group of adults” who are willing to step up, put in the work, volunteer, and remain vested in programs and engagement opportunities.



- Future Leader Training Opportunities – There was a desire to see increased mentorship programs, the redevelopment of a Flagstaff Youth Commission, and partnership engagement with City Council and other City, County, and State leadership.
- City Sponsorship – There was also a desire to see City investment in youth programs that highlighted and emphasized participation among students of color. It was noted that in many opportunities, Black youth are overlooked as their numbers are small; yet these missed opportunities mean that future generations are not being raised to “see themselves” within the community.

When asked what change looks like when it comes to Black youth in Flagstaff, key topics included:

1. Visibility: Black youth and children of mixed race feel unseen, invisible, and like they don't fit in. It is important to listen to our youth and students of color, to ensure they develop in their sense of community attention and personal identity.
2. Engagement: The concept of engagement is two-fold. First, students must be given more opportunities for engagement that are fun, free, educational, and engaging. These opportunities should recognize and celebrate the cultural diversity representative within the school and educational systems in Flagstaff, and not allow any group to become “invisible” simply because their numbers are few. Secondly, adults and potential mentors should be sought out for engagement with Flagstaff's youth. This hinges on finding those in the community who are invested, who have or work with children, and/or who know that the children of Flagstaff are Flagstaff's future.
3. NAU Connection: It was noted that there are many lecturers who do not have stable employment, and thus cannot commit to impactful community projects. For example, there has been ongoing discussion of an historic walkthrough project through the Southside Community; however, it has been impossible to complete when there has not been the stability of staffing to see it through. Community members asked that NAU stress the desire to have a strengthened relationship with the community, in order to pull in faculty who want to do more yet feel limited in their ability to do so.
4. Community Partnerships: The example of recent yearly Juneteenth celebrations highlighted partnerships with local climbing walls, student summer programs, the Shakespeare festival, Kuttz barbershop and college, and other community organizations. Such events highlight the diversity in Flagstaff and bring groups together that have at times been forced into systemic conflict or competition. For funding, community members noted the potential to partner with programs such as AmeriCorps to both provide increased funding and bring diverse leaders to Flagstaff. Other partnership recommendations included Camp Colton, the Flagstaff Unified School District, Gore, etc.

One issue that was highlighted throughout the discussion was the fact that Black and other students of color feel “invisible” within their classrooms and learning environments. In one instance—which was affirmed by others within the community—a student was told that there was “not a need” to discuss Black History Month because there were not enough Black students to make it “relevant.” Similar concerns were raised in consideration of curriculum development, extracurricular activities, and so forth, wherein students of color—particularly Black students—lacked representational interests due to limited visible presence. The community emphasized that “few” does not mean “irrelevant,” and the need for ongoing partnerships and community commitments to ensuring visibility and cultural recognition of all students. The need to provide an increased variety of opportunities—after school programs, jobs and economic opportunities, civic engagement, etc.—was emphasized throughout the program.



# ECONOMIC INCLUSION & IMPACT

## Ms. Khara House

### ISSUE STATEMENT

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WE RECOGNIZE the historic and ongoing contributions of Black entrepreneurs, business owners, and other economic drivers to the development and continued advancement of Flagstaff; yet we also recognize that the voices of Black leaders are underrepresented in the local business sector, employment advancement opportunities, and economic development discourse. We believe in the need for sustainable initiatives focused on both historic and current African American service providers and leadership development in order to ensure Black economic and employment parity and sustain the continuous economic growth of Flagstaff with equity.



### BACKGROUND

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A central tenant of all community development is the access to and development of business and economic capital. Flagstaff, as a city of both corporate and small, independent businesses, has long focused on the ongoing development of a vibrant economy where business is viewed as a catalyst for community and economic development. Recent national dialogs about historical wealth distribution and economic equity have focused a spotlight on the support of Black-owned businesses. In a recent *Business Insiders* article, it was noted that supporting Black business means “seeing [Black business owners, and Black citizens in general] as equals and experts and not assuming our skills, services, and creations are less than, which has been the common narrative when discussing supporting Black ideas, creativity, and business.”

### CONTEXTUALIZATION

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Nationally, it is typical of communities to enjoy the presence of businesses and economic drivers reflective of the various, diverse populaces they serve. As noted in a prior discussion of Representation and Preservation, the presence and preservation of Black community is typically reflected in local businesses that provide services unique to the culture; barbershops, hair salons, restaurants, and other economic establishments both serve and celebrate this culture, and provide the means for the economic sustainment of both the Black community and the broader communities in which it sits.

Flagstaff historically had a number of brick and mortar establishments representative of Black business and economic community. Furthermore, such establishments provided a needed sense of cultural refuge: places where Black culture could not only provide valuable economic support to the broader Flagstaff community, but also be celebrated as visible representations of essential communal bonds. The lack of visible representations of Black business suggest a broader disparity in Black economic equity, Black cultural representation, and the general visibility of the Flagstaff Black community.

Today, only two brick and mortar representations of Black business exist in Flagstaff: the Kuttz Barber Shop and College, and a co-op market. General representation of Black business is less visible, operating from proprietor homes, virtually, or in other decentralized locations.

It is important to understand that culture is central to community development. The absence of cultural representation in community development suggests that something is missing. This conversation aims to discuss and discover what those missing pieces of culture are in Flagstaff's ongoing community development. We will examine the subject of "cultural economics," the fundamental connection between culture (the shared beliefs and preferences of respective groups, here specifically referencing Black culture) and economic outcomes. We seek to understand why there appear to be limited representations of Black businesses; the impact this limited economic representation has on the perceptions of the Black community (namely, the perception of Black "invisibility" within Flagstaff); and how meaningful change can be encouraged in Flagstaff to simultaneously rectify economic disparities, increase cultural visibility, and ensure continued economic and cultural growth.

### QUICK FACT

According to the 2012 Survey of Business Owners, of the approximately 6,382 total firms in Flagstaff, 935 (14.65%) identified as "Minority-owned firms," while 5037 (78.93%) identified as "Nonminority-owned firms."

## KEY QUESTIONS

- WHAT do you feel are the primary concerns facing the Black community of Flagstaff in this area?
- WHAT Black businesses are you aware of within Flagstaff, if any? What experience have you had with these businesses? What stories can you share about the development of Black business, economic development, etc. in Flagstaff?
- WHAT business representation is missing within the Flagstaff community? What types of businesses do you think should be present that are not? Why do you think that is?
- WHY do you think there are not more Black businesses or economic opportunities within the Flagstaff community?

## **Flagstaff's Lived Black Experience Strategic Plan**

- WHAT challenges have you faced in securing or advancing in employment in Flagstaff?
- WHAT do you feel needs to change in order to ensure continued positive development of the Flagstaff community in this area?
- WHAT does change look like to you when it comes to Black Economic Inclusion and Impact?



### COMMUNITY FORUM OUTCOMES

When asked about economic inclusion and representation for the Black community in Flagstaff, community members noted that the matter “could all come down to numbers.” Participants noted that there are not many Black business owners or entrepreneurs still around Flagstaff; this was pinpointed as a concern that needs to be addressed. One community member noted that it has become evident that “where we are as a society can see the social issues [aimed at/within the Black community] are troubling.”

One local seamstress noted an instance where they were seeking a space for a shop. When they did find a place, and contacted the owner about a lease, it was “way over anything that I could afford.” The participant noted that, even had they sought a business loan, it was likely they would have had to put their house up as collateral. They noted the need for some sort of mechanism to provide support, as African-American/Black people have “a harder way to go” when it comes to starting business, because people tend to look at them “a little differently.”

A factor identified as a hinderance to Black economic development in Flagstaff was the disproportionate cost of living and utility impact for communities of color. For instance, the cost of energy in Flagstaff was noted by a Councilmember as hitting folks in the Sunnyside and Southside neighborhoods harder than it does elsewhere. Costs for improvements, and projects like the Rio de Flag project, have major impacts on the Flagstaff Black community disproportionately to others.

Forum attendees worked to identify various programs working for economic development in and around Flagstaff. Identified agencies included:

- **The Economic Collaborative of Northern Arizona (ECoNA)**, an agency aiding in economic development on a regional scale
- **The Coconino Small Business Development Center**, run through Coconino Community College (CCC) and offering advising, training, online courses, and other resources for businesses throughout the Northern Arizona region
- **Moonshot at NACET**, a program offering training to entrepreneurs and innovators to develop economic viability and investment-ready businesses
- **The Sunnyside Market of Dreams (Mercado de los Sueños)**, a local business incubator focused on people living in poverty and/or working multiple jobs, to help move them from generational poverty

It was noted that the Flagstaff Black community has faced many of the same issues as the Indigenous community, particularly in having limited access to brick and mortar establishments; instead, entrepreneurs and small business owners rely on sale through consignment.

Suggestions to ensure economic parity and development included:



1. Wrap-around Services – agencies or other mechanisms focused on helping individuals get business licenses, working with them to get proper City and County registration and permits, and working in conjunction with a Coconino County program providing matching funds with successful completion of a program
2. Create Access – providing equitable access to mentorship, business resources, and other help agents/agencies
3. Redefine “Legitimacy” – there is often a sense that certain business pursuits are not seen as “legitimate business” as they are not traditional businesses; there is also a perception that poor/low-income individuals don’t know how to—or, even more simply, cannot—run a business
4. Community Support for Entrepreneurship – citing the example of the Silicon Valley, encouraging entrepreneur support from local communities that embrace small local businesses; in the case of the Silicon Valley, such partnership, support, and encouragement led to the development of businesses and economic thriving within the community
5. Embrace Entrepreneurship – recognize that entrepreneurship leads to both economic and community development

In addressing factors that have driven the trend of low Black business numbers in Flagstaff, causes and contributors included:

- Lack of receptiveness from the community
- Lack of education and community awareness – the community does not know these businesses exist
- Lack of education and opportunity awareness – Black entrepreneurs do not know where to get support or assistance in starting businesses
- Limited opportunity for in-spending; the Black community lacks opportunity to spend moneys within the Black community
- Limited economic sustainability – it was noted that it could be the businesses some want to start (i.e. cultural hair salons, restaurants, etc.) are “not the type that can lead to a business they can live off of in Flagstaff”

The question was raised by a forum participant: “How much of this is a problem about Black businesses, and how much of it is a problem of business and entrepreneurship in Flagstaff?” Community members responded by noting a desire to see Flagstaff show intentionality in seeking Black- and other culturally-representative businesses. It was noted that historically, Black professionals were “not given the opportunity to diversify their work” beyond the types of jobs they were readily relegated to (i.e., sawmills); as a result, many chose to leave and look elsewhere for economic opportunity. There is also not clear evidence throughout Flagstaff that there is an African-American population in Flagstaff, beyond the mural on the historic Murdoch Community Center.

Possible solutions for addressing and enhancing Black economic development, and the partnered development of the Black community in general, included:

- Creating visibility for the Black community through mechanisms such as walking tours, marketing, public and visible recognition of locations that were part of the historic **Green Book**, etc.
- Diversification, unification, and visibility established as the three key pillars of emphasizing Black presence in Flagstaff
- A nexus hub, such as a Black community website, where Black-owned businesses can be recognized, discovered, and accessed
- Creating a co-op where leaders in Black business can help provide visibility and resources – this necessitates the provision of space, and remains a question of affordability and attainability
- Creating a centralized marketplace run once a month out of the Murdoch Center as a launching pad for Black businesses in Flagstaff
- Focusing on sustainability and creating avenues for ongoing, secure funding
- Work with Discovery Flagstaff to initiate a “walk-the-talk” augmented reality project to virtually walk through and engage in the story of the Black community, recognizing items of historical significance such as Green Book locations, Buffalo Soldier encampment, etc.
- Increased visibility of the Black community through a “Third Thursday” or “Third Friday” program hosted through the Murdoch Center to provide an opportunity for people to shop and engage with the Black community
- Create visibility beyond brick and mortar establishments through murals, celebrations, events, etc.
- Providing educational opportunities to ensure community members are aware of and properly educated in resources and programs available

Two key words that stood out to forum participants in the discussion of economic inclusion and impact were “visibility” and “intentionality.” Participants desired increased visibility of the Black community, through representation and celebration. There was also the desire to see City-sponsored intentionality, in partnering with the community to ensure visibility and equitable access to resources and business opportunities. It was noted that it “does not take much to work toward economic equity and Black representation in the community of Flagstaff ... it simply takes more.”

# RACE, SPACE & SEGREGATION

## Dr. Ricardo Guthrie



### ISSUE STATEMENT

FLAGSTAFF HAS a documented history of redlining and other socioeconomic practices and policies which have created a trend of physical separation (segregation) of communities of color and marginalized representation within the City's structure and development. Racial exclusion and segregation are contributing factors to the erasure and lack of representation of Black community structures within the City.



### BACKGROUND

When talking about the exclusion of a particular culture or race in a geographical area, it is important to understand that there are multifaceted aspects to such exclusion. Segregation can be at once physical (redlining, blockbusting, etc.), systemic (based in social practices, policies, and processes), and ideological (the idea that certain people do not belong in certain spaces; i.e. NIMBYism). Spatial racial exclusion consists of historic, institutionalized policies and practices which privilege private interests over the public good; this is the social landscape in which the idea that providing equal and equitable access to the public space of community (housing, parks, education, transportation, etc.) is viewed as threatening to privatized interests. The basic problem facing much of the economic and social development of communities of color throughout the country has been a long-held link between race, place, and power.

### CONTEXTUALIZATION

As noted above, Flagstaff has a documented history of redlining and other socioeconomic practices and policies which have created a pattern of segregation and discrimination against Blacks and communities of color within the City. Growth and development have occurred as a result of racial exclusion and segregation during much of the 20<sup>th</sup> century, and are still contributing factors to the erasure and lack of representation of Blacks within the City proper. The absence of Black cultural and historical structures outside of Southside neighborhoods is a continuing problem, as a lack of visibility leads to planning that fails to assess policy impacts on African Americans, and undermines their contributions overall. Flagstaff demographics indicate growing segments of Native American, LatinX/HispaniX, Asian, and African Americans—who work at the university, the medical center, the private sector and entertainment/hospitality industries—but growth has remained stagnant because of lack of jobs, affordable and adequate housing, and limited cultural opportunities for people of color.



*Dr. Ricardo Guthrie, Assoc. Prof. Ethnic Studies, Northern Arizona University*

Segregation is a thematic construct and a continuing legacy that has affected the built environment in certain neighborhoods, but it is also an underexplored aspect of a small mountain town that seeks to embrace growth and change. **Areas to discuss include:**

- Legacy of Segregation (pros and cons)
- Growth and Development within Demographic Shifts
- Relocation of the Rio de Flag
- NAU & Neighborhood Empowerment
- The City and Resource Allocation

#### City of Flagstaff - Low Income Concentrations (c. 1990s)

Neighborhood	Pct. Low-Mod. Income Persons	Median Income	Median Home Value	Pop.	No. of Households
Sunnyside	63%	\$20,554	\$56,733	4,506	1,491
<b>Southside</b>	<b>81%</b>	\$10,981	\$64,050	1,611	671
<b>Southside</b> (Plaza Vieja)	<b>83%</b>	\$13,176	\$63,300	3,006	574
<b>Southside</b> (Pine Knoll/ Brannen Hms.)	<b>87%</b>	\$15,296	\$50,600	895	347
<b>FLAGSTAFF</b>	<b>38%</b>	<b>\$28,382</b>	<b>\$90,300</b>	---	---



### City of Flagstaff: Where Do People of Color Live?

Neighborhood	Sunnyside		Southside		Plaza Vieja (Southside)		Pine Knoll (Southside)		FLAGSTAFF	
Race/ Ethnicity	#	%	#	%	#	%	#	%	#	%
White	2,067	44%	1,466	72%	873	67%	337	53%	41,477	79%
African American	115	2.4%	147	7.2%	61	5%	136	21%	1,079	2%
Native American	976	21%	101	5%	166	13%	154	24%	4,371	8.3%
LatinX	1,805	38%	499	25%	296	23%	139	22%	8,657	16.4%
Other	1,509	32%	285	14%	173	13%	8	1.2%	4,516	8.5%
<b>TOTAL</b>	<b>4,721</b>		<b>2,030</b>		<b>1,308</b>		<b>642</b>		<b>52,701</b>	

### KEY QUESTIONS

- WHAT are some of the reasons why the contributions of African Americans might not be recognized throughout the City?
- HOW are the legacies of Segregation continued through City policies, NAU activities, and the actions of Residents?
- HOW important are “home ownership,” “job development”, and “community control of development” to the City’s future?
- WHAT direct experience(s) have you had with systemic or practical segregation or division of space in Flagstaff, if any?
- WHAT positive changes would you like to see in order to promote “Sustainable Growth” as it affects African Americans?
- WHAT does it mean to maintain the Character and Culture of Black neighborhoods if the Black population decreases?

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Southside Neighborhood Plan 2020

Historic Southside Mural at the Murdoch Community Center (2011)

*Arizona Daily Sun* reports and news articles 2000-2020





### COMMUNITY FORUM OUTCOMES

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Forum participants were asked why contributions of African Americans might not be recognized throughout the City. Among reasons identified by participants were:

- A lack of markers or plaques to designate the contributions of African Americans posted throughout the City. One participant noted having worked in the Riles building and never knowing that it was named for Wilson Riles.
- The invisibility of the African American community – participants noted that even in the smallest towns throughout the nation, they have been able to find places that served [the Black community]; there are usually cultural representations in the downtown areas of cities and towns to mark the cultural makeup of that community.
- Lack of a central Black community center – one participant noted that had they not happened to see the Murdoch Center upon arriving in Flagstaff, they might never have found the Black community.

Emphasis was placed on the historical significance of Wilson Riles, and the lack of communal knowledge of his legacy. Wilson Riles was the first Black graduate that we know of from Northern Arizona University. A participant noted a conversation with the Dean of the Department of Arts and Letters, an office housed in the Riles building; the Dean was unaware of who Wilson Riles was. Another member of the community noted that if NAU were “truly invested in Black culture,” the contributions of Mr. Riles “would have been commemorated on [an] historical plaque either inside or outside of the building.” A faculty member noted that there is a small plaque on the inside of the building, on the ground floor; it was relocated due to weather, but few within the community are aware of it.

Further discussion yielded the opinion that despite having perceptions as a “liberal town,” Flagstaff seems to have a hesitation toward recognizing the history of trauma and oppression toward Black people. A call was made for the City to acknowledge that barriers to Black community development, inclusion, and space access existed, and continue to exist, that need to be overcome. Until there is a cultural shift from complacency with being “liberal,” the community as a whole cannot move forward. Parallels were made to the Southside Community Plan, which acknowledged historical inhibitors to community and economic development and sought to create positive change for this historic community. A Councilmember acknowledged that there is a need to “open our eyes” to the difference between what the Black community was (thriving, visible, and included) to what it has become (dwindling, invisible, and largely segregated). Issues of housing and quality of life in historically Black communities in Flagstaff were raised as needing to be addressed.

Forum participants spent time discussing “political will.” While some held that the issues to be addressed were matters of political will, the question was raised regarding

whether such will exists within the City, particularly Council. While it was held that some members of the current Council may have political will to enact positive change for the Black community, historical knowledge suggests that such will is not pervasive; this creates and perpetuates the fear that little to nothing will be done if there is not full—or at least, majority—buy in from Flagstaff's political leadership. Specific issues of affordable housing in the Southside community, and other communities of color, were cited, and the perception that there are still “people who feel that saving the prairie dogs [is] more important than providing housing to people.” The question was raised of whether new people in Flagstaff and potential new Councilmembers understand the importance of political will, and if so, whether it elicits the “drive” to do the right thing. Forum participants desired to see Council and other community leaders focus on “all of us.”

Further conversation addressed the visible indicators of the legacies of segregation continued through City policies, NAU activities, and the actions of residents. Key points included:

- **Issues of Affordability and Homeownership:** The legacy of segregation exists in that homeownership in Flagstaff is less than 10%. Residents in Flagstaff neighborhoods feel separated and sense a lack of connection to the broader Flagstaff community. With NAU planning continued land purchases, many of which enter historically Black communities and drive out historic residencies, there was the concern that “a benevolent dictator is still a dictator.”
- **Community Silence:** Participants noted that while the conversation has been started, and they were actively engaged in the conversation that sought and reached out to all segments of the Flagstaff community, there remained a lack of engagement and participation. The lack of community voices, and ongoing community silence, is helping to enforce the legacy of segregation.
- **Displacement:** The university being so close to the Southside community draws development that disproportionately displaces people of color.
- **Disproportionate Cost of Living:** Raising the cost of living would not be as much of a problem if wages and incomes rose proportionately. People cannot afford to stay in neighborhoods when businesses enter and drive up cost of living. This is an issue that disproportionately impacts communities of color.

A major topic during one part of the conversation was the question of **gentrification**. While gentrification may be a form of desegregation in that it allows others to enter the community, an issue exists when the built environment no longer serves the community. Issues of displacement, and communal indicators that particular peoples who historically developed a community are no longer welcome within that community raised the question “Desegregation for who?” The example of the Brown vs the Board of Education ruling was cited, which took away Black schools that served the communities in ways that schools that replaced them did, and do, not. Any development undertaken by the City that is not cognizant of maintaining the community does a disservice.

Housing costs and taxes have increased beyond the capacity of historical communities within these neighborhoods to afford them, resulting in displacement and the breakdown of historical communities. It was noted that where gentrification becomes the opposite of positive desegregation is when it results in the displacement of already underserved communities.

Communities members expressed frustration with the knowledge that their presence as white residents with high incomes contributed to the increased cost of living for others within the community. A recommendation was made for guidelines in place for landlords.

Acknowledgement of historical inequities and **disparate impact** to the Black communities was made during this discussion. As one community member noted, newcomers to this discussion are only beginning to enter into the ongoing discourse of the Black community, which has been “attempting to catch up in a race that started 400 years ago.” Another community member noted the ongoing need for both political and community will; as we discuss the “invisible community” that exists within Flagstaff, and that does not have a sense of itself within the broader Flagstaff community, it becomes clear that there is a perpetuated need for change-driving movements. The entire community must take ownership.

A community member raised the question of **reparations** thusly: “As I read about redlining and learn about our history, I have to ask what role does reparations play for our City? Whatever the image we’re [the white community of Flagstaff] trying to hold onto ... it’s my opinion that they need to play a part.” It was noted that as a society that is built on economics and capitalism, it is “only fair that we address [the Black community] in the same way.” Another participant noted that while we often hear about being generous with our time, “there are people who can also be generous with their money. There is a generation of white people who are going to pass on their money to their children ... and I think that’s a real shame.” Concepts for community reparations in Flagstaff included the establishment of an equity fund and donations to the historic Murdoch Community Center.

# MENTAL & BEHAVIORAL HEALTH

## Mr. Jermaine Barkley



### ISSUE STATEMENT

THE HISTORICAL Black experience in America continues to reflect a disparate degree of trauma, violence, and mental and physical health concerns when compared to European-Americans. We recognize the parallel between the historic dehumanization, oppression, and violence against the Black community and ongoing structural and institutional racism, as well as the connection between these factors and the apparent lack of resources specifically aiding in the treatment of Black mental, behavioral, and physical health concerns.



### BACKGROUND

The history of Black lives in America is one of trauma, oppression, resilience, and constant struggle. Through the fight for equity and justice in a system that perpetually oppresses Black communities, progress has been made. However, that continuous fight is not without its impacts. Systemic racism, colonialism, and the constant fight against it leaves behind trauma and severe detriment to the mental health of our community. In fact, the CDC reports that Black Americans are 20% *more likely* to report serious psychological distress than that of White Americans<sup>1</sup>.

Indeed, to many Black individuals, this statistic comes as no surprise. The current picture of the Black experience in the U.S. is a story of disparities. While the Black community only makes up a small portion of the U.S. population, we are frequently over-represented in at-risk populations, making up almost half of all homelessness and children in foster care, as well as half of the population currently incarcerated in prison<sup>2</sup>. Exposure to these circumstances are not without their impacts, frequently resulting in detrimentally impacted mental health, a sharp decline in physical health, and the perpetuation of these impacts passed to the next generation.

When looking at the issue of police violence against the Black community, the consequences on mental health are striking. As these tragedies begin to become more

#### MENTAL & BEHAVIORAL HEALTH QUICK FACTS:

- > Black individuals report psychological distress at a rate of 20% *higher* than white individuals in the U.S.
- > This year, rates of anxiety and depression have increased by over 20% in the Black Community.
- > Only 3 in 10 Black individuals ever receive mental health treatment.



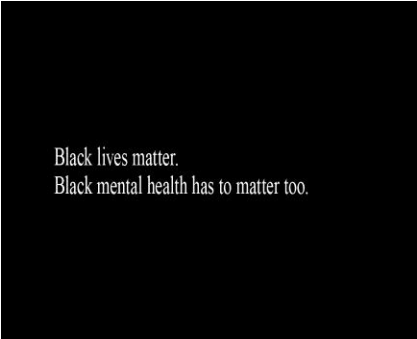
#### Fact:

Only 4% of Mental Health providers in the U.S. are Black.



high-profile, we are seeing an increase in the signs of PTSD and anxiety among our Black communities. Since the events in Minneapolis, depression and anxiety in Black Americans has increased by over 20%<sup>3</sup>. Indeed, poor mental health can affect your ability to maintain stable employment, healthy relationships, and overall well-being. Generally speaking, a remedy to mental health distress is of course mental health services. Yet here too we see remnants of systemic oppression. While Black Americans are more likely to report severe emotional distress, only around 33% will ever receive any form of mental health intervention services, compared to a national average of 45%<sup>4</sup>. The factors contributing to this range across a broad spectrum including:

- **Stigma:** a study conducted in 2014 found that African Americans were very concerned about seeking mental health services due to the stigma associated with having a mental health issue and receiving treatment<sup>5</sup>.
- **Access to culturally appropriate treatment:** For instance, as of 2015, only 4% of mental health providers in the U.S. identified as African American<sup>6</sup>. Misdiagnosis was also found to be common amongst African Americans, with evaluation often neglecting to include key contextual factors of the Black experience in America<sup>7</sup>.
- **Access to quality care:** Black Americans are less likely to have access to mental health services in their community, less likely to receive best-practice treatments for depression and anxiety, and more likely to report receiving poor services during treatment<sup>8</sup>.



Black lives matter.  
Black mental health has to matter too.

## CONTEXTUALIZATION

The Flagstaff community is not immune to the impacts of systemic racism and oppression towards the Black community, nor are we immune to its impacts on mental health. The issue at hand is that Black individuals and communities experience mental health issues as a result of racism and oppression at very high rates with severe consequences, and the services in place have historically fallen short when it comes to addressing said mental health impacts. Therefore, the conversation around mental health in the Black community of Flagstaff is one that must be addressed on two fronts: reactive and preventative measures. Reactive measures include addressing the disparities in mental health treatment services for our Black community. How do we increase access and quality of care? How do we address stigma? How do we ensure our services are culturally competent? Yet should we seek to see long-lasting improvement we must also address how to prevent such detrimental impacts on the mental health of our community in the first place.

Improvement comes with increasing awareness, identifying what contributes to the mental health impacts that accompany living while Black, and addressing those contributing factors head on. By acknowledging the impacts that systemic oppression has on our community in Flagstaff, addressing that system, and ensuring our safety net of mental health services for the Black community are effective, respectful, and easily accessible, we can seek to finally close the gaps of disparities in the arena of mental health for our community.

### KEY QUESTIONS

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- WHAT do you feel are the primary concerns facing the Black community of Flagstaff regarding mental health?
- IS mental and behavioral health an important aspect of healthcare and service to fund and provide for the Flagstaff community? Why or why not?
- DO we need resources within the Flagstaff community to specifically address the mental and behavioral health needs for the Black Community? Why or why not?
- WHAT resources are you aware of within Flagstaff specifically addressing mental and behavioral health for the Black Community?
- HOW important is it to you that mental health service providers come from the same cultural or ethnic background as you and why?
- WHAT have you personally seen as a barrier to seeking mental health services in Flagstaff?
- WHAT does culturally competent care look like to you?
- WHAT do you feel needs to change in order to ensure continued positive development of the Flagstaff community in this area?
- WHAT does change look like to you when it comes to Mental and Behavioral Health?
- WHAT communities online have you found helpful for mental health and overall support?
- WHAT mental health resources in Flagstaff have helped you or a friend the most?

### Resources

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### COMMUNITY FORUM OUTCOMES

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Among primary concerns facing the Black community in Flagstaff regarding mental health, participants noted the following:

- Perceived invisibility creates a sense of the needs of Flagstaff's Black community being insignificant
- Hindered emotional development; one participant noted that particularly in romantic relationships, Black men experience a lack of expressiveness, as until recently "we weren't really able to do that"
- The perception that Black vulnerability is dangerous
- Stigmatization of mental health in the Black community, and the limited understanding of Black mental health outside of the community

Mental and behavioral health were identified as key aspects of services needed within the Black community. It was noted that there are seldom resources where Black consumers can experience understanding and impactful treatment of mental health concerns. With a lack of representation in mental and other healthcare professions, there is a sense of discomfort that remains internalized. Participants spoke of the challenges faced as Black consumers who, when seeking treatment and care, become the primary source of education to their caregivers. A great deal of emphasis was placed on the mental and emotional strain of Black identity.

Discussion regarding trauma informed care, and the historical and present-day trauma of Black identity, yielded interesting insights into the Black experience in Northern Arizona and the American west. It was noted that during the Great Migration, Blacks moved into the area of Northern Arizona to escape the oppression of the Deep South; Blacks migrated west to pursue work, particularly in the lumber industry. Yet here in Flagstaff, while a Black family could move and find jobs, this did not mean it was any less segregated, oppressive, et cetera. The enduring history of traumatic Black experience creates voids in the broader community where Black voices are seldom heard.

The concern regarding representation emerged again during discussion of resources within the Flagstaff community to specifically address the mental and behavioral health needs of the Black community. While participants noted that exact sameness is not a necessity, the perception of "differentness" and "otherness" within the community creates major issues for Black community members seeking care. Noted concerns included:

- The perception of "**gaslighting**" 'when it comes to addressing Black concerns
- The added emotional weight of having to explain issues particular to the Black community in order to receive treatment
- Statistical data points reflecting the under diagnoses and delayed care of Black consumers

Regarding resources in Flagstaff, participants were unaware of any resources specifically addressing mental and behavioral health for the Black community. While participants noted that mental health service providers need not come from the same cultural or ethnic background as the individual seeking care, having similar backgrounds creates a sense of ease in care and has other health benefits. The

discussion of shared or similar backgrounds yielded further discussion of the perception of “whiteness” as “the norm.” Participants noted trends in general discomfort with seeking or receiving services from professionals of color, as the majority (in this case, representative of European Americans) determines what is perceived as “normal” and thus what is perceived as comfortable. It was noted that while Black consumers must typically adapt to nonrepresentative care, others do not see the issue because they share the same background and culture as the majority of care providers.

Positive change in this area included the following:

- Improved cost of living to retain professional talent of color
- Increased resources specifically addressing mental, behavioral, and other medical health concerns within the Black community
- Intentionality in recruitment, to seek and retain professionals of color
- Implicit Bias training within Flagstaff Medical Center and other healthcare provider offices

## INSIGHTS FROM LIVED BLACK EXPERIENCE FOCUS GROUPS

In addition to the six community forums, the Lived Black Experience CommUnity Coalition sponsored a series of smaller focus groups aimed at creating connections with various **community gatekeepers**. The goal of the focus groups was to create increased opportunity for community input, engagement, and the sharing of historical knowledge to drive the ongoing conversation of future engagement with the Black community of Flagstaff.

### Focus Group Structure and Guidelines

The LBE Focus Groups consisted of smaller sessions held both in-person and telephonically. In-person groups engaged social distancing and mask wearing in light of the COVID-19 pandemic.

During each Focus Group, participants were asked a standardized questionnaire to facilitate uncensored dialog. The questions included:

1. How do you feel, as a Black person, living in Flagstaff? (i.e. comfort, unease, unsure, etc.)
2. What is it like, experientially, to live in Flagstaff, as a Black person?
3. What was it like to live in Flagstaff as a Black person? What history can you share? What has changed, for better or worse?
4. What needs to change in Flagstaff, as it relates to the Lived Black Experience?
5. What does change look like to you?
6. What views and perceptions do you see that impact or impede progress in the Black community of Flagstaff?

It should be noted that while questions during the focus group were specifically directed toward the Black community and experience, all were welcome to attend and participate in the groups.

Focus Group participants and invitees included (listed alphabetically):

- Coconino County African Diaspora Advisory Council
- Collegiate/Black Student Union student focus groups (including invitations to NAU and CCC)
- Community gatekeepers and elders
- First Missionary Baptist Church
- Flagstaff NAACP
- Flagstaff Unified School District student focus groups
- Harbert Chapel A.M.E.
- Kuttz Barbershop and College
- Riverside Church of God in Christ
- Springhill Missionary Baptist Church



***Following are highlights from the various community discussions. The below summary attempts to record repeated themes only once. As many participants requested or preferred anonymity, names are not associated with comments to preserve the protected identities of speakers.***

HOW DO YOU FEEL, AS A BLACK PERSON, LIVING IN FLAGSTAFF? (I.E. COMFORT, UNEASE, UNSURE, ETC.)
Comfortable. There has been change, but I feel comfortable in this community. I feel safe. I feel supported. When you're born and raised here, Flagstaff is a place where people know you.
I used to be comfortable, but there are a lot of hidden agendas in how the City has grown and who is "in" and who's not.
Growing up it was more comfortable, but now I'm kind of unsure. Racism is everywhere, even in little Flagstaff ... Because I was born and raised here, I'm comfortable, but people make me unsure. I'm more unsure now than growing up.
Growing up here it was comfortable; that has changed in the last four years, with the oncoming of the new President. I won't blame it all on him ... but racism has gotten [...] more out there. It's gotten more uncomfortable over the past few years, but basically in my experience you don't see a lot of racism in Flagstaff because the community is so diverse. But still, I fear for my grandchildren and for my son and daughter, especially with my son being a Black man. I fear for them in the time's we're living in.
I moved from Southern California to work for the state and was the only Black person in the building. I feel at ease but I have been stopped twice I believe because of my color. The first time I was stopped by the police, when I asked why the reason given was, "Because I can."
I feel uncomfortable and unsafe. I was stopped once, and I know I was being profiled. People aren't used to diversity here.
I have gotten used to being racially profiled. Racial profiling happens every day here, and for that reason I am not at peace here.
I feel thankful. I feel commanded to love people. I don't care about the politics – the Word is my handbook.
Times have really changed.
The only difference is now they're killing us. Back then they would just beat you really bad. I'm just trying to live a better life. I feel uncomfortable living in Flagstaff, and grew up here.
My husband is Black and had a good experience living here, but his daughter came here and had a terrible experience.
Until I started attending my church, I only saw maybe two, possibly three, people of color.
It depends on where I go. When I'm at the Murdoch Center or doing community events, I feel accepted. When I'm at work or out in public, especially if I dress a certain way or wear my hair a certain way, I feel uncomfortable but I've also become

accustomed to it.
When I first moved out to Kachina, I felt incredibly uncomfortable. It's gotten a little easier, but there's also been a shift in the population there. I would say I always feel a general sense of unease, and on guard for confrontation and looks.
I'm not a Black woman, but I can relate to a sense of discomfort.
I feel more uncomfortable since the Black Lives Matter movement, with fear that people might see me as a threat. I had white neighbors that I could speak to who won't speak to me now. I'm fearful that someone will say something to me or do something to me.
There was an immediate shift when Trump was elected. The night the results came in, I felt that fear of who might now feel the courage to say something [racist] to me who didn't have it before.
I feel a greater sense of having to appease law enforcement and not be perceived as a threat.
It's more comfortable here than where I'm from. People tend to stare and think we're going to say something about Black Lives Matter. I feel more comfortable here than I do at home.
I've lived here since I was 7 ... I feel like living as a Black person in Flagstaff and living as a Black person on NAU's campus are two different things. NAU has quotas to fill ... we still attend a PWI, but it's nice to see other people who look like you on campus. I do also wonder for people who don't have these connections, is there anybody out there who feels completely isolated.
It's very stressful and nerve wracking to be a Black person in Flagstaff. It was very hard my first semester. It was disappointing to see that there weren't more people like me. As soon as I found spaces like BSU, I felt much more comfortable staying here because I felt connected to something, because Flagstaff doesn't have spaces just dedicated to Black peace and Black experiences.
Sometimes it feels like it's a very sketchy area. [Finding spaces] like BSU or Soul Sugar ... helped influence me to stay.
I feel like coming from a big city like Phoenix, even though there's a smaller number it feels more like community [on NAU campus]. I felt not as isolated as I was in Phoenix. We had to fight for safe spaces in my high school. It's been a lot better.
My experience in Flagstaff was a total culture shock [coming from the South-Central LA area]. It took me a while to be comfortable. BSU kept me in Flagstaff; I did not feel comfortable here all of Freshman year, but BSU made me feel like I belonged.
It feels like a stigma lately for folks to ask me "how I'm doing with this whole Black Lives Matter situation." It helps my mind more understand that there is a true...divide. BSU is home for the youth of black individuals in flagstaff. We try our hardest to make it feel as so.
I have felt insecure in my skin once here. [I never] wanted to feel that again. I know that I'm not alone in that feeling so utilization of groups that make you whole is great. Such as, Ladies of Truth, BSU, and Soul Sugar Open Mics.

**WHAT IS IT LIKE, EXPERIENTIALLY, TO LIVE IN FLAGSTAFF, AS A BLACK PERSON?**

I feel a lot of personal frustration in Flagstaff ... It's so brazen now with the clique-ishness. I go into [areas] where you would see nothing but Black people, and now there seems to be everything but Black people.

Despite being from here, [people] make you [as a Black person] feel like an outsider. Social media has a lot to do with it. I don't really socialize a lot with the outside world and it could be I don't [know about the cliques] because I don't engage with that. I don't see a lot of color ... I do know it's clique-ish in Flagstaff. If you're not from here, you're left out.

People want to keep this a small town. A lot of the clique-ishness comes from people not wanting to let go of the small-town feel.

Flagstaff grows when it wants to grow and for whom it wants to grow. There's a feeling of the have and have-nots. The new people who move to Flagstaff don't want to know about the history because they want to make it what they want it to be. The Pioneer Museum did not know anything about [the Black community].

I'm still relatively new, and I enjoy the secluded area of Doney Park. I am comfortable with the serene surroundings.

I haven't had problems; I am happy to be here.

If more of the population was educated about the African American experience, the more comfortable they would be around Black people. There is a perception of Black people as doing bad things. More positive experiences would equal more comfort living here.

It hurts that they took Cogdill away from us, away from "the Hood."

More so now, we feel like we are outcast in our own communities.

Sometimes I feel like I'm the spokesperson for my race. Maybe because of BLM and our current political climate, I feel like I'm constantly being asked questions ... about my hair, about Blackness. A lot of people do approach you here because evidently we're not seen. A lot of times people approach me it seems like just to get a rise [out of me] ... it is different treatment, because [people] don't approach anyone else to [ask those kinds of questions].

We were canvassing and had a bunch of Trump supporters drive by and went out of their way to be rude. I had my car towed and it was surrounded by Blue Lives Matter vehicles. The man who was supposed to help me was rude and wouldn't look me in the eye.

What shocked me [at a local canvassing event] was when the organizer said, "Be careful, because some of these [Trump] supporters might follow you home." In that moment, it was suddenly put right in front of my face. It was nothing I ever had to deal with back home. Back home ... you had to squint to see it, but here it can be right in your face.

My third year I was living with someone, and they would ask me things like "How would you feel if a white person tweeted the N word?" I felt like they just wanted to feel woke and make themselves feel better. I would give them answers but it would make me feel uncomfortable. My dad just got his car towed, and he experienced something similar; the individual at the towing place was blatantly rude, and my dad is a very outspoken individual and I was worried for him ... It's definitely not something I have experienced back home, because back home is minority majority, but living in Flagstaff has been an experience.

When the movie Get Out came out, it felt like that movie was made for me because in that film, the horror is the "nice" racist white people. And I feel like I encounter veiled/hidden anti-Blackness and microaggressions a lottt [sic] in Flagstaff.

I am Mexican and come from New Mexico, which is very [minority-populated]. Coming to Flagstaff I felt very out of place. It was very scary and I wanted to leave. The more I put myself out there, the more I found people like me and that made me want to stay. It was finding people who experienced the same things I did and understood what it was to be a people of color.

**WHAT WAS IT LIKE TO LIVE IN FLAGSTAFF AS A BLACK PERSON? WHAT HISTORY CAN YOU SHARE? WHAT HAS CHANGED, FOR BETTER OR WORSE?**

It's completely different, and it doesn't have to be. It's as if a Black population did not live here ... like an old Hispanic population did not live here. And these are the people that worked the forest and the sawmills. It's like that never existed. There used to be a sawmill on Route 66 in La Plaza Vieja. Black people lived in the Adobe Quarters. Aspen Place was built on the historic logging pond and sawmill. People want to think they've created something new; the Black community created a lot of what we have now. When the "haves" decided that they wanted beautiful houses back in the forest and isolated areas, the spotted owl became an issue and that became the end of Black employment.

I have memory of the Log Road from [...] Happy Jack, Arizona. The men would go to cut logs, and the road was so red from the Camp, you could run your hand down trucks coming down the road and eat the red dirt.

Black people had a very instrumental and interesting beginning in Flagstaff.

When men to service in WWII, all the women left behind stayed in the boarding houses when everyone was gone. We had Black cafes, juke joints, and everything here in Southside.

We all lived in the Adobe Quarters or down on O'Leary Street, which was a mixed population with Mexican and Black folk. By O'Leary was primarily Black, La Plaza Vieja was primarily Hispanic, and in between it became very mixed. But none of us lived north of the tracks. The Locketts and the Johnsons may have been the only ones to live "over there." Mrs. Lockett told me the story of how they were able to find a lot and purchase it without anyone knowing they were Black. They told the Johnsons, who were living on campus, and helped them purchase there.

There was school segregation, too. Emerson School, located where the Flagstaff Public Library currently sits, was the "elite" white school. The Dunbar School, located where the Murdoch Center now sits, was a segregated Black school. South Beaver School was Hispanic, and Kinsey School was Black. We didn't have bussing. When we moved to the Brannon Home Projects, the football and basketball coaches protested because the Black boys couldn't get to practice; they went to the School Board and demanded a bus be sent to Brannon Home, because otherwise the Black children could not get to school. When busses started, students of color got sent out to traditionally white schools; there was not bussing of white students into traditionally Black schools.

I grew up in the 60s and 70s in Flagstaff. I knew there were areas of Flagstaff where I couldn't go. If I went to a white classmate's home, my parents had to sit outside because they were afraid of what might happen. Things didn't get better in Flagstaff, they got worse. I remember when Little America first opened, we got told we had no business on their property. It made me angry coming home from [the Vietnam War] and finding that this wasn't my home. The 60s haven't changed Flagstaff, the 70s haven't changed Flagstaff, the 80s haven't changed Flagstaff, the 90s haven't changed Flagstaff ... and we wonder why we're tired.

There used to be more cohesiveness in the Black community.

When I first moved here, it was a huge culture shock. I was like one of two Black people in my high school, and one moved away. It's been better because there have been more Black people coming and being able to connect, but there's still a feeling of isolation.

People leave, that's the biggest thing. Flagstaff is such a transient place because there's no real job market. It can be demoralizing to be here and be isolated for so long, so people will leave. My family's close family friends got tired of it and just left. [Deborah Harris] is one of the only Black people I know who has put down roots in Flagstaff. Everybody is looking for the next big thing and looking for a reason to leave.

### WHAT NEEDS TO CHANGE IN FLAGSTAFF, AS IT RELATES TO THE LIVED BLACK EXPERIENCE?

The original Black people who are here are older and comfortable; the younger generation coming in are the go-getters. The people who have come are making it known that there needs to be a change. The older Black population doesn't have their comrades to make their fight.

There are a lot of Black people, but they are mixed "in the crowd." We are "hidden."

As a younger person, growing up in a well-known family I only needed my family. There was only one of you in class. People in college seemed surprised to find that there were Black people in Flagstaff. You feel so hidden in Flagstaff, it's like nobody is really checking for you. New people see you, and some want to know the history and see what it's like to be of a different culture in a small town.

There was a sense of Black people needing to "blend in."

Flagstaff needs to be more inclusive and accepting of all people. The more visibility the better. Black culture is awesome but if you've never experienced it you can't know how to [engage].

We used to have corporate prayer where all the churches would come together. This hasn't happened in a while. We need to stay focused spiritually.

We need to accept the time we're living in right now.

There need to be more positive experiences with police officers and City representatives. More positive interactions would be good.

As a student at NAU, I feel the most Black at church. Outside of church I don't have a community here.

We need to give young people somewhere to go. If you're not a part of the church, you're not part of anything. They don't have anywhere to go, which leads to them



getting in trouble. Back then we had people to look up to, especially at Cogdill.
People need to see each other as people, not defined by their race.
The profiling and prejudice needs to stop. I've been dealing with racism all my life. It starts at home. I try to teach my kids to love everybody. People need to be taught that racism is wrong.
What we're seeing in our community now stems from systemic racism. Remember that what was done to Native peoples happened to us, too ... We get stripped of our language and identity.
As a white person I find myself ashamed of the way we act.
We need to keep having these conversations and sharing our identities.
We need to be able to have Black representative products, including Black beauty salons.
I would like to see more connection with other Black people in this town. More community gatherings to help people connect.
I feel we need representation. I also feel systemic change needs to be there. At this point racism has been perpetuated for so long, it's intrinsic to the system.
Job opportunities. I don't see myself spending my money here. It's not growing as a community.
There aren't job opportunities. We have formed a community, but it needs more culture. I feel like the only time I see another person of color it's an Indigenous person getting harassed by the police.
I really enjoy the natural landscapes and summer weather [but] I feel like there is not much for me here either.
We only have one outpatient mental health facility. In this small town it gets filled up pretty quick. So the only option we have to turn to is NAU mental health services.
I would feel better staying in this town if I could stop seeing the police state. I cannot go anywhere in this town without seeing a cop. It's especially saddening to see them continually harass the homeless population. I feel the lack of representation within the force and town causes over-policing black and brown persons.
We need more culture here. Everyone who came here has stayed here so their knowledge of what's outside of here is limited. Flagstaff is very faux liberal ... the more you're here, the more you see it change.
I've been working with my former high school, and as someone who went to other Flagstaff schools, there's a lot of work to be done. It doesn't make sense to me that Flagstaff is so aggressively white and faux liberal ... It's like there's defensiveness about it.

### WHAT DOES CHANGE LOOK LIKE TO YOU?

There are younger generations who want to know about their history and the history of Flagstaff, and those who could tell them are gone. There's a need to sustain the history that would otherwise be lost.
Have a community meet and greet. We need to learn and know ourselves. The Black community feels divided.
I'm having a lot of ideas ... a museum, a community center, a youth center, a



community cook out, economic business investments. I noted down, "reaching out of the past and moving ahead."
If I was going to push for one thing, that would be my push, that there should be a museum of African American history in Flagstaff.
As a community, we need to find ways to build community ... to create more positive Black community. I know Flagstaff has a history of a lot of Black people who have disbursed over time; we need to rebuild the community.
We have to work toward reestablishing community, through activities that are free of political associations.
We need to start conversations to unearth the unseen issues and help cultivate a community where all people can feel comfortable, included, and attended to.
Being able to go outside and not having my fight or flight ramped up, and not feeling pressured to educate people all the time.
Community and work spaces where, when we share our lived experiences, they're not seen as a threat or invalidated.
I want to see people educated, and to see the ingrained bias that children are taught erased.
I would like to see more Black owned businesses in Flagstaff.
There needs to be more education about local resources, and a building of engagement with events where people can be educated.
More Black owned businesses. Kutz Barber shop and Ms. Deb's Murdoch Center is the only two beautiful black routes.
I would consider staying here if it was less expensive, actually liberal, [and had] more Black spaces: hair stores, salons, restaurants, community buildings, [et cetera].
Defunding the Flagstaff Police and diverting resources to mental health resources and health care and education. Also having the Police Department go through Implicit Bias and bias training. With those mental health resources, hiring Black therapists who will relate to Black patients who are dealing with things a White therapist won't understand or be able to relate to.
We need more places to find the black community. Besides the churches, it's difficult for black students to find the Black community members.

#### WHAT VIEWS AND PERCEPTIONS DO YOU SEE THAT IMPACT OR IMPEDE PROGRESS IN THE BLACK COMMUNITY OF FLAGSTAFF?

I don't think Black people support Black people, in general.
Everything on San Francisco St used to be Black owned; you feel like a foreigner when you go down there now.
We are not visual/visible within the community. You have to been or have something out there about you that people can see.
There used to be a beauty shop, and other Black businesses. Now everyone is professional and created a different lifestyle.
Political climates and party divisions have spilled over into communities. This creates segregation, as does the lack of corporate prayer and community. This causes us not to seek opposing views for engagement, but instead to isolate from those we see as

different.
For Black youth, there is a sense of being disconnected. I have developed my own community, but it took a long time. The [NAU Office of Inclusion (IMQ)] has worked to dispel feelings of isolation. People can't find the Black church or the Black community. A group called Soul Sugar has been having open mic nights and trying to host prayer times to meet the spiritual needs of younger Black people. We are lacking the connection to the spiritual guidance from our mothers and grandmothers.
The shifting Black community is the result of the population decrease due to lack of employment opportunities, for youth in particular. In recent years, there has been regrowth with incoming Black professionals at NAU, medical fields, et cetera; with this there has also been an influx of issues with police and other systems, especially with the suggestion that because Black numbers are small, Black narratives are insignificant.
People of color are struggling with economics; community resources and services have been stripped. Black people have been trained how to behave, and being uncomfortable is something we've been conditioned to accept. African Americans are taught to dislike each other.
A lot of what we have in the community are segregated functions. We need more integration, while keeping our history.
Systemic racism has created a system where we [as Black people] hate each other. It's become a cultural thing [for all people] to disrespect each other. We need to take conscious control of how we're represented.
Inaction stands in the way – people who don't see it as their problem or the idea of being color blind, which negates our struggle.
We need to have a conversation around the term racist; people need to learn to address the behavior without taking the term personally.
There is division, within the Black community, that doesn't allow us to have connection with ourselves. We need to stop using personal history to allow us not to support each other.
I think the cost of living is probably another huge barrier. Because even if I settled for a job in Flagstaff that's kinda outside my desired field, could I afford to stay? Probably not.
There's a white and privileged mentality that you see everywhere. It restricts our ability to be comfortable with ourselves. I'm so tired of it. I believe we're on Indigenous land, and it doesn't make sense that there are so many white people here.
Working in this town is terrible. Working in customer service is already terrible, but working in customer service in Flagstaff, where everyone feels entitled to everything, is a lot. It might have to do with where people are from and settling here ... There's a white superior mentality. I feel like someone needs to voice this and maybe we can start.
I think we need to band together as a community. [As suggested by Mr. Brown], creating a guide or directory to Black businesses, it's like, why don't these things exist? Because we don't have these cultural touchstones, we seclude ourselves. It's enhanced by us not reaching out and uplifting each other.
It's the lack of culture that keeps me from wanting to stay here. That might be why the diversity rate on campus is so low. The first thing my mind went to was the Native

American community and how their history was shut down. There's a colonialist mentality ... if you land here, you own this space, if you kill enough people you have control over it. If we're going to make any forward progress, we need to get beyond this territorial mindset and understand it's not always about taking as much as you can.

I definitely think that if [there were] more people of color that were here in Flagstaff, I would feel more comfortable staying and being here in general.

There's no regular meeting space for the community.

As someone who is Black and Mexican, I feel like there is not enough representation of people of color. More culture and representation in Flagstaff would make me feel so much more comfortable being here.

## **CHAPTER 3: GOALS, POLICIES, AND STRATEGIC PRIORITIES**

### GOALS, POLICIES & STRATEGIES

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Goals and policies in the Flagstaff's Forgotten People (FFP) Strategic Plan aim to specifically address issues and concerns facing Flagstaff's Black community via methods that simultaneously advance the goals and priorities of the City of Flagstaff while encouraging a more complete fulfillment of the City's mission, vision, and organizational values. Goals are presented both broadly and specifically in line with the various levels of need within the Black community of Flagstaff, aiming to ensure continued viability for the next 10- to 20-year plans for development and engagement by Council. Strategies presented within this plan represent ideas that may help achieve desired outcomes.

#### City Council Mission

The Lived Black Experience Community Coalition believes that to fulfill its mission "to protect and enhance the quality of life for all," the City of Flagstaff must take deliberate action to address the needs and concerns of the Black community.

#### City Council Vision

The City Council has stated the following vision for the City of Flagstaff:

*The City of Flagstaff is a safe, diverse, just, vibrant and innovative community with a unique character and quality of life for all. The City fosters and supports economic, environmental, educational and cultural opportunities.*

It is the belief of the LBEC Coalition that until the City of Flagstaff recognizes the contributions of its historic Black community, and takes steps to ensure continued engagement and enrichment of this community, this vision cannot be fully realized. The aim of the FFP Strategic Plan is to provide various mechanism through which the City can proactively engage the Black community, thereby furthering what we believe to be an admirable and worthy vision for all of Flagstaff's citizenry.

#### Goals Overview

The goals outlined within this plan represent the desired results envisioned by the Black community of Flagstaff, in partnership with the LBEC Coalition and Flagstaff's City Council, with the commitment of both Council and the community. These goals represent four primary areas of focus:

##### I. Community Development

To grow and strengthen an equitable, resilient, and thriving Black community through economic advancement, increased access, and the recognition and preservation of

## Flagstaff's Lived Black Experience Strategic Plan

the historic and developing Black community of Flagstaff.

*Representation & Preservation / Economic Inclusion & Impact / Race, Space & Segregation*

### II. Community Engagement

To partner with the community to develop, improve, and sustain relationships that guide solutions addressing social, cultural, and economic determinants of access, public consideration, education, advancement, and care.

*Representation & Preservation / Mental & Behavioral Health*

### III. Community Infrastructure

To intentionally partner with the Black community to develop ongoing programs of education, celebration, and economic development, with a direct focus on recognizing the need for public spaces and places directed toward such engagement.

*Youth Perspectives & Concerns / Race, Space & Segregation / Mental & Behavioral Health*

### IV. Community Outreach

To enhance public transparency, accessibility, economic equity, and social justice within the Black community of Flagstaff in order to enable a more holistic approach to Flagstaff's long-term developmental goals that is cognizant of the potential impacts to all aspects of its community.

*Social & Criminal Justice / Representation & Preservation*

## Policies Overview

Policies represent a deliberate system of principles and actions intended to guide decisions and achieve the stated goals of the FFP Strategic Plan.

### I: Community Development

Goal I: To grow and strengthen an equitable, resilient, and thriving Black community through economic advancement, increased access, and the recognition and preservation of the historic and developing Black community of Flagstaff.

Policy I.1: Create opportunities where new businesses and economic opportunities can contribute financially to community growth and development.

Policy I.2: Create greater awareness of programs and opportunities that support the development of economic drivers specifically focused within the Black community.

Policy I.3: Support investment in the Black communities of Flagstaff that address longstanding issues and community concerns including home ownership, housing affordability, job development, historic preservation, et cetera.



## II: Community Engagement

Goal II: To partner with the community to develop, improve, and sustain relationships that guide solutions addressing social, cultural, and economic determinants of access, public consideration, education, advancement, and care.

Policy II.1: Enhance visibility of the Black community through events, cultural celebrations, educational opportunities, and historic preservation.

Policy II.2: Examine opportunities for access to community-specific care, including culturally specific health resources, education, etc.

Policy II.3: Engage in continued and ongoing conversation with the Black community via public forums, the establishment of a culturally specific commission, and the development of a community partnership to continuously solicit input, feedback, and awareness.

Policy II.4: Ensure engagement activity remains at all times inclusive and cognizant of the diversity within the community, to the greatest extent possible allowing equitable opportunity for civic engagement.

## III: Community Infrastructure

Goal III: To intentionally partner with the Black community to develop ongoing programs of education, celebration, and economic development, with a direct focus on recognizing the need for public spaces and places directed toward such engagement.

Policy III.1: Expand capital improvement, economic development, and workforce investments to maximize and maintain growth within the historic Black neighborhoods and communities of color in Flagstaff.

Policy III.2: Utilize various community and economic resources to create new and support existing centralized, publicly accessible spaces dedicated to the engagement of the Black community and the support of cultural and artistic spaces.

Policy III.3: Provide funding and other community resources to the establishment of programs providing ongoing education and engagement opportunities with the historic Black neighborhoods and communities of color in Flagstaff.

Policy III.4: Utilize infrastructure development to address regional disparities, access imbalances, and the ongoing rural-suburban-urban divide.

## IV: Community Outreach

Goal IV: To enhance public transparency, accessibility, economic equity, and social justice within the Black community of Flagstaff in order to enable a more holistic approach to Flagstaff's long-term developmental goals that is cognizant of the potential impacts to all aspects of its community.

Policy IV.1: Cultivate community partnerships by promoting civic engagement and outreach initiatives between local agencies and the historic Black neighborhoods and communities of color in Flagstaff.

Policy IV.2: Recognize the historic disparate impact of community policing and criminal justice system policies on communities of color, and actively engage both

public and private agencies and community partners to examine, review, and revise policies, programs, and procedures that may preserve and sustain such impacts.

Policy IV.3: Actively engage the Black community of Flagstaff in ongoing dialog, to ensure visibility, cultural inclusion, positive representation in civic discourse, and an ongoing presence in the public discourse of city development.

### Strategic Overview

The strategies presented in this plan are suggestions and ideas directed toward the achievement of the goals and policies listed above. These strategies are the direct result of community engagement, having been compiled from community dialogs, public participation, focus groups, community gatekeepers, subject matter experts, etc. Strategies are identified and categorized by the goals and policies they further, as well as the strategic focus areas identified during the community forums held in conjunction with the City of Flagstaff. Because many strategies interconnect across recommendation areas, we recognize that similar ideas may be presented in a variety of areas.

### **I: Community Development – To grow and strengthen an equitable, resilient, and thriving Black community through economic advancement, increased access, and the recognition and preservation of the historic and developing Black community of Flagstaff.**

- Provide funding to the development of Black business ownership and entrepreneurship, as well as education and support resources to Black entrepreneurs and innovators within the Flagstaff community *[RP/PI.1, PI.3]*
- Provide funding and other support mechanisms for the celebration and recognition of Black food, art, and cultural traditions *[RP/PI.1, PI.3]*
- Create publicly accessible preservation resources, including an oral history database, a Black cultural walking tour, and public access to the various special collections and records pertaining to Flagstaff's historic Black community *[RP/PI.3]*
- Provide wrap-around services via agencies and/or other community mechanisms focused on helping individuals—particularly those of color—to acquire business licenses, City and County registrations and permits, and provide matching funds for successful completion of business development educational programming *[EI/PI.1, PI.2, PI.3]*
- Ensure equitable access to mentorship, business resources, and other help agents and/or agencies *[EI/PI.1, PI.2, PI.3]*
- Provide community and funding support for nontraditional business development and entrepreneurial endeavors *[EI/PI.1, PI.2]*

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- Solicit the development of traditionally Black-servicing businesses and resources, including hair salons, beauty shops and parlors, food services and restaurants, etc. **[EI/PI.1]**
- Create and market visible representation of the Black community through mechanisms such as walking tours, marketing, and public and visible recognition of locations that are representative of Flagstaff's historic Black community (including historic Green Book locations, Buffalo Soldier encampments, historic homes and community centers, etc.) **[EI/PI.2]**
- Create a nexus hub, such as a Black community website, where Black-owned businesses can be recognized, discovered, and accessed **[EI/PI.1, PI.2, PI.3]**
- Create a co-op where leaders in Black business can help provide visibility and resources for economic development **[EI/PI.1, PI.2, PI.3]**
- Create a centralized marketplace, run once a month out of the historic Murdoch Center, as a launching pad for Black businesses in Flagstaff **[EI/PI.1, PI.3]**
- Develop programming such as a "Third Thursday" program, hosted through the Murdoch Community Center, to provide an opportunity for community members to engage with the Black community and Black economic drivers **[EI/PI.1, PI.3]**
- Provide various public educational opportunities to ensure all community members are aware of and properly educated in resources and programs available for economic development **[EI/PI.1, PI.2, PI.3]**
- Develop a dual position Black Community Liaison and Murdoch Center Executive Director, selected via a joint City of Flagstaff and Southside Community Association selection committee **[EI/PI.1, PI.3]**
- Recognize, via proclamation or other public issuance, the fact that barriers to Black community development, inclusion, and space access existed, and continue to exist, that must be overcome for the benefit of the full Flagstaff community **[RS/PI.2, PI.3]**
- Focus on the development of equitable, affordable housing and homeownership opportunities for Black and other communities of color, recognizing the historical impact of systemic racism enacted via redlining, blockbusting, and other programs that denied housing and other economic resources to various citizens on the basis of race **[RS/PI.3]**
- Homeownership opportunities with centralized services localized within the historic Southside neighborhood **[RS/PI.3]**
- Recognize that development undertaken by the City must remain cognizant of maintaining the historic communities occupying areas of development **[RS/PI.3]**
- Actively support the recruitment of diverse medical, behavioral, and mental healthcare professionals **[MB/PI.1, PI.3]**
- Consider and engage in thoughtful discourse regarding mechanisms for reparations within the Black community of Flagstaff, including consideration of community reparation programs such as the establishment of an equity fund and/or donations to and fiscal partnership with the historic Murdoch Community Center **[RS/PI.3]**

**Policy I.1:** Create opportunities where new businesses and economic opportunities can contribute financially to community growth and development.

**Policy I.2:** Create greater awareness of programs and opportunities that support the development of economic drivers specifically focused within the Black community.

**Policy I.3:** Support investment in the Black communities of Flagstaff that address longstanding issues and community concerns including home ownership, housing affordability, job development, historic preservation, et cetera.

## **II: Community Engagement – To partner with the community to develop, improve, and sustain relationships that guide solutions addressing social, cultural, and economic determinants of access, public consideration, education, advancement, and care.**

- Creation of an annual cultural festival, held in Heritage Square, aimed at bringing and sustaining knowledge of the historic, current, and future Black communities of Flagstaff *[RP/PII.1, PII.4]*
- Engage the community in increased levels of activities during Black History Month, Juneteenth, and other significant holidays and events in Black cultural history *[RP/PII.1, PII.3, PII.4]*
- Provide signage (including street names), plaques, murals and public art, and other public markers that recognizes, honors, and commemorates important figures within the history of Flagstaff and Northern Arizona *[RP/PII.1]*
- Enable the built environments of Flagstaff to recognize and reflect the Black presence *[RP/PII.1, PII.3, PII.4]*
- Create mechanisms for the inclusion of educational programming aimed at inclusive representation, regardless of classroom makeup, recognizing that all cultures should be represented within the education system *[YP/PII.1, PII.3, PII.4]*
- Develop partnerships with NAU fraternities, sororities, and panhellenic organizations to offer mentorship, community engagement, and the development of educational and enrichment programs *[YP/PII.1, PII.2, PII.3, PII.4]*
- Provide sponsorship funding for ongoing community partnerships between the Black community and local businesses and community organizations *[YP/PII.1, PII.2, PII.4]*
- Provide educational resources to combat both the stigmatization of mental health in the Black community and the limited understanding of Black mental health outside of the Black community *[MB/PII.1, PII.2, PII.4]*
- Provide resources and mechanisms for trauma informed care specific to, and guided by principles native to, the Black community and other communities of color *[MB/PII.2, PII.4]*

**Policy II.1:** Enhance visibility of the Black community through events, cultural celebrations, educational opportunities, and historic preservation.

**Policy II.2:** Examine opportunities for access to community-specific care, including culturally specific health resources, education, etc.

**Policy II.3:** Engage in continued and ongoing conversation with the Black community via public

forums, the establishment of a culturally specific commission, and the development of a community partnership to continuously solicit input, feedback, and awareness.

**Policy II.4:** Ensure engagement activity remains at all times inclusive and cognizant of the diversity within the community, to the greatest extent possible allowing equitable opportunity for civic engagement.

### III: Community Infrastructure

- Install permanent markers and plaques to designate and commemorate the contributions of African Americans throughout the City *[RS/PIII.2, PIII.4]*
- Create a central Black Community Center to ensure access to information and contact with the Black community of Flagstaff *[RS/PIII.1, PIII.2, PIII.3, PIII.4]*
- Recognize the historical significance of Wilson Riles and ensure community knowledge of his legacy *[RS/PIII.3]*
- Creation of a Black Cultural Center, utilizing the preexisting space and programs of the historic Murdoch Center, and recognition of the Murdoch Center as an historic cultural center for the education, preservation, and celebration of Flagstaff's Black cultural heritage *[RP/PIII.1, PIII.2, PIII.3, PIII.4]*
- Restore, or memorialize, the Buffalo Soldier Museum *[RP/PIII.2, PIII.3]*
- Provide broadband internet connectivity throughout the City, with intentional focus on the connectivity infrastructure within the historic Southside community *[RP/PIII.1, PIII.4]*
- Examine and improve the cost of living to enable the retention of professional talent of color *[MB/PIII.1, PIII.4]*
- Increase resources specifically addressing mental, behavioral, and other medical health concerns within the Black community *[MB/PIII.1, PIII.2, PIII.3, PIII.4]*

**Policy III.1:** Expand capital improvement, economic development, and workforce investments to maximize and maintain growth within the historic Black neighborhoods and communities of color in Flagstaff.

**Policy III.2:** Utilize various community and economic resources to create new and support existing centralized, publicly accessible spaces dedicated to the engagement of the Black community and the support of cultural and artistic spaces.

**Policy III.3:** Provide funding and other community resources to the establishment of programs providing ongoing education and engagement opportunities with the historic Black neighborhoods and communities of color in Flagstaff.

**Policy III.4:** Utilize infrastructure development to address regional disparities, access imbalances, and the ongoing rural-suburban-urban divide.

### IV: Community Outreach

- Develop various before- and after-school programs directed toward youth within the Black and other underrepresented cultural communities of Flagstaff *[RP/PIV.1]*
- Establish programs of restorative, versus punitive, justice within the Flagstaff criminal justice system *[SJ/PIV.1, PIV.2, PIV.3]*

- Introduce young, underrepresented citizens to the law for the purposes of recruitment, increased diversity, and to ensure understanding of how to engage with the legal system *[SJ/PIV.1, PIV.2, PIV.3]*
- Provide ongoing, mandatory training for all employees within the criminal justice system (courts; police officers, staff, and personnel; etc.) in diversity, equity, inclusion, implicit bias, etc. *[SJ/PIV.2]*
- Engage in ongoing review of laws and practices within the Flagstaff criminal justice system that perpetuate systems of institutional racism *[SJ/PIV.2]*
- Develop community engagement programs between the Flagstaff Police Department and the Black community to foster positive relationships and engagements *[SJ/PIV.1, PIV.2, PIV.3]*
- Partnership with the Flagstaff Unified School District for the development of clubs, groups, and other organizations for students of color in order to educate and inform them of various historical and current events of social and cultural significance *[YP/PIV.1, PIV.3]*
- Create a strategic partnership between the Northern Arizona University Ethnic Studies program and the Flagstaff Unified School District *[YP/PIV.1]*
- Reestablish the Flagstaff Youth Commission, ensuring that cultural representation is part of the organizational mandate *[YP/PIV.3]*
- Provide future leader training opportunities via mentorship and partnership engagement through City Council and other City, County, and State leaders *[YP/PIV.1, PIV.2, PIV.3]*
- Dedicated investment on the part of the City to youth programs highlighting and emphasizing participation among students of color *[YP/PIV.1, PIV.3]*
- Provide implicit bias training to all professionals and staff within Flagstaff Medical Center, North Country Health Care, and other healthcare provider offices *[MB/PIV.1, PIV.2, PIV.3]*

**Policy IV.1: Cultivate community partnerships by promoting civic engagement and outreach initiatives between local agencies and the historic Black neighborhoods and communities of color in Flagstaff.**

**Policy IV.2: Recognize the historic disparate impact of community policing and criminal justice system policies on communities of color, and actively engage both public and private agencies and community partners to examine, review, and revise policies, programs, and procedures that may preserve and sustain such impacts.**

**Policy IV.3: Actively engage the Black community of Flagstaff in ongoing dialog, to ensure visibility, cultural inclusion, positive representation in civic discourse, and an ongoing presence in the public discourse of city development.**

<b>SC</b>	Social & Criminal Justice
<b>RP</b>	Representation & Preservation
<b>YP</b>	Youth Perspectives & Concerns
<b>EI</b>	Economic Inclusion & Impact
<b>RS</b>	Race, Space & Segregation
<b>MB</b>	Mental & Behavioral Health



## **APPENDIX A: GLOSSARY**

## GLOSSARY OF KEY TERMS

*Below are key terms referenced within, or otherwise essential to, the conversations undertaken in this strategic plan.*

<b>Black/African American</b>	This nomenclature, used interchangeably to denote people of African descent who live in the United States, has always been complicated by migration, forced enslavement, and a quest for freedom that began among Indigenous Africans who have been part of a forced Diaspora
<b>Black Psychology</b>	According to the Association of Black Psychologists (ABPsi) Black or African Centered psychology “is a dynamic manifestation of unifying African principles, values and traditions.” The term and nomenclature of Black Psychology was developed in contrast to mainstream, Eurocentric (white-oriented) psychology which was inherently based in concepts of white superiority, resulting in what original conceptualist Joseph White defined as “erroneous conclusions” and deficient analysis of Black culture, tradition, cognitive development, and social needs.
<b>Community Gatekeepers</b>	Those who have influence or control over various initiatives within a community; gatekeepers are members of a community, viewed as community “insiders,” with distinct—and often distinguished—understanding of the community’s culture, climate, and political environment.
<b>Defunding</b>	The reduction of (typically police) budgets and subsequent reallocation of funds to crucial, and oft-neglected, community resources (e.g. education, housing, public health, youth services, etc.).
<b>De-policing</b>	Though typically defined as the retreat of officers from proactive law enforcement tactics, in the context of communal conversation this term was used to mean a reduction in what may be perceived as aggressive policing of community in deference to concepts such as “peace officers” and enhanced community resources.
<b>Disparate Impact</b>	In general, practices which are formally neutral yet disproportionately adversely affect one or more groups represented by a protected characteristic (e.g. race, color, religion, national origin, sex, disability status, etc.)
<b>Diversity</b>	Generally, the wide variety of shared and different personal and group characteristics among human beings. Diversity is both visible (color, gender, age, ethnicity,

<b>Equity</b>	visible disability, and sometimes religion) and invisible (socioeconomic status, invisible disability, mental/behavioral health, religion, familial status, etc.). The act of ensuring that individuals are provided with the resources they need to have access to the same opportunities as the general population. While “equity” and “equality” are often used interchangeably, there are key differences. “Equality” suggests uniformity, with even distribution among all people; what is equal, however, is not always equitable. “Equity” or “Equitability” suggests impartiality, with distribution made in such a way to “level” opportunities for all people; what is equitable is not always equal.
<b>Gaslighting</b>	A tactic in which one is manipulated, whether deliberately or undeliberately, by psychological means into questioning their own experiences, memories, perceptions, judgements, and even sanity. Gaslighting uses tactics such as contradiction, denial, misdirection, and misinformation to delegitimize one’s beliefs.
<b>Gentrification</b>	Generally, the process of making a person, place, or thing more refined and/or respectable. Culturally, gentrification is the process whereby the character of a community typically representative of marginalized groups is changed by wealthier people, particularly of a majority group, moving in; this typically leads to what generally is perceived as “improvements” (housing, new business, etc.), but also typically displaces the current culture and community in the process.
<b>(The) Green Book</b>	The Negro Motorist Green Book was an annual guidebook, written and published by Victor Hugo Green, for African American travelers who faced discrimination, racism, and other hostilities on the road. The guide provided lists of resources, services, and places considered mostly friendly to African Americans. Flagstaff locations included the Du Beau’s Motel Inn, El Rancho Flagstaff, the Nackard Inn, the Park Plaza Motel, Pearl Polk, Vandevier Lodge & Dining Room, and the Yucca Greyhound Café.
<b>Inclusion</b>	Authentically bringing traditionally excluded (“marginalized”) individuals and/or groups into processes, activities, and decision- and/or policy-making in a way that shares power. Inclusion actively creates involvement and empowerment, whereby any person or group can be, and feel, welcomed, respected, supported, and valued to fully participate.
<b>Institutional Racism</b>	Institutional Racism describes forms of racism that are

**Marginalization**

embedded into political and social institutions and discriminate, either deliberately or indirectly, against particular racial groups; institutional racism routinely and systematically advantages the dominant culture or ethnic group while disadvantaging and excluding others. The exclusion, ignoring, or relegation of a group to the “outer edge” of a group, society, or community. Marginalization devalues those who vary from the “norm” or “mainstream,” at times to the point of dehumanizing them or otherwise categorizing them as deviant, regressive and/or inferior.

**Reparations**

The making of amends for a wrong one has done, typically by means of financial restitution to, or otherwise helping, those who have been wronged. Reparations are a traditional, well-precedented remedy to historic wrongs, including examples of the Holocaust, Japanese Americans, et cetera.

**Representation**

While representation often refers to the (traditionally negative) perceptions of particular groups represented in media, throughout this work “representation” signifies the presence, and recognition, of particular groups within a community, in a manner that acknowledges, celebrates, and makes efforts to positively include these groups in the development of the community.

**Restorative Justice**

An approach to justice in which those who have caused harm are engaged in a cooperative process to repair that harm, wherein the goal is for both the victim and the offender to discuss and share the experiences of what happened, who was harmed, and how to pursue repair of harm via consensus.

**Segregation**

The forced separation and discrimination against people of color—particularly those of African descent—through *de factor* (social custom) and *de jure* (legal practice) methods. Also called American Apartheid, and/or Jim Crow Segregation.

**White Psychology**

The disconnect that exists between what is in front of someone and what is conditioned through “institutional reinforcements.” In context, this term refers to the ability of white individuals to dismiss the marginalization and cultural exclusion of people of color due to systemic, institutional indicators which suggest such marginalization and exclusion does not, in fact, exist.

## **APPENDIX B: STRATEGIC PLAN CONTRIBUTORS**

We offer deep thanks, gratitude, and appreciation to all the elected and appointed officials, professionals, and community members who contributed to Flagstaff's Lived Black Experience Strategic Plan:

### **City Council**

Mayor Coral Evans  
Vice Mayor Adam Shimoni  
Councilmember Regina Salas  
Councilmember Austin Aslan  
Councilmember Jamie Whelan  
Councilmember Charlie Odegaard  
Councilmember Jim McCarthy

### **Southside Community Association Board**

Deborah Harris, Executive Director  
Pam Garcia  
Khara House  
Sandra McCoy  
Elson Miles  
David Rodriguez  
Shirley Sims

Valeria Chase (non-voting member)  
Coral Evans (non-voting member)  
Frank Higgins (non-voting member)  
Joshua Maher (non-voting member)

### **Policy Brief Writers (in order of presentation)**

Pastor Gerald Richard  
Rev. Bernadine Lewis  
Warren Brown  
Khara House  
Dr. Ricardo Guthrie  
Jermaine Barkley



### **Lived Black Experience CommUnity Coalition Member Organizations**

Coconino County African Diaspora Advisory Council  
NAACP Flagstaff Branch  
Southside Community Association  
Ethnic Studies (Northern Arizona University)  
Phi Beta Sigma Fraternity, Incorporated  
Sigma Gamma Rho Sorority, Incorporated

### **Historic Black Church Partners**

First Missionary Baptist Church – Pastor Jeffery Kennedy  
Harbert AME Church – Pastor Corey Moore  
Riverside Church of God in Christ – Pastor Leonard Bryant  
Springhill Baptist Church – Pastor Cemie Clayton

### **Community Forum Participants**

*Below are the lists of all who registered for each of the six community forums. Not all who registered may have attended in person.*

#### **Criminal & Social Justice – Pastor Gerald Richard**

Charmayne Allen  
Austin Aslan  
Carly Camplain  
Ricky Camplain  
Joseph Carroll  
Carmenlita Chief  
Greg Clifton  
Justis Daniels-Bezout  
Destiney Evans  
Linnea Evans  
Alexis Floyd  
Hilary Giovale  
Chelsea Green  
Melvin Hall  
Deborah Harris  
Harvey Hill  
Jennifer Hunter  
Patrice Horstman  
Khara House

Grey Jones  
Kara Kelty  
Carolyn Kidd  
Bernadine Lewis  
Edward Lumpkin  
Gretchen Mcallister  
Dr. Tracye Moore  
Daniel Musselman  
Eric Nolan  
Abby Ortiz  
Mike Oxtoby  
William Ring  
Adam Shimoni  
Joe Stubblefield  
Annette Yazzie  
Ricky Young

**Representation & Preservation – Rev. Bernadine Lewis**

Khara House  
Linnea Evans  
David Bonnell  
Warren Brown  
Alexander Darmawaskita  
Justis Daniels-Bezout  
Gwen Glover  
Mary Grove  
Dr. Ricardo Guthrie  
Melvin Hall  
Jessica Ivola  
Carolyn Kidd  
Edward Lumpkin  
Laurel Matsuda  
Dr. Tracye Moore  
Charlie Odegaard  
Adam Shimoni  
Joe Stubblefield  
Ricky Young

**Youth Issues & Concerns – Warren Brown**

Hawwah Abdullah  
Jermaine Barkley  
David Bonnell  
Sydney Carter  
Shilah Chase  
Jason Cook

Carnell Council  
Justis Daniels-Bezout  
Alex Darmawaskita  
Emily Davalos  
Dan Duke  
Kijan Edwards  
Coral Evans  
Linnea Evans  
James Gallardo  
Marissa Garcia  
John Grahame  
Mary Grove  
Melvin Hall  
Deborah Harris  
Jay Hicks  
Harvey Hill  
Erica Holling  
Khara House  
Jennifer Hunter  
Jennifer Ingram  
Erin Kaczmarowski  
Liza Kretzmann  
Arthur Kumon  
Kara Kumon  
Bernadine Lewis  
Darrell Lieteau  
Frederick Littles  
Edward Lumpkin  
Tracye Moore  
Johnell Murphy  
Charlie Odegard  
Style Ranger  
Rene RedDay  
Obie Saddler  
Adam Shimoni  
Daniel Slack  
Joe Stubblefield  
Crystal Warden-Gant  
Annette Yazzie  
Ricky Young  
**Economic Inclusion & Impact – Khara House**  
David Bonnell  
Jason Cook

Chris Duarte  
Vickey Finger  
Melvin Hall  
Deborah Harris  
Kara Kumon  
Tracye Moore  
Lina Wallen  
Ricky Young

**Race, Space & Segregation – Dr. Ricardo Guthrie**

Jermaine Barkley  
David Bonnell  
Warren Brown  
Jason Cook  
Justis Daniels-Bezout  
Vickey Finger  
Harvey Hill  
Khara House  
Jennifer Hunter  
Susie Immel  
Eliza Kretzmann  
Kara Kumon  
Edward Lumpkin  
Jessica Miller  
Tracye Moore  
Ricky Young

**Mental & Behavioral Health – Jermaine Barkley**

David Bonnell  
Warren Brown  
Justis Daniels-Bezout  
Elizabeth Dublinski  
Steven Finger  
Vickey Finger  
Deborah Fresquez  
Khara House  
Zayita James  
Patricia McCaslin  
Tracye Moore  
Michele Ralston  
Rene RedDay  
Margaret W  
Lina Wallen  
Molly Yumkas

## Focus Group Participants

*Note: As many participants requested or preferred anonymity, in some cases names of focus group participants are not listed to preserve the protected identities of speakers.*

### **Community & Youth Advocates**

Danny Neal

Tyrone Johnson

### **Kuttz Barber Shop & College**

Jabar Nichols, owner and community & youth representatives

### **First Missionary Baptist Church**

Pastor Jeffery Kennedy and congregants

### **Harbert AME Church**

Pastor Corey Moore and congregants

### **Riverside Church of God in Christ**

Pastor Leonard Bryant and congregants

### **Springhill Baptist Church/NAACP Flagstaff**

Pastor Cemie Clayton and congregants

### **Coconino County African Diaspora Advisory Council**

Breyaunna Smith, Chair

Amber Jones

Laurel Matsudo

Dr. Tracey A. Moore

### **Northern Arizona University Black Student Union**

Alexa Hart, President

Kobe Lee, Vice President/Secretary

Samrawit Shibeshi, Treasurer

Amethyst Nabors, Social Justice Chair

Malik Bossett, Black History Month Event Coordinator

Alexia Phillips, Black Renaissance Chair

Angel Sabay, Homecoming Co-Chair

Jessica Daniels, Advisor

## **APPENDIX C: SUPPLEMENTAL MATERIALS**



## RECOMMENDED READING

### Social & Criminal Justice

[“Race, Ethnicity, and the Criminal Justice System”](#) – American Sociological Association

[“Social Justice and the African American Liberation Tradition”](#) – William Cook, *Journal of Black Studies*

[“Preparing Leaders for Social Justice”](#) – Colleen A. Capper, George Theoharis, James Sebastian, *Journal of Educational Administration*

[“How We Police”](#) (presentation to Flagstaff City Council) – Deputy Police Chief Dan Musselman

*The New Jim Crow: Mass Incarceration in the Age of Colorblindness* – Michelle Alexander

*Just Mercy: A Story of Justice and Redemption* – Bryan Stevenson

*No Equal Justice* – David D. Cole

### Representation & Preservation

[“The Fight to Preserve African-American History.”](#) Casey Cep, *The New Yorker*, Feb 2020.

[“Preserving Black Culture.”](#) Brent Leggs, National Trust for Historic Preservation African American Cultural Heritage Action Fund/Main Street America. Feb 2020.

[“Preserving African American Historic Places.”](#) Brent Leggs, Kerri Rubman, and Bryd Wood, National Trust for Historic Preservation/Saving Places, 2012.

[“Making Black history matter in public space.”](#) Hanna Love and Jennifer S. Vey, *The Avenue* (Oct 2019).

[“The ‘Transcendent’ Nature of Preserving African American Places.”](#) Carson Bear, Saving Places.

### Youth Issues & Concerns

[“Structural Racism and Youth Development: Issues, Challenges, and Implications”](#) – The Aspen Institute/Racial Equity Tools

[“The Face of the Future: Risk and Resilience in Minority Youth”](#) – Ana Mari Cauce, Rick Cruz, Marissa Corona, and Rand Conger, National Center for Biotechnology Information/NIH

[“Fewer Black Teens Seek Treatment for Depression, Mental Health Issues than White Counterparts”](#) – Rebecca Klisz-Hulbert, *The Washington Post*

*The Mis-Education of the Negro* – Carter G. Woodson

*Black Youth Rising: Activism and Radical Healing in Urban America* – Shawn R. Ginwright

### Economic Inclusion & Impact

[“Systematic Inequality and Economic Opportunity”](#) – Danyelle Solomon, Connor Maxwell, and Abril Castro, Center for American Progress

[“The Economic State of the Black Community”](#) – Senate Joint Economic Committee

[“How to Support Black Businesses, According to Four Black Entrepreneurs”](#) – Dreamers & Doers, *Business Insider*

*PowerNomics: The National Plan to Empower Black America* – Dr. Claud Anderson

### Race, Space & Segregation

“New Southside mural inspirational, educational -- and colorful, too.” *Arizona Daily Sun*, August 2011: A-5.

“The Days of ‘Haze’: A Personal Journey Down the Back Road to *Brown v. Board of Education*.” Linda C. Boone, *Arizona Attorney*, March 2000: 38-40. <sup>[L]</sup><sub>[SEP]</sub>

[“Commentary: Arts, Neighborhoods, and Social Practices: Towards an Integrated Epistemology of Community Arts.”](#) Karen Chapple and Shannon Jackson, *Journal of Planning Education and Research* 29

“The African American Murals of Los Angeles.” Robin Dunitz, *American Visions* 9 (Dec./Jan. 1994/1995): 14. <sup>[L]</sup><sub>[SEP]</sub>

[“Rio De Flag – Flood Control.”](#) Bill Gaud, Northern Arizona University.

[“Rio de Flag Faces Reengineering.”](#) Lucas Holub, *The Lumberjack* (October 2002).

[“The Community Mural and Democratic Art Processes.”](#) Michael R. Mosher, *Review of Radical Political Economics* 36 (Fall 2004): 528-537.

[“The Murdoch Center is Producing Solar Energy!”](#) Solar Mosaic, 2012.

["The Art of Swinging Left in the 1930s: Modernism, Realism, and the Politics of the Left in the Murals of Stuart Davis."](#) Jody Patterson, *Art History* 33 (Feb 2010): 98-123.

["Hey! Are There Any Murals Around Here?"](#) Jon Pounds, *Public Art Review* 17 (Fall/Winter 2005): 16-19.

"Art as Civic Biography: Philadelphia Murals Project." Robin Rice, *New Art Examiner* 26 (April 1999): 18-23.

Wilson Riles: "'No Adversary Situation,' Public School Education in California and Wilson C. Riles," recorded by Sarah Sharp, Regional Oral History Office. The University of California Bancroft Library, 1984.

["Can the Arts Change the World? The Transformative Power of Community Arts."](#) Abby Scher, *New Directions for Adult & Continuing Education* 116 (Winter 2007): 3-11.

["Public Art at the Global Crossroads: The Politics of Place in 1930s Los Angeles."](#) Sarah Schrank, *Journal of Social History* 44 (Winter 2010): 435-457.

["The Academic and Social Value of Ethnic Studies: A Research Review."](#) Christine E. Sleeter/National Education Association, 2011.

["Conflict and Consensus: New Deal Mural Post Office Art."](#) Robert L. Stevens and Jared A. Fogel, *National Social Science Journal* 33 (Jan 2010): 160-165.

"A Methodological Model for Rapid Assessment, Response, and Evaluation: The RARE Program and Public Health." Robert Trotter and Richard Needle, et al, *Field Methods* 13 (May 2001): 137-259.

["Community, Consensus & the Protest Mural."](#) Jane Weissman and Janet Braun-Reinitz, *Public Art Review* 17 (Fall/Winter 2005): 20-23.

["The Rise of Black Phoenix: African-American Migration, Settlement and Community Development in Maricopa County, Arizona 1868-1930."](#) Matthew Whitaker, *The Journal of Negro History* 85 (Summer 2000): 197.

*Mountain Town: Flagstaff's First Century.* Platt Cline/Northland Publications, 1994.

*Theatre of the Oppressed.* Augusto Boal/Theatre Communications Group, 1985.

*Black Feminist Thought: Knowledge, Consciousness, and the Politics of Empowerment.* Patricia Hill Collins/Routledge, 2000.

*Rough in Reverse.* Manthia Diawara/California Newsreel.

*The Pedagogy of the Oppressed.* Paulo Freire/Continuum.

*What Has Passed and What Remains: Oral Histories of Northern Arizona's Changing Landscapes.* Peter Friederici, ed./ The Univ. of Arizona Press, 2010.

*How Racism Takes Place.* George Lipsitz/Temple Univ. Press, 2011.

*American Apartheid: Segregation and the Making of the Underclass.* Douglas S. Massey and Nancy A. Denton/Harvard University Press, 1993.

*The Great Depression, America, 1929-1941.* Robert McElvaine/Times Books, 1984.

*All Deliberate Speed: Reflections on the First Half-Century of Brown v. Board of Education.* Charles Ogletree/W. W. Norton & Co, 2004.

*Theme Town: A Geography of Landscape and Community in Flagstaff, Arizona.* Tom Paradis/iUniverse, Inc, 2003.

*Southside Community Assessment.* 2009. Flagstaff, AZ: Southside Community Association, Civic Service Institute at NAU, and the Arizona Community Foundation.

### **Mental & Behavioral Health**

[“Mental and Behavioral Health – African Americans.”](#) U.S. Department of Health and Human Services Office of Minority Health.

[“Identity and Cultural Dimensions: Black/African American.”](#) National Alliance on Mental Illness (NAMI).

[“Black and African American Communities and Mental Health.”](#) Mental Health America.

[“African Americans Have Limited Access to Mental and Behavioral Health Care.”](#) American Psychological Association, 2017.

[“Stigma Regarding Mental Illness Among People of Color.”](#) Victor Armstrong, MSW. The National Council for Behavioral Health, 2019.

## **RECOMMENDED VIEWING**

### **Social & Criminal Justice**

[“Criminal Justice as Social Justice”](#) – Bruce Western (American Academy of Arts & Sciences)

[“A Prosecutor’s Vision for a Better Justice System”](#) – Adam Foss (TED.com)

### **Representation & Preservation**

[“Protecting America’s Treasures: Black History in the Vault”](#) – US National Archives

[“Preserve Black Culture: Built Structures Keep Memory”](#) – Dr. Toni Shorter Smith (TEDx Talks)

### Youth Issues & Concerns

[“The Criminalization of Black Youth in the Classroom”](#) – New America/Howard University

[“Black Youth and the Media”](#) – C-SPAN

### Economic Impact & Inclusion

[“BlackEnomics’ with Dr. Claud Anderson”](#) – The Elephant Room/TCN Network

[“What is Black Economic Power & How Do We Create It?”](#) – Paul C. Brunson, Christina Lewis, Kezia Williams, and Rodney Sampson (Tribe PCB)

### Race, Space & Segregation

[SouthSide Soul Stories History 101 Part One, & Part Two](#). LBM Studios/Lawrence B. McCullum, 2012.

[“Housing Segregation and Redlining in America: A Short History”](#) – NPR

[“Race & Space: A Straight Red Line from Housing Segregation to Communities in Crisis”](#) – American Constitution Society

### Mental & Behavioral Health

[“Black Mental Health Matters”](#) – Phillip J. Roundtree (TEDx Talks)

[“Black Mental Health Isn’t the Same as White Mental Health”](#) – Big Think/The Mental Health Channel

## COMMUNITY RESOURCES

City of Flagstaff – [www.flagstaff.az.gov](http://www.flagstaff.az.gov)

Coconino County African Diaspora Advisory Committee – [www.coconino.az.gov/93/African-Diaspora-Advisory-Council](http://www.coconino.az.gov/93/African-Diaspora-Advisory-Council)

Ethnic Studies – [www.nau.edu/ethnic-studies](http://www.nau.edu/ethnic-studies)

Flagstaff City Council – [www.flagstaff.az.gov/Mayor-City-Council](http://www.flagstaff.az.gov/Mayor-City-Council)

Flagstaff City Commission on Diversity Awareness –  
[www.flagstaff.az.gov/2783/Commission-on-Diversity-Awareness](http://www.flagstaff.az.gov/2783/Commission-on-Diversity-Awareness)

The Murdoch Community Center (YouTube) –  
[www.youtube.com/channel/UCcIY7WfFSsrwsoiBnr4shiA/](http://www.youtube.com/channel/UCcIY7WfFSsrwsoiBnr4shiA/)

NAACP Flagstaff – [www.facebook.com/NAACPFlagstaff](http://www.facebook.com/NAACPFlagstaff)

Southside Community Association – [www.southsideflagstaff.com](http://www.southsideflagstaff.com)

### POLICY SOURCE MATERIALS

*For resources used in the composition of Policy Briefs, please view the References section of the brief paper.*



## **CITY OF FLAGSTAFF**

### **STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Dan Folke, Community Development Director  
**Date:** 11/10/2020  
**Meeting Date:** 11/24/2020



#### **TITLE**

**Discussion about property maintenance requirements outside of Title 6 Police Regulations & Title 7 Health and Sanitation**

#### **STAFF RECOMMENDED ACTION:**

Staff is providing information for discussion purposes on a past effort to adopt a Property Maintenance Ordinance and will be available to answer questions on current code compliance and building safety work.

#### **EXECUTIVE SUMMARY:**

Attached to the report are staff summaries and minutes from a series of City Council meetings where a property maintenance ordinance was reviewed and discussed between 2011- 2013. There are also reports and minutes from discussions on distressed properties. These are properties that are in disrepair, often abandoned. The Property Maintenance Ordinance was not adopted. We continue to maintain a list of distressed properties and actively work with property owners to resolve violations and unsafe conditions.

#### **INFORMATION:**

Attached to this report are a number of staff reports and minutes from a previous consideration and discussion of a Property Maintenance Ordinance (PMO). The reports provide the following:

December 6, 2011 - background on the history of creating a PMO and includes a draft ordinance  
 April 10, 2012 - legislative history on the PMO, an overview of the proposed PMO, and an updated draft of the PMO  
 January 8, 2013- provides an update on distressed properties and offers an alternative to PMO citing existing codes  
 November 12, 2013 - provides an update on the list of distressed properties

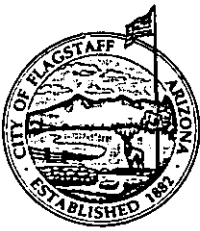
Also attached is the most current Code Compliance monthly activity report. Consistent with City Council direction from a few years back, Code Compliance has been proactive and sought to more equitably enforce codes. As shown in the monthly activity report, the majority of cases are initiated by staff, of course, we continue to respond to community-initiated cases which are an important part of code compliance. The report includes a wide range of issues, some are related to property maintenance.

The City also has building codes that relate to unsafe buildings and living conditions which can be enforced. The city maintains a list of distressed properties which currently includes 12 properties.

Code Compliance and Building Safety staff will be available to answer questions on current enforcement activity related to property maintenance issues.

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**Attachments:**     [Dec 06, 2011 Staff Summary](#)  
                              [Dec 06, 2011 minutes](#)  
                              [April 10, 2012 Staff Summary](#)  
                              [Jan 08, 2013 Staff Summary](#)  
                              [Jan 08, 2013 minutes](#)  
                              [Nov 12, 2013 Staff Summary](#)  
                              [Nov 12, 2013 minutes](#)  
                              [October 2020 Code Compliance Report](#)



15A

## **Planning and Development Services Memo**


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### **Proposed Property Maintenance Ordinance**

November 18, 2011

**TO:** Mayor and City Council  
Kevin Burke, City Manager

**THROUGH:** Mark Landsiedel, Community Development Director  
Jim Cronk, Planning Director

**FROM:** Roger E. Eastman, AICP, Zoning Code Administrator 

**RE:** December 6, 2011 Council Meeting: Discussion on a Proposed Property Maintenance Ordinance (PMO)

---

This memorandum provides information relevant to the December 6, 2011 City Council work session on the proposed Property Maintenance Ordinance (PMO) for the City of Flagstaff. The purpose of the work session is to:

- Remind the Council of what progress has been made on the PMO in years past before work was suspended so that the new Zoning Code could be completed;
- Confirm the Council's previous direction on the contents of the PMO and how it would be implemented; and
- Review the path forward for adoption next year.

#### **Background:**

For several years the City has considered adopting a Property Maintenance Ordinance that would apply Citywide to provide clear enforceable regulations for the maintenance and upkeep of all privately owned property within the City limits. An overview of specific events summarized from the October 27, 2009 work session on the PMO with the City Council follows:

- **April 2006** - as part of budget discussions, the City Council first entertained the idea of a PMO and directed staff to commence work.
- **May 2006** - initial background research started, but staff was pulled away to work on proposed affordable housing amendments to the Land Development Code resulting from the work of the Community Housing Policy Task Force.
- **April 2007** - the first staff core group meeting to scope and charter the project was held. However, soon thereafter staff was once again asked to stop the project and to work on

the Traditional Neighborhood District ordinance and a comprehensive legal review of the LDC instead.

- **January 2008** – staff core group meeting convened again to work on the PMO, and the first public outreach with stakeholder interviews commenced. A very rough draft was produced that incorporated many untested concepts mostly based on the Phoenix PMO as well as ideas from other communities. This draft addressed minimum interior and exterior standards for the maintenance of buildings, as well as property.
- **March 10, 2008** – The City Council held a work session and provided initial direction on the content of the PMO. This included the following general consensus:
  - A PMO is important to the City Council and is necessary
  - It should apply to all property, i.e. residential, commercial, and industrial
  - The emphasis of the PMO should only be the exterior of a building and surrounding property conditions, and it should not apply to building interiors
  - The Flagstaff PMO should be modeled on the Phoenix code
  - Ensure that the PMO once adopted is enforced based on complaints received by the City, rather than being proactively enforced by staff. In the early phases of the PMO's implementation a strong emphasis on education about the new ordinance is needed and to assist residents achieve compliance (i.e. a complaint based lenient enforcement approach)
  - Seek CDBG funding or other funding sources if possible to provide funds for property owners who cannot afford to bring their property into compliance with the PMO.

This consensus is also generally consistent with a statement from the Sunnyside Neighborhood Association in support of a PMO, and the League of Neighborhoods vision for a PMO as presented in their Strategic Plan. A copy of both documents is attached – see handwritten page 7.

- **June 2008** – Work session with the City Council on the PMO to update newly appointed councilors.
- **July 2008** – Staff was directed to stop work on the PMO and instead draft an RFP for the rewrite of the LDC as this was a greater priority. All work on the PMO halted, and a letter was sent to stakeholders to inform them of this change in schedule.
- **October 2009** – With two new councilors recently seated, the City Council held a work session for an update and discussion of progress so far on the PMO.

### **Current Thinking on the PMO**

While working on the LDC update, James Speed in the City Attorney's office was assigned to update, clean up, and repeal as necessary parts of the City Code that were out-of-date or redundant. During that process, staff made a number of important realizations that have significance to the proposed PMO:

- Much of the intent of the PMO as envisioned in the Council's previous direction as it relates to building exteriors and property conditions is covered in some form in numerous locations within the existing City Code. Consolidating these into one place (Chapter 7-01 of the City Code is probably the best location) as enumerated nuisance provisions allows the City to create a PMO from much of today's City Code, updated, amended, and expanded as necessary. New standards for the maintenance of buildings based on the Phoenix PMO, the International Property Maintenance Ordinance, or other city's PMO's can easily be incorporated. A DRAFT version of enumerated nuisance provisions is attached on hand written page 8.
- The PMO will apply to all property, i.e. residential, commercial, and industrial.
- As previously discussed by staff, the PMO should also include regulations to address graffiti and graffiti removal, overgrown vegetation as it relates to the Wildland Urban Interface Code, and maintenance standards for fences which are not well covered in the existing City Code.
- As the new Zoning Code did not include animal keeping provisions as they are nuisance provisions and therefore, not typically included within zoning regulations, it was agreed that new animal keeping standards would be developed at the same time that the PMO was drafted.
- The PMO will be enforced based on complaints received by the City, rather than being proactively enforced by staff. In the early phases of its implementation a strong emphasis on education about the new ordinance will be implemented to assist residents achieve compliance (i.e. a complaint based lenient enforcement approach)
- Staff is confident that writing the actual PMO text (including new animal keeping provisions) should not be that difficult or time consuming (2 months?)
- But it is critical to ensure that all City divisions and agencies understand and support the PMO.
- Similarly, while some neighborhood organizations have been vocal in their support for a PMO, it is unknown how the greater Flagstaff community will respond to such an ordinance. The public outreach component of the process in seeking adoption of the PMO will be critical to ensure its success. This may take at least 3-5 months prior to council hearings and adoption of the PMO.

An updated schedule (from the one previously provided to the Council in a memorandum dated June 28, 2011) that offers a timeline for the adoption of a PMO is provided below:

<b>TASK:</b>	<b>Anticipated Completion:</b>
Adoption of the Flagstaff Zoning Code	November 1, 2011
Implementation/public education of the new Zoning Code	November – December 2011
Effective date of Flagstaff Zoning Code	December 5, 2011
Council work session on PMO	December 6, 2011
Prepare for PMO project – regroup with City staff	December 2011
Prepare draft PMO and staff review	January – March 2012
Public meetings and group discussions	February – April 2012
Refine draft PMO	April 2012
Council hearings and adoption	May – June 2012
Effective date	End of July, 2012
Implementation and public education	July 2012 and following

### **Enforcement Strategy:**

After adoption of the PMO, and consistent with community desires and the City Council's direction thus far, it is anticipated that the PMO will be phased in with City staff initially seeking compliance via education and employing a lenient enforcement approach rather than achieving compliance through the courts. Staff will therefore, only respond to complaints rather than actively seek out possible violations.

The issue of potential level of impact to the City Attorney's office and Municipal Court operations will need to be considered as the PMO is drafted, implemented, and ultimately enforced. The impact of the PMO on these divisions is directly related to the level of enforcement; minimal enforcement will result in minimal impact, while significant enforcement will see significant impact.

In the short term (i.e. FY 2012/13), assuming that the PMO is not actively enforced and that City staff employs a more educational approach rather than achieving compliance through the courts, no additional enforcement staff will be needed to handle the increased work load resulting from the adoption of a PMO. In the medium to long term however, and assuming a community desire for more active enforcement, there is likely to be a need for at least one additional Code Compliance Officer and there may be a potential impact on the City Prosecutor's office and the Municipal Court.

Coordination and the possible future combination of City enforcement activities as they relate to the enforcement of the PMO will help to ensure the success of the PMO as it is implemented, and could realize cost savings and operational efficiencies within the organization, as well as improved customer service. As part of the PMO adoption process this concept will be explored further.

**Conclusion:**

In the December 6, 2011 work session staff is seeking confirmation of the Council's previously provided direction on the contents of the PMO and how it would be implemented, as well as the timeline for the adoption of the PMO next year.

If you have questions on this memorandum, or require additional information, please contact Roger E. Eastman AICP, Zoning Code Administrator at (928) 213-2640 or via e-mail at [reastman@flagstaffaz.gov](mailto:reastman@flagstaffaz.gov).

**Attachments:**

- Handwritten Page 7: Statement from the Sunnyside Neighborhood Association in Support of a PMO, March 2009
- Handwritten Page 9: League of Neighborhoods – Vision for a Proposed PMO (Undated)
- Handwritten Page 10: Draft Enumerated Nuisance Provisions prepared by the City Attorney's office (An Ordinance Amending Title 6, Police Regulations, Chapter 6-04, Nuisances)



## **STATEMENT FROM SUNNYSIDE NEIGHBORHOOD ASSOCIATION IN SUPPORT OF A PMO**

March 2009

The Sunnyside Neighborhood Association has long been an advocate for property maintenance codes and indeed has brought many examples of codes to the council and city staff.

Zoning and code enforcement are important tools to be used to protect the public health, safety and welfare in all existing structures, residential and commercial and on all existing premises and exterior property by establishing minimum requirements and standards.

Some of these minimum requirements and standards should include:

- Property values protected by implementing standards for the exterior maintenance of buildings and property.
- Exterior property free of any accumulation of rubbish or garbage.
- Occupancy limitations should be established to promote safe living conditions.
- Plumbing and electrical facilities are to be maintained in a safe and operable condition.
- The storing of inoperable vehicles on premises and the abandonment of vehicles on streets and empty lots.
- Sanitation and health issues.

Residential landlord and Tenant rights and responsibilities should also be a part of this code. This should include residential and commercial properties as well as mobile home parks.

The Planning and Development Services Division should be responsible for administering the property Maintenance Code for the city. Properties in violation of the code should be notified via mail of the violation and provided with a time frame to make repairs. Repairs should be started within a reasonable time. (20 days or so) or at least that an owner contact the city during that time frame to discuss their repair timetable. The city should work with property owners who need additional time, provided there is progress being made. If there is a situation where improvements have not occurred within the allotted time frame, a 2<sup>nd</sup> notice should be sent, to be followed (if necessary) by a citation to the municipal court. An Appeals board should be established for this fee based option if an owner does not agree with staff's interpretation of the code. Notification is a key component of any code as is remedies for non-compliance.

Code violations should be complaint driven.

The city should take into consideration the plight of property owners who are on a fixed income, or if a financial situation exists that limits the ability of the property owner to

take action on a case by case basis, and work with other organizations, governmental, non-profit, and for profit to seek help to abate the situation. However this can only occur with the owners support, and organizations or businesses that are willing to assist.

Public meetings should be held to discuss the code and obtain public input. Written comments should also be accepted.

A complete copy of the final draft should be made available to interested parties. Perhaps on the city's web site and/or copies that can be viewed on display at the Development Services Department during regular business hours.

This code should be designed to maintain the character of the City of Flagstaff.

Above all this code should be enforced in a humane and equitable manner.

*Goal: Influence City Council approval of complaint-driven property maintenance ordinance (PMO).*

**PROBLEM DEFINITION:** There is a high incidence of abandoned vehicles, parking violations, trash build up and unkempt properties due to neglectful residents and non-owner occupied housing. Several communities in Arizona have PMOs and some neighborhoods in Flagstaff have home owner associations (HOAs). The neighborhoods represented by A League of Neighborhoods (ALN) do not have either of these protections. Therefore we believe that a PMO should be initiated for the reasons provided below:

A League of Neighborhoods (ALN) believes that the purpose of a city-wide property maintenance ordinance (PMO) should be "to assist in the provision of health, safety and well-being of city residents."

ALN believes that should the city decide to adopt a PMO, it should be adopted as a city-wide ordinance and not limit to certain neighborhoods or areas of town.

ALN believes that a PMO process should be complaint driven

ALN believes that a PMO process should attempt to work (within a reasonable amount of time) with the homeowner in finding solutions to identified issues prior to the issuance of citations and fines.

ALN believes that a PMO process should be streamlined for optimal effectiveness and provide a central contact person/department/telephone number for citizens to use.

ALN believes that a city-wide PMO should at a very minimum address the following concerns:

- Health Issues (e.g. raw sewage, public urination, etc.)
- Dilapidated & Abandoned Buildings
- Abandoned Vehicles (e.g. junk cars)
- Alley Maintenance (e.g. trash, vegetation, etc.)
- Fire Wise Issues (e.g. dead trees, branches, overgrown brush, etc.)
- False Advertisement on Rental Properties
- Landlord Accountability

If individuals are educated then they will realize that the PMO is not be a low priority issue and is not a ordinance that will be invasive to residents.

**ORDINANCE NO. 2010-**

**AN ORDINANCE AMENDING TITLE 6, POLICE REGULATIONS, CHAPTER  
6-04, NUISANCES.**

WHEREAS, The City of Flagstaff, incorporated under the laws of Arizona as a charter city, has the authority, pursuant to Arizona Revised Statutes § 9-240(21)(b), to "define, abate and remove nuisances, and punish persons committing nuisances"; and

WHEREAS, the City Council has determined that certain conditions present on public or private property within the City limits are nuisances and pose a threat to the public health, safety and welfare; and

WHEREAS, Chapter 6-04, Nuisances, adopted in October of 1936, does not provide City staff with a workable means of effectively and efficiently preventing nuisance conditions; does not reflect the nearly seventy-five years of amendments to the City Code and the changing roles of certain City officials; and no longer provides an adequate means of protecting the public health, safety and welfare from nuisance conditions; and

WHEREAS, amendments to Chapter 6-04, Nuisances, of the Flagstaff City Code are necessary in order to provide a just, equitable and practicable method of preventing, discouraging and abating those nuisance conditions which pose a threat to the public health, safety and welfare; and

WHEREAS, these proposed amendments will provide City staff with precise enforcement standards that can be effectively applied and administered in a fair and expedient manner; and

**NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF  
FLAGSTAFF AS FOLLOWS:**

SECTION 1. Flagstaff City Code, Title 6, Chapter 6-04, Nuisances, is hereby amended:

**CHAPTER 6-04**

**PUBLIC NUISANCES**

**~~SECTION 6-04-001-0001 NUISANCES DESIGNATED:~~**

~~Any building, shed or other structure of any kind which is or may hereafter become dilapidated or so unsanitary or out of repair from age, neglect or other cause as to render it unfit or unsafe for habitation for occupancy, or which constitutes a dangerous fire hazard or which is otherwise dangerous or detrimental to the public or injurious to the health and morals of the community is hereby declared a nuisance and the same shall not be occupied or maintained and shall be abated as hereinafter provided.~~

**~~SECTION 6-04-001-0002 ABATEMENT OF NUISANCES:~~**

The Mayor and Council may, on its own motion or upon complaint being made in writing by three (3) or more persons, owners of real estate residing in the City, cause any building, shed or other structure which may be reasonably regarded as a nuisance for any of the reasons set forth in the preceding Section to be inspected by the Health Authority, City Engineer and the Chief of the Fire Department, as a committee of inspectors, and if said inspectors, or a majority thereof shall report the same to be a nuisance, within the meaning of the preceding Section, setting forth the facts upon which they base their report, the Mayor and Council shall, if said report after due consideration be adopted, cause to be served by the Chief of Police upon the occupants and owners of any such premises, a notice in writing to abate said nuisance, either by repairing the same or removing it from the premises within twenty (20) days after receiving notice so to do, which said notice shall set forth the grounds for abatement and shall be signed by the Mayor and shall be served by delivering or offering to deliver a copy to the person to whom it is directed, or if such person cannot be found, by delivering a copy to his agent or by posting a copy in a conspicuous place on the premises sought to be abated.

**SECTION 6-04-001-0003 FAILURE TO COMPLY:**

Upon the failure of the owner to abate said nuisance within the time required by said notice, the Chief of Police or any member of the Health Department may file in the Police Court a complaint against such owner charging a violation of this Chapter, whereupon the Police Judge shall cause to be served upon the owner a notice commanding him to appear before said Police Judge to show cause why said building, shed or other structure should not be abated as a nuisance.

**SECTION 6-04-001-0004 HEARING:**

The time and place of said hearing shall be set forth in said notice and the hearing shall not be had in less than five (5) days after the service of such notice.

**SECTION 6-04-001-0005 SERVICE OF NOTICE:**

The said notice may be served upon the owner or his agent by any member of the Police Department by delivering a copy of said notice to the agent or owner, or by leaving a copy of said notice at his usual place of residence. And, in the event that the owner or agent as aforesaid is a nonresident of the City, said notice shall be served by publishing the same in the official newspaper of the City, one publication each week for at least two (2) weeks prior to the date set for the hearing, and a copy of such notice shall be mailed to the last known address of the nonresident agent or owner.

**SECTION 6-04-001-0006 JUDGMENT:**

If, upon a trial of the charge, the party against whom the said complaint is issued shall be convicted, he shall be subject to a fine and the judgment of conviction, in addition to the fine, shall order the abatement of the nuisance by repair or removal of the building, shed or other structure designated in said complaint; provided, however, that if the owner be a nonresident of the City and cannot be served personally with the notice herein provided, the fine shall not be imposed and the judgment of the Court shall only require the abatement of the nuisance by repair or removal of the structure so designated.

**SECTION 6-04-001-0007 DUTY OF STREET SUPERINTENDENT:**

Whenever there shall be a conviction under the preceding Section, if said nuisance shall not have been abated within five (5) days after judgment, the Street Superintendent shall abate and remove the structure designated in the complaint upon which said conviction was had or he may contract with some suitable person or persons for said purpose, and the same shall be at the cost of the owner or owners thereof, which cost if not paid by the owner may be paid by the City and the amount so expended may be recovered by the City by suit in any court of competent jurisdiction. (Ord. 297, 10-14-36)

**SECTION 6-04-001-0001 DEFINITIONS**

For the purposes of this chapter, the following words, terms and phrases shall have the following definitions, unless the context clearly indicates otherwise:

Attractive nuisance means a condition, instrumentality, machine or other agency, which is dangerous to children because of their inability to appreciate peril and which may reasonably be expected to attract them.

Infestation means the presence or apparent presence of insects, rodents, birds, animals or other noxious pests of a kind or in a quantity that may have an adverse affect upon a building, structure or property or upon the health, safety, or general welfare of citizens.

#### **SECTION 6-04-001-0002 PURPOSE AND INTENT**

The purpose and intent of this Chapter is to promote the health, safety and welfare of the citizens of Flagstaff.

#### **SECTION 6-04-001-0003 PUBLIC NUISANCES PROHIBITED**

- A. Except as otherwise permitted by law, each of the following conditions is a public nuisance on any land or in any building in the City and is unlawful when the condition is or may be (i) discomforting or offensive to a reasonable person of normal sensitivity, or (ii) detrimental to the life, health or safety of individuals or the public:
1. Filthy, littered, debris or trash-covered exterior areas, including exterior areas under any roof not enclosed by the walls, doors or windows of any building; including, but not limited to, areas that contain items such as cans, bottles, wood, metal, plastic, rags, boxes, paper, tires, auto parts; unused, inoperable, worn out, discarded appliances or other household items; lumber, scrap metal not neatly piled, or anything whatsoever that is or may become a hazard to public health and safety, or that may harbor insect, rodent or vermin infestation;
  2. Animal manure that is neither used for fertilizing lawns or gardens nor securely protected from insects and the elements;
  3. Putrid, unsound or unwholesome bones, meat, hides, skins or other animal parts; dead animals, fish or fowl; butcher's trimmings and offal; waste vegetation; liquid waste; animal matter; garbage; human or animal excreta, sewage and other similar offensive substances;
  4. Noxious exhalations and other airborne irritants, including, but not limited to, smoke, soot, dust, fumes or other gasses, offensive odors, mold or other annoyances;
  5. An unsecured or abandoned excavation, pit, well, other hole or pool;
  6. A privy, vault, cesspool, sump, pit, pool, accumulated water or similar condition that is foul, malodorous, or subject to infestation, pollution or stagnation;
  7. An unsecured building that is vacant, abandoned, dilapidated, structurally unsound, partially destroyed or left partially constructed under a lapsed building permit for more than forty-eight (48) consecutive hours;
  8. An abandoned, unattended or discarded icebox, refrigerator or other container that has an attached airtight door or lid, snaplock or other locking device that may not be released from the inside;

9. Plant growth or any other condition, sign, structure, vehicle or watercraft that obstructs or interferes with sight distance or the visibility of any traffic control device or sign;
10. Any object, building, tree, bush or vehicle that interferes with, obstructs, tends to obstruct, or renders dangerous the free passage, use or vision in the customary manner of any sidewalk, street or highway in the City;
11. Plant growth or any other condition that constitutes a fire hazard or encourages infestation or noxious pests;
12. Willfully or negligently permitting or causing the escape or flow of water into the public right-of-way in such quantity as to cause flooding, to impeded vehicular or pedestrian traffic, or to cause damage to the public streets or alleys of the City through the failure or neglect to operate or maintain properly any water facility or device, including, but not limited to, swimming pools, architectural pools, spas, sprinklers, hoses, pipes, ditches and standpipes;
13. Any inoperable or unregistered vehicle, or parts thereof, outside of or under a roof area not enclosed by walls, doors or windows of any building on any lot, except the safe and neat keeping of:
  - a. Substantially complete inoperable or unregistered vehicles with inflated tires under the roof area of any building;
  - b. A vehicle undergoing repair, titled to the owner or resident of the property, provided that the repair is complete within fourteen (14) days after the repair was begun, provided that not more than three (3) such fourteen (14) day repairs will be permitted in any twelve (12) month period;
  - c. Not more than two (2) ongoing restoration projects or inoperable or unregistered vehicles in a backyard area, screened by a substantially opaque fence at a minimum height of five (5) feet or the height of the vehicles, whichever is more, provided that any fence constructed or modified pursuant to this subsection must meet any and all other requirements of the city code;
  - d. Lawful commercial activities involving vehicles as allowed by the Land Development Code; or
  - e. Operable, off-road vehicles, under the roof area of any building, or in a backyard area, screened by a substantially opaque fence at a minimum height of five (5) feet or the height of the vehicles, whichever is more, provided that any fence constructed or modified pursuant to this subsection must meet any and all other requirements of the city code;
14. Infestation;
15. Attractive nuisances;
16. Making, causing or permitting to be made any vibration or artificial illumination of such intensity as to interfere substantially and unnecessarily with the use and enjoyment of public or private property, or as to constitute a threat to the public health, safety or welfare.



#### **SECTION 6-04-001-0004 REMEDIES NOT EXCLUSIVE**

Violations of this Chapter are in addition to any other violation established by law, and this Chapter shall not be interpreted as limiting the penalties, actions or abatement procedures which may be taken by the City or other entities under other laws, ordinances or rules.

#### **SECTION 6-04-001-0005 AUTHORITY TO ADMINISTER STANDARDS**

- A. The Flagstaff Community Development Division, the Flagstaff Public Works Division, or such other City divisions as the City Manager may designate, is hereby authorized to make inspections for violations of this Chapter in the normal course of job duties or in response to a citizen complaint that an alleged violation of the provisions of this Chapter may exist or when there is reason to believe that a violation of this Chapter has been or is being committed.
- B. No person shall, by threat or use of violence or physical force, or by threatening to do or doing any other act that can be reasonably anticipated to cause physical harm to any person including the perpetrator, intentionally obstruct, impede, or interfere with any officer, employee, contractor or authorized representative of the City who is lawfully and constitutionally engaged in the enforcement or execution of the provisions of this Chapter.

#### **SECTION 6-04-001-0006 PRESUMPTIONS**

- A. The owner of land, as recorded in the Coconino County Recorder's Office, is presumed to have control over the land and buildings and accessory improvements on the land. If more than one (1) person is recorded as the owner of land, all persons on record are presumed to have joint and several control over the land and buildings and accessory improvements on the land. The occupant residing or operating a business on land or in a building is presumed to have control over the building and land on which it is located. These presumptions shall not prevent the enforcement of this chapter against persons other than record owners.
- B. A sign or structure is presumed to be owned by or under the control of:
  - 1. The person whose name, address, email address or phone number appears on it; and/or
  - 2. The person whose business, product or service appears on it;
  - 3. The person whose business benefits by it;
  - 4. The person who owns or controls the land upon which the structure is placed; and/or
  - 5. The person who installed or placed it.
- C. All presumptions are rebuttable.

#### **SECTION 6-04-001-0007 INSPECTIONS**

- A. The Community Development Director and Public Works Director, or their designees, may inspect buildings or land to determine compliance with this chapter.
- B. Building exteriors and unscreened land may be inspected at any time with or without the presence of the owner or occupant in conformance with legal requirements governing administrative inspections of buildings and land.

- C. Except in a situation presenting an imminent hazard to life, health or public safety, screened land shall be inspected during the normal business hours of the City, unless otherwise arranged, upon:

1. The owner's or occupant's consent; or
2. Any administrative court order.

#### **SECTION 6-04-001-0008 VOLUNTARY COMPLIANCE**

The Community Development and Public Works Directors, or their designees, may seek voluntary compliance with this Chapter through warnings, notices, compliance agreements, or other means to achieve efficient and effective compliance.

#### **SECTION 6-04-001-0009 COOPERATION OF OTHER DEPARTMENTS**

Upon request of the Community Development or Public Works Director, or their designees, the Police Department, or any other department of the City, has authority to assist and cooperate with the Directors or their designees in the performance of their duties under this Chapter.

#### **SECTION 6-04-001-0010 COMMENCEMENT OF AN ACTION**

- A. The Community Development and Public Works Directors, or their designees, are hereby authorized to commence an enforcement action under this Chapter by issuing a civil citation pursuant to Chapter 1-15-001-0011, Civil Enforcement Procedures. They may also seek the issuance of a complaint by the Chief Prosecutor of the City of Flagstaff for criminal prosecution for habitual offenders as defined in this Chapter.
- B. The authority of the Community Development and Public Works Directors, or their designees, to enforce provisions of this Chapter is independent of and in addition to the authority of other City officials to enforce the provisions of any other Chapter of the Flagstaff Municipal Code.
- C. Nothing in this Section shall preclude City employees from seeking voluntary compliance with the provisions of this Chapter or from enforcing this Chapter through notices of violation, warnings, or other informal devices to achieve compliance in the most efficient and effective manner.

#### **6-04-001-0011 VIOLATIONS**

- A. No person shall create, maintain or permit a public nuisance as defined in Section 6-04-001-0003 above.
- B. No person shall create, maintain or assist any violation of this chapter, or fail to perform any act or duty required by this chapter.
- C. No person shall interfere or attempt to interfere with a City agent investigating or abating a violation of this chapter.
- D. No person shall knowingly make a false statement or knowingly mislead a City agent investigating or abating a violation of this chapter.

#### **6-04-001-0012 CIVIL PENALTIES**

- A. Any owner, occupant or responsible party who is found responsible for a civil violation of this Chapter, whether by admission, default or after a hearing, shall pay a civil sanction of

not less than one hundred (\$100.00) or more than two hundred fifty dollars (\$250.00). A second finding of responsibility within thirty-six (36) months of the commission of a prior violation of this Chapter shall result in a civil sanction of not less than two hundred fifty dollars (\$250.00) or more than five hundred dollars (\$500.00). A third finding of responsibility within thirty-six (36) months of the commission of a prior violation of this Chapter shall result in a civil sanction of not less than five hundred dollars (\$500.00) or more than one thousand dollars (\$1000.00).

- B. The thirty-six month provision of paragraph (A.) of this Subsection shall be calculated by the dates the violations were committed. The owner, occupant, or responsible party shall receive the enhanced sanction upon a finding of responsibility for any violation of this Chapter that was committed within thirty-six (36) months of the commission of another violation for which the owner or responsible party was convicted or otherwise found responsible, irrespective of the order in which the violations occurred or whether the prior violation was civil or criminal.

#### **6-04-001-0013 EACH DAY SEPARATE VIOLATION**

Each day in which a violation of this Chapter continues or the failure to perform any act or duty required by this Chapter by the Civil Hearing Officer shall constitute a separate civil offense.

#### **6-04-001-0014 HABITUAL OFFENDER**

- A. A person who commits a violation of this Chapter after previously having been found responsible for committing three (3) or more civil violations of this Chapter within a twenty-four (24) month period, whether by admission, by payment of the fine, by default, or by judgment after hearing, shall be charged with a class one criminal misdemeanor. The Chief Prosecutor of the City of Flagstaff is hereby authorized to file a criminal misdemeanor complaint in the Flagstaff Municipal Court against habitual offenders who violate this Section. For purposes of calculating the twenty-four (24) month period under this paragraph, the dates of the commission of the offenses are the determining factor.
- B. A violation of this Section shall constitute a class one misdemeanor. Upon conviction of this Section, the Court may impose a sentence of incarceration not to exceed six (6) months in jail or a fine not to exceed two thousand five hundred dollars (\$2500.00), exclusive of penalty assessments proscribed by law, or both.
- C. Criminal actions to enforce the provisions of this Chapter shall be brought in accordance with applicable laws and rules of criminal procedure.

#### **6-04-001-0015 RESTITUTION**

In addition to the penalties of Sections 6-04-001-0012 and 6-04-001-0014, the court shall impose restitution as part of its sentence, to compensate the city for its costs to enforce this Chapter and bring a building or land into compliance with this Chapter. Restitution shall include all costs of abatement, including inspection fees and prosecution of the case.

#### **6-04-001-0016 JURISDICTION**

- A. Jurisdiction of all proceedings to enforce the civil and criminal provisions of this Chapter shall be in the Flagstaff Municipal Court.
- B. The Flagstaff Municipal Court shall have jurisdiction to issue orders permitting the City to abate conditions that constitute a violation of the provisions of this Ordinance.

- C. The Court shall follow the City's Civil Enforcement Procedures, Section 1-15-001-0011, for civil complaints to enforce this Chapter.
- D. The Court shall follow the Arizona Rules of Criminal Procedure for criminal actions to enforce this Chapter.
- E. The Court may order abatements to enforce this Chapter in addition to civil or criminal penalties when requested by the City.

Councilmember Evans moved to approve the contract as distributed at the dais. The motion was seconded by Councilmember Brewster and passed on majority vote with Mayor Presler and Councilmembers Babbott, Brewster, Evans, Overton, and White voting in favor, and Vice-Mayor Barotz opposed.

## **15. DISCUSSION ITEMS**

### **A. Consideration/Discussion: Property maintenance ordinance.**

**RECOMMENDED ACTION:** Discuss and provide direction, if any.

Roger Eastman participated in the discussion.

A property maintenance ordinance is an ordinance that sets minimum maintenance standards for the exterior and/or interior of buildings and for property and its benefits include public health and safety, maintaining property values, and many other positives. In 2008, the Council directed staff to begin working on a property maintenance ordinance for all zoning districts with emphasis on staying out of building interiors, complaint based response, and being lenient in an effort to achieve compliance. Because the City has a good basis in its existing code requirements, existing sections of code can be extracted and compiled into one section that would account for about 80% of the work that can then be built on. Exterior building standards are missing from current regulations and existing standards would be updated to include fence repair, and overgrown weeds. A nuisance provision would have to be employed to deal with animal keeping.

A property maintenance ordinance isn't a panacea for cleaning up the community. City staff will build an outreach list and work with the League of Neighborhoods to get community input. Staff is looking at a funding source for low-interest rate loans for the underprivileged to help them get the work done. The ordinance will have to be objective and promote health, safety, and public welfare. There are some areas that will require followup such as abandonment building codes and whether or not a roof must be fixed when the building is abandoned.

Enforcement will be approached from a limited resource standpoint and it will be complaint driven. In fact, the first contact from staff will take the form of education rather than citation.

As Council considered the item, it became clear that there were additional items to pay attention to in the ordinance:

- Creating a middle-of-the-road document that would not panic the community.
- Retaining the ability to grow a home garden.
- Looking at CDBG funds as a way to assist residents on their properties.
- Enacting provisions that create a clean and safe community and include remediation of boarded up structures.
- Outreach to the County regarding potential for resources that could be helpful.
- Obtaining consensus on challenging issues.
- Looking at a fine structure where the revenues could be used to help clean up properties.
- Setting out policy in the "whereas" clauses of the ordinance.
- Conducting a class on the property maintenance ordinance, but not a full-blown university as was done with the Zoning Code.



## **Planning and Development Services Memo**

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### **Proposed Property Maintenance Ordinance**

March 30, 2012

**TO:** Mayor and City Council  
Kevin Burke, City Manager  
Jerene Watson, Deputy City Manager

**THROUGH:** Mark Landsiedel, Community Development Director  
Jim Cronk, Planning Director

**FROM:** Roger E. Eastman, AICP, Zoning Code Administrator

**RE:** Council Work Session – April 10, 2012  
Draft V6.1 of the Proposed Property Maintenance Ordinance

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This memorandum provides information on the proposed Property Maintenance Ordinance (PMO) for the City Council's April 10, 2012 work session. It documents the following topics;

- Brief overview of the City Council's last meeting on the PMO - December 6, 2011
- General description of the Draft PMO - V6.1 with an analysis of the source of the Draft's contents. It is anticipated that at a future work session a discussion on various policy issues will be conducted.
- Overview of the process to develop the PMO with a summary of the public outreach conducted thus far and public comments received (note that public comments provided at the April 5<sup>th</sup> public meeting/open house on the PMO will be forwarded to the City Council under cover of a separate memorandum before the April 10, 2012 work session)
- Discussion of a suggested schedule for the City Council's consideration and possible adoption of the PMO.

#### **Background:**

For several years the City has considered adopting a Property Maintenance Ordinance that would apply Citywide to provide clear enforceable regulations for the maintenance and upkeep of buildings, structures, and property within the City limits. An overview of past meetings held by the City Council on the PMO is attached - see hand written page 11.

On December 6, 2011 the City Council last discussed the proposed PMO and in that meeting provided guidance to staff on the approach to writing the ordinance and its contents. A summary of the general consensus reached by the City Council on what the PMO should include follows:

- Content of the PMO:
  - A PMO is important and is necessary
  - It should apply to all property, i.e. residential, commercial, and industrial
  - The emphasis of the PMO should only be the exterior of a building and surrounding property conditions, and it should not apply to a building's interior
  - Ensure that the PMO once adopted is enforced based on complaints received by the City, rather than being proactively enforced by staff. In the early phases of the PMO's implementation a strong emphasis on education about the new ordinance is needed and to assist residents achieve compliance (i.e. a complaint based enforcement approach)
  - Consider seek various funding sources to provide funds for property owners who cannot afford to bring their property into compliance with the PMO.
- Include with the PMO additional regulations to address:
  - graffiti and graffiti removal,
  - overgrown vegetation as it relates to the Wildland Urban Interface Code, and,
  - maintenance standards for fences.
- The PMO will be applied community-wide and must provide minimum standards for the community as a whole, which is different to the possibly more restrictive standards that may be applied through CC&Rs and HOAs in local communities/neighborhoods. It is important to define a positive message for the PMO.
- The PMO must be as objective as possible and have as its primary goal public health, safety, and welfare.
- Ensure that any provisions to control overgrown vegetation do not reduce the ability of a property owner to grow food.
- General support for a streamlined and coordinated enforcement approach of the PMO.

#### **Description of the Staff Administrative Draft V6.1:**

Property maintenance ordinances are not new in the United States or indeed in Arizona, and many communities have adopted these ordinances to provide minimum standards for the maintenance of buildings, structures, and property within the community as a whole, thereby protecting the public health, safety, and welfare. The International Code Council (ICC) – the organization that oversees the uniform application of building and safety codes across the United States – has developed an International Property Maintenance Code (IPMC) that is typically used by most communities as the template for their PMOs.

The IPMC provides standards for the maintenance of a building's exterior and surrounding property, and it also establishes minimum standards for the maintenance and habitability of a building's interior. The IPMC is the code most typically adopted by communities seeking to



develop a PMO. For example, 28 Arizona cities, counties, and towns have adopted a PMO and of these, 24 Arizona cities, counties, and towns have adopted either the 2006 or 2009 IPMC. The City of Phoenix developed its own variation of the 2009 IPMC which has now been recognized by the ICC as an acknowledged variant of the IPMC, while the City of Tucson modified the Phoenix Code and removed the maintenance requirements for a building's interior. The City's of Prescott and Chandler also developed their own PMOs.

The attached draft of the proposed PMO - V6.1 reflects City staff's work to date to develop a PMO consistent with the City Council's previous direction. This version of the PMO Draft also includes revisions suggested by the PMO Review Group from their March 22<sup>nd</sup> meeting, as well as various minor amendments proposed by staff. All amendments are highlighted in the Draft PMO in Track Changes format (~~strikeout~~ and new text).

The attached PMO as proposed by staff (see below) incorporates some ideas from the IPMC regarding standards for the maintenance of a building's exterior, and unlike the PMOs adopted in many other Arizona communities, the proposed Flagstaff PMO does not set maintenance standards for the interior of a building. While this section regarding the maintenance of a building or structure's exterior is new, the majority of the Flagstaff draft PMO is derived from existing City Code updated and revised as necessary. These provisions from the City Code will be consolidated into one location (Chapter 7-01, Property Maintenance) in the City Code, thereby eliminating the confusion present today as these provisions are spread throughout numerous titles and chapters, which makes it hard for Flagstaff residents, City staff, and other users to find, apply, and enforce. Assuming the PMO is approved, the existing City Code provisions will be repealed.

Thus the Flagstaff PMO is significantly less restrictive than many other Arizona PMOs, and very little of the Draft PMO that is being presented to the Council is new. Notes have been inserted throughout the draft ordinance indicating the source of the PMO's provisions from existing City Code, or if they are new. A summary/analysis of the Table of Contents of Draft PMO - V6.1 that shows the source of the regulations is attached – see handwritten page 37.

In the narrative that follows, a general description of the contents of the Draft PMO is provided.

#### **Chapter 7-01 Property Maintenance:**

This chapter of the City Code, formerly called Health and Sanitation, was repealed by the City Council in November 2010, and it is the logical location for the new PMO.

##### **Division 7-01-001 General Provisions:**

Consistent with the format and contents of any similar City Code chapter, this Division includes the usual Title, Purpose, Intent, and Applicability Sections as well as a Severability clause and Definitions.

The Purpose and Intent Sections are important as they frame the reason for the PMO and how it will be applied. Note that these sections are written for the PMO to only be applied to those buildings or structures that are in such an egregious condition that they cause blight (a defined term) or are a threat to public health, safety, and welfare. Thus, a building or structure that might have a fascia that is not weather protected or some other similar minor issue will not be subject to the PMO.

The PMO will be applied to all property within the City of Flagstaff (i.e. residential, commercial, industrial, and public) as well as to improved, unimproved, and vacant lands.

Most of the Definitions in the PMO come from existing City Code provisions, updated as necessary to ensure consistency with State law.

**Division 7-01-002 Maintenance Standards:**

This Division establishes maintenance standards for buildings and structures as well as property.

**Section 7-01-002-0001 (Building and Structure Exteriors)** is new to the PMO. It provides standards for the maintenance of the exterior of a building including for example, exterior surfaces, foundations, walls, roofs, doors, windows, fences, stairways, decks, and porches. The essential premise of this section is that the exterior of the building needs to protect the occupants of the building or structure from the weather, and that all other exterior elements should also be weather protected. A cross reference to the Fire Code standards for address display is also included.

**Section 7-01-002-0002 (Exterior Premises and Vacant Land)** is mostly derived from existing City Code provisions, such as the sections that address the accumulation of vegetation (this has been expanded), litter, drainage, exterior insect and rodent control, offensive materials and substances, exterior hazard from such things as abandoned refrigerators, hazardous pools or excavations, and displaying vehicles for sale. A cross reference to the Wildland Urban Interface Code is included relative to the storage of firewood, and a new section relative to the storage of building materials is included. Also new are two sections (7-01-002-0002 C. and D.) regarding the maintenance of ground covers, grasses, shrubs, and trees within the public right-of-way in the area from the back of curb to a property line by abutting property owners or tenants.

**Section 7-01-002-0003 (Buildings and Structures Constituting a Nuisance)** provides a cross reference to City Code Title 4, Abatement of Dangerous Buildings Code.

**Section 7-01-002-0004 (Abandoned and Junked Vehicles)** is based on existing City Code Chapter 6-07 (Abandoned Vehicles) updated and revised as necessary based on changes to State law.

**Section 7-01-002-0005 (Graffiti Prohibited)** is new to the PMO. This short section prohibits graffiti on any public or private property. The Flagstaff Police Department will continue to work with property owners to assist them with the removal of graffiti if their property is tagged, and the Police Department will be responsible for the enforcement of all State laws regarding graffiti.

**Division 7-01-003 Administration and Enforcement:**

The Administration and Enforcement Section of the Property Maintenance Ordinance is essentially identical to the enforcement procedures found in Division 10-20.110 of the Zoning Code. Once staff received direction from Council that initial violations of the PMO were to be civil offenses there didn't seem to be a reason to deviate from those procedures already set forth in the Zoning Code and the Civil Enforcement Procedures of Chapter 1-15, Municipal Court. For the Court, this unified enforcement approach simplifies the

processing and adjudication of civil complaints. Likewise, enforcement personnel and prosecutors, who will often be enforcing provisions of both the Zoning Code and the PMO, need only be familiar with a single civil complaint and summons and one set of civil enforcement procedures.

### **Overview of the Process to Develop the PMO:**

Following the December 6, 2011 City Council work session, staff developed a process diagram that showed the stakeholders and process for the development of a Draft PMO, the role of public participation in the PMO's development, and eventual adoption by the City Council. This process diagram is attached – see hand written page 41.

A core team of staff representing all City Divisions and Sections with an interest in the PMO has met on numerous occasions over the past few months to develop the latest Draft PMO. The purpose of the project was clearly defined, and based on preliminary drafts prepared by the City's Zoning Code Administrator and Senior Assistant City Attorney, multiple revisions to the text of the PMO were presented, discussed, and ultimately agreed to. By March 16<sup>th</sup>, a final Staff Administrative Draft was completed that was distributed to the PMO Review Group for their input and comment.

The PMO Review Group has been formed from interested citizens to assist staff refine the draft PMO. It is comprised of a broad cross-section of Flagstaff residents and stakeholders so that a balanced perspective can be brought to the PMO. Members of the PMO Review Group represent the following organizations in Flagstaff:

- Northern Arizona Association of Realtors
- Northern Arizona Builders Association
- Friends of Flagstaff's Future
- Flagstaff Chamber of Commerce
- Arizona Multi-family Housing Association
- League of Neighborhoods
- Sunnyside Neighborhood Association
- Southside Neighborhood Association
- La Plaza Vieja Neighborhood Association
- Residential and commercial property managers
- A Flagstaff home and small business owner

As noted below, on March 22, 2012 the PMO Review Group held their first meeting. Following a brief overview of the Draft PMO by staff, useful discussion and comment on the PMO followed. The attached Draft PMO (V6.1) includes many of the ideas and comments suggested at this first meeting of the PMO Review Group.

So far two opportunities for Flagstaff residents to provide comments, ideas, and suggestions on the Draft PMO have been scheduled. On April 5<sup>th</sup>, a public meeting/open house was held in the City Council Chambers. A memorandum summarizing the comments provided at this meeting will be provided to the City Council under separate cover before the April 10, 2012 work session. This meeting was advertized in a number of ways, including publication of a ¼-page advertisement in the Arizona Daily Sun, via e-mail to stakeholder groups and interested residents who have provided their names to staff, radio announcements by the City's Public

Information Officer, and postings on free on-line community bulletin boards with KNAU and the Arizona Daily Sun. In addition staff has met with some of the principal stakeholder groups with an interest in the PMO, and additional meetings have been scheduled in the coming weeks. The second opportunity for Flagstaff residents to participate in the development of the Draft PMO will be the City Council's April 10, 2012 work session.

To date staff has received few written comments from Flagstaff residents on the Draft PMO. Attached are copies of the written comments so far received – see Attachment E on handwritten page 45.

**Checking-in on the Schedule for Adoption:**

Assuming adoption of the PMO by the current City Council before new councilors are seated (i.e. by mid-June 2012), a schedule for future City Council meetings has been developed as described below:

**March 16** – The Staff/ Administrative Draft – V6 was released to the PMO Review Group and the public for review and comment.

**March 22** – First meeting of the PMO Review Group at which staff presented an overview of the Draft PMO. The PMO Review Group provided useful critical comment on this first draft, except for the Administration/ Enforcement section. Additional meetings of the PMO Review Group have not yet been scheduled.

**April 5** – Public meeting/open house at Flagstaff City Hall for residents to provide their ideas, comments, and suggestions on the PMO.

**April 10** – City Council work session/discussion on the PMO. This work session provides another opportunity for the public to weigh in on the PMO and for the Council to provide further direction.

**April 24** – City Council work session night; Agenda Review for first reading of PMO on May 1<sup>st</sup>.

**May 1** – City Council 1<sup>st</sup> reading of PMO

**June 5** – Last meeting of the current City Council - 2<sup>nd</sup> reading of PMO/adoption.

This schedule is tight, but manageable. However, it is based on an important assumption, namely that the new Animal Keeping provisions of the City Code would be developed, reviewed, and adopted after the PMO's adoption. Originally staff had contemplated developing new Animal Keeping provisions for inclusion into Title 6 (Police Regulations) on a parallel track with the PMO. The Council may recall that it was decided not to include these in the Zoning Code as they are more like nuisance provisions. As this section has the potential to be controversial and time consuming, staff recommends that the Animal Keeping provisions should be developed separately from the PMO after it has been adopted.

If the City Council would prefer to allow more time before the PMO's adoption then it will need to be reviewed and adopted in late summer/early fall by the new City Council.

### Implementation Challenges

In previous meetings with the City Council, staff has discussed a general concern in the implementation of the PMO for homeowners who cannot afford to address the identified issues with their property, as for example, they may be on a fixed income and the cost of repairs is unaffordable to them. Staff has also heard from local residents and stakeholders that this is a source of concern for them as well.

In limited circumstances, the City's existing Owner Occupied Housing Rehabilitation Program (OOHR) may be able to assist. However, as the funding for the OOHR program comes from the Arizona Department of Housing or the US Department of Housing and Urban Development, only units owned and occupied by low income households would be eligible. There are a number of additional requirements and limits that may or may not allow the PMO violations to be addressed by the OOHR Program, including for example, a stipulation that any funds must be used to remediate health and safety issues only, and they cannot be used to only address cosmetic concerns. Given the approach taken with the crafting of the City's Draft PMO, this should not be an issue as the intent of the ordinance is not to regulate cosmetic/aesthetic issues, and rather its purpose is to ensure public health and safety.

In order to create an alternative funding source for property owners who cannot afford to bring their homes into compliance with the PMO, staff thought about establishing a revolving loan fund with general funds. However, this is not possible because state law prohibits a City from loaning its general funds for these purposes. Four other possible ideas are presented below for the City Council's review to possibly establish a revolving fund to assist home owners who cannot afford to do the repairs. Essentially the intent is to find a way that funds could be made available to qualified home owners at a low interest rate and subject to an administration fee so that repairs to their homes could be completed.

1. Establish a surcharge that would be paid into a separate revolving fund in addition to any fines that may be levied by the courts. Under this scenario, fines would be reduced as much as possible so that the surcharge could provide the most benefit to the revolving fund without making the fines too onerous. However, the obvious problem with this scenario is that it has been agreed that City staff should enforce the PMO by seeking compliance as much as possible, rather than prosecuting property owners through the courts.
2. Invite local businesses to donate money to a revolving fund that is managed by the City.
3. If the courts order abatement of a property, it is possible that assistance could be provided to the property owner if the City had to have the work completed by a licensed contractor, and the cost of the abatement would be recovered by imposing a lien on the property. Once again, this idea is contrary to the stated policy of seeking compliance as much as possible.
4. The City could donate money to a fund managed by an outside organization such as United Way, Habitat for Humanity, Bothands, or a similar group to be used to provide assistance to home owners who cannot otherwise afford to do necessary repairs. Using these funds, a licensed contractor could be hired to complete the necessary work.

Staff looks forward to discussing these options with the City Council so that a mechanism for assisting home owners who cannot afford to come into compliance with the PMO can be established. In addition, there are numerous volunteer organizations with the City that can assist with non-structural repairs and maintenance, such as painting, removal of vegetation and litter, and other general clean-up.

**Conclusion:**

The purpose of the April 10, 2012 City Council work session is to enable staff to present the latest Draft PMO - V6.1 to the City Council and to confirm that the approach taken with the PMO is in accord with the Council's desires and direction. Flagstaff residents will also be provided with an opportunity to offer their thoughts, comments and ideas on the proposed PMO to the City Council and staff.

If you have questions on this memorandum, or require additional information, please contact Roger E. Eastman AICP, Zoning Code Administrator at (928) 213-2640 or via e-mail at [reastman@flagstaffaz.gov](mailto:reastman@flagstaffaz.gov).

**Attachments:**

- A. Summary of Past City Council Meetings on the PMO
- B. Final Draft of the Proposed Property Maintenance Ordinance, V6.1
- C. Analysis of Table of Contents - PMO V6.1
- D. PMO Process Flow Diagram, December 13, 2011
- E. Comments received by April 3, 2012 from Flagstaff residents on the proposed PMO.

## **ATTACHMENT A: Summary of Past City Council Meetings on the PMO**

- **April 2006** – as part of budget discussions, the City Council first entertained the idea of a PMO and directed staff to commence work.
- **May 2006** - initial background research started, but staff was pulled away to work on proposed affordable housing amendments to the Land Development Code resulting from the work of the Community Housing Policy Task Force.
- **April 2007** – the first staff core group meeting to scope and charter the project was held. However, soon thereafter staff was once again asked to stop the project and to work on the Traditional Neighborhood District ordinance and a comprehensive legal review of the LDC instead.
- **January 2008** – staff core group meeting convened again to work on the PMO, and the first public outreach with stakeholder interviews commenced. A very rough draft was produced that incorporated many untested concepts mostly based on the Phoenix PMO as well as ideas from other communities. This draft addressed minimum interior and exterior standards for the maintenance of buildings, as well as property.
- **March 10, 2008** – The City Council held a work session and provided initial direction on the content of the PMO. This included the following general consensus:
  - A PMO is important to the City Council and is necessary
  - It should apply to all property, i.e. residential, commercial, and industrial
  - The emphasis of the PMO should only be the exterior of a building and surrounding property conditions, and it should not apply to building interiors
  - The Flagstaff PMO should be modeled on the Phoenix code
  - Ensure that the PMO once adopted is enforced based on complaints received by the City, rather than being proactively enforced by staff. In the early phases of the PMO's implementation a strong emphasis on education about the new ordinance is needed and to assist residents achieve compliance (i.e. a complaint based lenient enforcement approach)
  - Seek CDBG funding or other funding sources if possible to provide funds for property owners who cannot afford to bring their property into compliance with the PMO.

This consensus is also generally consistent with a statement from the Sunnyside Neighborhood Association in support of a PMO, and the League of Neighborhoods vision for a PMO as presented in their Strategic Plan.

- **June 2008** – Work session with the City Council on the PMO to update newly appointed councilors.
- **July 2008** – Staff was directed to stop work on the PMO and instead draft an RFP for the rewrite of the LDC as this was a greater priority. All work on the PMO halted, and a letter was sent to stakeholders to inform them of this change in schedule.



- **October 2009** – With two new councilors recently seated, the City Council held a work session for an update and discussion of progress so far on the PMO.

**ATTACHMENT B: Final Draft of the Proposed PMO, V6.1**



# PMO:

## Draft Property Maintenance Ordinance – V6.1 (Amended Final Staff Administrative Draft)

December 29, 2011  
Updated: March 30, 2012

### CHAPTER 7-01 PROPERTY MAINTENANCE

#### DIVISION 7-01-001 GENERAL PROVISIONS

7-01-001-0001 Title

7-01-001-0002 Purpose

7-01-001-0003 Intent

7-01-001-0004 Applicability

7-01-001-00054 Permit Required

7-01-001-00065 Conflict of Ordinances

7-01-001-00076 Severability

7-01-001-00087 Definitions

#### DIVISION 7-01-002 MAINTENANCE STANDARDS

7-01-002-0001 Building and Structure Exteriors

A. Exterior surfaces

1. Weather protection
2. Protective treatment
3. Boarded window or door openings

B. Foundations, walls, roofs, and chimneys

C. Doors, windows, and skylights

D. Fences, screen walls, and retaining walls

E. Exterior stairs, railings, balconies, porches, and decks

F. Address display

7-01-002-0002 Exterior Premises and Vacant Land

A. Accumulation of vegetation prohibited

B. Litter

C. Maintenance of ground covers and grasses abutting public sidewalks, streets, and alleys

- D. Pruning, maintenance, removal, and replacement of vegetation ~~in~~ abutting public sidewalks, streets, and alleys
- E. Drainage
- F. Exterior insect, rodent, and animal control
- G. Offensive materials and substances
- H. Exterior hazard and attractive nuisance
  - 1. Abandoned refrigerators
  - 2. Hazardous excavations
  - 3. Hazardous pools
  - 4. Building materials
- I. Firewood
- J. Displaying vehicles for sale on property

7-01-002-0003 Buildings and Structures Constituting a Nuisance

7-01-002-0004 Abandoned and Junked Vehicles

A. Permitted storage

B. Prohibited storage

7-01-002-0005 Graffiti Prohibited

A. Intent

B. Graffiti prohibited

#### **DIVISION 7-01-003 ADMINISTRATION AND ENFORCEMENT**

7-01-003-0001 Violations

7-01-003-0002 Enforcement Authority

7-01-003-0003 Remedies not Exclusive

7-01-003-0004 Interference with Enforcement Personnel

7-01-003-0005 Inspection

7-01-003-0006 Cooperation of Other Departments

7-01-003-0007 Civil Enforcement; Penalties

7-01-003-0008 Criminal Enforcement; Penalties

7-01-003-0009 Emergency Abatement

## DIVISION 7-01-001 GENERAL PROVISIONS

### 7-01-001-0001 TITLE

This Chapter shall be known and may be cited as the "Property Maintenance Ordinance of the City of Flagstaff". Within this Chapter, it may also be known as "this Chapter".

### 7-01-001-0002 PURPOSE

A. — The purpose of the Property Maintenance Ordinance (PMO) is to:

- A1. Protect and promote the health, safety and welfare of the citizens of Flagstaff, Arizona; and
- B2. Protect neighborhoods against hazardous and deteriorating influences or conditions that cause blight and contribute to the decline of neighborhood property values by establishing minimum requirements for the maintenance of all residential and nonresidential buildings, all structures of whatever kind, and vacant, improved, and unimproved land.

### 7-01-001-0003 INTENT

- AB. This Chapter shall be applied and enforced fairly, sensibly, consistently, and reasonably to promote the maintenance of all buildings and land in the City. The intent is to ensure that individuals and families do not suffer undue hardship.
- BC. Repairs, additions, or alterations to a structure, demolition, or removal, or changes of occupancy, shall be completed in accordance with the procedures and provisions of the building, administrative and technical codes adopted by the City of Flagstaff and in effect at the time of such repair, addition, alteration, demolition, or removal, as well as all applicable federal and state regulations.

### 7-01-001-00043 APPLICABILITY

- A. This Chapter serves these purposes by establishing minimum standards for the maintenance of all residential and nonresidential buildings, structures of whatever kind, and vacant and improved land within the City without regard to the use or the date of construction, improvement or alteration; and by prohibiting acts and conduct that diminish quality of life.
- B. This Chapter shall not require changes in existing buildings and utilities when alterations were installed and have been maintained in accordance with the building code in effect at the time of construction or alteration of the subject building or utilities unless the Building Official determines that the building is an imminent hazard, unsafe, unhealthy, or deteriorated, or when it has been moved to another location.
- C. This Chapter shall supplement and in no way supersede other provisions of the Flagstaff City Code, including but not limited to; Chapter 7-04, Municipal Solid Waste Collection

Service; Chapter 8-01, Sidewalks; and, Chapter 8-03, Streets and Public Ways with specific reference to Section 8-03-001-0004, Removal of Snow and/or Ice.

| 7-01-001-00054    **PERMIT REQUIRED**

No building, structure or building service equipment regulated by this Chapter or by the technical codes adopted by the city shall be built, erected, constructed, enlarged, altered, repaired, moved, improved, removed, converted or demolished unless a permit has first been obtained from the Building Official in the manner provided in the City of Flagstaff's adopted administrative and building codes.

| 7-01-001-00065    **CONFLICT OF ORDINANCES**

To the extent that any provision of this Chapter conflicts with or is preempted by any state or federal law, including state and federal laws concerning the construction and maintenance of manufactured homes and mobile homes, the provision of this Chapter shall not apply.

| 7-01-001-00076    **SEVERABILITY**

If a Section, Subsection, sentence, clause or phrase of this Chapter is, for any reason, held to be unconstitutional, such decision shall not affect the validity of the remaining portions of this Chapter.

| 7-01-001-00087    **DEFINITIONS**

For the purpose of this Chapter, certain terms, phrases, words and their derivatives shall be defined as specified in either this Chapter or as in the Building Code. Where terms are not defined, they shall have their ordinary accepted meanings within the context with which they are used.

**Abandoned:** A vehicle that is unclaimed or discarded. Evidence that a vehicle is without current licenses or tabs for a period of fifteen (15) successive calendar days on private property, and without any repairs during that period, shall be prima facie evidence of intent to abandon. (See also the definition for Inoperable.)

**Abatement of Dangerous Buildings Code:** Those codes currently in effect establishing minimum standards for the abatement of dangerous buildings and structures.

**Attractive nuisance:** A condition, instrumentality, machine or other agency, which is dangerous to children because of their inability to appreciate peril and which may reasonably be expected to attract them.

**Authorized container:** Any container provided by the City of Flagstaff or an authorized private refuse collector for the collection of refuse.

**Blight or Blighted:** Unsightly conditions including accumulation of debris; fences characterized by holes, breaks, rot, crumbling, cracking, peeling or rusting; landscaping that is dead, characterized by uncontrolled growth or lack of maintenance, or is damaged; any other similar conditions of disrepair and deterioration; and the exterior visible use or display of tarps, plastic



sheeting, or other similar materials as flexible or inflexible screening, fencing, or wall covering upon a lot; regardless of the condition of other properties in the neighborhood.

**Building Code:** Those codes currently in effect establishing minimum acceptable levels of safety for the construction, renovation, demolition, and occupancy of buildings and structures.

**Building Official:** The Chief of Building Inspectors or his official representative, charged with the administration and enforcement of the building code.

**Community Development Director:** The City of Flagstaff Director of the Community Development Division or designee as authorized by City Code Title 10, Zoning Code.

**Dangerous Building.** A dangerous building is any building or structure deemed to be dangerous by the Building Official under the provisions of the Abatement of Dangerous Buildings Code promulgated by the International Conference of Building Officials, as adopted and amended by the City of Flagstaff.

**Debris.** Substances or materials of little or no apparent economic value, which may be present in accumulations in excess of six inches in height and ten inches in diameter, including but not limited to deteriorated lumber, old newspapers, furniture parts, stoves, sinks, cabinets, household fixtures, refrigerators, car parts, abandoned, broken or neglected equipment, or the scattered remains of items. (Exceptions: construction materials for a valid unexpired building permit or collected items that are neatly stacked, arranged in racks, stored inside legally conforming shelters that are kept from public view).

**Fire Code:** Those codes currently in effect establishing minimum acceptable levels for life safety and property protection from the hazards of fire or dangerous conditions in new and existing buildings, structures, and premises.

**Garbage:** The putrescible solid wastes (excluding ashes), consisting of both combustible and noncombustible solid wastes such as food waste, yard clippings, trimmings, bulk waste and similar material. (See definition for Solid Waste)

**Graffiti:** Unauthorized writing or drawing on a public or private surface.

**Infestation:** The presence or apparent presence of insects, rodents, birds, animals or other noxious pests of a kind or in a quantity that may have an adverse affect upon a building, structure or property or upon the health, safety, or general welfare of citizens.

**Inoperable:** A vehicle which cannot be driven on the public streets for reason including but not limited to, being unlicensed, wrecked, abandoned, in a state of disrepair, or incapable of being moved under its own power.

**Junked:** A vehicle that is dismantled, inoperable, not used for transportation, unsalvageable, stripped or scrapped. Evidence that a vehicle is inoperable and without repairs necessary to result in its operability for a period of fifteen (15) successive calendar days on private property shall be prima facie evidence of its junked status.

**Land, Improved:** Land that has been developed, graded or disturbed, or upon which site improvements including, but not limited to, utility installations, paving, or the construction of a building or structure.

**Land, Unimproved:** Woodlands, grasslands, prairies, wetlands and other undisturbed land that is not used for any purpose as may be permitted under City Code Title 10, Zoning Code, and that has not been materially disturbed.

**Land, Vacant:** Land that is not currently used for any purpose as may be permitted under City Code Title 10, Zoning Code, but that has been materially disturbed.

**Litter:** Refuse and rubbish and all other waste materials which if thrown, deposited, or not contained in a waste receptacle, contributes to a blighted appearance or that is or may become a hazard to the public health and safety. The term litter does not include waste materials stored or otherwise kept on a property as permitted by City Code Title 10, Zoning Code.

**Owner:** The owner of real property, the owner's authorized agent, or the owner's statutory agent.

**Private property:** Any land within the corporate limits of Flagstaff owned by any person, firm, partnership or corporation other than the United States, the State, the County, the City of Flagstaff, or other public agency, including streets, rights of way, easements, and open spaces not dedicated to the general public for unrestricted public use.

**Public nuisance.** Any condition that is or may be discomfoting or offensive to a reasonable person of normal sensitivity or detrimental to the life, health, welfare, or safety of individuals or the public.

**Refuse:** All putrescible and non-putrescible solid wastes (except septic, industrial, medical, contagious or infectious wastes, hazardous wastes, and flammable or explosive wastes), including garbage, ashes, street cleanings, dead animals, and solid waste and industrial waste. (See solid waste definition.)

**Rubbish.** Non-putrescible solid wastes consisting of either combustible or noncombustible wastes including paper, wrappings, cigarettes, cardboard, tin cans, construction materials, yard clippings, dead leaves, tree trimmings, glass, bedding, crockery, paper cartons, aluminum foil, plastic materials, trash, ashes or other accumulation of filth or debris.

**Solid waste:** Garbage, trash, rubbish, or refuse and sewage, septic, or water treatment sludge that has been dehydrated.

**Unsheltered:** Any vehicle outside a covering specifically manufactured for use as a vehicle cover, carport, garage, or other building, unscreened, or otherwise within public view from a public right-of-way.

**Vehicle:** Any vehicle, trailer, or semi-trailer of a type subject to registration under Title 28 of the Arizona Revised Statutes.

**Weather protection:** The protection of all exterior surfaces from decay and the admittance of rain or snow by approved protective coverings or treatment.

**Weed:** Any plant considered undesirable, unattractive, or troublesome, especially one growing where it is not wanted and usually of vigorous growth that tends to overgrow or choke out more desirable plants.

**Wildland Urban Interface Code:** Those codes currently in effect establishing minimum acceptable regulations consistent with nationally recognized good practice for the safeguarding of life and property.

## **DIVISION 7-01-002 MAINTENANCE STANDARDS**

**7-01-002-0001 BUILDING AND STRUCTURE EXTERIORS** *[This Section is new in its entirety. Also repeal Chapter 6-04, Nuisances]*

### **A. Exterior surfaces.**

1. Weather protection. All exposed exterior surfaces, windows, doors, exterior structural elements, and weather-exposed exterior surfaces of every building or structure shall provide weather protection. Every building shall be weather protected to provide shelter for the occupants against the elements and to exclude moisture and dampness. All siding and masonry joints as well as those between the exterior wall and the perimeter of windows, doors, and skylights shall be maintained in a weather resistant and water tight condition.
2. Protective treatment. All exterior wood surfaces, except for decay-resistant woods, shall be protected from deterioration and from the elements by paint or other protective treatment or covering. Exterior wood surfaces with paint that is peeling, flaking, cracked, blistered or chipped, resulting in bare, unprotected surfaces or the presence of mildew, shall be maintained and repainted to eliminate the deteriorated condition. All metal surfaces subject to corrosion or rust must be treated or coated to inhibit corrosion and rust, unless corrosion or rust is a design element.
3. Boarded window or door openings.
  - a. ~~No occupied structure may have boarded window or door openings, except as necessary on a temporary basis to keep the structure secure while under repair.~~
  - b. ~~While vacant structures or structures under repair may temporarily be secured by boarding up window and door openings in accordance with the applicable City Abatement of Dangerous Buildings Code requirements, having or maintaining boarded window or door openings on a vacant structure for one hundred eighty (180) days or more in any one-year period is prohibited. The materials used to board window or~~

door openings shall be painted to match the primary color of the building or structure.

**B. Foundations, walls, roofs, and chimneys.**

1. All exterior wood showing evidence of insect or animal damage or decay (e.g. termites) shall be replaced.
2. Exterior walls. The exterior walls shall be free from holes and breaks to provide weather protection and be substantially free from dry rot and mildew, and shall be maintained in sound condition and good repair so as to prevent infestation. Exterior walls must be free of loose, crumbling or deteriorated plaster or rotted, split or buckled exterior wall coverings. All exterior surfaces, other than decay-resistant materials, shall be protected from the elements by painting or other protective covering according to manufacturer's specifications.
3. Roofs and Drainage. Roofs shall be maintained in a safe condition and shall provide weather protection for that building or structure. Roof coverings shall not be rotted, broken, split, buckled or otherwise deteriorated. The roof and flashing shall be sound, tight and not have defects that admit rain. Roof drainage shall be adequate to prevent dampness or deterioration in the walls or interior portion of the structure. Roof drains, gutters and downspouts shall be maintained in good repair and free from obstructions. Water from a roof shall not be discharged in a manner that creates a public nuisance. See also Section 7-01-002-0002.D, Drainage.
4. Chimneys. All chimneys shall be maintained in a safe and sound condition. All exposed surfaces of metal or wood shall be protected from the elements and against decay or rust by periodic application of weather-coating materials, such as paint or similar surface treatment.
5. Decorative Features. All cornices, belt courses, corbels, ~~terra-cotta trim~~, wall facings and similar decorative features shall be maintained in good repair with proper anchorage and in a safe condition.
6. Overhang Extensions. All overhang extensions including, but not limited to canopies, marquees, signs, metal awnings, fire escapes, standpipes and exhaust ducts shall be maintained in good repair and be properly anchored so as to be kept in a sound condition. When required, all exposed surfaces of metal or wood shall be protected from the elements and against decay or rust by periodic application of weather-coating materials, such as paint or similar surface treatment.

**C. Doors, windows, and skylights.**

1. Every door, window, skylight, door and frame (including insect screens) shall be kept in sound condition, good repair, and weather-tight.

2. All windows, skylights, and other glazing materials shall be maintained free from cracks and holes.
3. Every basement window that is openable shall be supplied with rodent shields, storm windows, or other approved protection against infestation.

**D. Fences, screen walls, and retaining walls.**

All fences, screen walls, and retaining walls on the premises shall be in a safe and sound condition, properly anchored so as not to be in danger of failure or collapse, and uniform in color and structure, and shall be maintained so that they do not constitute a hazard, blight, or condition of disrepair. Examples of hazards, blight or conditions of disrepair are inclusive of, but not limited to;

1. Leaning fences or walls to such an extent that a plumb line passing through the center of gravity does not fall inside the middle one-third of the width of the wall or fence at its base.
2. Fences and walls that are missing slats or blocks, or that have rot or damage;
3. Graffiti;
4. Peeling paint; and
5. Deteriorated paint or materials

**E. Exterior stairs, railings, balconies, porches, and decks.**

All exterior stairs, railings, balconies, porches, and decks, and all appurtenances attached thereto, shall be maintained so as to be safe and in a sound condition, in good repair, with proper anchorage.

**F. Address display.**

Buildings shall have approved address numbers placed in a position to be plainly legible and visible from the street or road fronting the property in compliance with the Fire Code.

**7-01-002-0002 EXTERIOR PREMISES AND VACANT LAND**

**A. Accumulation of vegetation prohibited. [Repeal Chapter 8-04]**

1. All land within the City, except for unimproved land, shall be maintained so it is free of the accumulation or untended growth of vegetation, the presence of which creates a safety, fire, or health hazard, or that attracts infestation~~vermin~~ either on the property, on neighboring properties, or on both, and includes but is not limited to:
  - a. Any lawn grass that exceeds twelve (12) inches in height.

- b. All weeds that exceed twelve (12) inches in height.
  - c. Dead plants or dead parts of plants of any kind.
  - d. Any tree, shrub, or other form of vegetation of any kind on the property or on the adjoining right-of-way, street, public easement, or alley that extends over ~~or under~~ the sidewalk space or roadway in a manner that may interfere with the reasonable use of the street, sidewalk, or alley for pedestrian or vehicular traffic of any kind or that may obstruct the view or light distribution of traffic-control devices, street signs, or street lights.
2. The provisions of Subsection 1. of this Section does not prohibit the maintenance of a compost pile on residential property, so long as the compost pile does not create a hazard and is: *[Repeal 6-06-001-0003]*
- (1) Contained;
  - (2) Maintained so as not to produce offensive odors or attract flies or vermin; and
  - (3) Located, insofar as reasonably possible, so that it is not visible from abutting properties or streets;
- B. **Litter.** *[Repeal parts of 6-06-001-0001, as well as 6-06-001-0002 through 6-06-001-0005]*
- 1. All properties as well as abutting public sidewalks, streets, easements, and alleys, shall be maintained to be free from any unreasonable accumulation of litter.
  - 2. Handbills posted on public and private property are prohibited.
  - 3. All accumulated litter on a property shall be cleared by 9:00 AM of each day from the previous day's use.
  - 4. Every occupant of a structure shall dispose of all litter in a clean and sanitary manner by placing such litter or garbage in authorized containers.
  - 5. The owner of every occupied premise shall supply authorized covered containers for litter, and the owner of the premises shall be responsible for the removal of such litter.
  - 6. The open burning or incineration of refuse and other materials is prohibited (Refer also to the Wildland-Urban Interface Code).]
- C. **Maintenance of ground covers and grasses abutting public sidewalks, streets, and alleys** *[This Subsection is new.]*

Groundcovers and grasses planted or existing in the public right-of-way between the back edge of the curb and a property line or within and adjacent to alleys, shall be

trimmed and maintained to no greater than twelve (12) inches in height by the owner, lessee, tenant, or occupant of any premises abutting such public sidewalks, streets, and alleys to ensure the health, safety, or welfare of persons using ~~themsuch public sidewalks, streets, and alleys.~~

D. **Pruning, maintenance, removal, and replacement of vegetation in abutting public sidewalks, streets, and alleys** *[This Subsection is new.]*

1. Trees and shrubs planted in the public right-of-way between the back edge of the curb and a property line or within and adjacent to alleys, shall be pruned, trimmed, and maintained by the owner, lessee, tenant, or occupant of any premises abutting such public sidewalks, streets, and alleys to ensure the health, safety, or welfare of persons using such public sidewalks, streets, and alleys except as provided in paragraph 3 below.
2. Except as provided in paragraph 3 below, in the event that trees, shrubs, groundcovers or grasses in the public right-of-way between the back edge of the curb and a property line or within and adjacent to an alley should be damaged or dies due to whatever cause, the owner, lessee, tenant, or occupant of any premises abutting such public sidewalks, streets, and alleys shall be responsible for the removal of the damaged or dead tree, shrub, ground cover, or grasses, and they shall be replaced the removed tree, shrub, ground cover, or grass with a similar species in accordance with the City of Flagstaff Landscape Plant List (Refer to City Code Title 10, Zoning Code, Appendix 3) and sized in accordance with the City of Flagstaff Engineering Standards.
3. Trees, shrubs, groundcovers or grasses planted within public rights-of-way as part of a City of Flagstaff capital improvement project shall be pruned, maintained, removed, or replaced by the City for the first five (5) years following completion of the project, or when the irrigation system is shut off and the trees are fully established as determined by the Public Works Director, which ever event comes first. Thereafter, all trees, shrubs, groundcovers or grasses shall be pruned, maintained, removed, or replaced by the abutting owner, lessee, tenant, or occupant as stipulated in paragraphs 1 and 2 above.

E. **Drainage.** *[Repeal 6-01-001-0017]*

1. All premises shall be maintained so as to prevent the accumulation of stagnant water when such water causes a hazardous or unhealthy condition, becomes a breeding area for insects, or which is causing soil erosion or damage to foundation walls.
2. The ~~Willfully~~ or negligently permitting or causing of the escape or flow of water into the public right-of-way in such quantity as to cause flooding, to impeded vehicular or pedestrian traffic, or to cause damage to the public streets or alleys of the City is permitted. *[Repeal 7-01-002-0002.E]*

**F. Exterior insect, rodent, and animal control.** *[Repeal 7-01-002-0002.B and F.]*

All premises shall be kept free from insect and rodent infestation and other noxious pests. This provision shall not require action to disturb the natural or cultivated activity of bees, rabbits, or other insects and animals where such activity is not a danger or nuisance to any resident or residents of the area, and where other applicable legal requirements are met.

**G. Offensive materials and substances** *[Repeal 7-01-002-0002.H]*

The following offensive materials and substances are prohibited:

1. Animal manure that is neither used for fertilizing lawns or gardens nor securely protected from insects and the elements;
2. Putrid, unsound or unwholesome bones, meat, hides, skins or other animal parts; dead animals, fish or fowl; butcher's trimmings and offal; waste vegetation; liquid waste; animal matter; garbage; human or animal feces, sewage, and other similar offensive substances;
3. Noxious exhalations and other airborne irritants, including, but not limited to, smoke, soot, dust, fumes or other gasses, offensive odors, or other annoyances; and
4. A privy, vault, cesspool, sump, pit, pool, accumulated water or similar condition that is foul, malodorous, or subject to infestation, pollution, or stagnation;

**H. Exterior hazard and attractive nuisance.** *[Repeal 7-01-002-0002.I]*

All premises shall be kept free of any condition that constitutes a health hazard, imminent hazard, or attractive nuisance. Such prohibited conditions include, but are not limited to, the following:

1. Abandoned refrigerators. ~~All properties shall be kept free of Abandoned~~ iceboxes, refrigerators, freezers, cabinets, or other similar containers shall not be kept on a property for more than thirty (30) days. For such iceboxes, refrigerators, freezers, cabinets, or other similar containers with a capacity of one and one-half (1 1/2) cubic feet or greater that are abandoned, discarded, or no longer used for refrigeration and are in any place accessible to children, the attached doors, hinges, lids, latches, or other locking devices that may not be released from the inside shall be removed.
2. Hazardous excavations. All premises shall be kept free of abandoned or unsecured excavations, pits, wells, or other holes, or any excavation that creates a hazard to public safety or an attractive nuisance. An excavation made under permit and secured and maintained in a manner that complies with the applicable permit requirements is not considered a violation of this Section.



3. Hazardous pools. Swimming pools, hot tubs, spas, ponds, and architectural pools shall be maintained in a clean and sanitary condition and in good repair, so as not to create a safety hazard, harbor insect infestation, or create a visible deteriorated or blighted appearance. The bottom and sides of the pool, hot tub, spa or pond shall be maintained reasonably free of sediment, dirt, slime, and algae. Any swimming pool, hot tub, spa, pond or other contained body of water that contains water eighteen (18) inches or more in depth at any point and that is wider than four (4) feet at any point and is intended for swimming must be properly secured and maintained so as not to create a hazard to public safety, a health hazard or attractive nuisance, and shall be entirely enclosed by a wall, fence or other barrier that is adequate to prevent access by children in compliance with the Building Code.
4. Building materials. Building materials, lumber, scrap metal and other similar materials shall be piled in a clean and orderly condition so as not to create a safety hazard, harbor insect infestation, or create a visibly deteriorated or blighted appearance. *[This Subsection is new.]*

I. **Firewood.**

All firewood shall be stacked in a safe and orderly manner, and stored in compliance with applicable Sections of the Wildland-Urban Interface Code. *[This Subsection is new – cross reference to WUI only.]*

J. **Displaying vehicles for sale on property** *[Repeal 6-01-001-0021]*

1. No vehicle shall be parked for the purpose of sale or lease on improved, vacant, or unimproved private or public property, except where such sale or lease is permitted under the applicable provisions of City Code Title 10, Zoning Code.
2. For the purpose of the foregoing Subsection, it may be presumed that any vehicle posted with signs reading "For Sale" or any similar or analogous words parked within view of any public right of way ~~while said vehicle is posted with signs reading "For Sale" or any similar or analogous words~~ is being displayed for the purpose of advertising the vehicle ~~the same for sale~~.
3. This Section shall not apply to any person who causes or permits the parking of a ~~motor~~ vehicle owned by him upon property owned by any person licensed by the State and the City for the ~~purpose of carrying on the business of retail sale of~~ such vehicles.
4. This Section shall not be construed to prohibit the incidental parking of any ~~motor~~ vehicle, whether advertised or marked for sale or not, when the primary purpose for parking the said vehicle is some purpose other than that of advertising ~~the availability of~~ said vehicle for sale. It shall be presumed that parking a ~~motor~~ vehicle marked or advertised for sale with other ~~motor~~ vehicles marked or advertised for sale, except as provided in Subsection (3) above, is not incidental parking.

The Abatement of Dangerous Buildings Code as adopted by the City of Flagstaff (Refer to City Code Title 4, Building Regulations), and implemented and administered by the Building Official shall apply to all buildings or structures deemed by the Building Official to be a danger to life, limb, health, and morals. *[This Subsection is new – cross reference only.]*

A. Permitted storage

This Section shall not apply to any abandoned, junked, or unregistered vehicle stored on private property if the vehicle is:

1. On the premises of a business enterprise operated in a lawful place and manner and licensed and otherwise permitted by the City, and the storage of the vehicle is necessary to the operation of the business enterprise; or
2. Substantially complete with inflated tires under the roof area of any building;
3. Lawfully enclosed within:
  - a. An enclosed garage or other permanent building lawfully constructed of opaque materials without openings, holes or gaps other than doors and windows;
  - b. A carport, and an opaque car cover designed for that purpose (and not including tarpaulins, bed sheets, plastic sheeting, or similar materials) completely covers the body of the vehicle; or
  - c. Any fence, wall or barrier, not less than six (6) feet in height, constructed of opaque materials without openings, holes or gaps inclusive of gates or doors to completely enclose the vehicle, and equipped with self-latching gates or doors. Such fence, wall or barrier must comply with Section 7-01-002-0001.D (Fences, Screen Walls, and Retaining Walls)).
4. Undergoing repair, titled to the owner or resident of the property, provided that the repair is complete within fourteen (14) days after the repair was begun, provided that not more than three (3) such fourteen (14) day repairs will be permitted in any twelve (12) month period. Not more than two (2) ongoing restoration projects or inoperable or unregistered vehicles in a backyard area, screened by a substantially opaque fence at a minimum height of six (6) feet or the height of the vehicles, whichever is more, provided that any fence constructed or modified pursuant to this Subsection must meet any and all other requirements of the city code;
5. An operable off-road vehicle under the roof area of any building, or in a backyard area, screened by a substantially opaque fence at a minimum height of five (6) feet or the height of the vehicles, whichever is more, provided that any

fence constructed or modified pursuant to this Subsection shall comply with Division 10-50.50 (Fences and Screening) of the Flagstaff Zoning Code.

6. The unsheltered storage, parking, standing or placement of an abandoned or junked ~~motor~~-vehicle for a period of fifteen (15) days or more on any private property except where permitted by Title 10 of the City Code, Zoning Code, is hereby declared to be a nuisance and dangerous to the public safety.

**B. Prohibited storage**

1. No person owning or having custody of any junked or abandoned vehicle may store such vehicle on private property, or on any sidewalks, streets, public easements, or alleys, within the City, except as otherwise permitted under this Section;
2. No person owning, occupying or in control of any private property within the city may store any junked or abandoned vehicle on the owned or occupied property, or on any abutting sidewalks, streets or alleys, except as otherwise permitted under this Section.
3. No vehicle shall be used for the storage of goods, products and materials.

**7-01-002-0005      GRAFFITI PROHIBITED [This Section is new.]**

**A. Intent.**

1. The intent of this Section is to prohibit graffiti from walls, structures, or surfaces on public and private property in order to reduce blight and deterioration within the City, and to protect the public health and safety.

**B. Graffiti prohibited.**

An owner shall ensure that all sidewalks, walls, buildings, fences, signs, and other structures or surfaces except the ground shall be kept free from graffiti.

**DIVISION 7-01-003 ADMINISTRATION AND ENFORCEMENT**

**7-01-003-0001      Violations**

- A. It shall be unlawful for any person to cause, permit, facilitate, and/or abet any violation of this Chapter or who fails to perform any act or duty required pursuant to this Chapter. The owner and occupant of property in violation of this Chapter may be individually and jointly responsible for the violation, the prescribed civil or criminal sanctions, and for abating the violation.
- B. Each day any violation of any provision of this Chapter or the failure to perform any act or duty required by this Chapter continues shall constitute a separate offense.

**7-01-003-0002**

**Enforcement Authority**

*[It is unknown at this time if the PMO will be enforced through Community Development, Public Works, a combination of both Divisions, or some other organizational arrangement.]*

- A. The [Insert Division] Director shall have the power and responsibility to conduct inspections and enforce this Chapter. The [Insert Division] Director is hereby authorized to commence an enforcement action in compliance with this Chapter by issuing a citation for civil sanctions in the Flagstaff Municipal Court in compliance with City Code Title 1, Administration, Chapter 1-15, Municipal Court, Section 1-15-001-0011, Civil Enforcement Procedures. The [Insert Division] Director may also seek the issuance of a complaint by the Chief Prosecutor of the City of Flagstaff for criminal prosecution of habitual offenders as defined in this Division.
- B. The authority of the [Insert Division] Director to enforce provisions of this Chapter is independent of and in addition to the authority of other City officials to enforce the provisions of any other Chapter of the Flagstaff Municipal Code.
- C. Nothing in this Section shall preclude City employees from seeking voluntary compliance with the provisions of this Chapter or from enforcing this Chapter through verbal or written warnings, or other informal devices to achieve compliance in the most efficient and effective manner.

**7-01-003-0003**

**Remedies Not Exclusive**

Violations of this Chapter are in addition to any other violation established by law, and this Chapter shall not be interpreted as limiting the penalties, actions or abatement procedures which may be taken the City or other entities under other laws, ordinances or rules.

**7-01-003-0004**

**Interference with Enforcement Personnel**

No person shall, by threat or use of violence or physical force, or by threatening to do or doing any other act that can be reasonably anticipated to cause physical harm to any person including the perpetrator, intentionally obstruct, impede, or interfere with any officer, employee, contractor or authorized representative of the City who is lawfully and constitutionally engaged in the enforcement or execution of the provisions of this Chapter.

**7-01-003-0005**

**Inspection**

An inspector may expand the scope of any investigation beyond the original complaint to include other violations noted during inspection of the subject property. All inspections shall be conducted in compliance with the constitutions of the United States and the State of Arizona.

**7-01-003-0006**

**Cooperation of Other Departments**

Upon request of the [Insert Division] Director, the Police Department, or any other Division of the City, has authority to assist and cooperate with the Director in the performance of their duties under this Chapter. The cooperation may include assistance in enforcement or abatement actions, including removal of persons from structures to be demolished pursuant to this Chapter.

- A. Any occupant or owner that allows, permits, facilitates, suffers, aids or abets any violation of any provision of this Chapter or fails to perform any act or duty required by this Chapter shall be responsible for a civil violation unless otherwise specified.
- B. Any occupant or owner who is found responsible for a civil violation of this Chapter, whether by admission, default or after a hearing, shall pay a civil sanction of not less than one hundred fifty dollars (\$150.00) or more than one thousand five hundred dollars (\$1500.00). A second finding of responsibility within thirty-six (36) months of the commission of a prior violation of this Chapter shall result in a civil sanction of not less than two hundred fifty dollars (\$250.00) or more than two thousand five hundred dollars (\$2500.00). A third finding of responsibility within thirty-six (36) months of the commission of a prior violation of this Chapter shall result in a civil sanction of not less than five hundred dollars (\$500.00) or more than two thousand five hundred dollars (\$2500.00).
- C. The thirty-six month provision of paragraph (A.) of this Subsection shall be calculated by the dates the violations were committed. The occupant or owner shall receive the enhanced sanction upon a finding of responsibility for any violation of this Chapter that was committed within thirty-six (36) months of the commission of another violation for which the occupant or owner was convicted or otherwise found responsible, irrespective of the order in which the violations occurred or whether the prior violation was civil or criminal.
- D. In addition to any monetary civil sanction imposed on an owner, the court shall order the owner to abate the infraction within a specified time period following the hearing, unless it has already been abated by the date of the hearing. Additionally, the court may order that, in the event the owner fails to abate the infraction within the allotted time, the City may abate the infraction and charge the owner for the actual cost of abatement, along with the actual costs of any additional inspections and other incidental connected costs, and any associated legal costs for abatement. Such costs shall be assessed on the property from which the infraction was abated.
- E. The City, in its sole discretion, may record a notice of civil sanction and abatement order with the Coconino County Recorder and thereby cause compliance by any person(s) or entity thereafter acquiring such property. When the property is brought into compliance by the owner, a satisfaction of notice of civil sanction and abatement order shall be filed at the request and expense of the owner. It is the property owner's responsibility to secure the satisfaction of notice of civil sanction and abatement order from the City. A civil sanction and abatement order shall run with the land, and shall be due and payable in accordance with Arizona Revised Statutes § 9-499(E). Civil sanctions and abatement orders that are past due shall accrue interest at the rate prescribed by A.R.S. § 44-1201.
- F. Every civil action or proceeding in compliance with this Chapter shall be commenced and prosecuted in compliance with City Code Title 1, Administration, Chapter 1-15, Municipal Court, Section 1-15-001-0011, Civil Enforcement Procedures.

**7-01-003-0008 Criminal Enforcement; Penalties**

- A. Any person found responsible by the Flagstaff Municipal Court for three or more civil violations of this Chapter within a 24-month period, whether by admission, by payment of the fine, by default, or by judgment after hearing shall be determined to be a habitual offender. For purposes of calculating the 24-month period in compliance with this paragraph, the dates of the offenses are the determining factor.
- B. A habitual offender who subsequently violates this Chapter shall be guilty of a class one misdemeanor.
- C. Every criminal action or proceeding in compliance with this Chapter shall be commenced and prosecuted in compliance with the laws of the State of Arizona relating to misdemeanors and the Arizona Rules of Criminal Procedure.

**7-01-003-0009 Emergency Abatement**

- A. If a situation presents an imminent hazard to life or public safety, the City may issue an order directing the owner, occupant and/or designated agent to take such action as is appropriate to correct or abate the emergency. In addition, the City may act to correct or abate the emergency.
- B. The City may recover the costs incurred in abating an imminent hazard the property owner may appeal the City's emergency abatement action under this Section or the City's statement of costs for an emergency abatement in the same manner as provided in Section 4-5.

**Draft History:**

- V1 - Developed December 13, 2011: Starting point for further staff review
- V2 - Created December 22, 2011: Includes more code from IPMC, Tucson and Phoenix
- V3 - Created December 27, 2011: Refined based on a review of Flagstaff's needs - presented for discussion/review to PMO Staff Team on December 28, 2011
- V4 - Updated December 29, 2011 to January 6, 2012: Includes various existing City Code text and comments from staff based on December 28, 2011 staff meeting and follow-up meetings
- V5 - Updated February 2012 to March 9, 2012: Includes comments from staff based on V4 draft
- V6 - Updated March 9, 2012 from comments from staff at March 8<sup>th</sup> and March 13<sup>th</sup> staff meetings
- V6 - Clean - March 15, 2012: Final staff administrative draft for PMO Review Group.
- V6.1 - March 30, 2012: Amended staff administrative draft w/ amendments based on comments from PMO Review Group and staff discussion.

Notes regarding FINAL City Code format (Arial 11 font):

**CHAPTER 7-01 PROPERTY MAINTENANCE**

**Section 7-01-002-0003 Exterior Premises and Vacant Land**

**A. Accumulation of vegetation prohibited**

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**ATTACHMENT C: Analysis of Table of Contents – PMO V6.1 Showing the Source  
of the Regulations in this Draft**



# PMO:

## Analysis of Property Maintenance Ordinance V6.1 -- Table of Contents

March 1, 2012

Updated: March 31, 2012

This document analyzes the Table of Contents of V6 of the Draft PMO to show what sections are new and which have been brought forward and/or expanded from existing City Code provisions, in which case they will be repealed from the existing City Code when the PMO is adopted. Note that some sections have been added to cross-reference to existing City Code sections to ensure ease of use.

### CHAPTER 7-01 PROPERTY MAINTENANCE

**This chapter was formerly 7-01 Health and Sanitation (Repealed November, 2010) and currently unused**

#### DIVISION 7-01-001 GENERAL PROVISIONS

**NEW – these are essential components of a new ordinance/City Code chapter**

7-01-001-0001	Title
7-01-001-0002	Purpose
7-01-001-0003	Intent
7-01-001-0004	Applicability
7-01-001-0005	Permit Required
7-01-001-0006	Conflict of Ordinances
7-01-001-0007	Severability
7-01-001-0008	Definitions

**Most come from ARS and existing City Code definitions**

#### DIVISION 7-01-002 MAINTENANCE STANDARDS

##### 7-01-002-0001 Building and Structure Exteriors

**Most of this section is NEW to the PMO  
Repeal Chapter 6-04**

- A. Exterior surfaces
  - 1. Weather protection
  - 2. Protective treatment
  - 3. Boarded window or door openings
- B. Foundations, walls, roofs, and chimneys
- C. Doors, windows, and skylights
- D. Fences, screen walls, and retaining walls
- F. Exterior stair, railings, balconies, porches, and decks
- G. Address display

**Cross-references to existing Fire Code standards**

##### 7-01-002-0002 Exterior Premises and Vacant Land

**Most of this Section from City Code**

- A. Accumulation of vegetation prohibited **Repeal Chapter 8-04**
- B. Litter **Repeal 6-06-001-0001 (portion), -0002, -0003, -0004, and -0005**
- C. Maintenance of ground covers and grasses abutting public sidewalks, streets, and alleys **New**
- D. Pruning, maintenance, removal, and replacement of vegetation abutting public sidewalks, streets, and alleys **New**

	E. Drainage	Repeal 6-01-001-0017 and 7-01-02-0002.E
	F. Exterior insect, rodent, and animal control	Repeal 7-01-002-0002.B & F
	G. Offensive materials and substances	Repeal 7-01-002-0002.H
	H. Exterior hazard or attractive nuisance	Repeal 7-01-002-0002.I
	1. Abandoned refrigerators	
	2. Hazardous excavations	
	3. Hazardous pools	
	4. Building Materials	New
	I. Firewood	Cross-references to existing WUI Code
	J. Displaying vehicles for sale on property	Repeal 6-01-001-0021
7-01-002-0003	Buildings and Structures Constituting a Nuisance	Cross-references to existing City Code Title 4, Abatement of Dangerous Buildings
7-01-002-0004	Abandoned and Junked Vehicles	Repeal Chapter 6-07, Abandoned Vehicles
	A. Permitted storage	
	B. Prohibited storage	
7-01-002-0005	Graffiti Prohibited	NEW – requested by Police Dept.
	A. Graffiti prohibited	
	B. Graffiti prohibited	

#### **DIVISION 7-01-003 ADMINISTRATION AND ENFORCEMENT**

**NEW** – this is an essential component of a new ordinance/City Code chapter. This Division is based on existing procedures from the Zoning Code, City Code, and the Magistrate's Court

7-01-003-0001	Violations
7-01-003-0002	Enforcement Authority
7-01-003-0003	Remedies Not Exclusive
7-01-003-0004	Interference with Enforcement Personnel
7-01-003-0005	Inspection
7-01-003-0006	Cooperation of Other Departments
7-01-003-0007	Civil Enforcement; Penalties
7-01-003-0008	Criminal Enforcement; Penalties
7-01-003-0009	Emergency Abatement

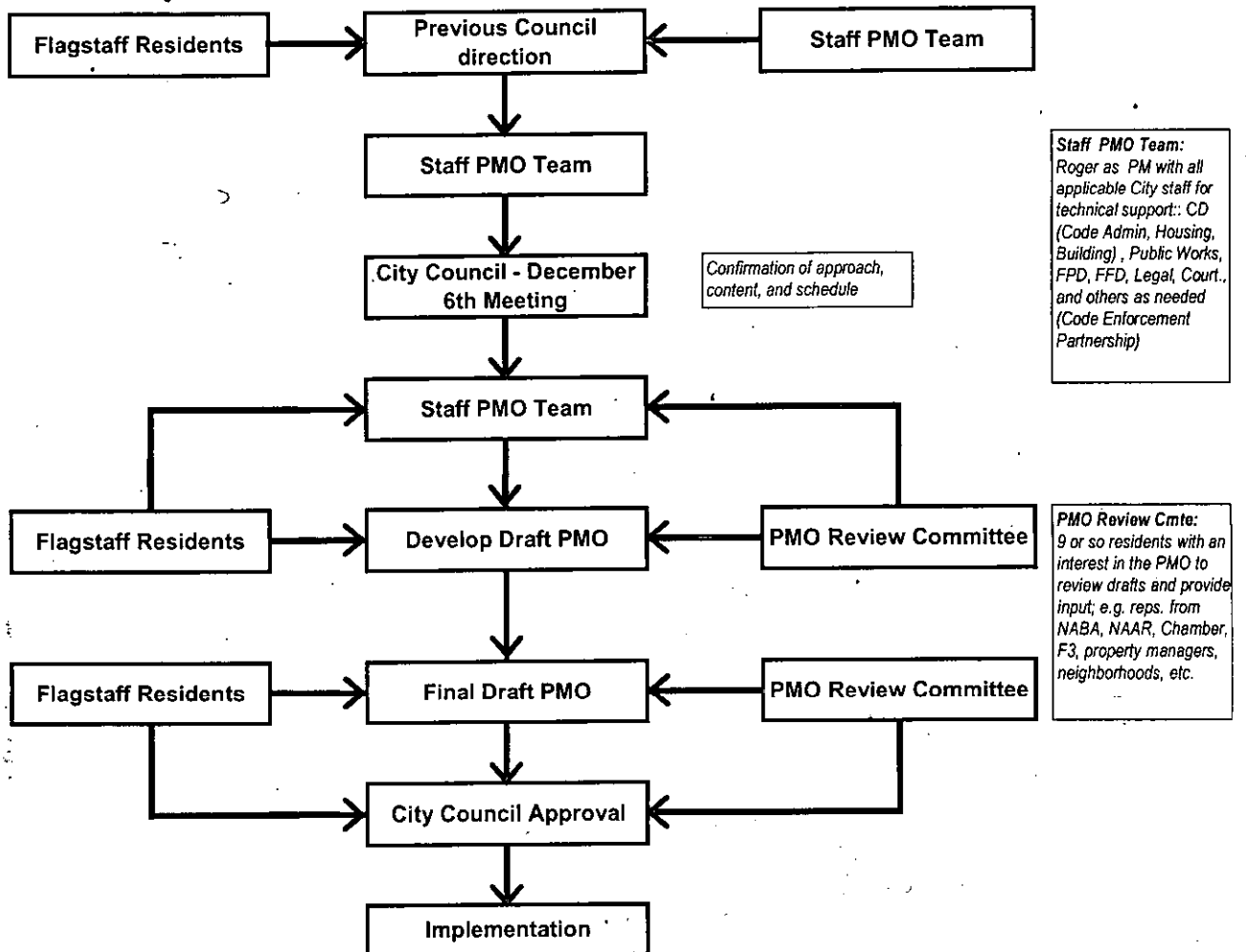
**ATTACHMENT D: PMO Process Flow Diagram, December 13, 2011**



## PMO - PROCESS DIAGRAM

Created: December 8, 2011

Updated: December 13, 2011







**ATTACHMENT E: Copies of Written Comments from Flagstaff Residents on the  
Proposed PMO**



**A League of Neighborhoods**  
*Plaza Vieja - Pine Knoll - Southside - Sunnyside*

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June 10, 2009

Sara Presler, Mayor &  
Members of the Flagstaff City Council  
City of Flagstaff  
211 West Aspen Avenue  
Flagstaff, Arizona 86001

**RE: City of Flagstaff Property Maintenance Ordinance**

Dear Honorable Mayor Presler,

In March 2009 A League of Neighborhoods (ALN) submitted a CD containing pictures of blighted conditions within the four targeted neighborhoods that we represent. We expect that you have had ample time to review the CD that was given to you.

ALN feels that many of the problems that were represented in the pictures that you saw in the CD can be addressed through a City-wide property maintenance ordinance (POM).

It is our understanding that the City of Flagstaff will be having a work session on this topic in Fall 2009. At this time we would like to submit to you a list of items that we believe should be considered in the development of a POM (see attachment enclosed)

For more information regarding this issue and/or a city-wide POM please contact any of the members of the ALN listed below. Thank you!

Sincerely,

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Joe C Ray  
Weed & Seed Chair  
928.699.0298

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Jonathan Day  
SSCA Chair  
928.853.3503

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Jean Griego  
SNA Chair  
928.606.5289

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Jesse Dominquez  
PVNA Chair  
928.853.3063

# **A League of Neighborhoods**

*Plaza Vieja - Pine Knoll - Southside - Sunnyside*

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## **Property Maintenance Ordinance (PMO) Concept Paper As submitted by A League of Neighborhoods**

A League of Neighborhoods (ALN) believes that the purpose of a city-wide property maintenance ordinance (PMO) should be "to assist in the provision of health, safety and wellbeing of city residents".

ALN believes that should the City decide to adopt a PMO, it should be adopted as a city-wide ordinance and not limited to certain neighborhoods or areas of town.

ALN believes that a PMO process should be complaint driven.

ALN believes that a PMO process should attempt to work (within a reasonable amount of time) with the homeowner in finding solutions to identified issues prior to the issuance of citations and fines.

ALN believes that a PMO process should be streamlined for optimal effectiveness and provide a central contact person/department/telephone number for citizens to use.

ALN believe that a city-wide PMO should at a very minimum address the following concerns:

- Health Issues (e.g. raw sewage, public urination, etc.)
- Dilapidated & Abandon Buildings
- Fire Wise Issues (e.g. dead trees, branches, overgrown brush, etc.)
- Alley Maintenance (e.g. trash, vegetation, etc.)
- Abandon Vehicles (e.g. Junk Cars)
- False Advertisement on Rental Properties
- Landlord Accountability

## Roger Eastman

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**From:** Kevin Burke  
**Sent:** Monday, August 03, 2009 6:47 AM  
**To:** Mark Landsiedel; Jim Cronk; Roger Eastman  
**Subject:** FW: PMO Proposal

FYI

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**From:** Council [<mailto:Council@flagstaffaz.gov>]  
**Sent:** Monday, July 27, 2009 11:34 AM  
**To:** Al White; Coral Evans; Joseph Haughey; Karen Caravona; Karla Brewster; Kevin Burke; Rick Swanson; Sara Presler; Scott Overton  
**Subject:** FW: PMO Proposal

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**From:** Arne Hassing[SMTP:FLAG73@GMAIL.COM]  
**Sent:** Monday, July 27, 2009 11:33:21 AM  
**To:** Council  
**Subject:** PMO Proposal  
**Auto forwarded by a Rule**

Dear City Council Members,

We are writing in support of the Property Maintenance Ordinance on the basis of New York Chancellor James Kent's original principle that "an individual's will must become subservient to the will of the community." As citizens we accept this principle readily in the case of criminal activity, and we should also accept it when individual property owners allow their properties to decay to the point of affecting the entire neighborhood and the property values of their neighbors. The PMO should allow the city to work reasonably and compassionately with low income people to improve their properties, but it should have all have sharp enough teeth to compel compliance by exploitive and negligent (immoral) rental property owners.

We used to live at 1707 N. Kutch Drive in Coconino Estates, across the street and two houses south of the house once owned by Dr. and Mrs. Leenhouts - originally an exceptional house and the only one in the neighborhood with a full basement. That house and the property has been neglected year in and year out for two decades, to the point where it should now be condemned. We moved, but others have not, and the property values of those who remained must be negatively affected by that decrepit structure. In fact, driving through there recently we were appalled at the deterioration of a once appealing neighborhood, perhaps due to an increase in rentals as well. Why should negligent owners be allowed to inflict visual pollution and financial loss on other property owners?

Please pass the proposed PMO and act vigorously to enforce it.

Sincerely,

Arne and Ruthanne Hassing  
5030 E. Chestnut Way  
Flagstaff, AZ 86004

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# Proposed City of Flagstaff Property Maintenance Ordinance

## Comment Form

Comments, ideas, and suggestions on the City of Flagstaff's proposed Property Maintenance Ordinance (PMO) are welcomed and encouraged.

Please return this form to Roger E. Eastman, AICP, Zoning Code Administrator at Flagstaff City Hall, 211 West Aspen Avenue, Flagstaff, AZ 86001, or contact him via e-mail at [reastman@flagstaffaz.gov](mailto:reastman@flagstaffaz.gov).

Printed Property Rights must be FIRST maintained  
2nd - no access without verbal or written permission of landowner.  
3rd - Excessive regulation of local, county or City officials leads to distrust of authority and re-call of elected officials.  
Unfair Regulations to extreme!  
\* ~~A2 Statutes~~ allow property owners to sell 5 Vehicles on their real estate annually.  
line 12 - No Public Property Owner can maintain City Property without just compensation.  
# 13 - Smoke - no individual can control amount of smoke - winter cold - excess wood burning - will City pay for heat of low income families? Bldg Permit not needed to Paint - City/County What about "Fire Area like Shultz Pass" Why Nature did it - Who is responsible - Forest land I have more serious concerns on issues not covered @ Mtg today

If you would like a response to your comments, or would like to be added to our E-mail list to receive periodic updates on the PMO, please include your name and contact information below.

Name: Gail Dent Phone: 928-607-0712  
Address: PO Box 500 Flagstaff AZ 86001  
E-mail: mom2858@yahoo.com

## Roger Eastman

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**From:** LEORAOH@aol.com  
**Sent:** Monday, March 26, 2012 11:50 AM  
**To:** Roger Eastman  
**Subject:** PMO

thoughts on what the staff has come up with.

701003005

this smacks of communism...This is private property and the inspector MAY MOT expand the scope beyond the original complaint. This is a violation of Amend.4 of the US Constitution.

The PMO code should be FLAGSTAFF not phx north.

CDBG funding should not be used for upgrading pvt residences. The upgrading is the prop. owners expense not tax payers.

once again this should be complaint driven ..that is specifix complaint only...

there is no blight in Flagstaff, I was shot down 2 years ago when I brought it up...staff says there is none so please rephrase your statements or notify staff there is blight and i would like an apology.

701001003B..who will check that a bldg is a hazard if it is on pvt prop. and staff has not been invited on to itHow will a property that is in a trust be addressed?

Attractive nuisances...that will be playgrounds also.

Reasonableness.....means different things to different people...this also means future council people/staff can change at will since their interperatation will be different than what is set out now.

What criteria or higher education does staff have that that qualifies thym to determine "reasonable".

Drainage..the city needs to keep the cities property drainage clean before making any rules for others.

Noxious will soon become fireplace smoke, cigarettes, woodburning stoves and cars that produce fumes.

Graffiti prohibited...good luck with that one...you might as well hang a sign that says.."no gangs or taggers allowed"

Lee Harsh

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# MEMORANDUM

**TO: MAYOR AND COUNCIL**

**City Council Work Session**

**7.**

**Meeting Date:** 01/08/2013

**Submitted For:** Roger Eastman

**Co-Submitter:**

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**TITLE:**

**City Code Amendments – Property Maintenance Update.**

**DESIRED OUTCOME:**

Staff will be seeking comments, suggestions, and direction on how to proceed with possible amendments to the City Code regarding property maintenance from the Council.

**INFORMATION:**

At this work session, staff will be providing a progress report/update on the so-called Property Maintenance Ordinance (PMO) since the Council's last work session on this topic in April 2012. A review of how staff has dealt with certain properties of concern will be provided, as well as some suggestions for moving forward by proposing amendments to various existing provisions of City Code, rather than creating a new and separate PMO. Comments, suggestions, and direction on how to proceed into the future from the Council will be also be solicited.

On April 10, 2012 the City Council held a work session on a proposed PMO. During this meeting staff presented an overview of progress on the PMO since the idea of creating new standards for the maintenance of property was first articulated by the Council in early 2006, a review of a proposed draft PMO was presented, and opportunity was provided for the Council and members of the public to express their opinions on the proposed draft. At least 21 Flagstaff residents addressed the City Council, the majority of whom were opposed to the draft PMO.

A summary of Council concerns and comments with the draft PMO is listed below:

- Written to broadly and vaguely allowing for interpretation challenges
- Too difficult to enforce and too overreaching in its intent and purpose
- Will weaken relationships between neighbors – may result in neighborhood disputes
- Issues with a complaint-based PMO and how it will be interpreted and applied
- Need a simpler and better mechanism for dealing with abandoned buildings and the most egregious conditions
- Be thoughtful of any unintended consequences as a result of a new PMO
- Suggestion to modify existing codes rather than creating a new comprehensive PMO – will require an understanding of all existing codes and where there may be gaps.

Since the April 10<sup>th</sup> work session staff has not actively worked on specific amendments to the last draft PMO, nor have detailed amendments to existing City Codes been formulated. However, some progress



has been made to abate some well known properties that have been a source of concern for many years to community residents, the Council, and staff.

### **Activity following the April 10, 2012 Work Session**

The City Attorney's office has worked with the City Building Program to develop a broader interpretation of the 1997 Abatement of Dangerous Building Code than was applied in the past. As a result significant progress has been made with three specific properties, namely:

- 1805 – 1811 Arrowhead Avenue in Sunnyside
- 523 Ernest Street in Southside
- 1726 North Kutch Drive in Kaibab Plaza Unit 3 Subdivision

The property located at **1805 through 1811 Arrowhead Avenue in Sunnyside** was four lots that were combined into one parcel with a single owner some years ago. The property has been extensively graded, and an existing single-family residence is still present elevated about 15 feet above the level of the graded area. Photographs of the property are attached as Attachment A. Under the authority of the 1997 Abatement of Dangerous Building Code a Notice and Order of the City Building Official was issued to the property owner requiring him to either make the structure livable and in compliance with all applicable Building Codes, or to demolish it. In September, 2012 a woman was observed living in the home. City staff was able to locate and talk with the property owner about the property and the person living in the structure. The property owner agreed to rehabilitate the building and correct the issues that made it uninhabitable including repairing the faulty plumbing in the kitchen and the lack of a kitchen sink. As this work was relatively minor in nature no building permit was required. The broken front porch as seen in the attached photographs has also been replaced with a new porch, stairs, and railings. By the end of November, a building inspector signed off on the work and agreed that the building was habitable under current City Codes despite the obviously poor appearance of the residence (for example, the roof does not leak even though the roof tiles are extremely weathered) and it requires a coat of paint which should occur in the next few months once the weather has improved.

The former residence located at **523 Ernest Street in Southside** was damaged by fire in October 2005, following which the remaining structure (see Attachment B) was boarded up and secured as required under the 1997 Abatement of Dangerous Building Code. Since then no improvements to the property and remaining structure have been made, and it has become a source of frequent complaints from surrounding property owners as it has on occasion become an attractive nuisance drawing the attention of unauthorized occupants. The Building Official issued a Notice and Order for Demolition on July 12, 2012 and the demolition was to have been completed by August 12, 2012. In October 2012, Mayor Nabours contacted the property owners in an attempt to provide options for the clean-up of this property, including that they clean it up themselves, or that they consider donating the property to the City as it may be cost prohibitive to rebuild on the property because it is encumbered with the flood plain of the Rio de Flag. If it was donated to the City, then the City would be responsible for the removal of the structure. However, the property owners decided to keep this property, and as such they are still obligated to demolish the structure. A final Notice and Order of the City Building Official requiring the demolition will be mailed to the property owners in January 2013. In the event the property owner fails to demolish the structure, the City has the authority to demolish it and remove the materials from the property, the cost of which will be billed to the property owners. If the cost of abatement is not paid, then a lien will be placed on the property.

The property located at **1726 North Kutch Drive in Kaibab Plaza Unit 3 Subdivision** has been unoccupied for many years even though it is fully furnished with numerous personal items inside including books, clothes, food, etc. Over past few the years it has been broken into by unauthorized individuals, and the personal items have been broken and scattered throughout the home. Also, there has been no maintenance of the yard resulting in trees, shrubs, and bushes growing uncontrollably resulting in an unsightly and unkempt condition that has been a consistent concern to neighboring property owners (See Attachment C). A complaint from a neighbor has also been filed asserting that the residence has become infested with rats. In November 2011 a Notice and Order of the Building Official was sent to the current property owner requiring the residence to be secured because doors were open and a window was broken allowing unauthorized individuals into the house. Shortly thereafter the residence was secured in compliance with City Codes. In November 2012 it was determined that the building is no longer secure and a second Notice and Order of the Building Official was sent to the property owner. Compliance is expected by January 2013. In January the City Building Official with a

County Health Inspector will inspect the residence and property to determine if it is a health and/or safety hazard under the 1997 Abatement of Dangerous Building Code and the 1997 Housing Code, and if a hazard is determined, a further Notice and Order will be issued. Unfortunately there are no provisions in any current City Codes to require the removal of the overgrown vegetation on the premises unless the County Health Inspector determines that the overgrown vegetation is a source for rat and other vermin harborage.

### **Existing City Code Provisions:**

There are nuisance provisions (i.e. standards and regulations to prevent nuisance and a threat to public health, safety, and welfare) in many titles and chapters of the City Code that are consistent with the original intent and purpose of the PMO. A brief summary follows:

#### Title 4: Building Regulations

This Title includes all the building codes adopted by the City, including the **1997 Uniform Code for the Abatement of Dangerous Buildings**. Its purpose is to ensure that “buildings or structures which from any cause endanger the life, limb, health, morals, property, safety or welfare of the general public or their occupants may be required to be repaired, vacated or demolished.” A dangerous building is broadly defined (see Attachment D.) from the Code, as any one of the 18 conditions listed in the definition may be used to declare a building to be dangerous if the life, health, property or safety of the public or its occupants are endangered.

Also included in Title 4 is the **1997 Uniform Housing Code** whose purpose is “to provide minimum standards to safeguard life or limb, health, property, and public welfare by regulating and controlling the use and occupancy, location, and maintenance of all residential buildings and structures”. It is intended primarily to ensure that residential structures are fit for human habitation.

#### Chapter 6-04 Nuisances

Provides enforcement and abatement tools in the event that a shed, building or structure is declared to be a nuisance by becoming “dilapidated or so unsanitary or out of repair from age, neglect or other cause as to render it unfit or unsafe for habitation for occupancy”.

#### Chapter 6-06 Littering

Provides the standards and tools for the control and enforcement of littering within the City.

#### Chapter 6-07 Abandoned Vehicles

Provides the standards and enforcement and abatement tools for abandoned vehicles within the City.

### **Suggestion for a Path Forward in lieu of a PMO:**

Staff suggests that in lieu of creating a new PMO that would replace existing City Code sections and add any new sections as may be directed by the City Council, simple updates and amendments to existing City Codes would be easier and perhaps more palatable to the community. As explained in the narrative below, some updates are necessary because existing City Code is out dated, difficult to enforce, and in some instances, references to state statute citations are incorrect. Other amendments would add suggested new text to fill identified gaps in existing Codes.

1997 Uniform Code for the Abatement of Dangerous Buildings: Staff suggests that no amendments are needed to this Code, and it will continue to be applied and enforced by the Building Official.

1997 Uniform Housing Code: Staff suggests that no amendments are needed to this Code, and it will continue to be applied and enforced by the Building Official.

Chapter 6-04 Nuisances: Staff suggests that this outdated and very old chapter of the City Code (it was last amended in 1936) should be repealed and replaced with a new updated nuisance section that would clearly define what conditions constitute a nuisance, including for example, objective standards regarding the overgrowth of vegetation (to address the property at 1726 N. Kutch as an example), exterior insect and rodent control, offensive materials and substances, and graffiti (a requirement that a property owner must remove graffiti within a specified period of time). There is no need to include provisions for “buildings, sheds or other structures as nuisances” (as provided for in Chapter 6-04) as more detailed standards are established in the 1997 Uniform Code for the Abatement of Dangerous Buildings.

Chapter 6-06 Littering: This chapter requires simplification and most state statute citations need to be updated and corrected. An updated and simplified enforcement section will also be proposed. Some minor language clean-up may also be needed.

Chapter 6-07 Abandoned Vehicles: This chapter requires simplification and most state statute citations need to be updated and corrected. An updated and simplified enforcement section will also be proposed. Some minor language clean-up may also be needed.

### **A Thought for Implementation**

The Housing Section in the Community Development Division currently administers a Housing Rehabilitation Program that is limited to owner-occupied structures. Its purpose is to comprehensively address health and safety issues in the structure itself as required by its funding sources. It does not apply to cosmetic concerns or issues not associated with the primary structure (out-buildings, property exteriors, etc.).

Thus, a framework is already in place through the current Housing Rehabilitation Program to operate an assistance program for those homeowners who are unable to address property maintenance issues on their own. Procedures and tools already exist for ensuring income qualification, scope write-up, contractor procurement, document preparation, etc. It would be simple to modify these to incorporate new specifications for an additional funding source. If Council is interested in this option, staff will bring back a discussion on how to fund such a program.

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### **Attachments**

Photographs

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### **Form Review**

<b>Inbox</b>	<b>Reviewed By</b>	<b>Date</b>
Planning Director	jcronk	01/02/2013 12:05 PM
Form Started By: reastman		Started On: 12/28/2012 11:29 AM
Final Approval Date: 01/03/2013		

A break was held from 7:26 p.m. to 7:39 p.m.

**7. City Code Amendments – Property Maintenance Update.**

Roger Eastman, Zoning Code Administrator, presented a PowerPoint presentation on amendments of the City Code regarding the Property Maintenance Ordinance.

- ▶ Meeting Purpose
- ▶ Activity since April 10<sup>th</sup> Work Session
- ▶ 1805-1811 Arrowhead Ave
  - There was a young lady living in that home, worked with the property owner to bring the interior up to code and it is now habitable.
  - Success with getting the structure habitable.
- ▶ 523 Ernest Street
  - There has been action on this property
  - Ultimately the property owners want to keep property themselves
  - Letter to owner stating that home must be brought up to code or the City will conduct repairs and lien the property
- ▶ 1726 North Kutch Drive
  - The property owner vacated the property and is currently in a disgusting state.
  - Structure was breached and vandalized
  - All avenues have been exhausted.
  - County health official will be brought in to determine health risk.
  - Extremely overgrown, nothing in current code to address outside of findings from health inspector.
- ▶ Existing City Code Provisions
  - Title 4 – Building Regulations – 1997 Abatement of Dangerous Buildings Code and 1997 Uniform Housing Code
  - Chapter 6-04 – Nuisances
  - Chapter 6-06 – Littering
  - Chapter 6-07 – Abandoned Vehicles
- ▶ Suggested Path Forward
  - Title 4 - No amendments needed – continue to apply and enforce by Building Officials
  - Nuisances - Repeal and replace with up-to-date and objective standards
  - Littering & Abandoned Vehicles– really out of date. Suggest simplifying and updating the standards. Correct state statute citations.
- ▶ An Option for Implementation
  - Housing Rehabilitation Program – Housing Section
    - Apply program and having a funding source in place to assist in repairs.

Council requested that the City continue to work with homeowners to attempt to come to a reasonable solution for all. Ultimately there is no action until the City says "or else" and they need to be prepared to enforce.

Mike Scheu, Building Official, explained that there have been a few instances where the City has had to demolish a structure.

Council expressed frustration at having a code like this in place with no enforcement. It is necessary to formulate a code that is effective and enforced.

There is concern about the interpretation of section 302 as it is currently presented and the protection of personal property rights. It will be important to make sure that the same things can be accomplished with the appropriate intent spelled out.

Mr. Scheu explained that previous legal opinion has not allowed for any further action if a property is boarded up and secure. Current legal staff is taking a different approach and are supportive for further enforcement of the code.

After discussion, Council agreed that Title 4, section 302 Dangerous Building is the best way to proceed. However, this section needs to be fine tuned, tightened up, clarified and enforced. Council requested that staff draft revisions to section 302 that tighten it up and clarify things; additionally, they would like staff to move forward with drafting the other recommended changes to the code.

David Monihan, Flagstaff, lives on Kutch and recognizes the problem. Mr. Monihan urged Council be equitable with the enforcement and looks forward to seeing the suggested revisions.

Andy Fernandez, Flagstaff, addressed Council with his concern that many of these properties are housed by tenants with limited funds.

Council agreed with the timeline of getting the zoning code amendments completed first and following up with these revisions shortly thereafter.

**8. Presentation on Finance Chapter of the Parks and Recreation Organizational Master Plan.**

Brian Grube, Recreation Manager, and Barbara Goodrich, Management Services Director, presented a PowerPoint presentation on the finance chapter of the P&R Master Plan.

A majority of Council is supportive of moving forward with the 1<sup>st</sup> Maintenance Option of increasing BBB Parks to a service level 2, no FUTS construction, and Keep Recreation programming. Councilmember Woodson suggested an alternative to this of maintaining all parks at a service level 3.



# MEMORANDUM

**TO: MAYOR AND COUNCIL**

**City Council Combined Special Meeting/Work Session**

**5.**

**Meeting Date:** 11/12/2013

**Co-Submitter:** Roger Eastman, Zoning Code Administrator

**Department:** Community Development

**Co-Submitter:**

---

**TITLE:**

**Update on a List of Reported Distressed Properties and/or Buildings**

**DESIRED OUTCOME:**

At this work session, staff will be providing a progress report/update on work to date regarding certain reported distressed properties and potentially dangerous buildings within the City.

**INFORMATION:**

For at least seven years an idea to develop and implement a City-wide Property Maintenance Ordinance has been discussed and pursued. In part, this stemmed from a legal interpretation many years ago that there were possible problems with the implementation of the 1997 Uniform Code for the Abatement of Dangerous Buildings and the 1997 Uniform Housing Code. Thus, staff did not pursue the abatement of many unsightly buildings and structures in the community until a Property Maintenance Ordinance was adopted.

At the January 8, 2013 work session staff provided an update to the Council on what progress had been made with the abatement of certain properties within the City that were well known as a nuisance and an eyesore. Staff and the Council also discussed various options to the so-called Property Maintenance Ordinance as the Council had previously agreed that the development of such an ordinance was not appropriate at this time. Instead, a majority of the Council agreed that once the amendments to the Zoning Code had been completed, staff would draft amendments to the City Code to provide clearer and updated standards to replace existing regulations for littering, abandoned vehicles, etc. as well as new standards for controlling overgrown vegetation. At this time too, the City Attorney's office opined that staff can implement the 1997 Uniform Code for the Abatement of Dangerous Buildings and the 1997 Uniform Housing Code to require the abatement of dangerous and unmaintained buildings and structures. This was the window of opportunity that staff has successfully used to abate a number of long-standing problem properties within the City. At the January 8, 2013 work session Council also asked for clarification and a review of the criteria adopted in the 1997 Uniform Code for the Abatement of Dangerous Buildings which some councilors felt were ambiguous.

Since the January 8<sup>th</sup> work session, staff has maintained a spreadsheet to record information on

reported dangerous, abandoned, or distressed properties in the City. Much of this information was derived from information provided by Flagstaff residents, or from City staff observations while in the course of other enforcement duties.

## **OVERVIEW OF THE LIST OF REPORTED DISTRESSED PROPERTIES**

A list of reported distressed properties has been established in a spreadsheet, a copy of which is attached as Attachment A. For now, the spreadsheet serves as a simple tool for tracking address and property owner information, the date of the first inspection or when a complaint was first received, dates of any follow-up action on a specific address, and comments/notes describing the property, action taken so far, and its current status. The last column in the spreadsheet includes a link to either a photograph of existing conditions on any property, and when applicable, a photograph of the property after clean-up activities has occurred. As these photographs are located on the the City's S:Drive server, they may not be viewed from the attached file. Staff will present a sample of these photographs to the Council in the November 12th work session - see the attached draft PowerPoint presentation, Attachment D. This spreadsheet is organized into two sections – Closed Cases and Active/Inactive Cases.

Staff has also been working closely with the City's GIS Program on an interactive mapping application based on the List of Reported Distressed Properties. The purpose of this application is to develop a web-based map of the City of Flagstaff using free ESRI (Environmental Systems Research Institute) mapping software, and linking the data from the spreadsheet to it. Initial draft versions of this mapping application looked extremely promising as a simple and comprehensive way of presenting the data to the Council or interested Flagstaff residents. IT staff are still resolving one technical issue that is making it difficult to view a photograph of each case, and it is hoped that this will be resolved by the time of the November 12, 2013 Council work session.

## **COMMENTS/OBSERVATIONS ON THE LIST OF REPORTED DISTRESSED PROPERTIES**

1. There are 39 properties currently recorded on the List of Reported Distressed Properties. Of these staff has closed 9 cases as they have been resolved, has taken no action so far on 20 cases (see note #2 below), continues to work on 3 major cases (overgrown vegetation and other issues at a house located at 1726 N. Kutch Drive; a boarded house often referred to as "Grandma's House" at 23 S. Agassiz Street; and the historic Tourist Home building located at 46 S. San Francisco Street), and has 7 minor cases on file. As staff has not concluded investigations or made contact with property owners of 18 reported cases on this list, these cases have been removed from the spreadsheet in Attachment B.
2. In addition to the code compliance staff's primary duties, including for example, responding to citizen complaints, reviewing and issuing permits, managing volunteers and various community clean-up activities, and responding to and removing graffiti, staff dedicates as much time as possible to working on distressed property and building abatement with the assistance of the Chief Building Official. While progress is admittedly slow, staff resources are limited. Nonetheless, staff is working hard to steadily address and abate all properties and buildings listed in the List of Reported Distressed Properties.
3. Staff is pleased to report progress on a number of critical properties in the community that have been the source of frequent complaints from Flagstaff residents. An overview of the more significant cases is provided below, with a description of how the case was resolved using existing regulations in City Building Codes. These include:
  - a. Demolition and removal of the ruins of a single-family home destroyed by fire at 523 S. Ernest Street in the Southside neighborhood. Staff cited Section 302 (Dangerous Building) of the 1997 Uniform Code for the Abatement of Dangerous Buildings Code, and specifically Subsections 8, 9, 12, 15, and 17. A copy of this Section of the Code is attached as Attachment B for the Council's reference.
  - b. Repair of the existing home located at 1809 N. Arrowhead Avenue in the Sunnyside

neighborhood so that the structure is once again habitable. Section 302 of the Dangerous Building Code was cited, with specific reference to Subsections 5, 8, 9, 12, and 15. Even though the exterior of the building is deteriorated and requires maintenance, the property owner eventually complied with all requirements of the Building Official, and the structure now meets all applicable Building Code requirements.

- c. Steady progress to address the overgrown vegetation and accumulation of debris at an abandoned home located at 1726 N. Kutch Avenue. Section 1001.4 (Nuisance) of the 1997 Uniform Housing Code – refer to Attachment B. – was used to require the existing residence to be secured as the front door and rear sliding door were open allowing access to the building which appeared to be vandalized. The structure was eventually secured so that unauthorized access was no longer possible. However, there are no existing City Code provisions that City staff could use to require the removal and clean-up of the overgrown vegetation on the property. Fortunately, the County Health Officer determined that conditions on the property “provided an excellent harborage for vermin”, which enabled City staff to cite Section 1001.11 of the 1997 Uniform Housing Code, and require the property owner to abate the conditions that caused a “rat harborage”. To date, certified mail correspondence to the owner has been returned, and the Post Office has reported that they have no forwarding address for the property owner. Accordingly, in accordance with existing City Code provisions, staff will hire a landscape contractor to clean up the property and remove the “vermin harborages”, the cost of which (est. \$600) will be lienied against the property.
- d. Steady progress to resolve the ongoing issues associated with the boarded-up single-family home locally referred to as “Grandma’s House” located on 23 S. Agassiz Street. Section 302 of the Dangerous Building Code was cited, with specific reference to Subsections 5, 6, 12, and 13. The property owner has completed a Phase I Cultural Resource Study which was accepted by the Heritage Preservation Commission at their October 16<sup>th</sup> meeting. Based on the conclusion of this study, the Commission moved to require completion and submittal of a Phase II Cultural Resource Study because of the historic significance of this structure prior to any possibility of it being demolished. The property owner also has this property listed for sale.
- e. Progress is also being made on the adjoining boarded-up “Tourist Home” located at 46 S. San Francisco Street. Staff has again cited Section 302 of the Dangerous Building Code, with specific reference to Subsections 5, 13, and 17. This structure is well known as an important historic resource, and therefore, a Phase I Cultural Resource Study is being prepared for Heritage Preservation Commission review. The property owner also has this property listed for sale.
- f. Steady progress by the owner on the voluntarily planned demolition of a house located at 251 East Brannen Avenue. This property owner inherited the home and parcel on which it is located, and found it full of household goods (most of which were thrown away or recycled) and in very poor condition. The owner has received a demolition permit and in the next few months plans to demolish the home and build a new one.

- 4. While the GIS mapping application may not be complete by the time of the November 12, 2013 Council work session, staff has completed a map that shows the locations of all the cases currently documented in the List of Reported Distressed Properties.

## **CODE LANGUAGE**

During the January 8, 2013 Council work session, some councilors expressed concern with the criteria adopted in the 1997 Uniform Code for the Abatement of Dangerous Buildings (Section 302, Dangerous Building) as being too ambiguous and hard to apply and enforce. This Code was adopted by the City Council in 2000. As noted previously, a copy of these criteria which are used to define a dangerous building are included in Attachment B. The criteria or findings listed in this Section have been developed and refined over at least 50 years through the Western International Council of Building Officials. They are the product of experience and have been honed over time through practical experience and court



decisions to fit the typical public health, safety, and welfare issues that municipalities experience. Like many codes, these criteria are based on a “reasonableness standard”, and their application relies on the experience, skill, and qualifications of trained City officials, which in this case, would be the City Building Official. As with most City Codes, there are also oversight mechanisms in place including the right of a person aggrieved by a decision of the Building Official to appeal to the Building and Fire Code Board of Appeals, and if necessary to Superior Court.

It is staff’s recommendation that the 18 findings/criteria included in Section 302 of the 1997 Uniform Code for the Abatement of Dangerous Buildings Code and those included in Section 1001 of the 1997 Uniform Housing Code should be retained, and that as written, they provide important and useful tools currently used by staff for the abatement of most dangerous buildings within the City.

As noted in comment #2 above, staff is making slow but steady progress on the abatement of dangerous buildings and unsightly properties within the City. Currently staff is working on three of the most egregious cases in the community (23 S. Agassiz Street, 46 S. San Francisco Street, and 1726 N. Kutch Avenue); time and resources are dedicated to the abatement of these properties as it is available. Several property owners have taken responsibility for their properties and have proceeded to abatement and demolition in a timely manner. Staff’s daily and weekly workload dictate the rate of progress on the listed properties and structures, with the highest priority being those with the greatest threat to public health and safety, historic significance, the greatest number of complaints, or the visibility of the project. One issue that staff plans to address is how time frames can be shortened to ensure more timely abatement. For example, clearer and reasonable deadlines for the completion, submission, and review of reports (e.g. Cultural Resource Studies) should be established.

## **CONCLUSION**

The purpose of the November 12<sup>th</sup> Council work session is for staff to provide the Council with a progress report/update on work to date regarding distressed properties and dangerous buildings within the City. It is also to receive comment and/or direction related to altering any existing language in the applicable code. Any ideas, comments, and suggestions on the List of Reported Distressed Properties are welcomed, will be used to refine the list, and inform any future amendments to the City Code.

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### **Attachments**

List of Reported Distressed Properties  
Findings  
Draft Power Point Presentation

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- ▶ PORTFOLIO MAINTAINS ATTRACTIVE YIELD
- ▶ LOW INTEREST RATE ENVIRONMENT
- ▶ CURRENT INVESTMENT STRATEGY

Councilmember Barotz asked for the cost of the services PFM provides. Ms. Brant stated that the City pays an Assets Under Management fee which equates to less than .1% annually. Over the last two years the City has paid \$78,000 and PFM has generated over \$280,000 in earnings.

Mayor Nabours noted that as of December 2011 PFM has eliminated nearly all money market accounts. Ms. Brant agreed and clarified that it is just in the managed portfolio; the City still retains a liquidity portion of \$7-8 million that is managed internally in addition to the \$56 million PFM manages.

Councilmember Oravits asked if the strategy is to continue short term because it is a rising rate environment. Ms. Brant stated that there were securities in the portfolio from 2011 that were gaining higher rates. When interests trended higher there was an advantage to buying US Treasury Security. It is a strategy to stay short to capture the higher levels of return as soon as possible.

Mayor Nabours noted that if the City had simply put all its money into treasury bonds it would have yielded .43% but with the help of PFM the City has yielded an average .63%.

#### **5. Update on a List of Reported Distressed Properties and/or Buildings**

Zoning Code Administrator Roger Eastman provided a PowerPoint presentation on distressed properties. The only properties listed in the presentation are those in which the City has had contact with the property owners.

- ▶ LIST OF REPORTED DISTRESSED PROPERTIES
- ▶ MEETING PURPOSE
- ▶ LIST OF REPORTED DISTRESSED PROPERTIES
  - 39 PROPERTIES ON THE INVENTORY
- ▶ DISTRESSED PROPERTY INVENTORY
- ▶ LOCATIONS OF DISTRESSED PROPERTIES
- ▶ INTERACTIVE DISTRESSED PROPERTY MAP
- ▶ SAMPLE PHOTOGRAPHS
- ▶ 1726 N. KUTCH
  - Never been able to make contact with the property owner.
  - Next step is to hire a landscaper to clear the property, make it safe, and eliminate the rat vermin harborage with a lien back to the homeowner for the cost.
- ▶ 523 S. ERNST STREET
- ▶ 1809/1811 N. ARROWHEAD AVENUE
- ▶ 23 S AGASSIZ STREET
  - Cultural Resources Phase One study completed as this is a structure of historic significance. Currently in the process of completing a Phase Two Cultural Resources Study.

- ▶ 46 S. SAN FRANCISCO
  - Cultural Resources Phase One study just submitted to Heritage Preservation Commission for review.
- ▶ 251 E. BRANNEN AVENUE
  - A demolition permit has been pulled for the property.
- ▶ EXISTING CITY CODE PROVISIONS
- ▶ 1997 ABATEMENT OF DANGEROUS BUILDING CODE
- ▶ TITLE 4 – BUILDING REGULATIONS
- ▶ 1997 HOUSING CODE
- ▶ CONCLUSION

Mayor Nabours stated that there are 20 cases where staff action is still needed. Mr. Eastman stated that staff is working as hard as they can with the resources available. There is just not a whole lot of time in the work program to accommodate them all; staff has been dealing with the most extreme first.

Councilmember Oravits stated that he has concerns about the vagueness of the definitions in Chapter Three. It is a matter of interpretation and it needs to go through a process of clearing up the vagueness. Mr. Eastman responded that the Building Official and his staff make the determinations based on experience. The language can be clarified when the code comes back for changes and updates.

Councilmember Brewster asked if properties such as the Tourist Home are dealt with differently due to the fact they are historical in nature. Mr. Eastman responded that there is not a different process but staff includes Karl Eberhard and the Historic Preservation Commission for the examination of the Cultural Resources Study. The primary concern is the health, safety and welfare of the public; it is an attempt to balance historic preservation and historic values with public safety.

Vice Mayor Evans stated that the use of the 1997 codes are good as they are more comprehensive than the proposed Property Maintenance Ordinance the community was asking for and she is not interested in revisiting the codes because they are allowing staff to do the job. The current graffiti codes do not address the cleanup of graffiti on private property and it will be important to address this as soon as possible.

Vice Mayor Evans requested an update on the roof collapse at 621 W. Clay.

Code Enforcement Officer Tom Boughner stated that staff is limited on graffiti enforcement on private property as there is nothing that states graffiti must be covered within a particular time. There are several properties that refuse to let the City cover the graffiti damage; there is a need for a tool that allows the City to step in. Dilapidation brings more dilapidation so it is important to have a reasonable and encompassing ordinance in place.

Councilmember Oravits asked what the tool would be to address graffiti and what exactly is needed from Council. Mr. Eastman explained that staff would need to work with Mr. Burke on that to identify the resources that will help.

The following individuals addressed Council in regards to distressed properties:

- David Monihan
- Derik Spice

Annie Loots, Author of the Cultural Resource Study with SWCA, stated that what started out as a job has now become a labor of love. The study is a new regulatory requirement and it has been a positive element in that it uncovers a lot of historical information about the property and the community. There are truly treasures in town. The City of Flagstaff is unable to do an overlay zone; it is those types of local zoning tools that cities have to protect properties. Proposition 207 precludes the ability for the City to protect these areas with an overlay zone.

A break was held from 7:13 p.m. to 7:27 p.m.

Mayor Nabours asked Council if there is a consensus to ask Mr. Burke to look at adding a position to address distressed properties. A majority of Council would like to have Mr. Burke look into the possibility of adding a position for this purpose.

Mayor Nabours asked if there was a consensus for staff to look into a graffiti ordinance that would allow the City to go onto private property on an emergency basis to remove graffiti, understanding that Zoning and Legal will need to weigh in on what is possible. A majority of Council requested a CCR on the possibility of private property graffiti removal.

#### **6. Regional Plan Discussion #11 – Implementation and Annual Report**

Comprehensive Planning Manager Kimberly Sharp provided a PowerPoint presentation on the Implementation and Annual Report.

- ▶ REGIONAL PLAN IMPLEMENTATION
- ▶ CHAPTER III: DECISION MAKING
- ▶ CHAPTER III: DEVELOPMENT PROCESS
- ▶ PROPOSED REGIONAL PLAN AMENDMENT PROCESSES

Councilmember Oravits asked if the major plan amendments have to be done in December or just once per year. Ms. Sharp stated that state statute offers a clear process of submittal and it must be approved by December.

Councilmember Barotz inquired about the difference between a major and minor plan amendment in the Open Space category and why one column includes purchase but the other does not. Ms. Sharp explained that purchase means land that is purchased, deeded, or restricted as open space. Councilmember Barotz stated that the language should be clearer because it is confusing. It was requested that this item be placed on the parking lot for further examination.

Mayor Nabours stated that a major amendment would be to change the category of zoning. He asked how the categories came to be decided. Ms. Sharp stated that depending on one's location, map 20 or 19 would be used to determine current zoning. The public indicated that they did not want another zoning map but instead something more broad and flexible. What was really important to the community was to maintain the character. The result was a more broad designation of areas. The community wants

## City of Flagstaff - Code Compliance Reporting 2020

<u>Complaint</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	
Staff Driven Complaint	152	156	113	130	51	88	60	44	63	54			
Citizen Driven Complaint	20	12	19	41	34	21	41	28	27	31			
New Cases	172	168	132	171	85	109	101	72	90	85			
<u>Case Status</u>													
Open Cases (of total new cases above)	25	28	26	61	18	33	30	15	35	24			
Closed Cases (of total new cases above)	147	140	106	110	67	76	71	57	55	61			

<u>Violation Type</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>June</u>	<u>July</u>	<u>Aug</u>	<u>Sept</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Year End Totals</u>
Abandoned/Junked Vehicles	0	1	0	4	1	2	0	0	0	2			
Accessory Dwelling Unit	0	0	0	0	0	0	0	1	0	0			
Building Regulations	0	0	0	25	1	0	4	0	0	2			
Camping on Public Property within City Limits	0	0	0	2	3	0	2	1	0	1			
Collection/Disposal Practices	1	2	12	64	2	12	14	6	6	3			
Commercial Work on Motor Vehicles	0	0	0	0	0	0	0	0	1	0			
Failure to Remove Snow/Obstructions from Sidewalk & Deposit of Snow in ROW/Hedges over Sidewalk	36	9	14	15	10	11	11	11	9	13			
Failure to Meet Landscape Standards	0	0	0	1	18	1	0	0	0	0			
Failure to Meet Outdoor Lighting Standards	9	5	10	7	7	3	11	4	9	9			
Failure to Meet Parking Standards/General Parking Standards	2	2	1	5	1	3	4	6	2	1			
Failure to Meet Resource Protection Standards	0	0	0	0	0	0	0	0	1	0			
General Restrictions/Requirements for all Signs, Failure to Meet Temporary Sign Standards	4	5	10	3	14	39	9	14	24	29			
Failure to Meet Building from Standards/Setbacks	0	0	1	0	0	0	0	0	0	0			
Graffiti	111	128	61	36	15	16	21	3	11	7			
Littering	3	4	5	3	1	2	1	1	2	1			
Illegal Use or Activity without Permit	1	5	6	4	5	10	6	12	11	6			
Illegal Use in Zone	1	2	5	0	2	1	0	1	0	0			
Keeping of Certain Animals	0	2	0	0	1	1	0	0	4	1			
Parking of Commercial Vehicles in Residential Zone	0	0	0	0	0	0	0	1	0	0			
Parking of RV's	1	0	2	1	1	1	2	1	2	1			
Posting of Handbills on Public/Private Property	0	0	0	0	1	0	11	0	0	0			
Storage Containers Temporary/Permanent	0	0	0	0	0	0	0	0	0	0			
Storage of Unregistered/Inoperable Vehicles	0	0	0	0	0	0	0	1	0	0			
Storing or Placement of Solid Waste	1	2	4	1	0	1	0	2	1	0			
Unauthorized Accumulation of Litter on Private Property	0	0	0	0	0	0	1	1	2	3			
Uninhabited or Vacant Private Property	1	1	0	0	0	1	1	0	0	0			
Violation of Fence/Wall & Screening Standards	0	0	0	0	0	0	1	0	0	1			
Water Conservation	0	0	0	0	0	0	0	2	3	1			
Other Misc	1	0	1	0	2	5	2	4	2	4			
<b>Total Complaints by Month</b>	<b>172</b>	<b>168</b>	<b>132</b>	<b>171</b>	<b>85</b>	<b>109</b>	<b>101</b>	<b>72</b>	<b>90</b>	<b>85</b>			

## **CITY OF FLAGSTAFF**

### **STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council

**From:** Leah Bloom, Affordable Housing Advancement  
Project Manager

**Co-Submitter:** Sarah Darr

**Date:** 11/09/2020

**Meeting Date:** 11/24/2020



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#### **TITLE**

**Discussion and Consideration for future action of an emergency resolution declaring a housing crisis in Flagstaff**

#### **STAFF RECOMMENDED ACTION:**

Staff is seeking Council's direction regarding a resolution declaring a Housing Crisis, prioritizing Affordable Housing as an investment within the City's work plan, and requests local collaboration on equitable and innovative solutions to provide safe, decent, and affordable housing in Flagstaff.

#### **EXECUTIVE SUMMARY:**

On October 29, 2020, City Council considered a F.A.I.R item on a citizen's petition titled "Housing Crisis Emergency Declaration" and unanimously approved moving it forward for further discussion. Housing Staff, along with other city divisions and Devonna McLaughlin, the submitter of the petition and Chief Executive Officer of Housing Solution of Northern Arizona, collaborated on a draft resolution declaring a Housing Crisis for City Council's review. The draft resolution calls for action on 7 housing items related to planning, community education, programmatic solutions, and the overall prioritization of housing efforts and needs within the City as an organization.

#### **INFORMATION:**

The lack of affordable and workforce housing in the Flagstaff community has been a continuing problem for over 50 years. Data shows housing costs, pushed higher by limited supply and external demand, have exceeded the buying and renting power of our workforce for decades while income remained stagnant. In 2017, 54.6% of respondents to the Economic Collaborative of Northern Arizona (ECoNA) Housing Attainability for the Flagstaff Workforce survey stated they are considering leaving Flagstaff because of housing costs. In addition, 43.6% of people plan to leave Flagstaff in the "next few years".

Housing Solutions of Northern Arizona and the City of Flagstaff's Housing Section co-created an infographic titled "Affordable Housing Needs Assessment for the Flagstaff Community". The infographic sources data from the 2018 American Community Survey, Department of Housing and Urban Development, Council for Community and Economic Research, and Flagstaff's Multiple Listing Service which reveals that;

1. 49% of all Flagstaff households are low income.

2. 22,373 Flagstaff community members are living housing cost-burdened, meaning that households are paying more than 30% of their monthly income toward housing costs.
3. The cost of housing is 33.5% higher and the cost of living is 13.4% higher in Flagstaff compared to national averages.
4. Since 2010, the median sales price of a home rose by 53%, while Area Median Income (AMI) rose by 14%.

COVID-19 has created greater instability among vulnerable populations experiencing or at-risk of homelessness and said instability is projected to increase due to the long-term effects of COVID-19 on vulnerable populations. Now more than ever, households are just one life event away from eviction and/or foreclosure, increasing housing insecurity.

From every crisis, an opportunity is created. The Housing Section, local housing providers, and housing practitioners are ready for the call to action should a Housing Crisis be declared by City Council in the Flagstaff Community.

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**Attachments:**     DRAFT Resolution  
                              Declaration of Housing Crisis PowerPoint  
                              Citizen's Petition - Housing Crisis

## **RESOLUTION NO. 2020-XX**

### **A RESOLUTION OF THE FLAGSTAFF CITY COUNCIL DECLARING A HOUSING CRISIS FOR THE CITY OF FLAGSTAFF, PRIORITIZING AFFORDABLE HOUSING WITHIN CITY OPERATIONS TO CREATE SAFE, DECENT AND AFFORDABLE HOUSING OPPORTUNITIES FOR ALL COMMUNITY MEMBERS.**

#### **RECITALS:**

WHEREAS, affordable housing in Flagstaff has been a documented need for more than 50 years and has reached crisis levels in recent years with data showing housing costs pushed higher by limited supply and external demand exceeding the buying and renting power of the local workforce for decades while income has remained stagnant; and

WHEREAS, over the past 10 years, the median sales price of a home rose by 53%, while Area Median Income (AMI) rose by only 14% according to datasets published by the United States Department of Housing and Urban Development (HUD) in 2020 and, according to the Council of Community and Economic Research's Quarter 1, 2020 Cost of Living Index, the cost of housing is 33.5% higher and cost of living is 13.4% higher in Flagstaff compared to national averages; and

WHEREAS, a significant portion of the housing stock in Flagstaff consists of second homes and short-term rentals, thus impacting the availability of housing stock for local households; and

WHEREAS, according to the 2018 American Community Survey and recent data from the 2020 Flagstaff Community Affordable Housing Needs Assessment, 55% of renters and 27% of homeowners (total of 22,373 Flagstaff community members) are living in housing cost burdened households, meaning that households are paying more than 30% of their gross monthly income toward housing costs; and

WHEREAS, in relation to local homeownership, Multiple Listing Service data from the first half of 2020 shows the median sales price of a home in Flagstaff was \$407,500, requiring a household to earn approximately \$86,360 (assuming 30% housing ratio) annually to afford the monthly mortgage payment and have about \$26,000 in funds to contribute toward the down payment and closing costs; and

WHEREAS, in relation to the local rental market, 2020 data from the HUD's Fair Market Rent determination for a 2-bedroom apartment in Flagstaff was \$1,266 per month, which means a household would need to earn \$4,220 per month or \$50,640 per year in gross income to afford the monthly rent; and

WHEREAS, in relation to local homelessness, November 2020 data from the Coconino County Coordinated Entry Front Door program indicates over 689 unique individuals, representing 366 households, are experiencing homelessness in our community, and of these individuals, 155 are chronically homeless; and

WHEREAS, in 2017, 54.6% of respondents to the Economic Collaborative of Northern Arizona's Housing Attainability for the Flagstaff Workforce survey stated that they are considering leaving



Flagstaff because of housing costs and 43.6% plan to leave in the “next few years”; and

WHEREAS, housing opportunities close to employment, activity centers and permanent transit reduces greenhouse gas emissions, furthering goals identified in the City’s Climate Action and Adaptation Plan and Flagstaff’s Regional Plan; and

WHEREAS, Federal and State Fair Housing Laws ensure full and fair access to housing opportunities by protecting individuals from being discriminated against in housing because of race, color, national origin, religion, sex, disability or familial status; and

WHEREAS, the current COVID-19 pandemic illustrates that individuals without stable housing are more vulnerable to poor health and communicable diseases, including COVID-19, and that unhoused people have limited options for safe, sanitary shelter, making an effective response to the deadly virus extremely difficult; and

WHEREAS, the economic crisis, which resulted from COVID-19 business closures, disproportionately impacted lower-income households, which are often one life-event away from eviction and/or foreclosure, causing housing insecurity; and

WHEREAS, housing is healthcare as evidence-based research shows that households with safe, decent and affordable homes are better able to find employment, perform better in school and maintain improved health.

#### **ENACTMENTS:**

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF FLAGSTAFF AS FOLLOWS:

SECTION 1. The City of Flagstaff declares that a housing crisis exists within our City and region and recognizes the need to make housing a leading priority for the organization and community.

SECTION 2. The City of Flagstaff Housing Section, within nine months from adoption of this Resolution and with input from the City’s Housing Commission, will present to City Council for consideration a Housing Plan focused on housing development and preservation within the City for the next 10 years. Plan elements will include ways City resources (including land, staff and financial resources) can best be utilized to achieve identified goals. The Plan will set goals that will be reviewed annually in a report to City Council and the community.

SECTION 3. The City of Flagstaff commits to its own citywide prioritization of housing efforts, utilizing the Housing Plan described above as the foundational framework for establishing work programs, prioritizing staff work and allocating necessary funding for its implementation.

SECTION 4. The City of Flagstaff will continue its commitment to further Federal and Arizona Fair Housing laws in all housing-related services and programs, valuing the efforts of those who seek to reduce barriers to full and equal access to housing opportunities, and providing Fair Housing education and resources to the community.

SECTION 5. The City of Flagstaff will create and implement a public outreach campaign to educate the community about the critical role affordable housing plays in a thriving community and combating “Not in My Backyard” opposition to housing and affordable housing.

SECTION 6. The City of Flagstaff will continue to support federal and state legislation to increase the amount of funding available for the preservation and construction of affordable housing.

SECTION 7. The City of Flagstaff will explore and support additional local funding resources for the creation of affordable housing units and expansion of programs to improve access to housing.

PASSED AND ADOPTED by the City Council of the City of Flagstaff this 1st day of December, 2020.

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MAYOR

ATTEST:

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CITY CLERK

APPROVED AS TO FORM:

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CITY ATTORNEY



1



2



# Housing Crisis Declaration



## Timeline

- October 13, 2020
  - Citizen Petition received
- October 19, 2020
  - F.A.I.R item for consideration of a “Housing Crisis Emergency Resolution”
  - Unanimous support for moving forward
- November 24, 2020
  - Seeking Council’s direction on the draft Resolution

3



# Citizen’s Petition





**The Growing Housing Crisis**

**Title of Issue:**

“Flagstaff’s response to our local community’s long-term Housing Crisis”

**Action Requested by Community:**

“We request that Flagstaff City Council declare a Housing Crisis in the City of Flagstaff through Emergency Resolution. This action should be followed by the prioritization of housing as a focus of investment, action & support by the City.”

4



# Draft Housing Crisis Resolution




## Why declare a housing crisis?


**Affordable housing in Flagstaff** has been a documented need for more than 50 years and **has reached crisis levels** in recent years.



5




# Recent Housing Data



Over the past 10 years, the median sales price of a home rose by 53%, while Area Median Income (AMI) rose by only 14%.

Cost of housing is 33.5% higher and the cost of living is 13.4% higher in Flagstaff compared to national averages.

54.6% of Flagstaff's workforce are considering leaving because of housing costs.



*Source: US Census 2018 ACS, Council for Community and Economic Research first quarter 2020, ECoNA's Housing Attainability for the Flagstaff Workforce*

6





## Recent Housing Data



49% of all Flagstaff households are low income.

22,373 Flagstaff community members are living in housing cost burdened households.

Over 689 unique individuals, are experiencing homelessness in our community, and of these individuals, 155 are chronically homeless



*Source: Department of Housing & Urban Development, Coconino County Coordinated Entry Front Door*

7



## Recent Importance of Housing and “Home”



### Housing is healthcare

Individuals without stable housing are more vulnerable to poor health and communicable diseases.

Unhoused people have limited options for safe, sanitary shelter, making an effective response to the deadly virus extremely difficult.

Households with safe, decent and affordable homes are better able to find employment, perform better in school, and maintain improved health.



8



## Declaring a Housing Crisis



**With this Resolution, Council & the City of Flagstaff declares**

- A housing crisis exists within our City and region.
- Recognizes the need to make housing a leading priority for the organization and community.



9



## What does the Resolution do?




Within nine months a Housing Plan focused on housing development and preservation within the City for the next 10 years will be presented to Council.


The City of Flagstaff commits to its own City-wide prioritization of housing efforts, utilizing the Housing Plan described above, as the foundational framework for establishing work programs, prioritizing staff work and allocating necessary funding for its implementation.




10



## What does the Resolution do?





The City of Flagstaff commits to continuing to further Federal and Arizona Fair Housing laws in all housing related services and programs.

**EQUAL HOUSING OPPORTUNITY**

11



## What does the Resolution do?





The City of Flagstaff will create and implement a public outreach campaign to educate the community about the critical role affordable housing plays in a thriving community.



12





## What does the Resolution do?



Continue to lobby and support federal and state legislation to increase the amount of funding available for the preservation and construction of affordable housing.

Explore and support additional local funding resources for the creation of affordable housing units and expansion of programs to improve access to housing.



13



## What's Next?



**Tonight** - Seeking Council's direction on:

- The draft Resolution
- Timing of adoption
  - Does the Resolution come back before the new Council is sworn on December 15?



14

# Questions Comments Direction



## Declaring a Housing Crisis?



**PETITION TO FLAGSTAFF CITY COUNCIL**  
**Pursuant to Flagstaff City Charter Article II Section 17**  
**and Flagstaff City Code Title I Chapter 12**

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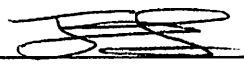
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**Printed Name of Submitter:** Devonna McLaughlin  
(Submitter must also sign below and complete information)

**Contact Information:** 928-214-7456 / devonnam@housingnaz.org  
(Phone Number and/or e-mail address)

**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/09/2020	Kun Zhang	504 W. Cattle Dr. Trl.	
10/09/2020	Jin Wang	504 W. Cattle Dr Trl.	

**RECEIVED BY CITY OF FLAGSTAFF**

DATE RECEIVED	BY	COUNCIL MEETING DATE
10/13/2020		10/20/2020

**PETITION TO FLAGSTAFF CITY COUNCIL**  
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**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/9/2020	Elisabeth Monroe	2675 E. Hemborg Dr. Flagstaff, AZ 86004	Elisabeth Monroe
10/9/2020	<del>See</del> Steven Zelles	2675 E Hemborg Dr Flagstaff AZ 86004	Steven Zelles

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DATE RECEIVED	BY	COUNCIL MEETING DATE

02/2016

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 (Phone Number and/or e-mail address)

**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
100720	Madeline Cripe	2145 S. Linmar Ct. Flagstaff, AZ 86001	Madeline Cripe
100720	Katreena Blazewicz	1201 E Ponderosa Pkwy Flagstaff, AZ 86001	Katreena Blazewicz
100720	Catie Scholtz	2022 W. Adirondack Ave Flagstaff, AZ 86001	Catie Scholtz
100720	Elliot Rumpf	319 N. Park St. Apt E Flagstaff, AZ 86001	Elliot Rumpf
100720	Amanda Brown	700 South Blackhawk Road St. #71 Flagstaff AZ 86001	Amanda Brown
100820	Sidney Broadley	5250 E. Cortland Blvd. APT 65 Flagstaff, AZ 86004	Sidney Broadley
100920	Chelsey Hodge	147 PINECREST TR WILLIAMS AZ 86044	Chelsey Hodge
100920	Alaina Allen	555 West Forest Meadows St Flagstaff AZ	Alaina Allen

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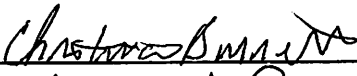
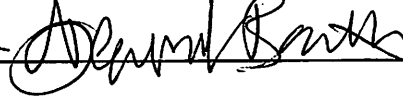
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 (Phone Number and/or e-mail address)

**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10-8-20	WILLIAM WEUS	Flagstaff, AZ 86004 3325 E. LINDAVISTA	
10-8-2020	CHRISTINA BARNETT	2303 N. ISABEL ST, #103 FLAGSTAFF AZ 86004	
10-8-2020	Alexandrea Barnett	2303 N. Isabel St 103 Flagstaff AZ 86004	

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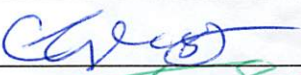






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(Phone Number and/or e-mail address)

**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/8/20	Catherine T. Dubay	2018 S Tombaugh Way	
10/8/20	Adrah Parafinick	1863 W. Skellie Dr.	
10/08/2020	Brian Bloom	402 W. Apache Rd Flg, AZ	
10/10/2020	M Kathy Magness	406 W Apache Rd 86001	
10.10.2020	Paul KRIS Rolsen	323 W. Apache Rd.	
10/10/2020	Margot Steffensen	422 WAPACHE RD. 86001	
10/10/2020	Parke Steffensen	422 Apache RD. 86001	

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**Contact Information:** 928-214-7456 / devonnamm@housingnaz.org  
(Phone Number and/or e-mail address)

**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/	NANCY MARSHALL	528 Pinecliff, 86001	Nancy Marshall
10/ /20	DAVID HOBSON	101 S. PARK ST. 5-2 86001	D Hobson
10.11.20	Theodore Bordwell	1427 W. Cochran	Theodore A. Bordwell
10/11/20	Pamela J. Garcia	1545. Paseo del Flag Flagstaff, AZ 86001	Pamela J. Garcia
10/11/20	JULIE HEYNSSSENS	1314 S. Maricopa St Flagstaff 86001	Julie Heynsens
10/11/20	Matthew Hall	402 S. Leroux St. FLAGSTAFF, AZ 86001	Matthew Hall

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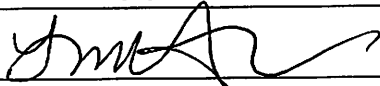
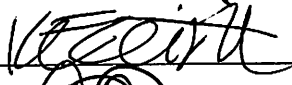




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 (Submitter must also sign below and complete information)

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 (Phone Number and/or e-mail address)

**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/05/2020	LEAH HARTMAN	310 N. BONITO ST., #1, FLAGSTAFF, AZ 86001	
10/6/2020	Kelly Elliott	923 N. LEROUX ST. #3 Flagstaff, AZ 86001	
10/6/2020	Carson Pines	539 S. O'Leary St. #4 Flagstaff, AZ 86001	
10/6/2020	Darnell Allen	3325 E. JACKSON ST. #2 Flagstaff, AZ 86004	
10/6/2020	Harmon Natonie	5875 E. DUNN LN. #31 Flagstaff, AZ 86004	
10/10/2020	Jalynn Valencia	3046 ANCIENT TRAIL Flagstaff, AZ 86005	

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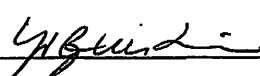
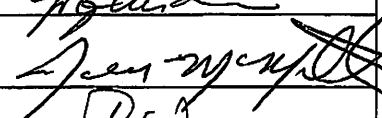

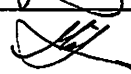

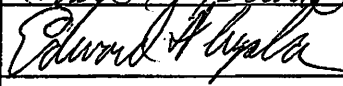
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DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/5/2020	Yifan Lin	1317 W. LIL BEN TR. <sup>Flagstaff</sup> 86005	
10/5/2020	Joel McMillan	1317 W. LIL BEN TR. <sup>Flagstaff</sup> AZ 86005	
10/5/2020	PIN NG	1234 W. LIL BEN TR. <sup>Flagstaff</sup> AZ 86005	
10/5/2020	Mui-Joo Wee	1234 W Lil Ben Tr. <sup>Flagstaff</sup> AZ 86005	
10-6-2020	BILLIE GILMORE	1331 W. LIL BEN TR. <sup>Flagstaff</sup> AZ 86005	
10-6-2020	Edward F. AYALA	1331 W. LIL BEN TR. <sup>Flagstaff</sup> AZ 86005	

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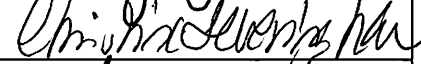

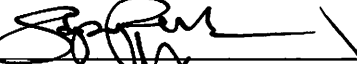

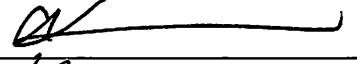

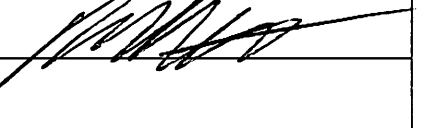
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**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/5/20	Kailey Jensen	5077 S. Amphyst Rd	
10/5/20	Christina Severinghaus	533 W Wulkenite	
10/5/20	Nathan Roelke	2711 N Prescott Rd Flagstaff	
10/5/20	STEPHEN PROBERT	549 W Cannabar Trl, Flag.	
10/5/20	Sheri Williams	8920 Buckboard Trl	
10/5/20	Ashlee Binderkin	12195 N Copeland Ln.	
10/6/20	M. Sarah Rendon	2280 S. Rockinghorse Ln.	
10/6/20	Richard Brust	3725 S. Yagui Dr. #2A	

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**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/5/2020	DAVID HAYWARD	3325 W Antler King Flagstaff, AZ 86001	
10/5/2020	Larwin Begisha	P.O. Box 467 San Juan	
10/5/2020	Aston Hayden	2110 N 1st St Apt A Flagstaff, AZ 86004	
10/5/2020	Michelle McManis	3787 E. Sycamore Dr. Flagstaff, AZ 86004	
10/5/2020	TAD MOORE	1155 E. APPALACHIAN RD FLAGSTAFF, AZ 86004	
10/06/2020	Angela Kader	2716 N. West St Flagstaff, AZ 86004	
10/06/2020	Tyler Welch	5303 East Cortland Blvd Apt J-10 Flagstaff, AZ 86004	

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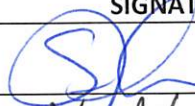
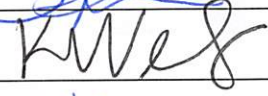
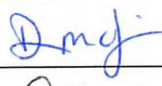
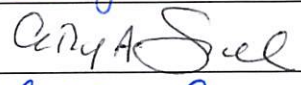
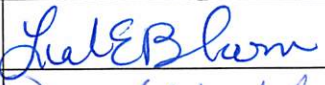
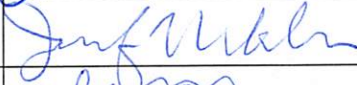


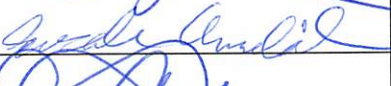

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**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/5/2020	Sandi Flores	1620 N. Center St. Flagstaff, AZ 86004	
10/5/2020	Kelly Wells	3325 E. Linda Vista Dr. Flagstaff, AZ 86004	
10/5/2020	Devonna McLaughlin	69 W. Travertine Tr. Flagstaff, AZ 86005	
10/5/2020	Cathy Small	185 E. HUTCHESON DR FLAGSTAFF AZ 86001	
10/5/2020	Leah Bloom	402 West Apache Road Flagstaff AZ 86001	
10/5/2020	Jennifer Mikelson	3159 N. Kyle Loop Flagstaff, AZ 86004	
10/5/2020	AJ Flores	1620 N. Center St. Flagstaff AZ 86004	
10/5/2020	Amanda Gishle	P.O. Box 362 Tunc/15611	
10/5/2020	Sarah Annibal	940 E Jackson Dr Apt 343 Flagstaff, AZ 86001	
10/5/2020	Tatum Covey	1350 E Knoles Dr #130 Flagstaff, AZ 86001	

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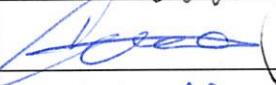
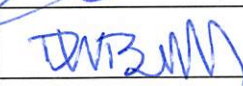
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**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/5/20	Andrea Scully	2902 N. Alta Vista Dr.	
10/5/20	Eric Nolan	406 W. Cherry Ave #B Flagstaff AZ 86001	
10/5/20	DAVID GONNELL	402 S LEBLOUX, FLG 86001	

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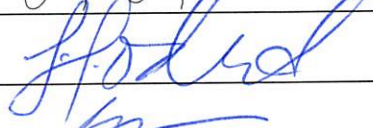
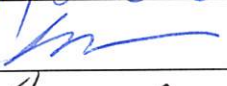
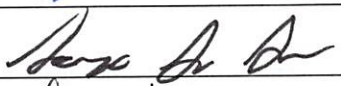
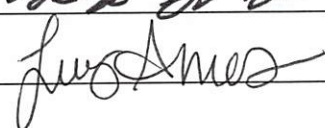
Pursuant to the Flagstaff City Charter and the City Code, any citizen (resident) of the City may present a written petition to the City Manager, signed by a minimum of 25 citizens from the City of Flagstaff, which shall be presented to the City Council.

**Title of Issue:** Flagstaff's response to our local community's long-term Housing Crisis  
**Action Requested:** We request that Flagstaff City Council declare a Housing Crisis in the City of Flagstaff through Emergency Resolution. This action should be followed by the prioritization of housing as a focus of investment, action & support by the City.

**Printed Name of Submitter:** Devonna McLaughlin  
 (Submitter must also sign below and complete information)

**Contact Information:** 928-214-7456 / devonnam@housingnaz.org  
 (Phone Number and/or e-mail address)

**PETITION SIGNATURES**

DATE SIGNED	PRINTED NAME	RESIDENCE ADDRESS	SIGNATURE
10/02/20	Lauren Lauder	3746 E. Avocet Ave., Flagstaf	
10/5/20	Luke Ostrand	34001 2488 W. Gunnison	
10/5/20	Erin Moore	80024 1155 E Appalachian Rd.	
10/5/20	Sukhdip Sekhon	316 Barito St.	
10/5/20	Lucy Amos	115 E. Terrace Ave Apt 24	

RECEIVED BY CITY OF FLAGSTAFF		
DATE RECEIVED	BY	COUNCIL MEETING DATE

## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Shannon Anderson, Deputy City Manager  
**Date:** 11/23/2020  
**Meeting Date:** 11/24/2020



---

### TITLE

**Re-Entry Plan Update and Possible Direction from Council**

### STAFF RECOMMENDED ACTION:

City staff will walk through the most recent data and share a Re-Entry Plan recommendation for Council's consideration.

### EXECUTIVE SUMMARY:

City staff will walk through the data from Coconino County Health and Human Services, Arizona Department of Health Services and Northern Arizona Healthcare, Navajo Nation and Hopi Tribe. Given the upward trajectory of the number of cases, hospitalizations and COVID related deaths, staff will present a recommendation to move back to Phase 2 to City Council for their consideration.

### INFORMATION:

In addition to reviewing the most recent data, this update will include information about messaging to encourage mask wearing in Flagstaff and what is happening with the Indigenous Nations.

---

**Attachments:** Presentation  
Re-Entry Plan



# Re-Entry Plan Updates





# Agenda



- The Data
  - Coconino County Health and Human Services (CCHHS) dashboard
  - Arizona Department of Health Services (ADHS) business operations dashboard
  - Northern Arizona Healthcare (NAH) hospital census
  - Navajo Nation
  - Hopi Tribe
- Encouraging safety protocols
- Re-Entry Plan Recommendations
- Indigenous Nations Update

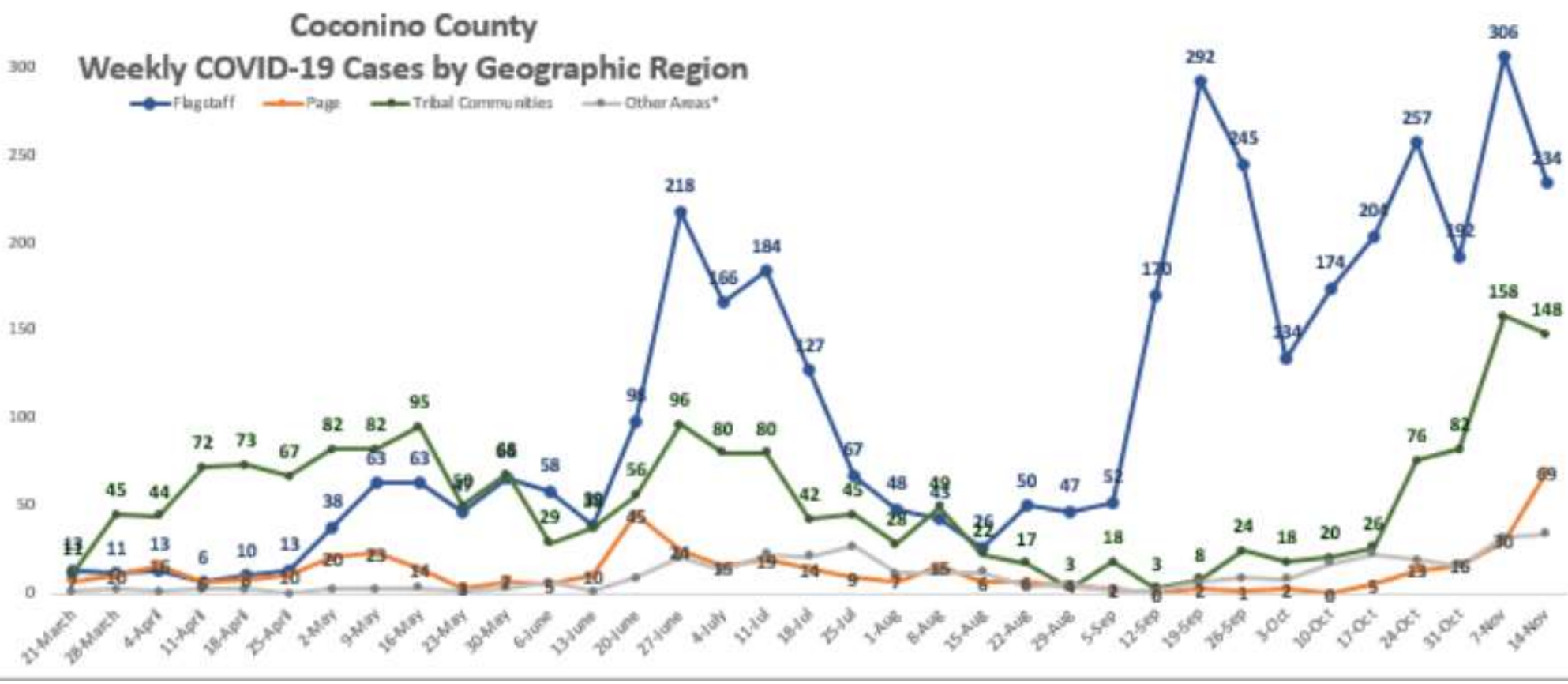
# The Data





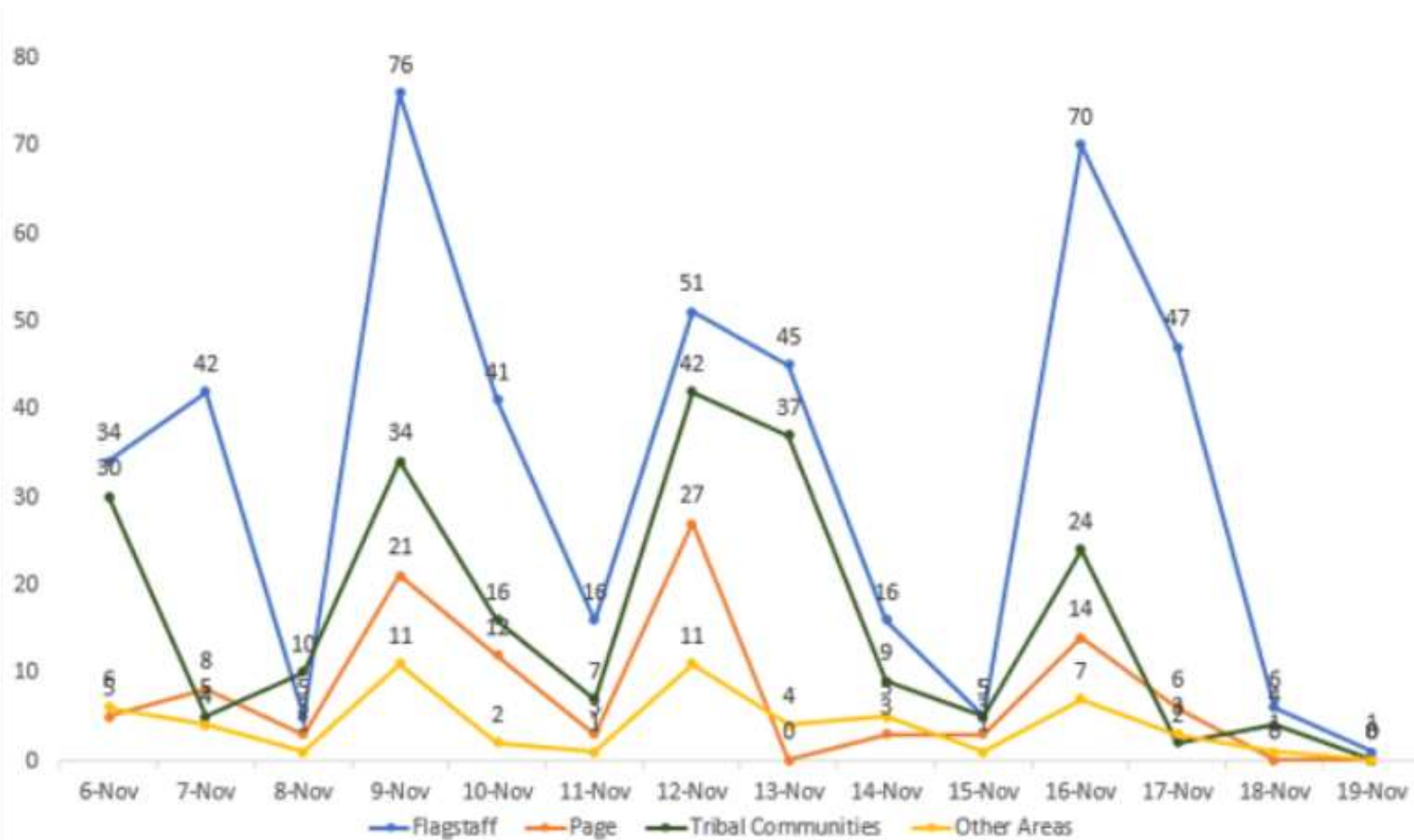


# CCHHS: COVID-19 Weekly Cases





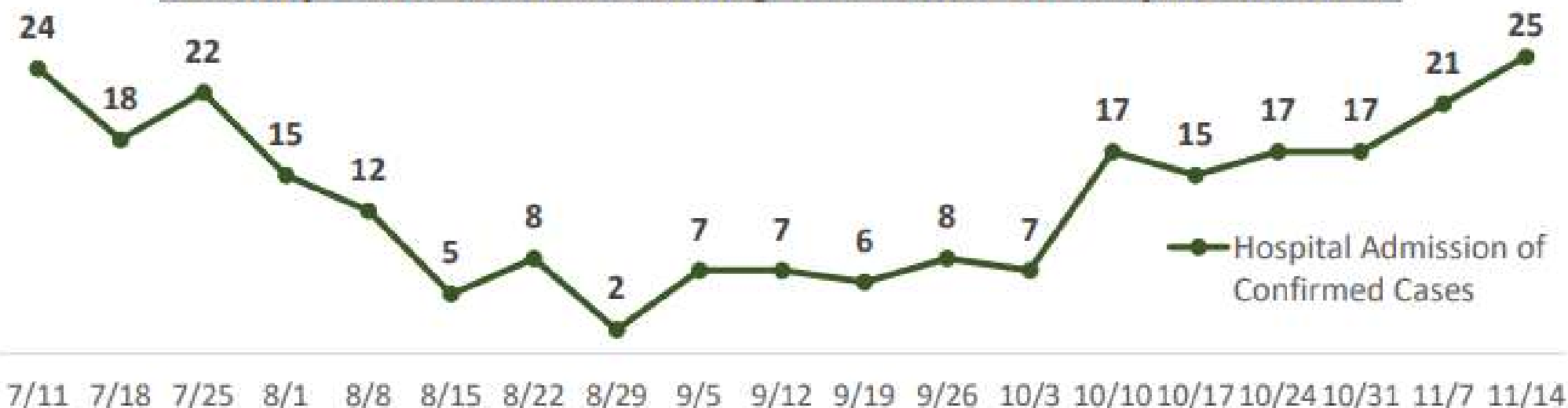
# CCHHS: COVID-19 Daily Cases





# CCHHS: Hospital Admissions

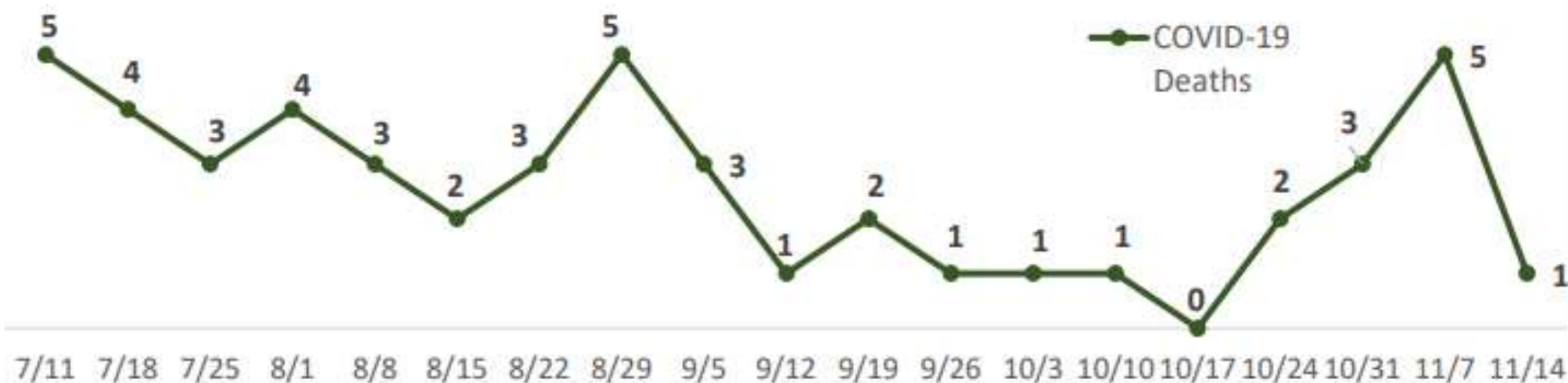
## Weekly Case Counts Among Coconino County Residents:





# CCHHS: COVID-19 Related Deaths

## Weekly COVID-19 Deaths Among Coconino County Residents:







# CCHHS: Community Transmission

## Community Transmission

- Coconino County has a current **incidence rate of 337.3 per 100,000, percent positivity of 10.2%\***, and **COVID-19-Like-Illness incidence (CLI) of 5.0%\*\***.
- Coconino County is currently at a **moderate** level of community transmission.

Benchmarks	Minimal	Moderate	Substantial
Cases	<10 cases/100,000	10-100 cases/100,000	>100 cases/100,000
Percent Positivity	<5%	5-10%	>10%
COVID-19-Like-Illness	<5%	5-10%	>10%



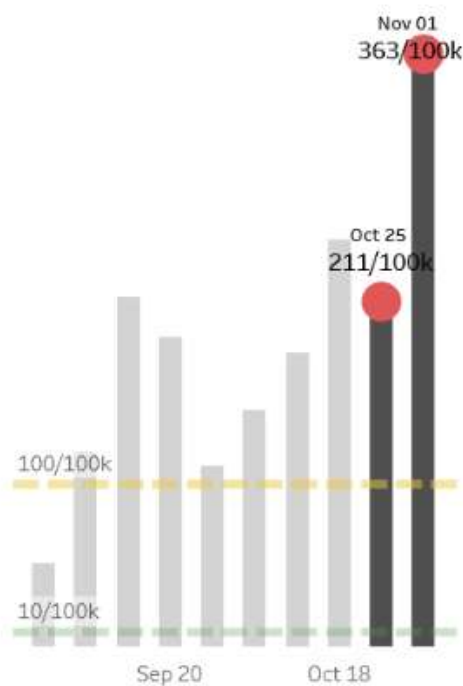


# ADHS Dashboard

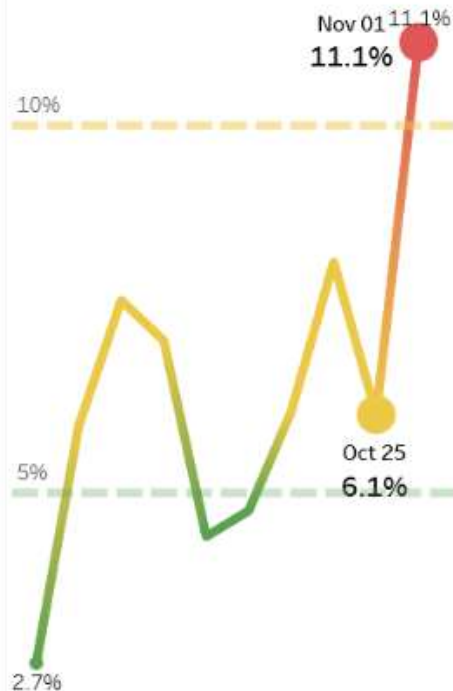
Showing data for **Coconino County** (Northern Region)

Business Reopening Status: **Moderate**

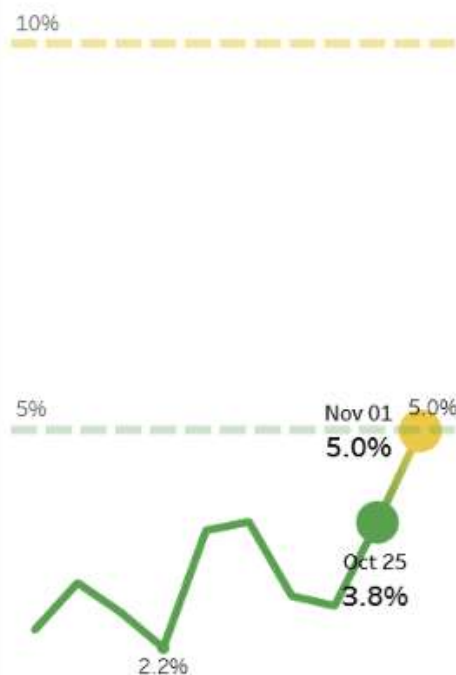
1) Cases per 100,000 individuals



2) Percent positivity



3) Hospital visits for COVID-like illnesses in the region



Data as of  
November 1,  
2020



# NAH: Hospital Census

Flagstaff Medical Center  
Hospital Census

186

In House COVID-19 Patients

Positive

27

Pending

17

Hospital Capacity

186

0 50 100 150 200 250 300  
Beds

Critical Care Capacity

41

0 5 10 15 20 25 30 35 40 45 50 55  
Beds



# Indigenous Nations Data

## Navajo Nation

Current Week 11/19/20	Previous Week 11/12/20
144,514 totals tested	135,864 totals tested
121,190 negative cases	115,312 negative cases
14,085 confirmed positive cases	12,971 confirmed positive cases
8,028 recoveries	7,902 recoveries
618 deaths	596 deaths



# Indigenous Nations Data

## Hopi Tribe

As of 11/17/20 KUYI Radio FB	11/10/20 KUYI Radio FB
5,306 totals tested	5,220 totals tested
4,721 negative cases	4,649 negative cases
542 positive cases	526 positive cases
444 Hopi Tribal members	437 Hopi Tribal members

# Encouraging Safety Protocols





# Encouraging Safety Protocols

- Small Act – Big Deal



- Proper wearing of face coverings







# Digital Billboards





# Banners



A horizontal banner designed for social media, promoting social distancing. It features two individuals on either side of a central text box. On the left, a man holds a blue surgical mask. On the right, a woman holds a patterned cloth mask. The central text box contains the phrase "SMALL ACT, BIG DEAL" in a mix of black and teal fonts. Below this text is a double-headed arrow labeled "6 FEET", indicating the recommended distance. At the bottom center is the "Flagstaff" logo with the website "discoverflagstaff.com" and the tagline "Arizona's destination for all seasons". Below the logo, it says "in partnership with the City of Flagstaff".

**SMALL ACT, BIG DEAL**

6 FEET

**Flagstaff**  
discoverflagstaff.com  
Arizona's destination for all seasons

*in partnership with the City of Flagstaff*





# Banners



# Re-Entry Plan Recommendations



# City's Monitoring Criteria

- Downward trajectory over four or more weeks
- Demonstrated ability to follow CDC guidelines
- Healthcare facility capacity for seriously ill
- Ability to provide testing, monitoring and contact tracing





# Re-Entry Plan Recommendations

- Return to Phase 2 with the upward trend of COVID-19 cases, hospitalizations and COVID related deaths
  - Closure of City Hall, Downtown and East Flagstaff Community Libraries and Jay Lively
  - All employees that can will return to remote work status
  - Essential services will remain in-person and on-site
  - Special events will return to a limit of 10 participants instead of 50 participants
  - Travel for employees will be suspended
  - Parks outdoor amenities will remain open, except for ramadas
  - Visitors' Center will provide limited entrance and restroom use

# Council Discussion



# Indigenous Nations Update







# Indigenous Nations Update

- Navajo Nation
  - Stay at Home (Shelter in Place) Lockdown Order for three consecutive weeks starting 11/16 – 12/6
  - CARES Funding Distribution
- Hopi Tribe
  - Repeats Executive Stay-at-Home Order

# Council Questions





# City of Flagstaff Re-Entry Plan

The City's Re-Entry Plan (Plan) is broken out into four phases. Each phase will be implemented incrementally, dependent upon circumstances and benchmarks as indicated. The Plan contains the following documents:

- General Guidance
- Monitoring Criteria
- CDC Guidelines
- Employee Safety Protocol and Resources
- Workplace Safety Checklist
- Exposure Procedures for Employees
- Specific City Facility Plans

Any questions about this plan or COVID-19 related concerns should be directed to the Public Affairs Team at [covidquestions@flagstaffaz.gov](mailto:covidquestions@flagstaffaz.gov).

## General Guidance

During Phase One, Phase Two, and Phase Three of this Plan, the CDC Guidelines, Employee Safety Protocol, Exposure Procedures for Employees, and Workplace Safety Checklist, as set forth below, shall apply. This Plan shall not apply to the Municipal Court operations, which will follow Administrative Orders as directed.

### **Phase One**

City facilities will remain closed to in-person business with the continued effort to address customer service needs remotely. For business that needs to be done in person with the public, this will be done on an appointment basis adhering to CDC guidelines (see below).

Outdoor sport court amenities, park amenities and ramadas will be closed for public use. Playing fields located within City parks will remain open for public use, except in those cases when a special permit is required for use.

Essential services will be performed in-person and on-site as needed. These will include, by way of example, emergency services (police and fire), public works (facilities, streets, solid waste), utilities (water, wastewater), and building inspection.

Operations within the City organization will function remotely where possible. Staff meetings and meetings with the public will be conducted with utilization of remote meetings and remote correspondence. Human interaction will be minimized, with adherence to CDC guidelines and Employee Safety Protocol.

Special events and other permits for activities on City property will be limited and/or modified to minimize gatherings to 10 people or less. Special event permits on City property for gatherings of more than 10 people will be postponed.

City Council meetings may be reduced in number, and when scheduled, will be performed remotely. Recognitions and Proclamations may be deferred, and agenda items will focus upon time-sensitive matters. City Council meetings may be reduced in frequency and duration.

Intergovernmental meetings necessary to address COVID-19 response and information sharing will be performed remotely. Other intergovernmental meetings and community meetings may be suspended. Board and Commission meetings may be suspended, and when scheduled, will be performed remotely.

Travel for employees and City Officials will be suspended. City celebratory functions, events, and group gatherings will be suspended or held remotely using a virtual meeting platform.

## **Phase Two**

Except as otherwise provided below, all restrictions in Phase One will still apply.

Outdoor sport court amenities will reopen, including tennis courts, skate parks, BMX park, dog parks, outdoor courts, play structures, swing sets, water fountains, and restrooms. Outdoor park amenities will include signage reminding visitors of the need to social distance and follow CDC guidelines, and to identify that usage is at the risk of each user. The park ramadas will remain closed at this time given the tendency to draw crowds.

The City Visitor's Center will open on a limited basis taking into consideration the visiting public's needs. The guidelines as outlined in the Visitor's Center specific plan below will be followed.

Staffing required to provide service and maintenance to the limited openings referenced above will be scheduled. The return of some furloughed employees may be considered to support these services.

Custodial and sanitation services will be enhanced with respect to these limited openings. The temporary installation of additional public restrooms may be considered for strategic locations in the downtown area. Temporary use permits will be authorized based on the level of transmission as recorded by the Coconino County Health and Human Services in the following manner:

Level of Transmission	Event Information
Substantial	<ul style="list-style-type: none"><li>No events permitted.</li></ul>
Minimal to Moderate	<ul style="list-style-type: none"><li>Events with up to 50 people that provide for clear physical distancing.</li></ul>
None to Minimal	<ul style="list-style-type: none"><li>Events with up to 250 people provide COVID precautions as identified in CDC and AZDHS guidelines. Ability to limit groups of 10 or more from congregating.</li></ul>
None/Vaccine	<ul style="list-style-type: none"><li>Return to pre-COVID conditions.</li></ul>

## **Phase Three**

Except as otherwise provided below, all restrictions in Phase One and Phase Two will still apply.

Upon the Mayor's directive and following the monitoring guidelines as set forth below, Phase Three will be implemented. Most City facilities will open to public entry and begin limited public services. Hours of operation may be curtailed and building capacities for visitors and users may be limited.

Lobbies and public areas will incorporate queuing mechanisms with tape, signage and ground markings. Common seating areas will be closed to personnel and visitors to discourage congregating and interaction. Secured doors and accesses will remain closed.

Sanitizing liquids and/or wipes will be provided throughout City facilities and increased cleanings and sanitation will be performed. When possible, protective shields will be installed at customer service counters.

Some staff occupation of City facilities will occur, with emphasis being placed upon continued working from home by those who are able to perform their job duties remotely. Because each division's business needs and physical spaces are different, the number of employees transitioning back to in-office work, which may include alternative work schedules, will be determined on a division-by-division basis. The City will notify employees when to return to work and will attempt to provide at least two weeks advance notice. Employees who are concerned about returning to work should work with their Supervisor and Human Resources.

Indoor City recreational facilities, including the Aquaplex, recreation centers, and gyms, may continue to be closed. Please see the site specific plans coming soon for the phased re-entry of these facilities.

Special events and other permits for activities on City property will be limited and/or modified to minimize gatherings to 50 people or less. Special event permits on City property for gatherings of more than 50 people will be postponed. At its discretion, the City Council may allow for special events and permits up to 250 people with adherence to CDC guidelines. (Resources: Opening Up America Again

<https://www.whitehouse.gov/openingamerica/> and CDC Guideline for Large Gatherings

<https://www.cdc.gov/coronavirus/2019-ncov/community/large-events/mass-gatherings-ready-for-covid-19.html>)

City Council meetings will occur weekly and will continue be performed remotely. Recognitions and Proclamations may be scheduled pursuant to guidance from the Mayor; agenda items and presentations will be regular in scope and consistent with the Working Calendar.

Intergovernmental meetings will continue to occur remotely. Board and Commission meetings will occur on a regular basis and be performed remotely.

Travel for employees and City Officials will avoid those jurisdictions that still have a moderate or significant transmission of COVID-19. Any work-related travel needed for critical infrastructure is exempt from these restrictions.

The public will be required to wear masks when entering City facilities per Section 10 Face Coverings of the Mayor's March 15<sup>th</sup> Proclamation. Meetings with public customers will continue to be performed remotely when applicable and in-person meetings will be minimized. City staff should remind the customer of the face coverings requirement when scheduling the meeting. If the customer does not have a mask, a mask may be provided to them by City staff. If the customer is not willing to wear a mask, a virtual meeting may be offered as an alternative. In no event shall a City employee be required to meet with a customer in-person if that

customer refuses to wear a mask. The provisions herein shall not apply in all cases, including but not limited to, the provision of emergency response.

#### **Phase Four**

At the end of the pandemic situation, upon the Mayor's directive, Phase Four will be implemented.

In this phase most City facilities will return to pre-COVID-19 business hours and operations. This final phase will see the majority of City operations resume and the public will be permitted to re-enter open facilities.

The required use of PPE by City employees will be phased out in accordance with applicable CDC guidelines.

City Council, Intergovernmental and Board and Commission meetings will occur on the regular schedule. New protocols and provisions related to remote meetings and working from home may be explored on an ongoing basis in the pursuit of efficiency and productivity.

The City will continue to monitor conditions and take steps it deems necessary to mitigate the risk of COVID-19 exposure and spread within City facilities.

## Monitoring Criteria

Downward trajectory of the number of cases, hospitalizations and deaths over four or more weeks. During this same timeframe, the community members, business owners and visiting public have demonstrated the ability to follow CDC guidelines such as physical distancing, wearing masks when in close spaces and personal hygiene to help prevent serious illness and death. Healthcare facilities must have capacity to care for those who are seriously ill and the ability to provide testing, monitoring and contact tracing.

# CDC Guidelines

These guidelines should be used in the first three phases of the re-entry plan and should be posted in all City facilities in building entrances and employee areas.

## How to Safely Wear and Take Off a Cloth Face Covering

Accessible: <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/diy-cloth-face-coverings.html>

### WEAR YOUR FACE COVERING CORRECTLY

- Wash your hands before putting on your face covering
- Put it over your nose and mouth and secure it under your chin
- Try to fit it snugly against the sides of your face
- Make sure you can breathe easily
- Do not place a mask on a child younger than 2





### USE THE FACE COVERING TO PROTECT OTHERS

- Wear a face covering to protect others in case you're infected but don't have symptoms
- Keep the covering on your face the entire time you're in public
- Don't put the covering around your neck or up on your forehead
- Don't touch the face covering, and, if you do, clean your hands

### FOLLOW EVERYDAY HEALTH HABITS

- Stay at least 6 feet away from others
- Avoid contact with people who are sick
- Wash your hands often, with soap and water, for at least 20 seconds each time
- Use hand sanitizer if soap and water are not available





### TAKE OFF YOUR CLOTH FACE COVERING CAREFULLY, WHEN YOU'RE HOME

- Untie the strings behind your head or stretch the ear loops
- Handle only by the ear loops or ties
- Fold outside corners together
- Place covering in the washing machine
- Wash your hands with soap and water



Cloth face coverings are not surgical masks or N-95 respirators, both of which should be saved for health care workers and other medical first responders.

For instructions on making a cloth face covering, see: [cdc.gov/coronavirus](https://www.cdc.gov/coronavirus)

# Stop the Spread of Germs

Help prevent the spread of respiratory diseases like COVID-19.



[cdc.gov/coronavirus](https://cdc.gov/coronavirus)

2020-05-11\_10:11:00 AM

# Employee Safety Protocols and Resources

## **Common Areas & Shared Devices**

- As more employees are returning to work, we discourage staff from using vending machines, push button drinking fountains, breakrooms, and other shared devices such as refrigerators and microwaves. These devices are more difficult to keep clean and avoid the spread of germs to ensure they are safe for all. We are encouraging employees to pack in and pack out all necessary food and drink without using these devices during the first three phases of this plan.

## **Social distancing**

- COVID-19 is a respiratory virus that is mainly spread through droplets created when a person who is infected coughs, sneezes, or talks. You can protect yourself by maintaining social distance (at least 6 feet) from others.
- Staff are encouraged to continue remote meetings or phone calls with co-workers and customers as much as possible.

## **Wearing a mask in all public places**

- Wear a mask when you are in a public area, outside of your office, in a meeting with others, in a vehicle with others, and when in contact with the public. Employees do not have to wear a mask when working alone in their office or are able to be six feet or further from one another, working in a Fire station (unless required due to number of individuals being quarantined), driving alone in a City vehicle, or outside and adhering to social distancing guidelines. Employees who are unable to wear a mask, or whose essential job duties are impeded by the wearing of a mask, should speak to their supervisor and Human Resources about available accommodations.
- Have a different mask for each day of the week. After use, place in a brown paper bag for at least 24 hours (this will allow any contaminants to die off prior to wearing again the following week).
- The City is providing staff with surgical or N-95 type masks. N-95 type masks have a higher level of protection than surgical masks, which have a higher level of protection than cloth masks.
- If you choose to wear your own cloth mask (not supplied by the City), it should be washed or decontaminated after each use.
- Wash your hands before and after putting on or taking off a mask. Don't touch your eyes.

## **Wearing eye protection/ face shields**

- Safety glasses are provided by the City and suggested to be worn whenever you are outside of your office or in a group/public setting.
- Safety glasses should be cleaned and disinfected daily or after individual use.
- Face Shields may be provided to employees who have frequent face to face contact with the public when a protective barrier is not available. The face shields are to be worn over your safety glasses and mask.

## **Wearing gloves**

- Disposable nitrile gloves are provided by the City and should be worn if you often have physical hand contact with the public or others, handle money, or handle equipment from the public or others during work.
- Be aware that while wearing gloves, you should not touch personal objects (pens, keyboards, etc.) or equipment prior to doffing and washing your hands as the virus could be on your gloves.



- Gloves are not recommended by the CDC if you are not in contact with the public. If you are not in contact with the public, the preferred method is washing or sanitizing your hands often. Consider having a wipe or paper towel in your hand when opening or grabbing handles in lieu of wearing gloves.

### **Checking your temperature**

- The employee is encouraged to check their temperature prior to arriving to work.
- Check your temperature if you feel any changes in your temperature or have cause for concern.
- Anyone with a temperature above 100 degrees should be sent home to self-assess.
- Please refer to the instruction sheet provided by the City to ensure you are taking your temperature accurately.

### **Practicing good personal hygiene**

- Wash your hands often, especially after touching any frequently used item or surface like handrails, pens, or any handle.
- Use hand sanitizer if washing your hands is impractical.
- Avoid touching your face.
- Sneeze or cough with a mask on or into your elbow (if you are not wearing a mask).
- Assume everyone, including yourself, has the virus (symptomatic or not).

### **Disinfecting your area and equipment**

- Wipe down any pens or equipment handled by others after each use.
- Disinfect your office space routinely throughout the day.
- Disinfect your keyboard, phone, coffee cup, desk, counter tops, mouse, door handle and switches before and after each day's use or as needed.
- Regularly clean personal or business cell phones based on the number of times they are being handled or used.
- Don't share laptops with others if possible.
- Wipe down your vehicle just like you would your office space.

## **Employee Training Resources**

[Proper Handwashing to Prevent Germs](#)

[Donning and Doffing Gloves](#)

## **City Facility Closure**

When would a City facility be closed:

- When a staff person or customer has tested positive in order to disinfect the building.
- When all trained personnel are quarantined and there is no staff available to open the facility.
- Closure may be limited to a certain area within the facility based on mapping of where the employee or customer had been located within the building.

City Facility Closure Message:

This City facility (or name area of the facility) has been temporarily closed in order to maintain a safe environment for all customers and employees. An individual who was in the building (or in this area) on (date) reported they tested positive and/or are experiencing COVID-like symptoms. The City has notified the local health authorities. This facility (or area) will be sanitized in accordance with Center for Disease Control (CDC) guidelines and will reopen on (day/date or later today at (time)).

# Workplace Safety Checklist

Safety measures might include:

- Implementing employee health screening procedures.
- Developing an exposure-response plan that addresses:
  - Isolation, containment and contact tracking procedures.
  - Stay-at-home requirements.
  - Exposure communications to affected staff.
- Providing personal protective equipment (PPE) such as:
  - Masks, gloves, face shields, etc.
  - Personal hand sanitizer.
- Detailing cleaning procedures and procuring ongoing supplies.
- Establishing physical distancing measures within the workplace:
  - Staggered shifts and lunch/rest breaks.
  - Rotating weeks in the office and working remotely.
  - Moving workstations to increase separation distance.
  - Implementing one-way traffic patterns throughout workplace.
- Restricting business travel:
  - Start with essential travel only and define what that is.
  - Follow government guidance to ease restrictions over time.
- Defining customer and/or visitor contact protocols such as:
  - Directing customer traffic through workplace.
  - Limiting the number of customers in any area at one time.
  - No handshake greetings, remain 6 feet apart.
  - Using video or telephone conferencing instead of in-person client meetings.
  - Providing contactless pickup and delivery of products.
- Understanding and complying with Occupational Safety and Health Administration (OSHA) record-keeping and reporting obligations:
  - Identify positions, if any, with the potential for occupational exposure to the coronavirus.
  - Review OSHA regulation 29 CFR § 1904 to determine work-relatedness of illnesses.

# Exposure Procedures for Employees

## **When an employee reports exposure to COVID at work**

- The employee will complete an Exposure Report Form and articulate how the exposure occurred at work (e.g., shook hands, spit on, in confined space together, etc.) and the Form will be sent to Risk Management.
- Risk Management will share information with HR.
- If the exposure was likely caused at work, then the City's response would depend on the extent of the exposure (e.g., not wearing PPE and they sneezed on me).
- Risk Management will evaluate the extent of the exposure to determine if testing or staying at home is appropriate. Employees may also choose to test regardless of exposure or suspected exposure.
- If the employee is recommended for testing based on extent of the exposure, the employee will be sent to the County Health Department for testing and will be reimbursed for any out-of-pocket expenses for testing.
- If it is suggested the employee remain home until testing is received based on the extent of the exposure, the employee will remain on Sick Industrial paid leave until the test results are received.

## **When an employee reports testing positive to COVID**

- The employee will not report to work.
- The employee will contact Human Resources.
- Human Resources will notify the employee's supervisor.
- Human Resources will provide support to the Supervisor if a work group expresses concern about exposure given an employee report.
- The employee will work with their Supervisor, Risk Management and Human Resources prior to returning to work.
- The employee is eligible to use accrued leave during this time.
- If the employee has no leave available, the employee may request donated leave or leave without pay.

# Site Specific Plans

The following site specific plans will be implemented in a multi-tiered approach pursuant to Phase 3 of the City's Re-entry Plan. These plans will begin to be implemented only after the City moves into Phase 3. The site specific plans may be updated as necessary to respond to business needs and environmental conditions. Facilities may move back to previous tiers in order to increase mitigation efforts to maintain safety for all patrons and staff. Any updated information will be included on the City's website under COVID-19.

## Library Plans

### DOWNTOWN LIBRARY

<b><u>Tier 1</u></b>	<b>Seating and Study Areas</b>	<b>Computers</b>	<b>Youth Services</b>	<b>Library Services</b>	<b>Restrooms and Drinking Fountains</b>
<p>The library will admit a group of 7 patrons and 1 family for 45 minutes.</p> <p>There is a 15-minute break between each group for cleaning.</p> <p>Patrons will need to be wearing a mask and will be encouraged to use hand sanitizer.</p>	<p>These areas will remain closed during this tier.</p>	<p>Patrons make an appointment for computer use.</p> <p>Adult computers – 5 reservations per hour, one person per pod, one on each side of the long row of computers.</p> <p>“Family” reservations – 1 per day in Youth Services.</p> <p>Walk Up reservations – 2 per day Rotate use of computers and once all are used then all are cleaned and sanitized.</p>	<p>Children's toys will not be available.</p>	<p>Library material stacks will remain closed during this tier.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Reference assistance is available via phone.</p> <p>Wi-Fi is available to individuals outside in the parking lot.</p> <p>E-Resources are available via the website or mobile app.</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day.</p>
<b><u>Tier 2</u></b>	<b>Seating and Study Areas</b>	<b>Computers</b>	<b>Youth Services</b>	<b>Library Services</b>	<b>Restrooms and Drinking Fountains</b>

<p>The library will admit a group of 30 patrons to occupy the library at a time.</p> <p>Patrons will be wearing a mask and will be encouraged to use hand sanitizer.</p>	<p>Limited seating and study areas available following physical distancing CDC guidelines.</p>	<p>Patrons make an appointment for computer use.</p> <p>Adult computers – 10 reservations per hour, one person per pod, one on each side of the long row of computers.</p> <p>“Family” reservations – 2 per day in Youth Services.</p> <p>Walk Up reservations – 2 per day</p> <p>Rotate use of computers and once all are used then all are cleaned and sanitized.</p> <p>There is a 15-minute break between each group for cleaning.</p>	<p>Children’s toys will not be available.</p>	<p>Library material stacks are available, and the self-serve kiosk will be available to check-out materials.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Reference assistance is available via phone.</p> <p>Wi-Fi is available to individuals outside in the parking lot.</p> <p>E-Resources are available via the website or mobile app.</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day. Regularly schedule cleanings of surfaces will happen throughout the day.</p>
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<b><u>Tier 3</u></b>	<b>Seating and Study Areas</b>	<b>Computers</b>	<b>Youth Services</b>	<b>Library Services</b>	<b>Restrooms and Drinking Fountains</b>
<p>The library will permit 50 patrons to occupy the library at a time.</p> <p>Patrons will be wearing</p>	<p>Limited seating and study areas available following physical distancing CDC guidelines.</p>	<p>No appointments are necessary for use of computers.</p> <p>Computers will be limited to one hour per</p>	<p>Children’s toys will not be available.</p>	<p>Library material stacks are available.</p> <p>Circulation Desk, Reference Desk and</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p>

a mask and are encouraged to use hand sanitizer.		patron per day. Every other computer will be used to maintain physical distancing.  Computers will be cleaned three times per day.		Youth Services Desk are open.  The self-serve kiosk will continue to be available to check out materials.  Curbside service will continue for the check-out of materials.  Wi-Fi is available to individuals outside in the parking lot.  E-Resources are available via the website or mobile app.	Cleaning will be enhanced from twice to four times per day.
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#### EAST SIDE LIBRARY

<b><u>Tier 1</u></b>	<b>Seating and Study Areas</b>	<b>Computers</b>	<b>Youth Services</b>	<b>Library Services</b>	<b>Restrooms and Drinking Fountains</b>
<p>The library will admit a group of 4 patrons and 1 family for 45 minutes.</p> <p>There is a 15-minute break between each group for cleaning.</p> <p>Patrons will be wearing a mask and will be encouraged</p>	These areas will remain closed during this tier.	<p>Patrons make an appointment for computer use.</p> <p>Adult computers – 4 reservations per hour, one person per pod, one on each side of the long row of computers.</p> <p>“Family” reservations – 1 per day in</p>	Children’s toys will not be available.	<p>Library material stacks will remain closed during this tier.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Reference assistance is available via phone.</p> <p>Wi-Fi is available to individuals</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day.</p>



to use hand sanitizer.		the Teen Room.  Rotate use of computers and once all are used then all are cleaned and sanitized.		outside in the parking lot.  E-Resources are available via the website or mobile app.	
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<b><u>Tier 2</u></b>	<b>Seating and Study Areas</b>	<b>Computers</b>	<b>Youth Services</b>	<b>Library Services</b>	<b>Restrooms and Drinking Fountains</b>
<p>The library will admit a group of 15 patrons to occupy the library at a time.</p> <p>Patrons will be wearing a mask and will be encouraged to use hand sanitizer.</p>	Limited seating and study areas available following physical distancing CDC guidelines.	<p>Patrons make an appointment for computer use.</p> <p>Adult computers – 8 reservations per hour, one person per pod, one on each side of the long row of computers.</p> <p>“Family” reservations – 1 per day in the Teen Room.</p> <p>Rotate use of computers and once all are used then all are cleaned and sanitized.</p> <p>There is a 15-minute break between each group for cleaning.</p>	Children’s toys will not be available.	<p>Library material stacks are available, and the self-serve kiosk will be available to check out materials.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Reference assistance is available via phone.</p> <p>Wi-Fi is available to individuals outside in the parking lot.</p> <p>E-Resources are available via the website or mobile app.</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day. Regularly schedule cleanings of surfaces will happen throughout the day.</p>

<b><u>Tier 3</u></b>	<b>Seating and Study Areas</b>	<b>Computers</b>	<b>Youth Services</b>	<b>Library Services</b>	<b>Restrooms and Drinking Fountains</b>
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<p>The library will permit 25 patrons to occupy the library at a time.</p> <p>Patrons will be wearing a mask and are encouraged to use hand sanitizer.</p>	<p>Limited seating and study areas available following physical distancing CDC guidelines.</p>	<p>No appointments are necessary for use of computers.</p> <p>Computers will be limited to one hour per patron per day. Every other computer will be used to maintain physical distancing.</p> <p>Computers will be cleaned three times per day.</p>	<p>Children's toys will not be available.</p>	<p>Library material stacks are available.</p> <p>Circulation Desk and Reference Desk are open.</p> <p>The self-serve kiosk will continue to be available to check out materials.</p> <p>Curbside service will continue for the check-out of materials.</p> <p>Wi-Fi is available to individuals outside in the parking lot.</p> <p>E-Resources are available via the website or mobile app.</p>	<p>Restrooms and drinking fountains are available to those patrons admitted into the library.</p> <p>Cleaning will be enhanced from twice to four times per day. Regularly schedule cleanings of surfaces will happen throughout the day.</p>
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## **Recreation Facility Plans**

### **HAL JENSEN RECREATION CENTER**

<b><u>Tier 1</u></b>	<b>Front Counter &amp; Lobby</b>	<b>Computer Room</b>	<b>Game Room</b>	<b>Gym</b>	<b>Weight Room</b>	<b>Racquetball Courts</b>	<b>Recreation</b>
<p>Facility operates at reduced hours. No morning weight room hours and no Saturday hours. Summer hours reduced to 12pm – 7pm.</p>	<p>Patrons check-in with front desk staff and staff signs them in and orients them to any new procedures and guidelines.</p> <p>Minimum equipment checkout time will be 20</p>	<p>25-minute time slots for use.</p> <p>Three people maximum during any time slot.</p> <p>Monitors, keyboards, mouse, desk, and chairs sanitized after</p>	<p>Only allow every other piece of equipment to be used.</p> <p>Rotate the equipment midway through opening hours.</p>	<p>Limit the number of people in the gym to 8 people (4 people on each half of the court).</p> <p>Non-contact activities only. Patrons are to follow physical distancing</p>	<p>25% to 50% maximum capacity as determined by the Arizona Department of Health Services requirements.</p> <p>Masks required.</p>	<p>Single person or same household use only.</p>	<p>Sanitation counter, toilet stalls, hours</p> <p>Staff, glove, mask, clean, to be, of aff</p>

Phone reservations for weight room and gym allowed.  Symptom screening and temperature check at entrance.	minutes. Staff fills out the Equipment Checkout sheet.  Balls, pool, air hockey, ping pong, and foosball equipment checked out for single person or same household use only.  No board games checked out at this time.  Patrons encouraged to bring their own balls.  Equipment sanitized after each use.	each use by staff.  Computers are to be rotated between time slots.	Staff to sanitize equipment once it is rotated out.	guidelines and remain a minimum of six feet apart.  No sharing of balls or equipment.  Masks required.	Patrons are to follow physical distancing guidelines and remain a minimum of six feet apart.  Patrons are to wipe down equipment before and after each use.  No spotters allowed  Staff wipes all high touch surfaces every two hours.		Enco patro follow hand prote
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<b><u>Tier 2</u></b>	<b>Front Counter &amp; Lobby</b>	<b>Computer Room</b>	<b>Game Room</b>	<b>Gym</b>	<b>Weight Room</b>	<b>Racquetball Courts</b>	<b>Restrooms</b>	<b>Upstairs</b>
Facility increases operating summer hours to 10am – 7pm. The facility remains closed on Saturdays .	Patrons sign in themselves utilizing “Clean / Dirty” pen system.  Minimum equipment checkout remains at 20 minutes. Patrons sign out equipment	Remains the same as in Tier 1.	All equipment open for use.  Establish a maximum capacity for the game room in accordance to the current CDC physical distancing guidelines.	Small group games permitted. For basketball , no more than 3-on-3 half court or 4-on-4 full court will be permitted.  Physical contact should be	Establish a maximum capacity for the weight room in accordance to the current CDC physical distancing guidelines.  Patrons are to wipe down equipment	Equipment is checked out for shared use. However, physical contact should remain minimal.	Remains the same as in Tier 1.	Contracted instructors can resume classes with appropriate physical distancing measures in place.  Facility rentals are not available at this time.

	<p>themselves .</p> <p>Equipment is checked out for shared use. However, physical contact should remain minimal.</p> <p>Board games can be checked out.</p> <p>Equipment sanitized after each use.</p>			<p>minimized .</p>	<p>before and after each use.</p> <p>Staff sanitizes all high touch areas at the end of each night.</p>			
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#### SILER HOMES ACTIVITY CENTER

<b><u>Tier 1</u></b>	<b>Front Counter &amp; Lobby</b>	<b>Ping Pong Room</b>	<b>Game Room</b>	<b>Outdoor Space</b>
<p>Facility operates at reduced hours by remaining closed on Saturdays and Sundays. Summer hours are 1pm – 7pm.</p>	<p>Patrons check-in with front desk staff and staff signs them in and orients them to any new procedures and guidelines.</p> <p>Minimum equipment checkout time is 20 minutes. Staff fills out the Equipment Checkout sheet.</p> <p>Balls for single person or same household use only.</p> <p>No board games checked out at this time.</p> <p>Patrons encouraged to bring their own balls.</p> <p>Equipment sanitized after each use.</p>	<p>25-minute time slots for use.</p> <p>Two people maximum during any time slot.</p> <p>Equipment sanitized after each use by staff.</p>	<p>Staff runs organized activities.</p> <p>No sharing of equipment.</p> <p>Physical distancing guidelines adhered to.</p>	<p>Staff organizes non-contact activities only. Patrons are to follow physical distancing guidelines and remain a minimum of 6 feet apart.</p> <p>No sharing of balls or equipment.</p>

<b><u>Tier 2</u></b>	<b>Front Counter &amp; Lobby</b>	<b>Ping Pong Room</b>	<b>Game Room</b>	<b>Outdoor Space</b>
Facility increases operating summer hours by adding partial Saturday hours from 12pm – 4pm.	<p>Patrons sign in themselves utilizing “Clean / Dirty” pen system.</p> <p>Minimum equipment checkout remains at 20 minutes. Patrons sign out equipment themselves.</p> <p>Equipment is checked out for shared use. However, physical contact should remain minimal.</p> <p>Board games can be checked out.</p> <p>Equipment sanitized after each use.</p>	Remains the same as in Tier 1.	<p>All equipment open for use.</p> <p>Establish a maximum capacity for the game room in accordance to the current CDC physical distancing guidelines.</p>	<p>Small group games permitted.</p> <p>Physical contact should be minimized.</p>

#### JAY LIVELY ACTIVITY CENTER

<b><u>Tier 1</u></b>	<b>Ice</b>	<b>Private Facility Rental</b>	<b>Locker Room</b>	<b>Bleachers</b>	<b>Vending Machine</b>	<b>Drinking Fountain</b>
<p>Facility is open to limited occupancy of not more than 20 people.</p> <p>Protective guards and markings on the floor for physical distancing added at cashier and skate rental counters.</p>	<p>No Public Skate at this time.</p> <p>Adult Skate programs and Stick &amp; Puck Sessions are available.</p> <p>Half an hour in between to clean and disinfect.</p>	<p>Limited to not more than 20 participants.</p> <p>No birthday party reservations. This area will remain locked.</p> <p>Half an hour in between to clean and disinfect.</p>	Remain closed in this Tier.	Remain closed in this Tier.	Covered and unavailable.	Signage posted available unless bottles touched

<b><u>Tier 2</u></b>	<b>Ice</b>	<b>Private Facility Rental</b>	<b>Locker Room</b>	<b>Bleachers</b>	<b>Vending Machine</b>	<b>Drinking Fountain</b>
Facility is open to limited occupancy of not more than 40 people.	<p>No Public Skate at this time.</p> <p>Adult Skate programs and Stick &amp; Puck Session are available.</p>	<p>Limited to not more than 40 participants.</p> <p>No birthday party reservations. This area will remain locked.</p>	<p>Open and limited to 10 participants at a time.</p> <p>Shower/bathroom area will be limited to 2 participants.</p>	<p>Available and marked for physical distancing.</p> <p>Small bleachers will remain closed.</p>	Available for use and staff will be disinfecting frequently.	Signage posted available increased disinfecting schedule

	Half an hour in between to clean and disinfect.	Half an hour in between to clean and disinfect.				
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<b><u>Tier 3</u></b>	<b>Ice</b>	<b>Private Facility Rental</b>	<b>Locker Room</b>	<b>Bleachers</b>	<b>Vending Machine</b>	<b>D F</b>
Facility is open to limited occupancy of not more than 75 people or group size recommended by CDC.	<p>Limited public skate to not more than 75 people. Staff will monitor entrances and exits.</p> <p>Adult Skate programs, Stick &amp; Puck Session and Open Hockey Session are available.</p> <p>Fifteen minutes in between to clean and disinfect.</p>	<p>Limited to not more than 75 participants.</p> <p>No birthday party reservations. This area will remain locked.</p> <p>Fifteen minutes in between to clean and disinfect.</p>	<p>Open and limited to 20 participants at a time.</p> <p>Shower/bathroom area will be limited to 4 participants.</p>	<p>Available and marked for physical distancing.</p> <p>Small bleachers will remain closed.</p>	Available for use and staff will be disinfecting frequently.	Signage posted available increase disinfecting schedule

<b><u>Tier 4</u></b>	<b>Ice</b>	<b>Private Facility Rental</b>	<b>Locker Room</b>	<b>Bleachers</b>	<b>Vending Machine</b>	<b>D F</b>
Facility is open to limited occupancy of not more than 600 people or group size recommended by CDC.	<p>Limited public skate to not more than 400 people. Staff will monitor entrances and exits.</p> <p>Schedule will return to pre-COVID operations.</p> <p>No restrictions for Adult Skate, Stick &amp; Puck Session and</p>	<p>Return to pre-COVID operations.</p> <p>Birthday party reservations will become available although may be limited for capacity.</p> <p>Fifteen minutes in between to clean and disinfect.</p>	No restrictions.	<p>Available and marked for physical distancing.</p> <p>Small bleachers will be available.</p>	No restrictions.	No restrictions.

	Open Hockey Session.  Fifteen minutes in between to clean and disinfect.					
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#### JOE C. MONTROYA COMMUNITY AND SENIOR CENTER

Limited opening plan	Lobby	Activity Rooms	Weight Room	Meal Program	Drinking Fountain	Restrooms
<p>7:00 a.m. – 1:00 p.m.</p> <p>One staff greeting customers, pointing out posted rules for entry and establishing patron's purpose for being there.</p> <p>One staff at the front counter providing excellent customer service and supervising the lobby and front of facility including restrooms.</p> <p>Rules and guidelines posted throughout facility.</p> <p>Patrons may enter through front door only. They may exit through either door.</p> <p>Symptom screening and temperature check at entrance.</p>	<p>One public access computer shall remain available for use in 30-minute increments. After each user, staff shall and clean and sanitize computer and workspace for next patron's use.</p> <p>T.V. area, library and hanging out in the lobby will be curtailed during this Tier.</p>	<p>Limited to not more than six participants.</p> <p>Strict distancing will be maintained.</p> <p>Instructor will clean tables and chairs used during activity or class. Staff will clean and sanitize room between user groups.</p>	<p>25% to 50% of maximum capacity as determined by the Arizona Department of Health Services requirements.</p> <p>One staff supervising the weight room ensuring that distancing is maintained, and that equipment is being cleaned and sanitized between users.</p> <p>Masks required.</p> <p>Available by appointment only. 45-minute timeslots starting at the top of every hour. Patrons will be required to distance themselves from each other while working out. Patrons will be asked to wipe down anything they touch.</p>	<p>Remains closed until further notice.</p> <p>Drive through lunch pickup is available.</p>	<p>Only a bottle filling station will be available for use.</p>	<p>Limited to one person at a time. Sink and hand sanitizer shall be available for use.</p> <p>A clear sign will be displayed showing initial cleaning protocol.</p>

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## ATHLETICS – ADULT SOFTBALL

Limited opening plan	Players	Spectators	Equipment	Dug Out	Bleachers	Field
<p>MONDAY – FRIDAY, 6:00 – 10:30 P.M.</p> <p>SATURDAY, NO LEAGUES OFFERED</p> <p>SUNDAY, 5:00 – 9:30 P.M.</p> <p>Signage should be posted in high visible areas throughout the facility about social distancing and washing hands.</p> <p>Staff training on Social Distancing and Extensive Cleaning procedures need to take place prior to opening.</p> <p>Staff should be able to articulate our cleaning and disinfecting procedures, social distancing measures, and any other procedures that we are doing to keep the public safe</p>	<p>No players should arrive for play if they are sick or have been potentially exposed to COVID-19.</p> <p>No tournaments will be scheduled at this time.</p>	<p>Will be required to bring their own seating and adhere to physical distancing protocols.</p>	<p>Furnish two new game balls per game, one for each team. Require teams to provide their own back up balls when the game ball goes out of play. This will keep ball contacts to one team.</p> <p>The team in the field brings the game ball on the field with them and the fielding team is the only ones to make contact with that ball. Umpires shall not touch the game balls.</p> <p>Game balls are placed in a bin after each game. Staff collects balls from the bin at the end of the night and disinfects them prior to ending their shift.</p>	<p>Limit of three people in the dugout at one time. Everyone else is to be outside of the dugout and physically distanced at six or more feet.</p>	<p>Spectator bleachers could be reserved for teams to sit and provide markings for adequate distancing.</p> <p>Establish a cleaning schedule for the bleachers</p>	<p>Touchless sanitizer station will be available at each field.</p> <p>Normal positioning in softball meets the social distancing recommendation</p> <p>Once a player reaches base safely, the fielder shall remain at least 6 feet from the base runner.</p> <p>Umpires will position themselves six feet away from the batter and catcher while maintaining an appropriate angle to make calls on balls and strikes as well as illegal pitches.</p>



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Tiered plans for other Athletics programs are as follows:

<b><u>Tier 1</u></b>	<b>Softball</b>	<b>Volleyball</b>	<b>Hockey (dependent on Jay Lively reopening Tier)</b>	<b>Basketball</b>
<p>Outdoor league play can begin as well as beginner's hockey.</p> <p>Bleachers, dugouts, and restrooms to be sanitized daily.</p> <p>Registration for Fall adult leagues can begin.</p> <p>Facility request to FUSD input along with COVID-19 reopening plans.</p>	<p>Game play begins. Each team furnished their own game ball and two backup balls. All game balls returned at the end of each game to be sanitized. NO sharing of game balls between teams. Officials do not touch balls.</p> <p>Limit of three people in the dugout at one time. Spectator bleachers reserved for players. Six feet markers on bleachers to promote Social Distancing.</p> <p>Umpire will position themselves six feet away from the batter and catcher while maintain proper angles to make calls.</p> <p>No hand slaps ("High Fives") after games. Sportsmanship should be displayed in a touchless manner.</p> <p>Sharing of sports equipment heavily discouraged.</p> <p>Concessions allowed with appropriate safety measures in place.</p> <p>Spectators discouraged from attending games. Must bring their own seating if they do attend.</p>	<p>Registration for Fall Adult Volleyball begins.</p>	<p>Adult Beginner Hockey begins. Dryland sessions recommend at the start of each session.</p> <p>Individual drills with appropriate Social Distancing for the first two sessions when on ice.</p> <p>Small sided on ice non-contact games permitted during weeks three and four. Group size should be limited to 4vs4 on each half of the ice. Limited contact full scrimmage games to be considered also.</p> <p>Sharing of sports equipment heavily discouraged.</p> <p>Bench area and equipment sanitized after each session.</p> <p>Registration for Winter Adult Coed Hockey begins.</p>	<p>N/A during the Tier.</p>

# AQUAPLEX

<b><u>Tier 1</u></b>	<b>Front Desk</b>	<b>Lobby Area &amp; Vending Machine Area</b>	<b>Gymnasium</b>	<b>Fitness Floor</b>	<b>Aerobic Room</b>	<b>Community Room &amp; Party Room</b>
10:00 a.m. – 6:00 p.m.	Protective barrier is added to desk.	Both areas will remain closed	Team activities will be suspended	Patrons will check in at desk	Limited occupancy of 6.	Both will remain closed

<b><u>Tier 2</u></b>	<b>Softball</b>	<b>Volleyball</b>	<b>Hockey (dependent on Jay Lively reopening Tier)</b>	<b>Basketball</b>	<b>Field Allocations</b>
Indoor league play can begin.	Tier 1 protocols remain in effect until the end of the softball season.	<p>Game play begins.</p> <p>Doubleheaders scheduled with no game breaks in order to not exceed mass gathering limits.</p> <p>Teams will not switch sides after each set.</p> <p>Clean game ball for each match. Balls sanitized after each match.</p> <p>No hand slaps (“High Fives”) after games. Sportsmanship should be displayed in a touchless manner.</p> <p>Spectators discouraged from attending games. Must bring their own seating if they do attend.</p>	<p>Game play begins.</p> <p>Face mask or face shields are required per Section 10 of the March 16<sup>th</sup> Mayor’s Proclamation.</p> <p>Each team assigned a locker room. Social Distancing markers are placed on locker room benches.</p> <p>Sharing of sports equipment heavily discouraged.</p> <p>Bench area and equipment sanitize after each session.</p>	<p>Registration for 1<sup>st</sup> Session Adult Basketball begins.</p>	<p>Tournaments permitted.</p> <p>All CDC guidelines and recommendations should be followed by tournaments for players, coaches, and spectators.</p> <p>Tournament directors required to submit their Return to Play Guidelines including their physical distancing protocols.</p>

<p>During this Tier, the Aquaplex will be open to members.</p> <p>Phone-in reservations available.</p> <p>Open areas of the facility will have limited use with a potential reservation process if needed. Entire facility will close for cleaning after each hour of use for 30 minutes.</p> <p>The Kids Club and Game Area will remain closed during this Tier.</p> <p>Symptom screening and temperature check at entrance.</p> <p>Masks required at all times throughout the facility.</p> <p>When staff are cleaning and disinfecting, they will wear masks and gloves.</p>	<p>Floor decals will be added to indicate physical distancing while in line.</p> <p>Customers will be prompted to swipe their own debit/credit card.</p> <p>Customers will enter using closest turn style and exit using furthest turn style.</p> <p>Guests will bring own lock. Games will not be available.</p> <p>Guests will apply their own wristband.</p> <p>There will be no courtesy guest phone available.</p> <p>Staff will clean and disinfect this area every hour and at each shift change.</p>	<p>during this Tier.</p> <p>Water fountain will be closed. Patrons are encouraged to bring water with them.</p>	<p>during this Tier.</p> <p>Single player use is permitted, and players must remain 6 feet apart. Gym rentals will be suspended during this Tier. Equipment will be disinfected before/after each use.</p> <p>Water bottle fill station will be available.</p> <p>Masks required at all times.</p>	<p>to receive new protocols.</p> <p>25% to 50% of maximum capacity as determined by the Arizona Department of Health Services requirements.</p> <p>One piece of equipment will be closed to permit 6 feet between each piece of equipment. This will rotate each week/month.</p> <p>Equipment must be wiped down before and after use.</p> <p>Shared equipment like mats, foam rollers, stretch bands, etc. will not be available for use. Patrons will be encouraged to bring their own.</p> <p>Water bottle fill station will be available.</p> <p>Restrooms will be open and cleaned once per 30 min closure.</p>	<p>Require wipe downs of equipment before and after each use.</p> <p>The climbing wall will remain closed during this Tier.</p>	<p>during this Tier.</p>
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<b><u>Tier 2</u></b>	<b>Front Desk</b>	<b>Lobby Area &amp; Vending Machine Area</b>	<b>Gymnasium</b>	<b>Fitness Floor</b>	<b>Aerobic Room &amp; Climbing Wall</b>	<b>Community Room &amp; Party Room</b>
<p>7:00 a.m. – 7:00 p.m.</p> <p>The Aquaplex will be open to the public.</p> <p>The Kids Club and Game Area will remain closed during this Tier.</p> <p>Symptom screening and temperature checks at entrance.</p> <p>Masks required at all times throughout the facility unless swimming.</p> <p>When staff are cleaning and disinfecting, they will wear masks and gloves.</p>	Same as Tier 1.	Same as Tier 1.	Same as Tier 1.	Same as Tier 1.	<p>The climbing wall will open during this Tier with limited occupancy.</p> <p>Require wipe downs of equipment before and after each use.</p> <p>6 feet physical distancing will be required of all guests.</p>	<p>The Party Room will remain closed during this Tier.</p> <p>Capacity will be limited to A&amp;B combined to No table &amp; chair set up (Standing Room ONLY) = 100 guests; Theatre Style = 70 guests; Banquet Style = 40 guests; Classroom Style = 30 guests; U-Shaped Style = 30 guests.</p> <p>Capacity will be limited to single use in A or B to No table &amp; chair set up (Standing Room ONLY) = 50 guests; Theatre Style = 35 guests; Banquet Style = 20 guests; Classroom Style = 15 guests; U-Shaped Style = 15 guests.</p> <p>Guests will remove personal items, decorations</p>

						<p>and food at the end of the event.</p> <p>One to one and half hours in between reservations for staff to clean and disinfect the area.</p>
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<b><u>Tier 3</u></b>	<b>Front Desk</b>	<b>Lobby Area &amp; Vending Machine Area</b>	<b>Gymnasium</b>	<b>Fitness Floor</b>	<b>Aerobic Room &amp; Climbing Wall</b>	<b>Community Room &amp; Party Room</b>
<p>6:00 a.m. – 8:00 p.m.</p> <p>The Kids Club and Game Area will remain closed during this Tier.</p> <p>When staff are cleaning and disinfecting, they will wear masks and gloves.</p>	Same as Tier 1.	<p>Vending Machine area will open during this Tier.</p> <p>Tables, soft chairs and couches will be separated by 6 feet. The number of chairs at each table will be reduced from 4 to 2.</p> <p>Staff will clean both areas at the top of every hour and again between guest use when possible.</p>	<p>Team activities will start to be reintroduced.</p> <p>Single player use is encouraged, and players must remain 6 feet apart.</p> <p>Gym rentals will be limited.</p>	<p>Patrons will check in at desk to receive new protocols.</p> <p>Limited occupancy.</p>	Same as Tier 2.	<p>Party Room will be limited to 18 guests.</p> <p>Capacity will be limited to A&amp;B combined to No table &amp; chair set up (Standing Room ONLY) = 100 guests; Theatre Style = 70 guests; Banquet Style = 40 guests; Classroom Style = 30 guests; U-Shaped Style = 30 guests. Capacity will be limited to single use in A or B to No table &amp; chair set up (Standing Room ONLY) = 50 guests; Theatre Style = 35 guests; Banquet Style</p>

						<p>= 20 guests; Classroom Style = 15 guests; U- Shaped Style = 15 guests.</p> <p>Guests will remove personal items, decorations and food at the end of the event.</p> <p>Time between rentals will allow staff to clean.</p>
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