

WORK SESSION AGENDA

**CITY COUNCIL WORK SESSION
TUESDAY
JUNE 27, 2023**

**COUNCIL CHAMBERS
211 WEST ASPEN AVENUE
3:00 P.M.**

**All City Council Meetings are live streamed on the city's website
(<https://www.flagstaff.az.gov/1461/Streaming-City-Council-Meetings>)**

*****PUBLIC COMMENT*****

Verbal public comments may be given through a virtual public comment platform or in-person

If you want to provide a verbal comment during the Council Meeting, use the link below to join the virtual public comment room.

VIRTUAL PUBLIC COMMENT WAITING ROOM

Written comments may be submitted to publiccomment@flagstaffaz.gov. All comments submitted via email will be considered written comments and will be documented into the record as such.

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 discussion and consultation with the City's attorneys for legal advice on any item listed on the following agenda, pursuant to A.R.S. §38-431.03(A)(3).

2. ROLL CALL

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

MAYOR DAGGETT
VICE MAYOR ASLAN
COUNCILMEMBER HARRIS
COUNCILMEMBER HOUSE

COUNCILMEMBER MATTHEWS
COUNCILMEMBER MCCARTHY
COUNCILMEMBER SWEET

3. Pledge of Allegiance, Mission Statement, and Land Acknowledgement

MISSION STATEMENT

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

LAND ACKNOWLEDGEMENT

The Flagstaff City Council humbly acknowledges the ancestral homelands of this area's Indigenous nations and original stewards. These lands, still inhabited by Native descendants, border mountains sacred to Indigenous peoples. We honor them, their legacies, their traditions, and their continued contributions. We celebrate their past, present, and future generations who will forever know this place as home.

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 July 3, 2023 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. Proclamation: Community is Stronger Than Cancer Day

7. Proclamation: Parks and Recreation Month

8. City Manager Report

Information Only

9. Post-Wildfire Flooding Update

For information only.

10. Update on the Downtown Vision and Action Plan: The Vision & Action Plan will identify priorities and initiatives to guide improvements in Downtown Flagstaff over the next five to ten years.

Terry Madeksza, Executive Director for the Flagstaff Downtown Business Alliance (FDBA), will provide an update on the process and status for the Downtown Vision and Action Plan. The desired outcome of this update is to inform City Council on where in the process the Downtown Vision and Action Plan is, the intended schedule to complete the Plan, and to provide an opportunity for feedback from Council on the direction of the Draft Plan.

11. Review and discuss proposed Procurement Code Manual revisions for amending Articles 1 through 7.

To discuss staff proposed revisions to amend Articles 1 through 7 of the City of Flagstaff Procurement Code, and to obtain Council input on recommendations.

12. Public Participation

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

14. 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 _____, 2023.

Stacy Saltzburg, MMC, City Clerk

To: The Honorable Mayor and Council
From: Stacy Saltzburg, City Clerk
Date: 06/23/2023
Meeting Date: 06/27/2023



City Manager Report

Information Only

These reports will be included in the City Council packet for regularly scheduled Work Session meetings. The reports are intended to be informational, covering miscellaneous events and topics involving the City organization.

Attachments:

- [City Manager Report](#)
- [PROSE Newsletter](#)
- [Water Services Quarterly Report](#)
- [IT Quarterly Report](#)
- [Economic Vitality Monthly Report](#)

City Manager's Report

June 23, 2023

Council and Colleagues, greetings. These reports will be included in the City Council packet for Council Work Sessions. The reports are intended to be informational, covering miscellaneous events and topics involving the city organization. This Report will include, as attachments, the June update from PROSE, the April-June quarterly from Water Services, the spring quarterly from IT, and the May update from Economic Vitality.

In no particular order ...

Fire Department

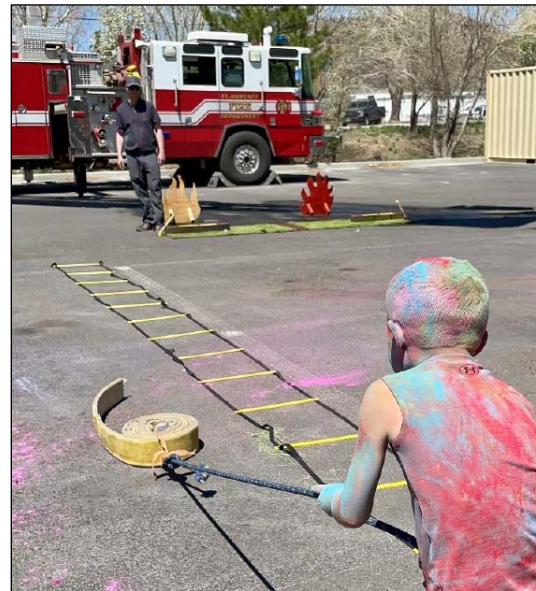
- The Commission on Professional Credentialing voted to award Deputy Chief Mark Wilson the Chief Fire Officer designation. He has earned this professional designation through his demonstration of education, leadership, and management skills. DC Wilson is one of 1,882 Chief Fire Officers (internationally). Congratulations Deputy Chief Wilson on your Chief Fire Officer designation!



- And a hearty congratulations to Casey Gonzales on your promotion to Fire Captain!



- Flagstaff Fire Department conducted some public outreach at Kinsey Inquiry and Discovery School (picture of Engineer Callan), STEM event at Ft Tuthill, and Shadows Foundation Color Run! Good stuff!



- Fire Department training has recently included an Engineer's Academy, Haz Mat training for on duty Special Operations Technicians, CEASE, Wildland Training, paramedic training, training with Mountain Line on new electric buses, dispatch ride along, Purina Plant on high hazard areas, BlueCard, vehicle stabilization and extrication, and aerial training.
- Significant calls included a pedestrian vs vehicle accident, multiple freeway motor vehicle accidents, a quarter-acre fire on Mt Elden, a gas meter struck by a vehicle, a rollover accident, a quarter-acre wildfire behind Homco, a stranded hiker on Fat Mans Loop, a rubbish fire at Waste Management plant, a wildland fire on Mars Hill, a train vs. pedestrian accident, and a fire behind Station 2.
- Welcome to Mark Adams the new Community Risk Reduction Specialist! He joined Team Flagstaff on June 26th.
- Flagstaff Fire received a grant from Heal the Hero Foundation, Vitanya, and The State of Arizona for a Program called *Command Performance*. This program is designed to help first responders improve sleep, mental clarity, anxiety, resiliency, and overall general health. The equipment is located at Fire Station 3 in the upstairs mezzanine.

Human Resources & Risk Management

- Risk Management participated in the Public Works all employee appreciation event during Public Works week. They shared information and provided prizes to participants.
- Cindy Perger rolled out training for a new software for Family Medical and Parental Leave to extended leadership.
- City staff have been finishing up P4P (“pay-for-performance”) training with the assistance of Alan Keay and Lancaster Leadership.
- Our classification and compensation heroes are gearing up for the fiscal year changes – thanks to Sara Stachura and Justin Oblinger!

Police Department

- FPD completed training on open field search tactics for the SWAT team, Rapid Response, mobile field force, CEASE, CPR refresher, victims’ rights and notification, and child crimes in-service.
- FPD met with local partners at Amtrak, Flagstaff Shelter Services, state terrorism intelligence, Southside Community Association, Mothers Against Drunk Driving, High Country Humane, Boys & Girls Club, Continuum of Care, FUSD on Project Alert, Coconino Safe-Kids Coalition, and CCC Foundation Board.
- Sgt. Rintala and a couple reserve officers assisted with family fun day out at the Flagstaff Mall.
- Katie Brandis held a statewide dispatcher job fair at Flagstaff Police Department (thank you, Katie!)
- Sustainability and FPD partners on a drug drop and shred-a-thon event.
- Officer Rees Cleeland received a life saving award for responding to the Greyhound Bus Station for a woman not breathing. He was able to administer Narcan and she began to breathe on her own. Thanks to you, Officer Cleeland, for your life saving efforts!



- And congratulations, Collette Truman, for your promotion to Records Manager!



- Our Police Department held a community outreach event, Pizza with the Police at Nimarcos Pizza on the East side. Dozens of folks came out to meet the officers and get a free slice of pizza. Check out the below picture of the well-fed group!



- And one more big congratulations to Melissa Seay on your promotion to Police Sergeant. Well done, Sergeant!



Public Works

- An Incident Management Team (IMT) interest meeting was hosted and was well attended by just over 50 city staff across multiple divisions.
- The Traffic Signal Team repaired 296 streetlights.
- Streets concrete crews are working on annual sidewalk and curbing repair and replacement ... much appreciated, team.
- Fleet Services have been busy working on snow operations vehicle repairs, refuse trucks, fire apparatus, and working on getting sweepers back in service.
- Facilities maintenance have been focusing efforts on preventative maintenance, USGS projects, roof replacements at Joe C Montoya and NACET, partnering with PROSE on annual repair and maintenance during closure, repairs of tenant properties like Boys & Girls Club and Theatrikos, Sustainability remodel, and working on organizing several storage areas.
- Bulky pickup is on schedule. Woohoo! Thanks team!
- Streets is working on their two weeks of blading of dirt roads working East to West.
- Landfill hosted the Coconino County Community Clean up event the beginning of June.

Beautification ...

- This just in. Flowers. Flowers are in, and adorning the Downtown core, and Southside commercial areas. Excellent. Check out the before and after photos below.





Meetings & Events

- We had a nice Metro Plan Advance on May 24th ... well attended. We covered a lot of ground. The event took place at the Aquaplex.
- The Downtown Business Alliance met on May 25th and again on June 22nd. During the June 22nd meeting, both Christine Cameron and Trevor Henry presented on the Downtown Mile. Thank you both ... it was a great presentation.
- On May 25th, we recognized Sgt. Todd Bishop on his well-earned retirement, which will bring him up to Alaska with his wonderful family. It was a great celebration ... thanks to Chief Musselman and the many others who put this together.
- Also on May 25th, I had the honor of speaking at the Museum of Northern Arizona to NALA (Northern Arizona Leadership Alliance), giving an update on city matters.



- We met with Virginia Watahomigie on May 31st to discuss trauma-informed systems. The city will be instituting a significant training on this in the fall. Stay tuned.
- On May 31st we had the groundbreaking for the Downtown Connection Center. Excellent event, and well attended. Photos below.



- On June 2nd, I had a personal tour at some of the facilities operated by Catholic Charities. It was very informative.
- Also on June 2nd, I participated in a kick-off meeting with the Water Services and our consultant helping out with the rate study – Stantec.
- And on June 3rd we helped celebrate the 70th birthday of Steve Darden, spouse of Rose Toehe, at the Aquaplex. It was very well attended.



- Our Council Priority Based Budgeting retreat on June 23rd, facilitated by Kathy Novak, was very well orchestrated and engaging. Thanks to all for the participation. Next steps on this important process will be a significant amount of community outreach. Props to Chris Rhode, Glorice Thousand, and team.

That is a wrap ... thank you!

PROSE

PARKS, RECREATION, OPEN SPACE, AND EVENTS

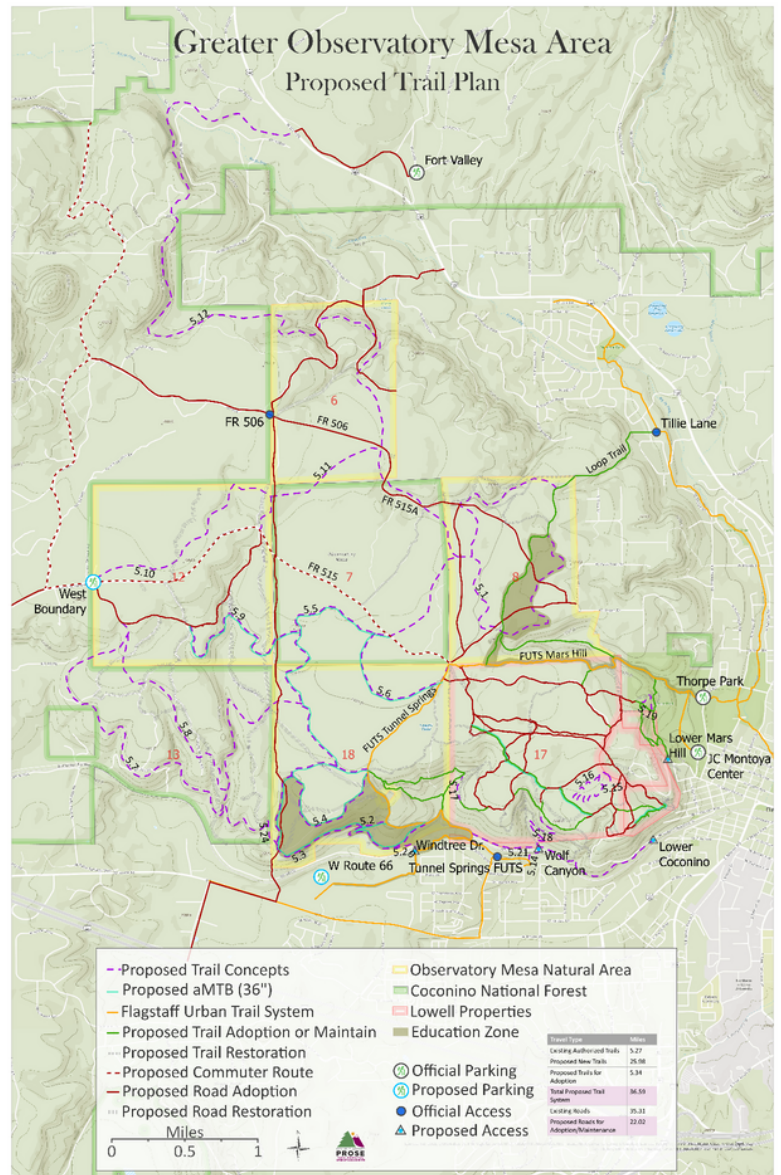
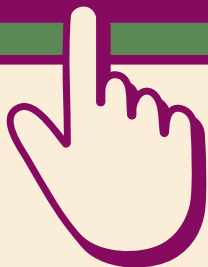
June 2023

Observatory Mesa Trail Plan

The second round of public engagement for the Observatory Mesa Trail Plan has begun! Open Space staff hosted an in person public meeting on June 14 at the Aquaplex to educate residents and users on the updated trail plan. The updated trail plan intends to formalize hiking and mountain bike trails and connections, adding signage, re-naturalizing social trails, and adding designated adaptive cycling trails.

The Observatory Mesa Trail Plan has a public survey open for 40 days and we encourage everyone to participate!

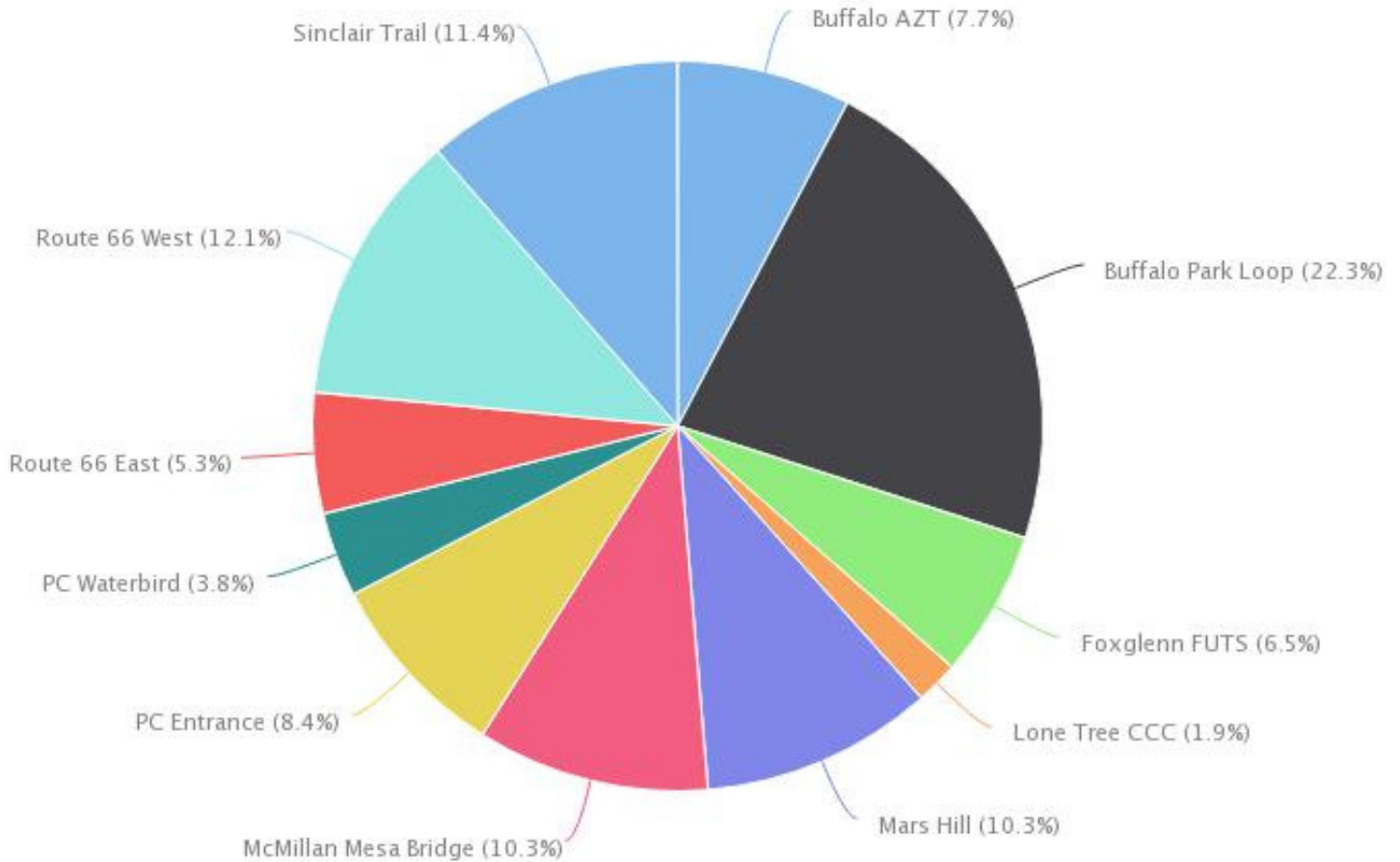
TAKE SURVEY



Proposed Observatory Mesa Trail Plan

Compare Sites

2023-05-01 to 2023-05-31



Site Name	Daily Average
Buffalo AZT	133.8 (7.7%)
Buffalo Park Loop	386.5 (22.3%)
Foxglenn FUTS	113.5 (6.5%)
Lone Tree CCC	32.8 (1.9%)
Mars Hill	179 (10.3%)
McMillan Mesa Bridge	178.7 (10.3%)
PC Entrance	145.9 (8.4%)
PC Waterbird	65.4 (3.8%)
Route 66 East	92.9 (5.3%)
Route 66 West	209.8 (12.1%)
Sinclair Trail	198.4 (11.4%)

Trail Counts

Staff are not surprised to see Buffalo Park loop leading the way with the highest daily passersby with an average per day of 386! With the changes in wildlife watching, check out the Sinclair Trail numbers averaging 198. Did you know that the Sinclair Trail strolls through some of Flagstaffs' most amazing riparian wildlife? Come check out the trail segment that can be accomplished in about 1-mile with a small parking lot along S. Lone Tree Road. Pssst...this trail portion is also the Arizona Trail!

Speaking of trail usage, have you seen the humorous signs regarding picking up after your favorite furry member? In all seriousness, PROSE cannot stress how important picking up after your pup is. Please help us keep your trails, parks and Flagstaff clean!

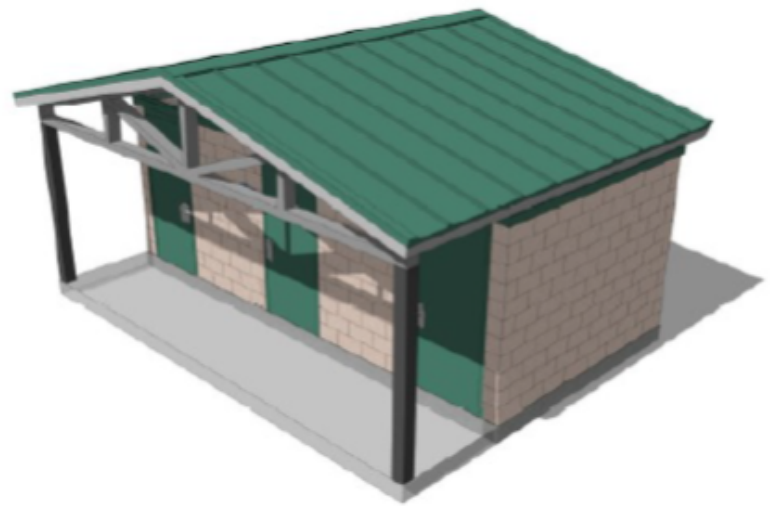


Thorpe Park Restroom

The foundation for the future Thorpe Park Restroom project was completed this month. In late July, the prefabricated building will arrive and literally be swung into place. Then some final connections and finishing touches, and the 200-plus acre park will have a permanent restroom available at the playground and tennis court area!



Foundation for the Thorpe Park Restroom



Rendering of the Thorpe Park Restroom

Fix-It Clinic

Athletics partnered with Lefty Loosey to host their first ever Bike Fix-it Clinic on Saturday, June 3 at Hal Jensen. The event was free to the public and included three mechanics, three educational sessions, and eight free kids bike donations. Mountain Line supported by bringing a bus and teaching attendees how to load their bikes. With over 20 participants in 3-hours, everyone stayed very busy. Stay tuned for more events to come!



Attendee practicing loading bike on bus.



Mechanics hard at work servicing bikes.

Summer Fun at Hal Jensen

Youth in town don't have to look hard to find something to do during summer vacation. Hal Jensen provides an engaging activity Monday through Friday each week including cooking, crafts, and field trips!

HAL JENSEN RECREATION CENTER SUMMER PROGRAMMING June 1 - Aug 4

 Monday	 Tuesday	 Wednesday	 Thursday	 Friday
COOKING CLASS <ul style="list-style-type: none">• 12pm• Ages 6-16	MOVIE AT HARKINS <ul style="list-style-type: none">• Meet at HJRC at 9am• Permission slip required	ARTS AND CRAFTS <ul style="list-style-type: none">• 12pm	NATURE TIME <ul style="list-style-type: none">• No HJRC programming, self-guided outdoor play is encouraged	FIELD TRIP <ul style="list-style-type: none">• Various locations• Meet at HJRC (time on permission slip)• Permission slip required
EVENTS				
Mon - Fri  Free bagged lunch for kids starting at 10am until we run out	6/12 Juneteenth Blood Drive 12-5pm	6/16 Birds, Bugs and Botany Nature Hike 8:30am - 12pm	7/15 Touch-a-Truck 10am-2pm CHS parking lot	7/18 Parks and Rec Month Blood Drive 12-5pm

National Trails Day

June 3rd was National Trails Day! Open Space partnered with Coconino National Forest, Flagstaff Trails Initiative, and Flagstaff Biking Organization to build a new trail across the first two storm water detention basins at Schultz Creek (Y) and a new forest service single track trail above the creek. We hosted 50 volunteers and 15 Forest Service staff for a day of hard work and fun.



New trail between northern detention basins looking south.



New trail looking north.



Work being done on the southeast section of trail.



Volunteers enjoying lunch after hours of hard work.

FLAG 4TH FEST

FREE LASER LIGHT SHOW

GAMES | ACTIVITIES | FOOD TRUCKS

LIVE MUSIC BY
**BLACK
LEMON**

JULY 4TH

Ft. Tuthill County Park

GATES OPEN | LIGHT SHOW
5PM | 9PM









Flag 4th Fest

Looking for something fun to do this 4th of July? Look no further and join us at Flag 4th Fest! Games, food trucks, and live music will set the scene at Ft. Tuthill this July 4th before a spectacular laser light show.

Marketing Discovery

Have you noticed a shift on our social media? Our analytics show that in the last 30 days, we reached over 20,000 people. On average, we received over 100 engagements per post, roughly 3 new page likes and 5 new page followers per day. Implementation of a new brand strategy has led to greater engagement which means more folks enjoying PROSE resources.

Discovery

 Post reach	20,556
 Post engagement	3,343
 New Page likes	83
 New Page Followers	156



Stay in the loop on upcoming events, programs, closures, and projects by following us on social media.

flagstaff.az.gov/prose

Upcoming Events in Flagstaff

Invasive Weed Pull
June 21
Heritage Square

Music on the Square
Sundays
Heritage Square

Invasive Weed Workshop
June 24
419 N Mogollon St

Full Moon Hike
July 3
Picture Canyon

Concerts in the Park
Wednesday nights in June & July
Rotating Park Locations

4th of July Parade
July 4
Downtown Flagstaff

Flag 4th Fest
July 4 5pm-10pm
Ft. Tuthill County Park

Kids Squared
Tues/Thurs in June & July
Heritage Square

Wednesday Weed Pull
July 5
Picture Canyon

First Friday ArtWalk
July 7
Downtown Flagstaff

Friday Night Concert Series
Friday evenings
Heritage Square

Bug Event
July 8
Frances Short Pond

PDGA Masters
July 8-15
Thorpe Disc Golf Course

Jazz on the Square
Thursday Evenings
Heritage Square

OS Working Group Meeting
July 12
Sego Lily Trail

Wednesday Weed Pull
July 19
Picture Canyon

Movies on the Square
Every Saturday
Heritage Square

Knitting in Nature
July 23
Hal Jensen/McMillan Mesa

Downtown Community Market
Wednesday nights in June & July
Beaver/Aspen Parking Lot

Flagstaff Community Market
Sunday Morning
City Hall Parking Lot



April-June 2023



Drinking Water



Wastewater



Reclaimed Water



Stormwater

WATER COMMISSION

April

New Business:

- Ed Schenk provided an update to current Flood Mitigation and Response efforts

Informational Items To/From the Chair, Commission, or Staff:

- Shannon Jones gave an update on Upper & Lower Lake Mary water levels, and the impact of snowmelt flows on the water collection and reclamation systems.
- Shannon highlighted job recruitment successes. Troy Dagenhart accepted the Water Reclamation Manager position, and an offer for Pre-Treatment Supervisor is in process. Water Services staffed a booth at a job fair on April 14.

May

New Business:

- Fifth Unregulated Contaminant Monitoring Rule (UCMR5) Overview – Jolene Montoya & Krista Snow
- Lead & Copper Rule Revisions (LCRR) Overview – Jolene Montoya & Krista Snow

June

New Business:

- Watershed Alliance for the Rio de Flag Resolution – Sharon Masek Lopez
- Wildcat Digester Project – Mac McNamara
- 2022 Consumer Confidence Report (CCR) – Jolene Montoya

Old Business

- Water Awareness Month effectiveness – Tamara Lawless



Krista Snow collects water samples from McAllister Well for testing under UCMR5

ADMINISTRATION

- The communications team is developing scripts for a video series addressing common myths about water availability in Flagstaff, in partnership with Public Affairs. Staff filmed high seasonal flows from several local springs.
- Staff submitted an article discussing flood mitigation infrastructure projects for the Arizona Daily Sun's annual Progress Report, which was published April 30.

ENGINEERING

- Design efforts are active for several Water Reclamation Projects, including:
 - Wildcat Hill Digesters (bond-funded project)
 - Rio de Flag Digesters
 - Co-Generation unit at Wildcat Hill (bond-funded project)
 - PEPS at Wildcat Hill (bond-funded project)
 - Electrical Study at Wildcat Hill (part of master planning)
 - PRV station at Rio de Flag
- This year's water vault and meter upgrade project at Cameo Mobile Park is moving quickly and should be completed by early summer. Significant improvements to fire and system.
- It's time for Flood Director scheduling, with an early monsoon season brewing.

REGULATORY COMPLIANCE

- Laney Stevens accepted the Industrial Pretreatment Supervisor position, effective this May. Congrats, Laney!
- The Consumer Confidence Report / Annual Water Quality Report will be distributed to customers and available online by June 30. A big thanks to MacKenzie Chase in Communications for the layout!
- Staff began sampling to the new EPA rule for Unregulated Contaminant Monitoring, UCMR5. This reporting series goes through 2025.
- One of our Pretreatment Inspectors, Kurt Novy, retired in May, after serving the City for 16 years. Conrad Berkompas was hired as our new Pretreatment Inspector. Thank you, Kurt, and welcome, Conrad!
- Both Reclaim labs completed semi-annual testing with good results.
- The lead and copper sampling to be conducted in June will be the final sampling under the old rule. Our last sampling was in 2020.
- Operator testing at Rio in May sold out. Jolene is working on setting up more testing in fall, and additional trainings in June, hosted by the Rio de Flag atrium. We hope to include other northern Arizona municipalities.
- Jolene Montoya presented to NAU civil & environmental engineering classes (440-540) about the City's roles and responsibilities under the NPDES program.
- ADEQ is scheduling a site visit to assist with Significant Industrial users (SIU) compliance.



CONSUMER CONFIDENCE REPORT

FOR CALENDAR YEAR 2022

ESTE INFORME CONTIENE INFORMACIÓN MUY IMPORTANTE SOBRE EL AGUA
USADO. REE. TRADÚSCALO O HABLE CON ALGUIEN QUE LO ENTIENDA BIEN.

CITY OF FLAGSTAFF

PUBLIC WATER SYSTEM ID #AZ-04-01

SCADA INFORMATION SYSTEMS

- The GIS Specialist position has just been filled internally, while we prepare to advertise the new OT Specialist position.
- Our expanded Cityworks license agreement was approved in May and has unlimited seats and more functionality, allowing other divisions to use this versatile tool.
- Projects include:
 - Reviewing the 60% specs for Rio Digesters.
 - Trenching conduit at both reclamation plants, bringing technology into remote locations, and gate repairs at both facilities.
 - Fiber is installed at the City warehouse tower, one more step in separating the OT system from IT.
 - Collecting data on North Reservoir plant turbidity for needs assessment.
 - CenturyLink at WCH to bring Citect back in – new message, modem.
 - Implementing remote-access cameras at Rio de Flag WRP, East Side Shop, Septage at Wildcat Hill, and Bonito load out station, following city-wide security standards.
 - Lidar flight is scheduled for early July.
 - Corryn worked with WCH staff on the valve work orders system.
 - We have a possible internship project for fall, verifying GIS meter locations to municipal city billing system.
 - IIOT (flow monitoring) device data in wastewater collections system is being summarized to determine next steps in avoiding infiltration in sewer system.

STORMWATER

- Ed Schenk would like to extend his appreciation to Customer Service staff for taking on customer inquiries about the new Stormwater rate and ERU adjustments.
- Ed also attended the SEDHYD Federal Interagency Sedimentation and Hydrologic Monitoring Conference in St. Louis, where he presented two papers on post-wildfire management at the utility level. This puts our scientific data in a public forum for peer review.
- Spring runoff has been robust with several community complaints of localized flooding most were homes built before recent International Building Code standards, built below grade and a few from County residents on low water crossings.
- Projects:
 - NRCS EWP funding was secured for Schultz Creek channel stabilization, approximately \$630k. Staff are working on grant agreement and design procurement, as well as property acquisitions.
 - DFFM (state) is committing \$750,000 toward the purchase of a new front-end loader, skid steerer, and two diesel remote skid steers to complement the mini dozer. We are trying to get purchases in by the end of fiscal year.
 - Four new stream gauges are being installed by early June in Baderville (Rio de Flag), Chimney Springs/Freidlein Prairie, Schultz Creek, and Spruce Wash near Park Way. These are funded by DFFM and administered by Stormwater.
 - Highway 180 culvert project is an emergency procurement, with construction beginning in June. Mac McNamara is the Project Manager. Real estate is completing property acquisitions.

- Senator Mark Kelly's office is championing the South Mount Elden Regional Detention Basin project as an earmark in next year's fiscal budget with an ask of \$3.3M. This is a County-led project.
- Spruce Wash improvements (Prop 441-funded) are in final CMAR negotiations with design underway for all seven projects.
- Chase McLeod in floodplain management is:
 - Heading up the Flood Call Center which is now live at (928) 213-2102.
 - Finishing up a federal floodplain grant.
 - Working on short- and long-term mitigation for Stevanna Way, with an interim muscle Wall installed for flood mitigation.
- There are numerous state and federal funding applications underway including Community Direct Spending ("earmarks"), FEMA, and State resources, with Sharon Masek Lopez as our point person. Sharon's active programs include:
 - Dry Floodproofing Grant Program, compiling concise menu of dry flood-proofing measures to be selected for funding.
 - Taking steps to adopt the WARF Rio de Flag Watershed Plan.
 - Coordinating Conservation Corps work crews and Stream Stewards for a series of open channel cleanup projects.
- Frances Short Pond dredging is on hold due to contractor availability.
- Doug Slover is assisting with the Inner Basin Waterline Project and bringing the Stormwater Design Manual to adoption, in addition to plan review duties.
- Our Stormwater Inspector, Chris Palmer, has left the City, with Chase McLeod and Sharon Masek Lopez sharing duties in the interim. The recruitment for this position closed on June 8.

WATER PRODUCTION

- Upper Lake Mary overflowed through May, with the Lower Lake Mary extending to the dam. We are now ramping up surface water production to 40% and are stocking up on treatment chemicals.



Upper Lake Mary flowing into Lower Lake Mary

- The Water Production operator position has been filled, with the maintenance position still open. The seasonal maintenance positions have not yielded applicants.
- Lake Mary WTP staff conducted several tours to groups, including NAU's ENV 181 Environmental Sustainability, Leading Edge Academy, and Puente de Hozho classes.
- Maintenance:
 - The backwash tower painting project is finishing up, which replaces paint from 1965, allowing more surface water production. This tower is a critical filter washing step.
 - Foxglenn/Sinagua MIOX generator has been installed.
 - The airport booster station roof is getting replaced.
 - Staff is tracking down chlorine probe issues and various leaks at well sites.
- Projects:
 - We kicked off two studies/evaluations to complete Inner Basin water supply needs: (Lower) IB Pipeline conditional assessment — not in the burn scar — and North Reservoir Filtration Plant turbidity study with Brown & Caldwell Engineers.
 - IB Pipeline (FEMA/DEMA) repair is moving along with Hunter/Jacobs. Engineers were out for site visits and design concepts are under review, incorporating new alignments across drainages to remain outside wilderness boundaries.
 - Staff met with engineers at Fort Tuthill Well to look at pumphouse design. In the meantime, the booster pump will be replaced.



Lee Williams talks to students from Leading Edge Academy about the water treatment process

WASTEWATER COLLECTIONS

- Wastewater Collections responded to five Sanitary Sewer Overflows (SSOs) during rain/flood events in April, including a golf course and Foxglenn Park, which closed their playing fields and playground for a couple weeks during cleanup efforts.
- Crews are cross training and working in high demand areas, between Distribution, Collections, and Stormwater.
- Staff replaced a section of sewer line at Fanning and Route 66 that was damaged last summer.
- Collections crew worked on inlet control to Schultz creek basins.
- Collections did a main line repair at Mikes Pike near Sizzler.
- One combo truck is down, and the section is short four positions.
- The Stormwater truck is working through the open work orders for maintenance on closed channel system.

WATER DISTRIBUTION

- Truck issues have been challenging, with three trucks out for repairs this past quarter. We are trying to move up delivery of the two new service trucks, which are currently having service beds installed. We are still down two trucks, and two operators.
- Bluestake ticket demand is up to 130 per week. Lacking a utility locator, this work is shared between the crews.
- With better weather, contractors are getting back to work, responding to weekly requests for hot taps and multiple service saddle replacements.
- A water quality issue was reported in Timber Sky, most likely caused by dirty construction. A significant amount of flushing (~100,000 gallons) was required to clear the system of cinders, which also damaged one of the hydrants used for flushing.
- Hydrant inspections have been a challenge. We are on track to complete all 3,400 inspections by June. We've also kept up on repairs, with only 7 hydrants down and needing service.
- Staff responded to multiple flood complaints this spring as snowmelt also revealed several natural springs which were thought to be pipe leaks.
- Staff is working with Eagle Mountain Construction for the Coconino Estates Phase 1 project. Dynamite exposed earlier was taken out and exploded by bomb squad, and excavations continued.
- We finally received the 997 water meters that were approved and ordered last June, so water meter changeouts have ramped up.
- Staff removed sandbags from Stevanna Way and installed new muscle wall barrier to replace Tiger Dams in preparation for summer monsoon season.
- The new vac trailer is getting heavy use, as it's great for tight areas.

WATER RECLAMATION PLANTS

- Troy Dagenhart has accepted the position of Water Reclamation Manager, effective April 30, 2023. Congrats, Troy!
- Reclamation experienced high flows, treating up to 8.4 MGD. These flow events challenged both staff and equipment with clogged filters, pumps down, and high turbidity.
- Reclamation has lost three staff members this quarter, with four operator positions open.
- Projects:
 - The gates and fiber trenching projects at both plants has resumed.
 - The anoxic mixer installation at Rio de Flag was completed, after a warranty repair and installation error.
 - Odor control units were installed, with equipment training being scheduled.
 - CenturyLink is replacing the damaged phone line from a powerline mishap.
 - Repair equipment for Wildcat Hill IFAS mixers has arrived, with an NTP issued to the contractor to change out one in June, and the other two in July.



Staff inspect equipment impacted by high flows at Wildcat Hill Water Reclamation Plant

- Repair equipment for Wildcat Hill IFAS mixers has arrived, with an NTP issued to the contractor to change out one in June, and other two in July.
- Issued an NTP for the Rio bar screen project, with an 18-week lead time
- Wildcat Hill clarifier #3 is down, as well as primary pumps. We are working on emergency procurement for repairs now.
- City Council members toured Wildcat Hill for a behind-the-scenes look into how we treat our reclaimed water.

WATER RESOURCES AND CONSERVATION

- AWDR Adequate Water Supply annual report was submitted on June 1.
- The watershed flows are epic this year. Staff are capturing field data, including recharge to the groundwater wells through SCADA.
- Water Conservation has received \$55,000 in CDBG funds for water efficiency retrofits and leak repairs for qualifying low-income homeowners in Flagstaff. This program will contract with plumbers to provide leak repairs and fixture retrofits such as WaterSense certified toilets, showerheads, faucets, and aerators.
- Staff hosted 21 events throughout Water Awareness Month, reaching approximately 1,500 people.
- Interns are gathering water level data and trends to be included in a groundwater flow model.
- The Water/Wastewater/Reclaimed Rate study is ramping up, with the first meeting on June 2. This will be a 16-month process. Public outreach is already being coordinated, with a recommendation by June 2024.
- Conservation is revising the plant list for new development contractors, working with Community Development, Arboretum, and landscapers in the area.
- It's time for end of year spending. Jay Lively Ice Arena is receiving WaterSense shower and sink retrofits, as well as looking into instant hot water fixtures to support water conservation. The hotel retrofit program has also expanded.
- Enforcement is ramping up, with staff reviewing meter data daily.
- WIFA is offering Water Conservation Grants, due June 30.

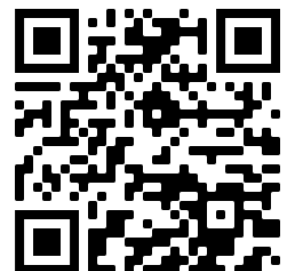


QUARTERLY REPORT

Spring 2023

"Our purpose is to provide you the secure tools to make your job easier tomorrow than it was today."

Division of IT Mission



Tips and Tricks

Need to have a centralized place to store data for a project? Have you tried SharePoint?

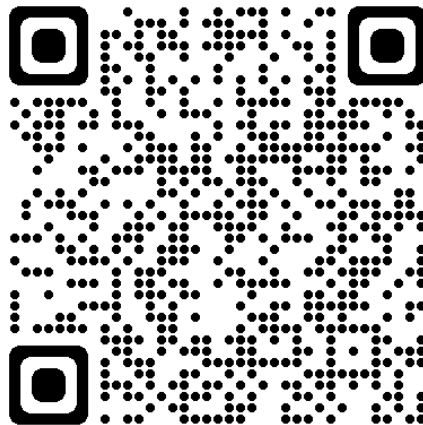


SharePoint is a tool for creating a website that allows you to store files, communicate critical information, track milestones and so much more.

You can share documents with people outside of the organization and have them edit in real time, eliminating the need for emailing drafts back and forth. You can have a centralized OneNote Notebook where anyone on the team can store meeting notes. You can create Plans that track task assignment, status and deadlines.

All of these tools and more are a part of SharePoint.

Below is a link to a helpful video that can help you get started. For more specific questions or information, reach out to IT and we're happy to give you more specific training.



[How to Create a SharePoint Site for Projects \[MAKE YOUR LIFE EASIER\] - YouTube](#)



IT Program Spotlight

Operations Program

Matt Kakert – Operations Manager



How do I make your job easier?

Lately I have been focusing most of my efforts on simplifying systems that everyone uses every day. We are working to streamline processes and systems that have a history of being cumbersome or obnoxious to use, while maintaining or increasing the functionality these tools provide. Namely, remote access and password management for staff.

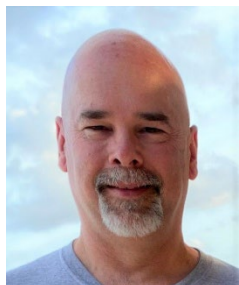
What project am I working on now?

Currently focusing on two projects; seamless remote access for each laptop, and a seamless password reset application for all users. Both projects will provide an easier and less cumbersome experience for those working away from the office while also allowing our Help Desk to better support those users.

Get to know me a bit more.

Adopted our first son about 2 years ago, and working on adopting a second that was unplanned. Other than preparing for even less sleep, we have three wonderful rescue dogs we consider family. In my free time, I like to tinker around with technology and gadgets (home automation), as well as carpentry and home repair.

Bill Ragan – Network Administrator



How do I make your job easier?

The main way I make everyone's job easier is by keep network connectivity high performing as well as seamless. This enables everyone to do their job without interruption or needless security steps.

What project am I working on now?

I am currently working on two main projects. The first is the Airport parking lot and the network connections required for it to function. Secondly, I am working on the project of replacing over half of the wireless access points (WAPs) in the city with newer and faster models.

Get to know me a bit more.

I love to Jeep, do competitive shooting, and more Jeepin!



Beth Verstraete – Communications Administrator



How do I make your job easier?

One of the ways that I make your job easier in the O365 realm is by releasing messages that are incorrectly marked as high phishing and high spam. Also, I am in charge of assigning O365 licenses and the O365 applications that we have at our fingertips help you in many ways with your job duties. I make your job easier in the VoIP world by creating call handlers that can answer citizen questions without ever talking to a staff member.

What project am I working on now?

I am in the assessment phase of moving all voice communications to Teams calling. I am working at finding the right vendor to assist us with this migration.

Get to know me a bit more.

I am very interested in the environment and preserving it for future generations. One of the ways that I fulfill this interest is by recycling and reusing the items that are needed for everyday life. I, also, conserve water as much as I can at home. Water that would normally be sent down the drain is used to support another one of my interests, gardening.

Jon Damico – Systems Administrator



How do I make your job easier?

I make your job easier by ensuring server uptime through high availability and failover, while keeping operating systems up to date and secure. I monitor our server environment closely, ensuring we have sufficient storage and processing resources. I work closely with other members in IT to ensure they have the resources they need to provide the services to the public and city staff. In addition, I manage our backup systems, which in the event of a disaster we can restore our systems quickly.

What project am I working on now?

Although the majority of FPD has been migrated onto our environment, my focus lately has been to make additional improvements. We recently purchased new server hardware, which will become the new infrastructure for some PD applications. I am also working on migrating files shares for PD off old hardware and onto new hardware, as well as improving their backup environment.

Get to know me a bit more.

I am the proud father of a son (4) and daughter (1), husband to a wonderful wife, in a home that we are currently in the process of remodeling ourselves. When not working on the remodel, I spend most of my time with my family, whether that is at the park, Bearizona, or other fun activities.



Dale Williams – Security Analyst



How do I make your job easier?

I make your job easier by trying to make sure that cyber security risks are mitigated. The main goal of all cybersecurity professionals is to ensure that confidentiality, integrity, and availability are maintained on all managed devices. This essentially means that City-owned computers you use, and the data on them, are only accessible by the people who should have access to them, that the information stored on them hasn't been tampered with, and that they are up and running when needed.

What project am I working on now?

I am working on deploying several software solutions that have been awarded to many municipalities through a state grant. These items include security awareness training, endpoint detection and response, and converged endpoint management software. These tools will help bolster our cybersecurity posture.

Get to know me a bit more.

I crammed four years of college into just two years while working full time and graduated last year. During this time, I had to give up many of the things I enjoy including working out and Brazilian Jiu Jitsu. Since graduating, I have been slowly ramping up my sessions in the gym and hope to make it back on the mats for Brazilian Jiu Jitsu at some point this year!



Major Project Updates

Fiber and Broadband

Over the past few months, IT has been working with our community partners to develop a plan to identify a fiber partner. We should be releasing an RSOQ in the near future with the goal of getting City-owned fiber to all of our facilities while also bringing higher speed broadband to the community.



Police Support Migration

We successfully migrated all of the Police server infrastructure to City IT support. We migrated the 911 Dispatch system, the Records system and all related infrastructure with minimal impact on the Police Department. We've already seen significant improvements across several systems since this migration. Please congratulate the IT team on such a well designed and implemented project. It was a full team effort. We look forward to providing better service to our Police Department going forward.



IT Problems This Quarter

Statistics

IT has had 9 documented problems over the past 3 months. Below are some highlights of issues we worked on this quarter:

Police software

Half of these problems have been directly related to longstanding issues with our Police Hexagon Dispatch and Records software. Now that we are the primary support for this software, we are working with Hexagon to bring someone onsite to assess our environment and provide recommended fixes.

Internet Outages

We have experienced several Internet outages over the past month. One of the major outages was related to an issue with one of our fiber providers having damaged equipment. The other issues have been related to a faulty fiber connection at NAU. We are working on building City-owned fiber to NAU to bypass both of these issues. We expect this project to be completed later this summer.

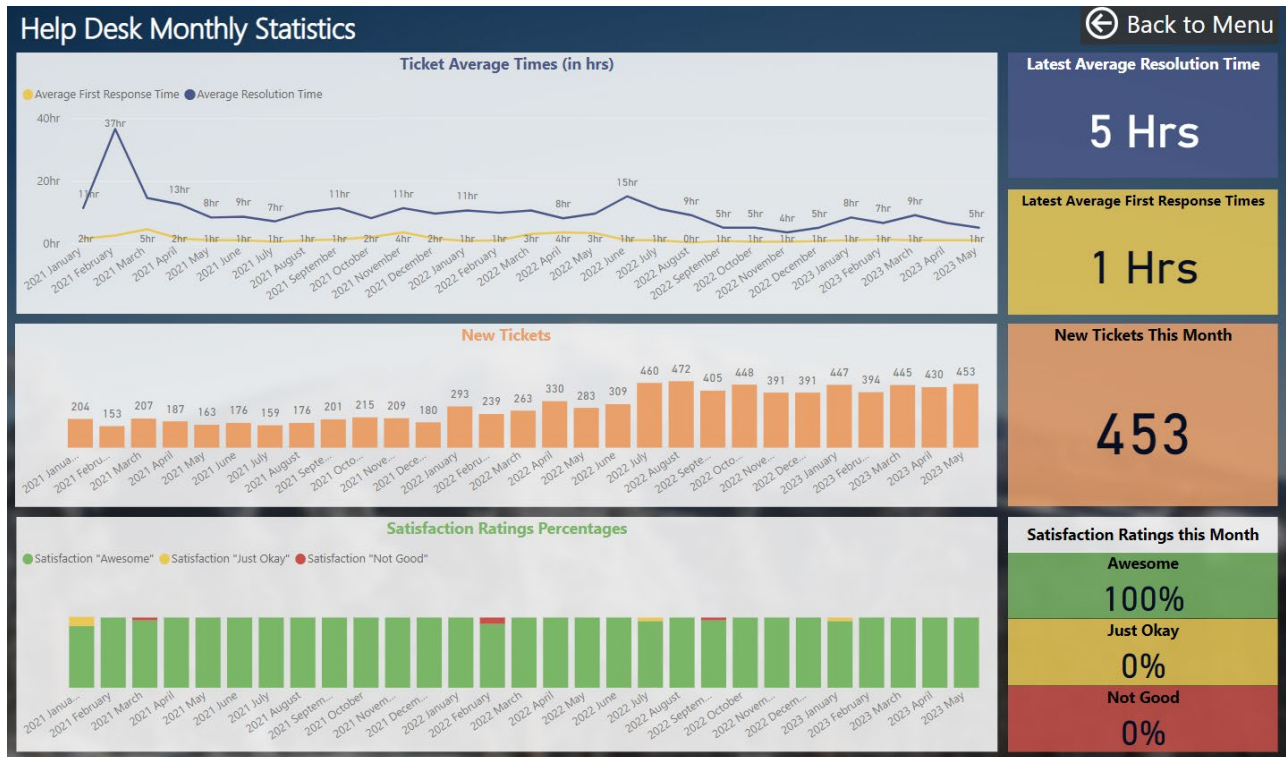


Program Accomplishments

Help Desk

In the months of March, April, and May the IT Help Desk received a total of 1,328 tickets, achieved an average first response time of just 1 hour, and an average resolution time of just 7-1/2 hours.

Satisfaction ratings for this period came in at 100% Awesome!



Ticket breakdown by Division

- Police - 643 - 66.29%
- Community Development - 105 - 10.82%
- Management Services - 90 - 9.28%
- Economic Vitality - 68 - 7.01%
- Public Works - 64 - 6.60%





New Help Desk Technician: Jace Hansen

We'd like to welcome Jace Hansen as the newest member of the Help Desk. Jace has been working as a Temp for the past 6 months and now is with us full-time as our Help Desk Technician. You should see him manning the Help Desk in City Hall.

If you stop by the Help Desk, make sure to welcome Jace to the team.





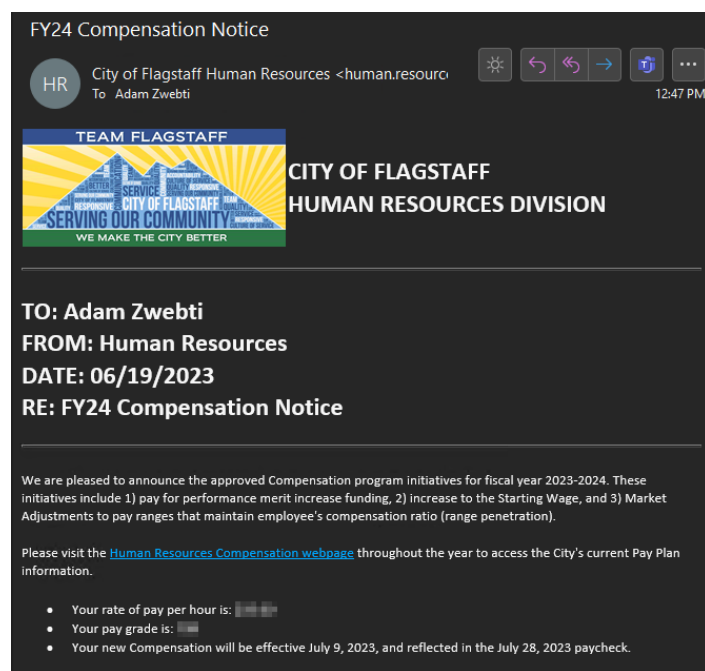
Program Accomplishments

Applications

HR Employee Compensation Letters

Adam Zwebti created a custom PowerShell program that implements HTML to automate creating and emailing employee compensation letters. HR was previously using a Microsoft Word/Excel MailMerge and emailing them out by hand. Talk about making lives easier!

```
68 #ForEach employee in AD, match to CSV, then email with data from CSV file.
69 foreach ($employee in $employees) {
70
71     #find match in CSV
72     Try {
73         $csvEmployee = $csvEmployees | Select-Object Name,EmployeeID,NewRate,Grade | Where-Object { $_.EmployeeID -eq $employee.EmployeeID}
74         LogOutput "[Success] Matched CSV Employee: $($csvEmployee.Name) with AD Employee: $($employee.cn) on Employee ID: $($csvEmployee.EmployeeID)."
75         Write-Host "Success! Matched CSV Employee: $($csvEmployee.Name) with AD Employee: $($employee.cn) on Employee ID: $($csvEmployee.EmployeeID)."
76     } Catch [System.Exception] {
77         LogOutput "[Error] Unable to match $employee to a record in the CSV File: $($_.Exception.Message). Moving to next employee."
78         Write-Host "Error! Unable to match $employee to a record in the CSV File: $($_.Exception.Message). Moving to next employee."
79     }
80
81     #Only Send Email if Match was Found
82     if ($csvEmployee) {
83
84         #Prepare Email Variables
85         $emailFrom = "City of Flagstaff Human Resources <human.resources@flagstaffaz.gov>"
86         $smtpServer = "webmail.flagstaffaz.gov"
87
88         #Subject and Body
89         $emailSubject = "FY24 Compensation Notice"
90         $emailBody = @"
91         <!-- Table with 2 columns to make a nice looking header, team flagstaff logo sourced from CivicPlus website -->
92         <!-- table, tr, and td are all containers (meaning they need an opening and closing tag) -->
93         <!-- tr = table row, td = table data (the content of an individual cell) -->
94         <table style="width: 75%" style="border-collapse: collapse; border: 1px">
95             <tr>
96                 <td>
97                     <!-- URL of Team Flagstaff logo for top-left corner -->
98                     
```



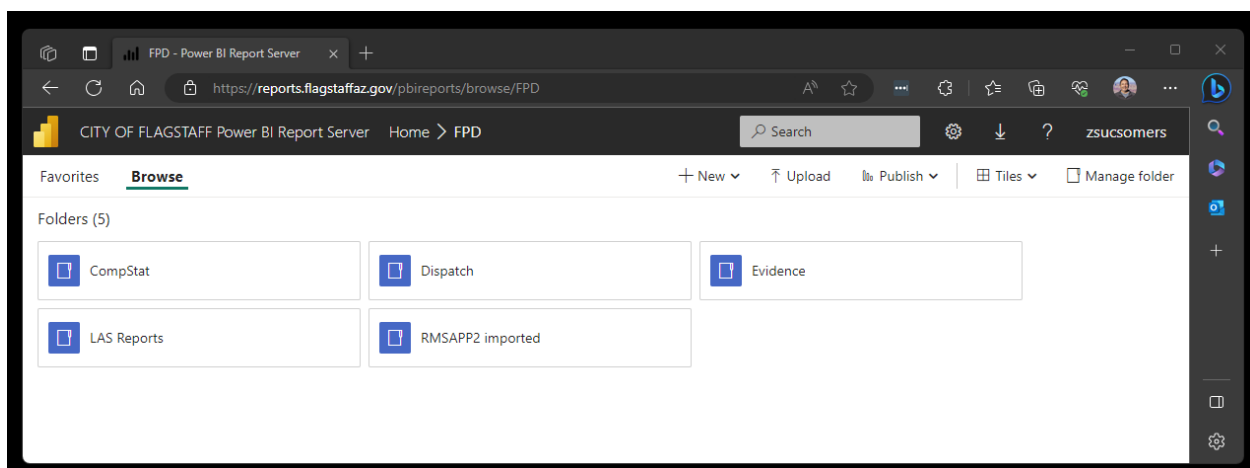
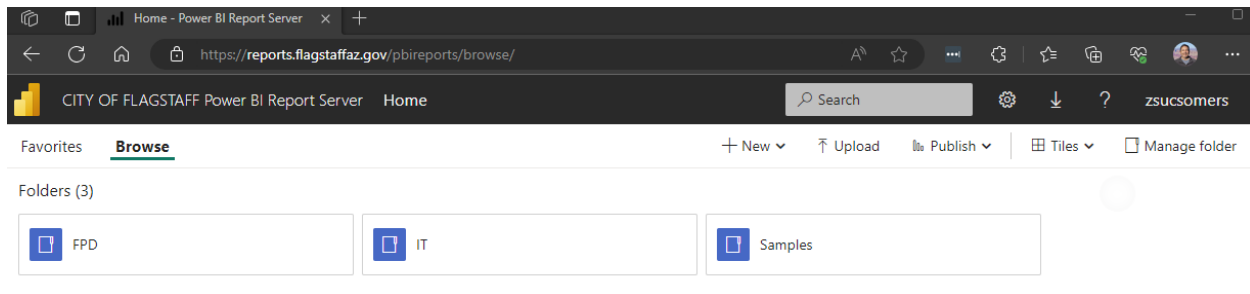
New Fire Engine 3

Alan Church got the technology on the new Fire Engine 3 (FE3) online so it could be placed in service. Each engine comes equipped with always on power and internet and GPS for dispatching to events. FE3 is now fully equipped with the improved technology that will provide more stable internet connection and streamlined configuration, a project which we will be rolling out in the future to both our Police and Fire Departments. Alan also got several wins on longstanding GPS issues at the departments recently!



SQL Server Reporting Services (SSRS) and Power BI

Chris Somers installed and configured a SSRS/Power BI Server on an organization-wide secure central reporting site. He is creating a myriad of custom reports for the Police Department as their software is lacking out-of-the-box reports to support their business processes and compliance with reporting to partner agencies. The vendor has a \$1M+ analytics solution that we will not need to rely on because of Chris' custom solutions. He will also be creating some custom reports for the Landfill and new Recycling Facility soon. If your Division has any custom reporting needs please reach out to Shawn Armour to discuss feasibility and options.



Filling Our Last Vacancy!

Shawn Armour has been hard at work filling our final vacancy on our team after 2 years of having a position open at the Police department. We are excited to announce the arrival of Alex Stevenson on July 26th, he will be working at PD as the Business Systems Analyst for Public Safety. He is joining us with over 14 years of IT experience in manufacturing. Our team is thrilled to be fully staffed so we can be equipped to handle the complex technical issues we are facing.



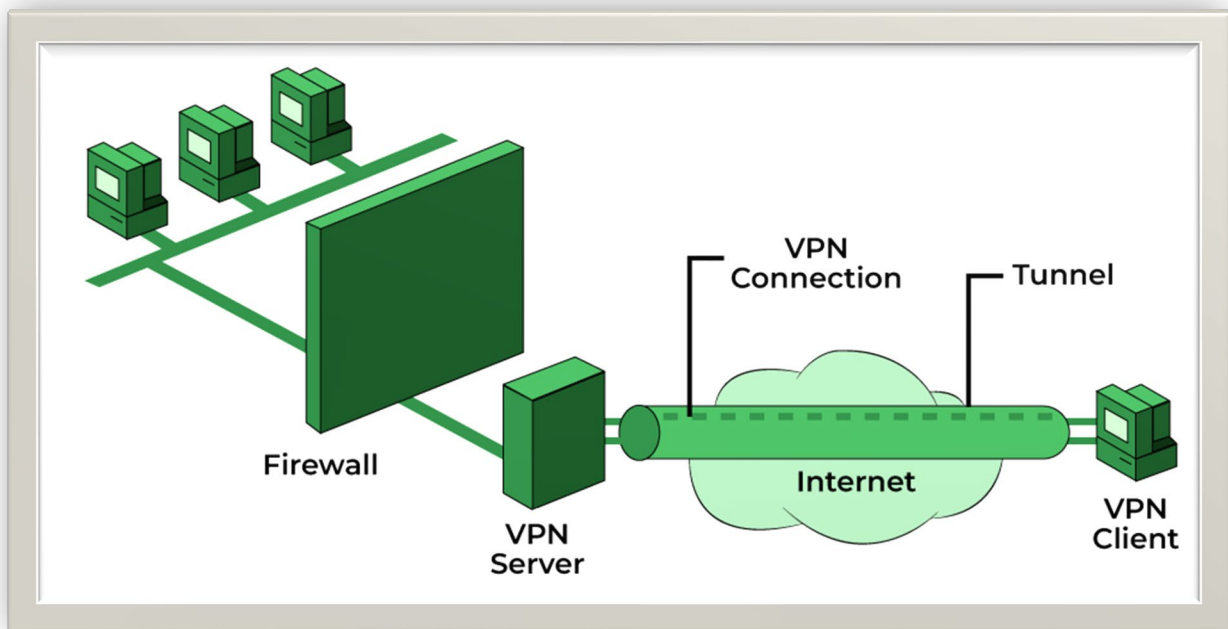
Program Accomplishments

Operations

New remote connectivity method in testing

The IT Operations team has been hard at work on several projects that will begin producing fruit soon. The first of which is a new method for all of our remote workers to connect to City resources while off site. This new method will provide a more comprehensive feature set, much more secure, as well as being seamless for the user.

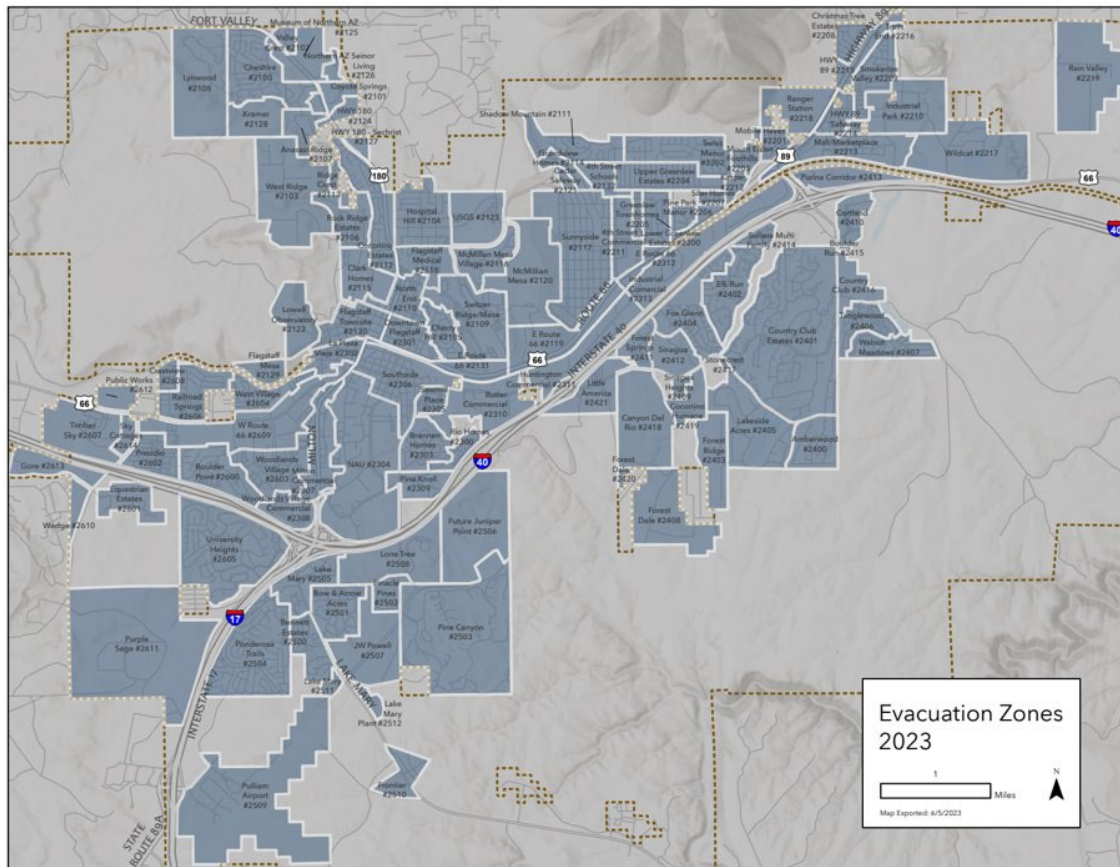
We're finishing up the design phase and rolling out the solution to the first set of test devices and users. We are looking to distribute to the rest of the organization shortly after, so keep your eyes peeled for more information soon.



Program Accomplishments

GIS

City of Flagstaff GIS worked with Coconino County to create emergency evacuation zones for wildfire notifications. The City continues to maintain zones with Flagstaff, which provides enhanced messaging for neighbors, communities, and residential areas:



EVACUATION MAP

READY, SET, GO

COCONINO.AZ.GOV/EVACMAP



Coconino County Evacuation Maps enhance emergency messaging to the public, and evacuation zones focus on neighborhoods, communities, and residential areas throughout the county.

Know your route. Own your plan.

Be sure to view the map above, sign up for emergency notifications here:



EMERGENCY NOTIFICATIONS

COCONINO.AZ.GOV/READY

Emergency Notifications provide alerts for emergencies in your area.

Sign up your phone number, email and/or your home phone.



Economic Vitality Division

Enhancing Quality of Life 365 Days a Year

AIRPORT • COMMUNITY INVESTMENT

LIBRARY • TOURISM

MAY 2023 Highlights



AIRPORT

AIR SERVICE ATTRACTION: A grant application for the Small Community Air Service Development Program was submitted. More than ten letters of support were included from public and private community partners, as well as our Congressional delegation. Staff attended an airline attraction conference and was able to connect with multiple airlines including Allegiant, America, Southwest, Breeze, Delta, and United.

ARIZONA AIRPORT ASSOCIATION (AZAA): Flagstaff Airport hosted and attended the Arizona Airports Association Spring Conference at Little America. Staff was able to connect with airport employees and aviation professionals from around the state and hear funding and regulatory updates from the FAA and ADOT.

Special thanks to Mayor Becky Daggett for providing opening remarks and to Maria Robinson for joining a panel discussion about airport liability! The conference concluded with a tour of our ARFF station and discussion on snow operations.

AIRPORT RESCUE FIRE FIGHTING (ARFF): ARFF Crews attended a training at Luke AFB for F16/F35 familiarization and ARFF response. This was the second part of this training to accommodate all ARFF staff. ARFF Crews finished training on new Zoll EMS heart monitor. Airport leadership met with the TSA to discuss upcoming emergency exercises including fire drills, active shooter, and bomb threats.



AIRPORT CAPITAL IMPROVEMENT PROJECTS: Staff met with the FAA to develop the annual Airport Capital Improvement Plan, which charts the major construction projects and capital purchases for the next five years.

AIRPORT MARKETING: The airport continues to run targeted digital ads to visitors and residents in Verde Valley, Prescott, Phoenix, and Flagstaff. Local ads are also running in Arizona Daily Sun and on four NAIPTA busses. Digital and print ads are running locally about new paid parking implementation.



Thank you for flying Flagstaff First!

PAID PARKING BEGINS JULY 1, 2023

at Flagstaff Airport

DAILY RATE OF \$6 - \$8 PER DAY • FIRST HOUR FREE



COMMUNITY OUTREACH:

Airport Director Brian Gall presented airport updates to the Flagstaff Chamber of Commerce Board of Director. Discussion topics included airport enplanements, upcoming maintenance project, air carrier attraction efforts, and paid parking updates.

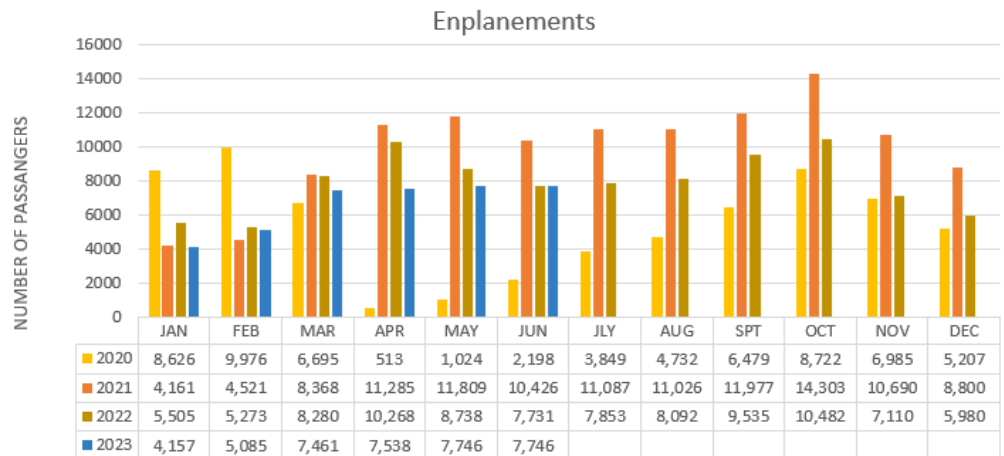
PAID PARKING SYSTEM: Installation of the new paid parking system is entering its final stages. Equipment is being installed in the entry and exit lanes and the system is expected to begin testing soon.

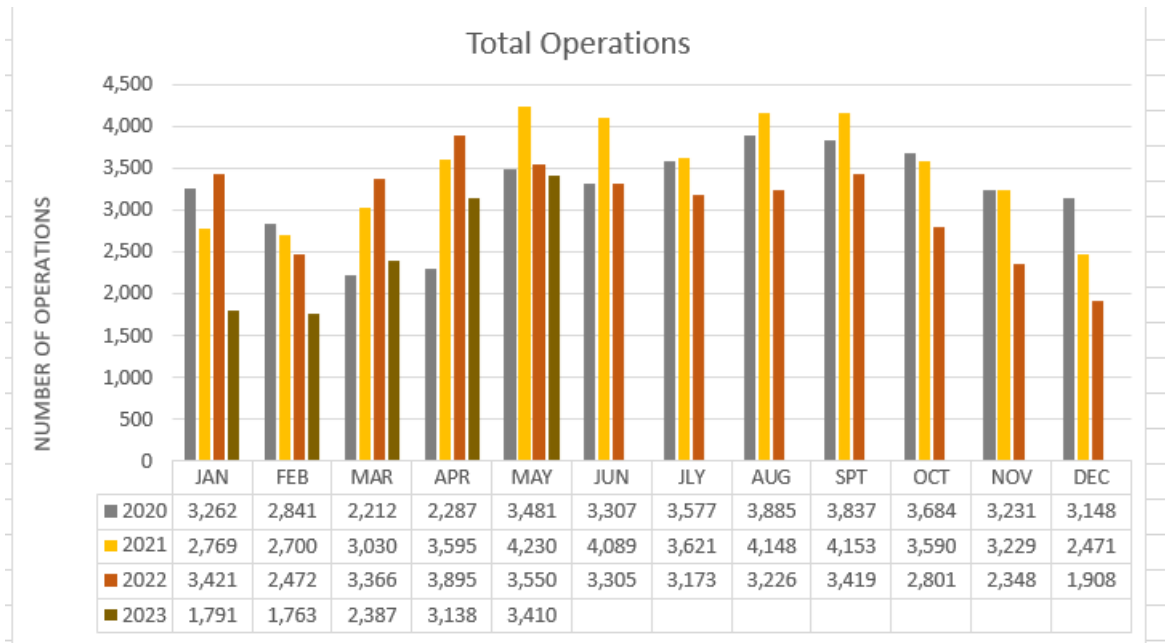


IN THE NEWS: The Arizona Daily Sun continues to highlight the airport. An article on [paid parking](#) and [new airport director](#) were featured on the front page.

ENPLANEMENTS AND TOTAL OPERATIONS:

- Enplanements beat last May slightly!
- Total operations slightly down to last year.





BEAUTIFICATION AND ARTS & SCIENCE:

ONGOING PROJECTS:

Airport, Coconino Scroll: The fabricator of the medallions has completed the casting of the new twenty-one” medallions (but has not applied patina), the quality of which was approved by the artist. Staff discussed with vendors an alternate process to place medallions that involves saw cuts into pavers rather than a wet set. Staff will proceed with a Request for Proposals to do the installation of the new medallions, which will be stored at the fabricators until needed.





Aspen Avenue Library Entry (*Touch Home, Reach Sky Art*) + Temporary Project: Staff conducted site walkthrough with Threaded Together for the temporary project. Will wait to install when landscaping completed.

Aspen (Niche) Bicycle and Pedestrian Enhancements: Staff began assembling design proposals and sent specs for bike racks and seating/tables to Loven Contracting and received general budget costs for the project to review.

Downtown Connection Center: Staff met with Mountain Line on shared costs agreement. Final numbers will be available in late June. Targeting Council approval in August.

Downtown Green: Staff initiated project to repaint the hardware assets (lampposts, bike racks, etc.) their designated green hue by meeting with legal and procurement to assess past approach utilizing an agreement with the Downtown Business Alliance.

Downtown Mile: Staff sent invites and created focus group exercise.

Flowers and Enhanced Landscaping: Designed, fabricated, and installed temporary wayfinding signage on the large planters that are temporarily closing the Aspen Alley until the new planters are fabricated. Staff met with DBA and local business owner and decided on Corten steel for the finish of the new planters. The Corten will be sandblasted so that it weathers/rusts evenly. Foxglove installed pollinator garden rocks in Heritage Square; removed spruce trees from downtown wine barrels, which were delivered to Core Services for replanting, and replaced with wild grasses and flowers. Full summer plantings coming in June!



Phone Booth Library: A field survey initiated to see if the field monuments line up with the information from the title search to verify that project is on City property. Staff reviewing memorial policy considering a plaque request for the bench.

Route 66 & Fanning: Staff reviewed and approved route 66 shield fabrication file from vendor.

Southside/Murdoch Park 3D Artwork: Staff revised deadline of the call to artists from May 23rd to June 6th and sent announcement to all outlets. Flyers also distributed. Staff participated in a Planning-led site visit to review the park project, inclusive of the artwork, with a focus on how all the parts work together.

Switzer Canyon Roundabout: Community Forum response posted to those who participated in the survey. Thanks, extended for their time, BBB identified as source of funding for project, and gave assurance that safety reviews will be part of the process. Reworking draft call-to-artists.

Traffic Signal Cabinets Phase 3: After conferring with legal, staff reviewed copyright issues with artist Chiara Skabelund regarding Emily Dickenson quote. Artist decided to go with an alternate side panel design rather than pursuing necessary permissions. Designs are now complete for three of five locations and the print production is underway. Installations begin in June!

PROGRAMS & OUTREACH:

Art Collections Software and Public Art Archive: Software contract with Westaff executed and notice to proceed given.

ARTx Festival:

- Staff attended Common Good’s grant pitch night wherein Creative Flagstaff was awarded \$10,000.
- Staff participated in meet-in-greet with keynote speaker Majora Carter, attended the opening event as well as many of the art installations to provide feedback to Creative Flagstaff and grantees supported with program funds.
- In the keynote, whose theme was “You don’t have to move out of your neighborhood to live in a better one,” staff took note of Ms. Carter’s talent retention strategy.
- **A shout out to Councilmember Sweet** for rocking our program highlights in the introductions to the opening night festivities.



Beautification in Action Grants: Staff worked with provisional spring 2023 grant recipients for May 10th Commissioner meeting.

Creative Flagstaff GOS and ARPA Project Grants: Staff, as part of grant committee, attended interviews of grantees. Then reviewed and recommended non-profit awards for General Operating Support from BBB funding, and capacity building project grants from AARPA funding.

Arizona Daily Sun article about one of our spring 2023 Beautification in Action grant recipients—Flagstaff Leadership Program (FLP) and their community garden restoration project at Puente de Hózhó Elementary School. Carla McCord, our former BPAC chair and current FLP member, is also featured. Check it out at <https://bit.ly/42vMh8m>.





Art Collections & Beautification Coordinator Cristen Crujido presented “Art & Wayfinding” lecture at Sedona Arts Center and discussed all things BAS with attending community members and artists (post-lecture). Check out the **Lecture Notice:** [FREE LECTURE - El Metro: Art & Wayfinding in Mexico City with Cristen Crujido - Sedona Arts Center : Sedona Arts Center](#) and the **Exhibition:** [Qué Hermoso! exhibit celebrates Latino art - Sedona Red Rock News](#)

Property Markers for Green Book Tour: Per request of Councilmember House that came taking the Green Book Tour, staff set up a meeting with Discover Flagstaff, Legal, Historic Preservation & Dr. Guthrie (NAU, Ethnic Studies) to scope this potential project.

HIGHLIGHTED EVENTS IN APRIL BY A NONPROFITS SUPPORTED BY BBB TAX FUNDS:

Culture Connection AZ: 14 artists on display across a variety of mediums including painting, sculpture, glass, wood, jewelry, photography, and more.



POP GOES THE FERRET:

EXPERIMENTAL ROCK OPERA-IN-

PROGRESS: This interdisciplinary, experimental chamber opera-in-development for May’s Art X pilot event was a 30-minute

performance of short scenes that included songs, dialogue, multimedia, puppets, audience interaction, acting, and stagecraft. The libretto and songs were based on the forthcoming

book *Backvalley Ferrets: A Rewilding of the Colorado Plateau* by Lawrence Lenhart. The project addressed environmental conservation, habitat restoration, and climate change.

PARKFLAG:

MAINTENANCE:

- Spring cleaning is in full swing downtown. Team members continue to deep clean parking kiosks removing grime and graffiti from the outsides of the machines as well as a good amount of cinder dust and cobwebs from the internal parts and pieces.
- Team members are also working on repainting red curbs throughout the downtown parking district.

TRAINING:

All Park Flag Team members completed some type of training during the month of April, including:



- Exceling as a Manager or Supervisor
- Frontline Fundamentals: LPR for Frontline Personnel

RECRUITMENT:

ParkFlag opened recruitment to fill two Parking Aide positions within the program. We currently have two applicants that are moving through the process.

COMMUNITY UPDATES:

Southside Neighborhood:

- Lead Parking Aide, Heather Frantz, met with the Southside Neighborhood Coalition for a walk-about in the Southside Neighborhood during the month of April. Residents and City staff walked the neighborhood and discussed parking and non-parking related issues in the area.

FDBA:

- ParkFlag attended the regular monthly Flagstaff Downtown Business Alliance Stakeholder Meeting, where we were able to answer questions from downtown business owners and managers.

PARKING STATISTICS:

Parking Hours:

During the month of May patrons parked for 99,942 hours during paid parking operating times, up 8,111 hours over April.

MAY REVENUES:

- Pay to park kiosk revenues for May 2023 were up 14% over May 2022.
- Permit sales were up 16% over the month of April, from \$5,602 to \$6,502



BUSINESS ATTRACTION:

Attraction Efforts:

- **Select USA:** City staff alongside the Economic Collaborative of Northern Arizona (ECoNA), the Arizona Commerce Authority (ACA), and several other Arizona municipalities attended Select USA this year.
- Select USA is one of the largest international trade and business development conferences in the U.S. that is hosted by the Department of Commerce.
- There were well over 4,000 attendees with representatives from over seventy countries. The Arizona delegation was supported by **Governor Katie Hobbs** and her staff to help spur additional business attraction for Arizona.
- Staff met with several promising international businesses that were interested in making northern Arizona their home. Overall, the trade show was an enormous success and staff has 10+ new leads that were generated, illustrating significant promise for Flagstaff.



Incentives:

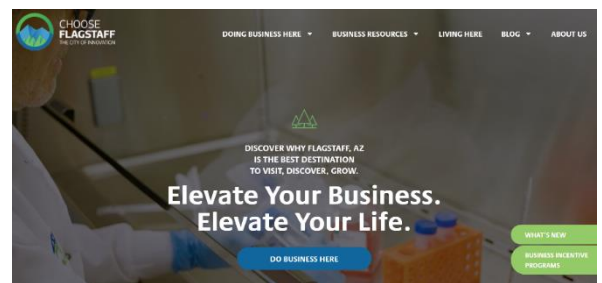
Staff presented to the City Council this month with the goal of expanding administrative capacity to increase effectiveness and efficiency related to five economic development incentives.

Choose Flagstaff & Business One Stop Shop Websites:

- The Business One Stop Shop (BOSS) system that is being designed to help business owners and developers navigate the City's planning process is about to enter beta. The website's goal is to provide information and tools in a way to ease the overall development process, whether you are first time business owner or seasoned developer. Staff will collect feedback from various partners over the next few weeks before officially launching this site.
- The Choose Flagstaff website has undergone a massive overhaul and the upgraded website recently launched. The Economic Development Team is hoping to receive feedback from various partners as we fine tune this website for our users. Please take a moment to look at the refreshed website at: [Doing Business Here | Choose Flagstaff](#)

Other Economic Development Highlights:

- Staff has issued a Request for Statement of Qualifications (RSOQ) for a new economic development strategic plan. The application deadline closed on May 11th and staff has been working with our procurement team to select the most qualified firm to assist with the completion of this important document. The goal of the strategic plan will be to help guide staff's efforts for the next 3-5 years and identify new opportunities and solutions to current challenges that Flagstaff is facing.
- Our partners in the Community Development division have released the newest version of their Development Status Report (**February 2023**). This



comprehensive list of ongoing/planned development can be found here: [Copy of Development Status Report February 2023.xlsx \(az.gov\)](#)

BUSINESS RETENTION & EXPANSION:

MARKETING:

CHOOSEFLAGSTAFF.COM ROLLOUT: A redesign effort wrapped up resulting in a new and updated look for the economic development website known as ChooseFlagstaff.com. Staff has been working with indigo8, a Flagstaff website design team that has delivered a streamlined site that is ready to serve as a sales funnel and lead generating tool and to serve as a clearing house of programs to assist businesses to relocate to, or to stay and grow in Flagstaff.



PROJECT UPDATES:

SMALL BUSINESS RELIEF FUNDS: Community Investment Staff worked with other City offices to deliver a program to support existing businesses by way of the American Rescue Plan Act (ARPA) funds.

- Staff continues to manage the distribution of the funds to local businesses which includes a growing number of contract amendments as conditions have been dynamic.

INNOVATE WASTE: THE CARBON NEUTRALITY CHALLENGE (IW: TCNC): On May 5th and sixth, three dynamic entrepreneurs pitched ideas to advance Flagstaff climate goals and to advance the local economy and were awarded!



- 4 Corner Carbon Coalition, Habitat for Humanity, and Block-Lite partnered to deliver the winning pitch with their innovation to bring on-site direct air capture technology to Flagstaff producing ultra-low carbon blocks that will be used to deliver affordable housing to the region.
- Convergent Dynamics and Silvaflux tied for the remaining awards. Convergent Dynamics optimizes energy grids to maximize data storage and function. Silvaflux commercializes reforestation efforts around the world.

ARIZONA@WORK COCONINO COUNTY WORKFORCE DEVELOPMENT BOARD: The local area board has received additional funding to facilitate paid internship summer work opportunities for ages 16-18 in Coconino County, and additional funding for Incumbent Worker Training. The additional funding will help businesses and first-time job seekers to meet their goals. The Incumbent Worker Training is important for all employers as this program is designed to upskill existing workers. Any interested employers should contact the ARIZONA@WORK Coconino County Career Services Center or go to their website at

<https://www.coconino.az.gov/124/Career-Services#Employers>

ECONOMIC DEVELOPMENT WEEK: Economic Development Week occurred May 8th through 12th to celebrate the variety of activities that develop economies. From presentations to Council or to would-be-entrepreneurs on interviewing and pitch skills, or a social hour at the end of the day for economic development practitioners, Economic Development Week 2023 was an enormous success.

PROGRAM UPDATES:

ECONOMIC DEVELOPMENT INCENTIVES TO COUNCIL:

Staff brought resolution to Flagstaff City Council that provides authority to enhance economic development incentives as needed. Each year of implementation of the programs provide learning opportunities.



LIBRARY | CITY & COUNTY

MAY 2023 LIBRARY STATS:

		May-23	May-22	Difference
Circulation	Downtown	23590	22018	7.14%
	East Flagstaff	10136	9239	9.71%
	TOTAL	33726	31257	7.90%
Value of Loaned Materials	Downtown	\$435,847.97	\$405,345.99	7.52%
	East Flagstaff	\$195,643.84	\$166,730.96	17.34%
	TOTAL	631491.81	\$572,076.95	10.39%
In-House Use	Downtown	16179	7474	116.47%
	East Flagstaff	6632	4754	39.50%
	TOTAL	22811	12228	86.55%

Door Count	Downtown	20206	19489	3.68%
	East Flagstaff	14318	9588	473000.00%
	TOTAL	34524	29077	18.73%
Wi-Fi Use	Downtown	3969	3587	10.65%
	East Flagstaff	2344	866	170.67%
	TOTAL	6313	4453	41.77%
Public Computer Use	Downtown	1920	2444	-21.44%
	East Flagstaff	2205	1474	49.59%
	TOTAL	4125	3918	5.28%
Number of Programs	Downtown	53	18	194.44%
	East Flagstaff	10	5	100.00%
	TOTAL	63	23	173.91%
Program Attendance	Downtown	1844	101	1725.74%
	East Flagstaff	154	45	242.22%
	TOTAL	1998	146	1268.49%
Reference Help	Downtown	3132	2952	6.10%
	East Flagstaff	1398	1727	-19.05%
	TOTAL	4530	4679	-3.18%

Branch & Department Updates:

Downtown Programs -

Administration: The front entrance project should be completed by mid-June!

Circulation: Our circulation staff is in the process of tagging all our bound periodicals with RFIDs.

CMS:

- We are excited to welcome Brandon in his new part-time position as a Cataloger!
- 2,336 unique users checked out 7,238 e-materials from Overdrive, an eBooks, e-Audiobooks, and e-Magazine's vendor.

IT:

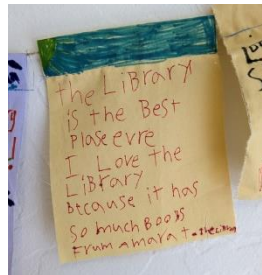
- The new website continues to be the top agenda item for IT; the first round of usability testing went very well!
- IT made several visits to Tuba City last month to make updates there, including to PACs and printers.

Reference:

- Climate Resilience Work Session: On May 6th, Library Specialist Kinney Anderson hosted a Climate Resilience Work Session on Observatory Mesa with Neil Chapman, Wildland Forest Health Specialist. Participants learned about the three principles of fire adapted communities and how work like the Watershed Protection Project is protecting the health of our forest.



- Library Love Hearts with Threaded Together:
On May 27th, Programming Librarian Mary Corcoran hosted a fabric craft event on the Downtown Library lawn with Threaded Together. The 30 attendees created fabric hearts, flags, and more to display at the library's new entrance when it is unveiled in June.



- Kinney Anderson was awarded an LSTA Collections & Programs grant to purchase materials for the Arizona collection and provide programs related to local environmental justice issues with a focus on environmental issues impacting Black and Indigenous community members.

Youth Services:

- May was jam packed with school visits and group visits to the library where we spread the word of summer reading!
- Jessica, Ryan, Nick, Amy, and Miranda each visited elementary school classes to tell them about the summer reading challenge and its programs, speaking to over a thousand students!
- We had six school group visits and around 170 students!
- The first half of the May had our regular programs of story times, LEGO Club, Game Time Hang Time, and Creation Station; now we are in full prep mode for summer reading.
 - Youth Services has around 70 programs planned for everyone from babies to teens!
- This summer includes the return of our teen volunteer program for ages 14-18 with 16 teen volunteers helping with programs and signing families up for SRC.
- Paws to Read is also returning, a program where children can sign up to read to a therapy dog at the Downtown Library.

EAST FLAG COMMUNITY LIBRARY:

- Supervisor and Clerk interviews are over.

- New Teen Volunteer and one teen finished volunteering.
- Teen Intern started listening tours, ironing out program details, and drafts of art project ideas.
- Exciting Pride and library collaboration at Pride to create library cards and connect people to resources.
- Received a donated Book stand.
- Family Storytime averaged 15 people per program and Crafty Corner 25!
- LGBT+ Book Club saw a spike in attendance!
- Super successful Meet Us at the Trailhead! 23 people of all ages attended!
- (Technically Downtown) Volunteer Appreciation Tea Party was enjoyed by volunteers!



County Branches:

Tuba City:

- The Telehealth Project is on hold until the Project Planners determine next steps with a meeting scheduled for mid-May. Pearl & staff are prepared as loaner medical items and furnishings are stored in office downstairs library building.

Grand Canyon:

- The Grand Canyon Library is preparing for the second half of the building renovation, a structural repair of the foundation. The National Park Service is currently accepting bid proposals for the project. We will be closing, moving, and re-opening another building in Grand Canyon village until the reconstruction is complete.

Forest Lakes:

- We are providing CPR education to the public and sport equipment such as volleyball for use in summer programming because of Rural Libraries Resiliency Grant.



TOURISM & VISITOR SERVICES

TOURISM METRICS: MAY 2023

For May 2023, the city's traditional accommodations (and likely the same for non-traditional accommodations) experienced strong demand – both occupancy and rates were up over same time last year.

Discover Flagstaff has been working on the promotion of our festivals, foodie scene, trails passport, dark skies/astronomy and responsible visitation messaging for our key domestic origin markets and City of 7 Wonders content and 'hub and spoke' travel itineraries for our international markets.

Following is a snapshot of the metrics for May 2023:

May	2022	2023	Diff
OCC	75.6%	77.1%	1.9%
ADR	\$139.55	\$140.20	.5%
RevPAR	\$105.49	\$108.03	2.4%

MARKETING & MEDIA RELATIONS:

15 print articles, 192 digital articles, 11 procured stories, and eight media assists

May media covered...

- Hiking, events, dining, biking, attractions, astrotourism, and Arizona Snowbowl's season ending late-May.
- A few media highlights included morning broadcast segments on FOX 10, digital articles on Thrillist.com and azcentral.com, and print articles in Phoenix Magazine and Sunset Magazine.
- Print (circ: 445k/value: \$17k) Broadcast (reach: 1.3m/value: \$461k) Digital (reach: 1b/value: \$2m). May 2023 decreased in media REACH and AVE compared to May 2022 (please note vendor change from Meltwater to Cision.) There were 1,926 digital article social echo shares on Facebook, Twitter and Redditt.

Enjoy more highlights:

- Science and Discovery in the World's Best Destination for Astrotourism



https://azdailysun.com/science-and-discovery-in-the-world-s-best-destination-for-astro-tourism/article_e783bd6e-f5ba-11ed-9a97-f3c9d5cb297d.html

- **Road Trip Bucket List: 10 Major Cities To Stop at Along Route 66**
[Road Trip Bucket List: 10 Major Cities To Stop At Along Route 66 \(thetravel.com\)](https://thetravel.com)
- **Nostalgic Motor Hotels are Having a Moment. These are the Best in the West** <https://www.sunset.com/travel/best-motor-hotels>
- **Flagstaff's Meteor Crater Feels Otherworldly Under a Vast Starry Sky** <https://www.thrillist.com/travel/phoenix/meteor-crater-flagstaff-arizona>
- **10 Essential Things to Do in Flagstaff this Summer.**
<https://fabulousarizona.com/arizona-best/things-to-do-in-flagstaff-this-summer/>
- **Hike of the Week: Doney Trail near Flagstaff**
<https://www.phoenixmag.com/2023/05/11/hike-of-the-week-doney-trail-near-flagstaff/>
- **Things to do in Arizona Summer 2023**
<https://www.azcentral.com/story/travel/arizona/2023/05/12/things-to-do-in-arizona-summer-2023-camping-fishing-hiking/70200582007/>

PHOENIX BEST OF THE VALLEY CITY GUIDE NEWCOMERS' GUIDE THINGS TO DO FOOD

Hike of the Week: Doney Trail near Flagstaff

MAUREEN | May 11, 2023 SHARE THIS



azcentral.

Flagstaff: Celebrate Arizona's Indigenous culture at the Heritage Festival

It's one of the biggest events thrown by Flagstaff's Museum of Northern Arizona each year. The 2023 Heritage Festival takes place June 2-4-5 on the forested grounds surrounding the museum with the sacred San Francisco Peaks rising overhead.



The Yuyuyeh Dance Group will perform at the 2023 Museum of Northern Arizona Heritage Festival in Flagstaff. Kristin Hultman

It's an inclusive celebration that highlights the diverse Indigenous cultures of the Colorado Plateau. Participants will include Acoma, Apache, Navajo, Havasupai, Hopi, Hualapai, Pai, Ute, Yavapai and Zuni people.

FILM:

- Film Commissioner attended the monthly virtual regional film meeting with Film Tucson, Film Phoenix and the Arizona Commerce Authority (ACA).
- Film Commissioner worked with Film Tucson, Film Phoenix, and the ACA on FY24 logistics for the November American Film Market (AFM) and the December London Focus events.
- Film Commissioner presented to students at Coconino Center for the Arts for the Productions Assistant workshop.



- Film Commissioner updated the film webpages to reflect that state tax credit application are now being accepted! Visit www.flagstaffarizona.org/film for more information.
- Film Intern continues to gather Flagstaff data for the ACA platform, REEL SCOUT.
- Film Commissioner responded to film location inquiries.
- **There were four film permits issued in May.**
 - **Film Commissioner interviewed for the PBS program Trail Mix'd scheduled to broadcast this summer.**



WEBSITE:

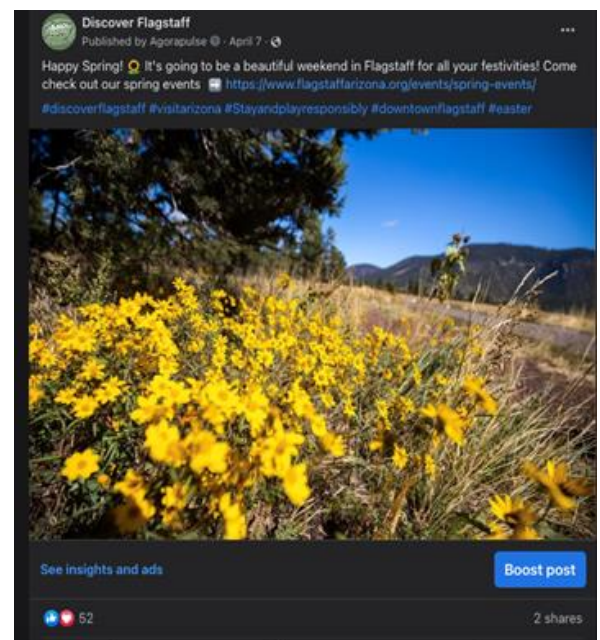
Comparisons are made YOY to 2022:

- **Domestic sessions** were up 16% -- from 47,233 to 57,995. The increase is seen from: Metro Phoenix, primarily Tempe from 695 to 1,888, and Columbus, OH from 300 to 3,361 (you may recall Columbus had a strong showing in March and April, too.)
- **International sessions** saw increases from Canada from 411 to 466 users, Germany from 166 users to 246 users, and France increased from 135 users to 154 users. There were decreases from some markets including UK, MX and Australia.
- **#1 landing page** was Webcam with more than 13,298 views, events page was second with 11,680 views, things-to-do was third with 11,567 views, festivals page was fourth with 6,016 views and dining and/nightlife/restaurants page was fifth at 3,968 views.
- **Top partner referrals or outbound links** went to AZ Game & Fish, Continental Country Club (Blues and Brews festival location), The Arb, and AZ Snowbowl. Alpine Pedaler, AZ Segway Tours and All-Star GC Tours rounded out the top 10.

EMAIL CAMPAIGN:

Discover Flagstaff:

- May's results for Discover Flagstaff subject matter had 14% increase in reach because of continued opt-ins through our website as well as from lead generating efforts.
- Top clicks went to the Festival Sweepstakes entry page, the Astrotourism landing page, and the Dining/Nightlife landing page.
- Runner-up was accommodations which shows intent to plan a stay. This is great to see as it supports the Astrotourism and Gastronomy grants and is increasing



the entries for the festival sweepstakes as it's behind YoY which we are hoping to change to surpass last year's numbers.

Flagstaff Local – My Actions Matter:

- May's results for Flagstaff Local showed a 98% increase in opt-in readers with the most clicks going to the High-Country Humane intro paragraph.
- May email received a whopping 7% click-through! Many clicks, 45% went to the High-Country Humane link.

FLAGSTAFF TRAILS PASSPORT:

- Flagstaff Trails Passport results show even distribution amongst 19 trails, with a total of 43 check-ins between our 16 active users out of 169 total opt-ins.



FLAGSTAFF TRAILS PASSPORT


- Mobile exclusive
- Instantly delivered via text and email
- No apps to download
- Explore the best trails in Flagstaff
- Please enable location tracking in the pop-up to receive the best service

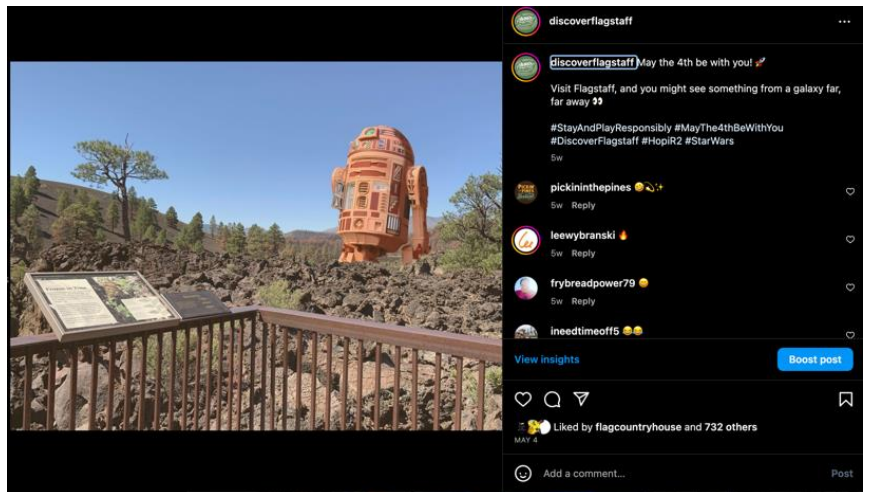
FREE

Sign Up Now!

Learn More

SOCIAL MEDIA:

- Discover Flagstaff Instagram had a 147% gain in new followers, engagement increased by 246%.
- Flag Local up in engagements by 259%.
- Discover Flagstaff, Flagstaff 365 and Milligan Facebook accounts had growth in new followers.
- Continues slow climb back up in engagements from a period of not posting. Needs consistent posting to stay within the algorithm's sights, now posting at least three times a week, and reposting on Facebook, plus posting to Stories.
- Began posting on Flagstaff 365 in accordance with Flag Happenings events.
- **Top Facebook post:** 



SWEEPSTAKES:

Flagstaff Festivals Sweepstakes:

- The festival sweepstakes has received fewer entries in 2023 than we did by this time in 2022. The 2022 festival sweepstakes is the best-performing sweepstakes and has set the benchmark

for this year at 25,272 entries. We are currently 82% below expectations. I have asked that social media posts are shared on stories and reels too, moving forward.

SALES:

INTERNATIONAL TRAVEL TRADE:

MEETINGS/EVENTS:

- **IPW International Trade Show – 82 appointments!!!!!!**
- AOT Pre-IPW Australian Fam Tour
- AOT Post-IPW German trade Fam Tour
- Site/Richard Harrington, Newmarket Holidays, UK
- **Signed contract with Aiden for 30 tours/year beginning 2024**
- Americana Motor Hotel site
- Ascend CM stakeholder meeting
- Tourism Service Day
- Go2Travel, Zurich site

MARKETING & MEDIA:

- Visit USA Germany May newsletter content
- Hotelbeds Fall Campaign content submitted



Picture: Discover Flagstaff 2023 IPW San Antonio Booth

MEETINGS/EVENTS/CONFERENCES:

CONFERENCE/ROOMS LEADS/BOOKINGS:

3 Leads were sent in the month of May for a total of 3,655 room nights and total estimated economic impact of \$1,092,845.

MEETINGS/CONFERENCE SERVICES:

Staff attended Creative Flagstaff Board/Committee Meetings, FLP Board Meetings, had meetings with two upcoming groups to answer questions/assist in any planning and hotel room needs.



MEETINGS MARKETING/SALES/CONFERENCES:

- Staff attended the Destination West Conference and had appointments with 20 Meeting Planners. This conference is for planners that have open RFPs for groups and are looking for destination options in the West. 2 RFP's have been a result of this conference so far.
- Staff also attended an AZMPI Meeting and networking event and a CRM system training in the month of May.

Pictured: Staff at Destination West Conference



VISITOR SERVICES:

May	2022	2023	YoY Change
Walk-ins	13,382	13,222	-1%
Retail Sales	\$40,477	\$45,360	12%

Model Train

- The Model Train ran 226 times during the month of May.

Brewery Trail

- Visitor Center gave out 148-pint glasses for the Flagstaff Brewery Trail redemptions!

Flagstaff Train Day

- Visitor Center hosted Flagstaff Train Day on May 13th walk-ins for that day were over seven hundred people! **Mayor Daggett kicked off the event** by cutting the cake and talking about the importance of trains to Flagstaff. We had displays from Operation Life Saver, Verde Canyon Railroad, Grand Canyon Railroad, Flagstaff Model Train Club and train themed arts and craft activities. Participants were happy to have a free family friendly event to attend.



First Friday Artwalk: Visitor Center hosted four artists for First Friday Artwalk and had 178 walk-ins during the event.

Indigenous Art Market

- Visitor Center continued to look for artists for the Indigenous Art Market.



Festivals

- Visitor Center was a collaborator location for the ArtX Festival and had quilts on display for the duration of the event and let visitors know other locations they could enjoy the festival.

Google Reviews

- Visitor Center received many positive reviews on our Google listing below are a few examples.



Wayne Mossop
Local Guide · 87 reviews · 172 photos

★★★★★ 2 weeks ago **NEW**

Very helpful and knowledgeable, a must for all your info needs on the area

Reply Like



sherrie dickinson
7 reviews

★★★★★ 3 weeks ago **NEW**

Very friendly knowledgeable staff. Well organized and extremely clean.

Reply Like



kevin kerry
Local Guide · 62 reviews · 26 photos

★★★★★ a month ago


Always a good thing to visit for information about the place you are in. Photo op outside which we did. Gift shop and easy parking. Also has EV CHARGING.



Reply Like

CREATIVE SERVICES:

ADVERTISING:

- **LOCAL ADS:** Created print and digital ads for the AZ Daily Sun, 99 Things to Do, Progress, Health and Medicine, and the Flagstaff Business News promoting the Airport and local restaurants and breweries.
- **MAY ARTWALK & CALL TO ARTISTS:** Created the June ArtWalk and a Call to Artists flyers for the Visitor Center.
- **NAU SKYDOME BANNER:** Designed a large vertical banner promoting local restaurants and breweries. 
- **DISC GOLF BROCHURE:** Designed a brochure for the PDGA Masters Disc Golf World Championships in Flagstaff featuring things to do, dining, trails, fire aware, parking, and more.
- **RESPONSIBLE VISITATION:**
 - Worked closely with Outlive Creative to plan for a Responsible Visitation video production.



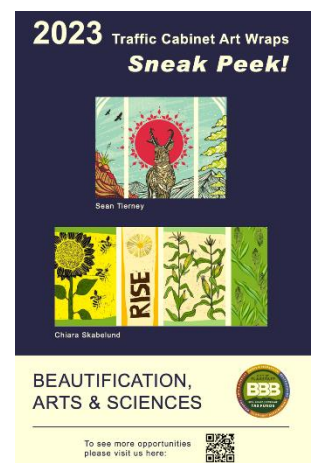
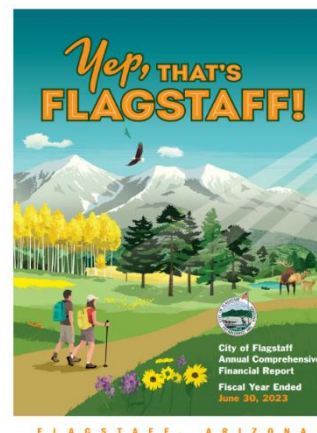
- Designed three coasters to promote Pledge for the Wild and the Trails Passport.
- Designed a sticker for the Trails Passport prize.
- Designed homepage takeover and ads for azfamily.com promoting the Trails Passport.
- Continued work on an interactive wall display at the Visitor Center to promote responsible visitation. This includes working with multiple vendors and the design of the interactive experience.
- **PRINT ADVERTISING (DRIVE MARKET/OUT-OF-STATE):** Produced ads for *San Diego Magazine* and *Discovery Map*.
- **DIGITAL ADVERTISING (DRIVE MARKET/OUT-OF-STATE):** Produced ads for June Datafy (Father's Day on the Patio, BE Fire Aware, As Grand AZ it Gets, Festival Sweepstakes, 4th of July events/festivals, Orpheum concert).
- **FIRE AWARENESS CAMPAIGN:** Produced news tickers and digital ads to run on 12News and 12news.com; Orpheum screen ads to run before events.
- **GASTROTOURISM AOT VAI GRANT:** Produced series of digital ads and carousels to run with Datafy.
- **RESPONSIBLE VISITATION AOT VAI GRANT:** Produced print ad for *Global Heroes* section of the *Wall Street Journal* (CA audience).



- **PRIDE PARADE:** Produced 1 “heart” FLG t-shirts for staff to wear during Pride Parade and a banner for staff to carry.
- **2023 FESTIVALS:** Produced 2023 Festival Calendar for distribution.

CITY JOBS:

- **CITY SECURITY BADGES:** Created a temporary employee security badge template for IT.
- **BEAUTIFICATION:**
 - Designed a Call-to-Artist's poster for BAS.
 - Designed a Sneak Peek flyer for BAS.
- **AIRPORT:** Updated the Airport Summer 23 brochure.

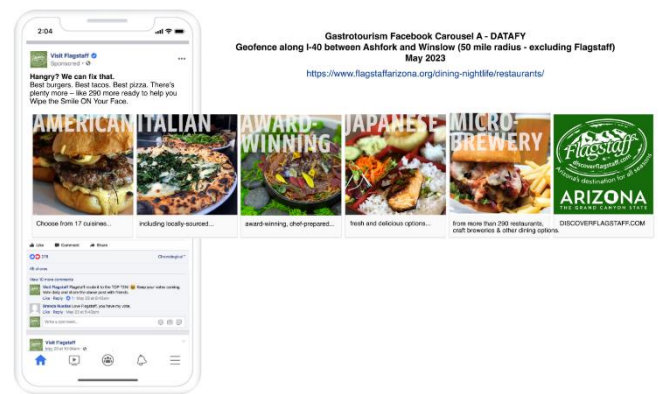


- **HUMAN RESOURCES:** Assisted with a video for the HR come together event.
- **BUSINESS RETENTION:** Designed and ad for Economic Development Week
- **COF 23-24 BUDGET/23 FINANCIAL REPORT:** Conceived and produced book covers (Purchasing)
- **DOWNTOWN PLANTER BOX SIGNAGE:** Produced magnetic signage to attach to planter/street barriers to direct shoppers through Aspen Ave alley. (Beautification, Arts & Sciences)
- **PICTURE CANYON WAYFINDING SIGNAGE:** Produced multiple signs for Picture Canyon (PROSE)

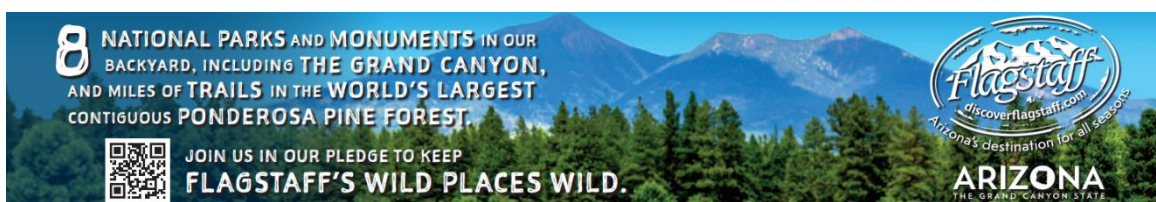


WEBSITE:

- **UPDATED CONTENT:** Updated listing photos, 2023 festival information, new blogs, and page content on DiscoverFlagstaff.com
- **MOUNTAIN MOJO WEBSITE AUDIT:** Continued to make website updates based on an audit from Mountain Mojo
- **TOURISM ACADEMY:** Attended Tourism Academy 2023 in Mesa, AZ and learned trends and features for our website.
- **TRAILS PASSPORT:** Assisted with various needs to get the Trails Passport launched including building a [landing page](#) and [trails page](#).



THANK YOU FOR YOUR CONTINUED PARTNERSHIP WITH THE CITY OF FLAGSTAFF'S ECONOMIC VITALITY DIVISION!



CITY OF FLAGSTAFF STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Sarah Langley, Public Affairs Director
Date: 06/20/2023
Meeting Date: 06/27/2023



TITLE:

Post-Wildfire Flooding Update

DESIRED OUTCOME:

For information only.

EXECUTIVE SUMMARY:

City staff will present the latest information about post-wildfire flooding and long-term mitigations in the Schultz Creek/ Pipeline West area and the Spruce Wash/ Museum Flood area.

INFORMATION:

City staff will present an overview of flood mitigation efforts.

Attachments: [Presentation](#)

Post-Wildfire Flooding Update

June 27, 2023





Objectives for tonight

- Spruce Wash updates
- Schultz Creek updates
- Inner Basin and Waterline Road updates
- Monsoon preparation
- Discussion and questions



Spruce Wash

(2019 Museum Fire)





Spruce Wash summary

- Flood risk is still very real (JE Fuller 2022 updated model)
- Feasibility Study 2.0 will be presented tonight
 - Bond funded projects will reduce the immediate flood risk while also reducing the footprint of the eventual FEMA Special Flood Hazard Area (i.e. FEMA floodplains)
 - Drainage improvements will reduce the risk to life and safety while also reducing the long-term risk of properties being affected by a FEMA floodplain designation

Feasibility Study Results & Suite of Projects



Key Flood Projects

1. Grandview Drive Reconstruction
2. "The Wedge" Detention Basin
3. Linda Vista Drive Crossing
4. Cedar Avenue to Linda Vista Drive Channel
5. Cedar Avenue Crossing
6. Arroyo Seco Drive to Dortha Avenue Channel
7. Arroyo Seco Drive Inlet
8. Killip Basins Inlet
9. Park Way Basins

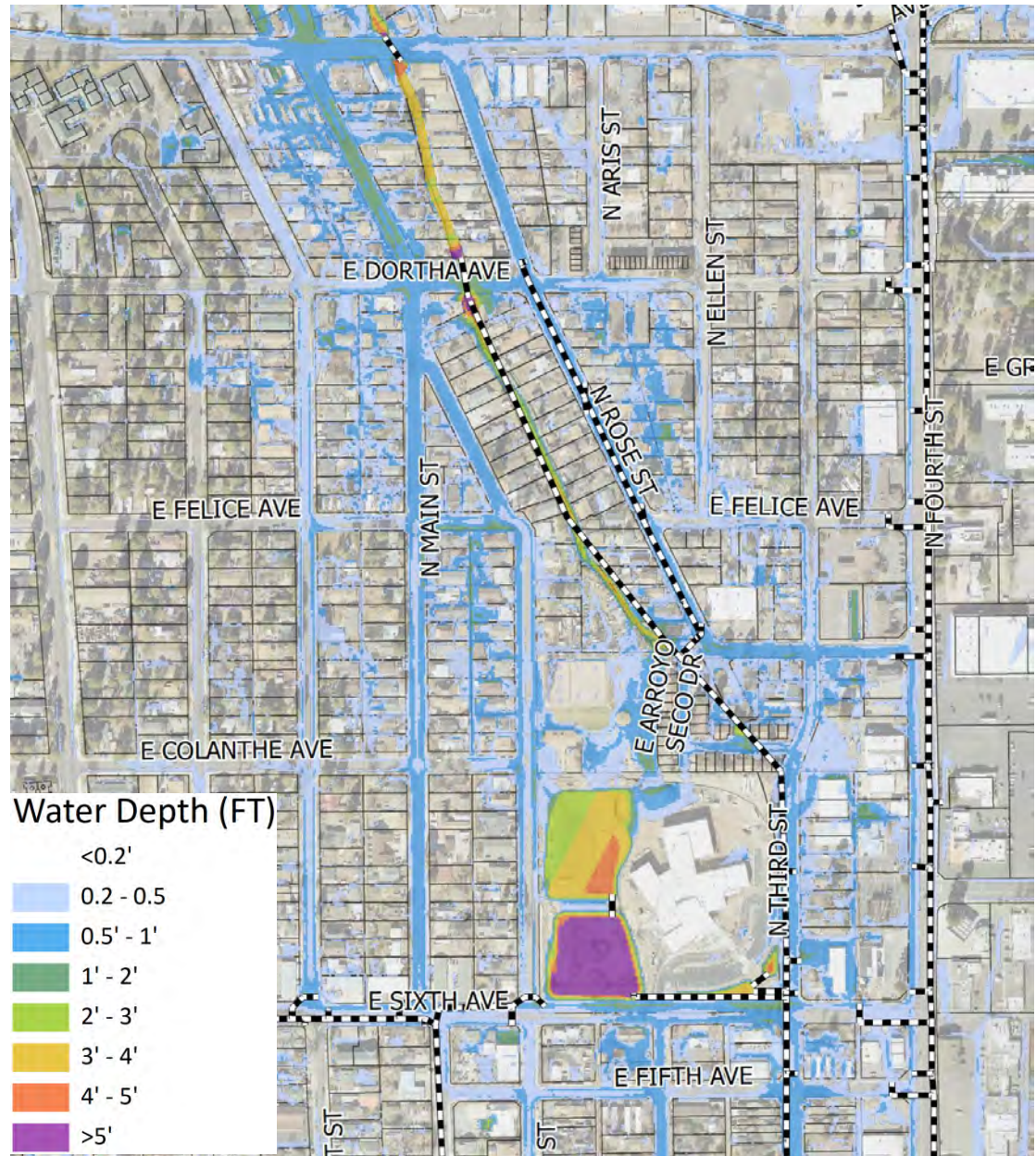
Completed Key Flood Projects

- Spruce Wash Channel Improvements Project (Cedar Avenue to Dortha Avenue)
- Spruce Wash Channel Improvements Project (Dortha Avenue Inlet)
- Killip School Regional Detention Basins Project



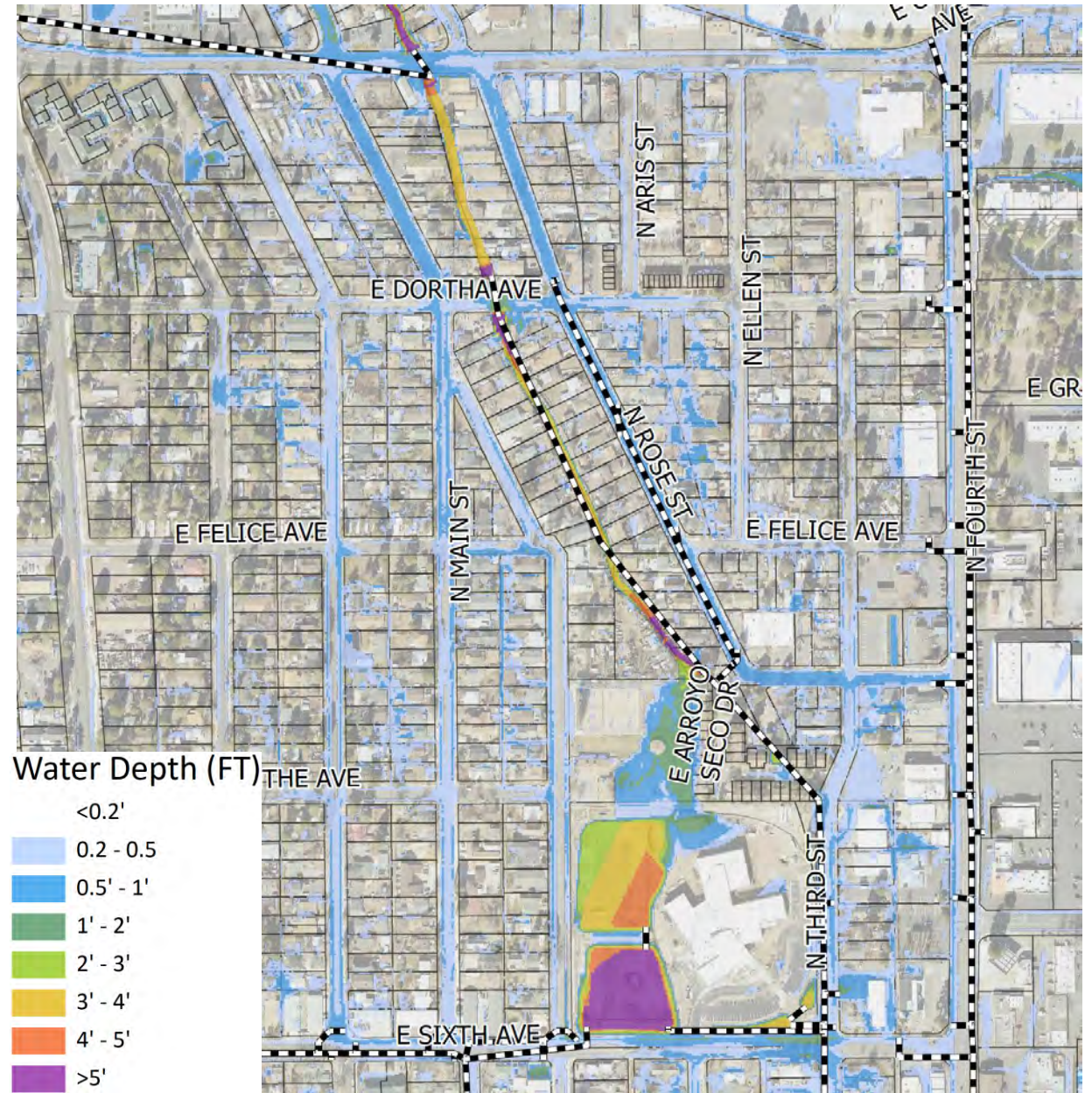
Existing Conditions South Area

2", 45-minute storm
event flood depths



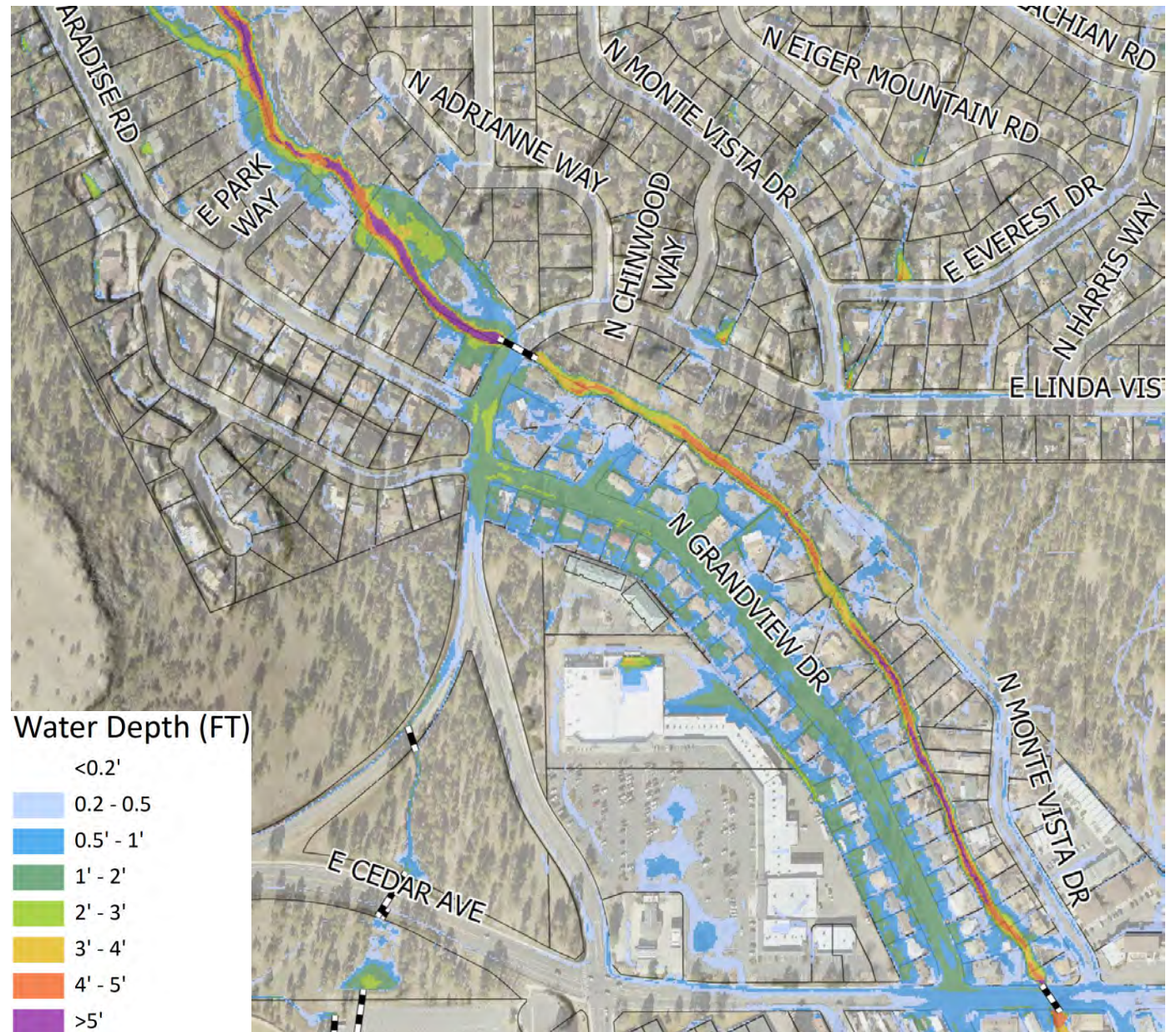
Feasibility Study Results South Area

2", 45-minute storm
event flood depths



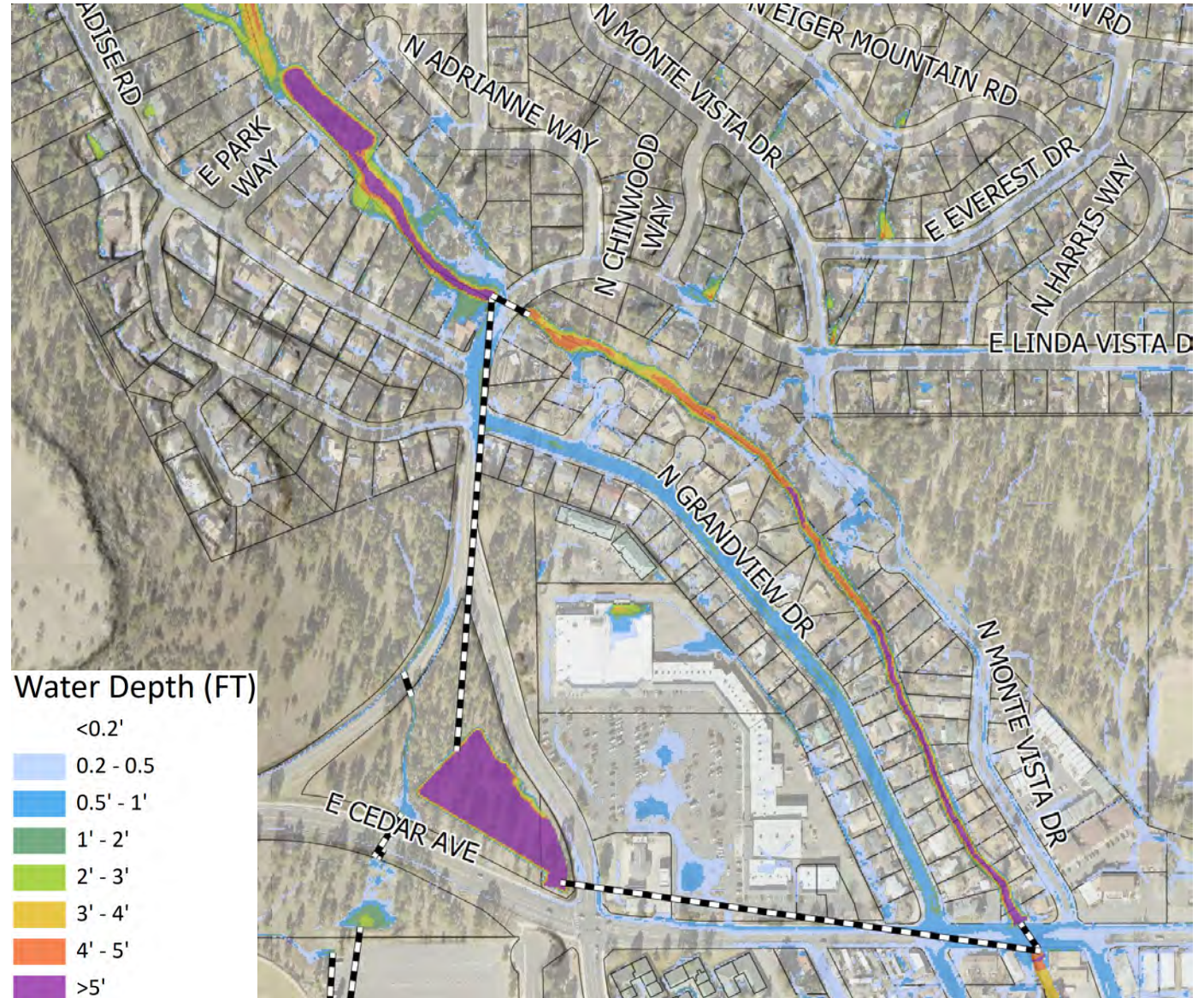
Existing Conditions North Area

2", 45-minute storm
event flood depths



Feasibility Study Results North Area

2", 45-minute storm
event flood depths






Suite of projects



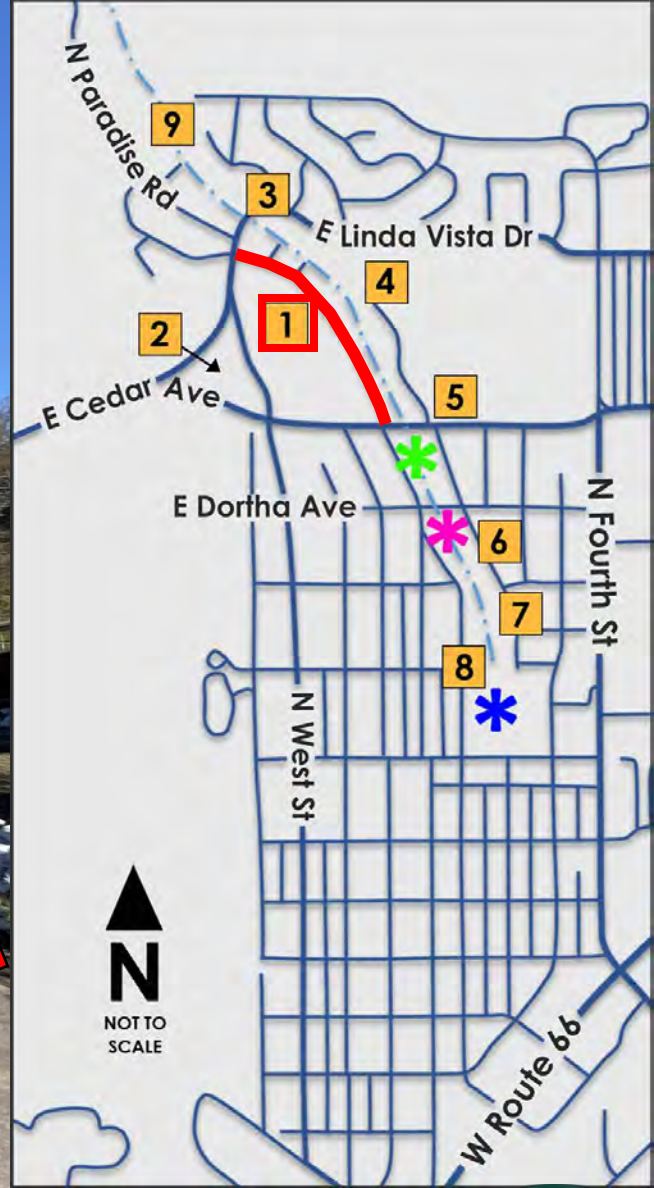
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8. Killip Basins Inlet
9. Park Way Basins

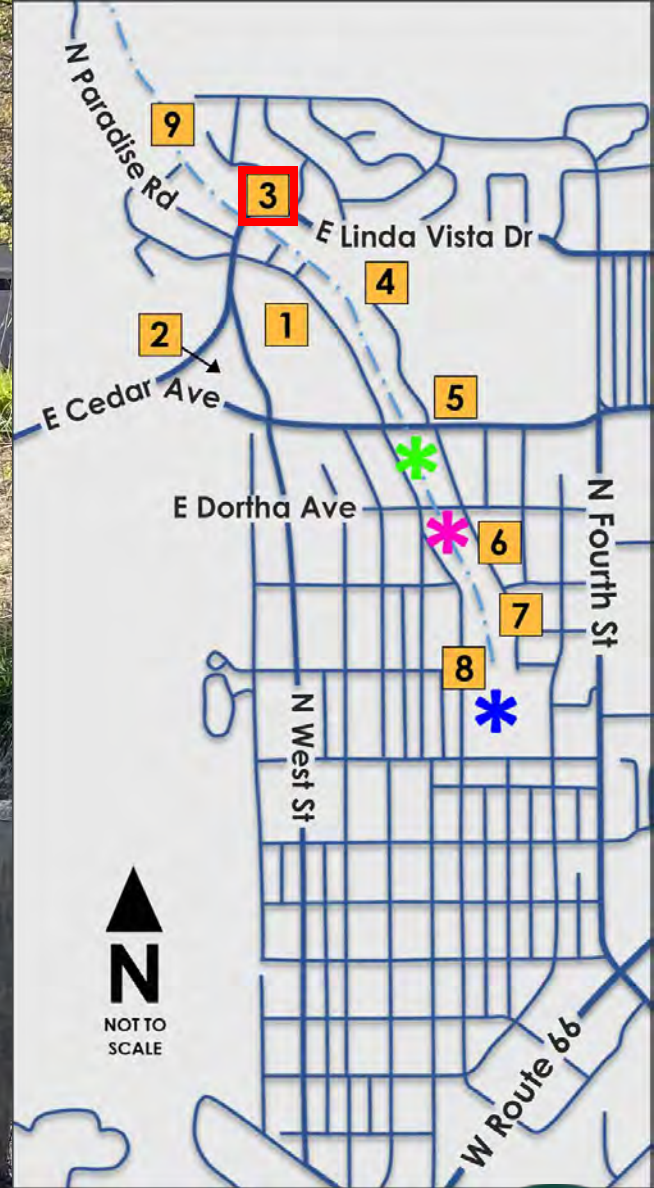
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-  Killip School Regional Detention Basins Project



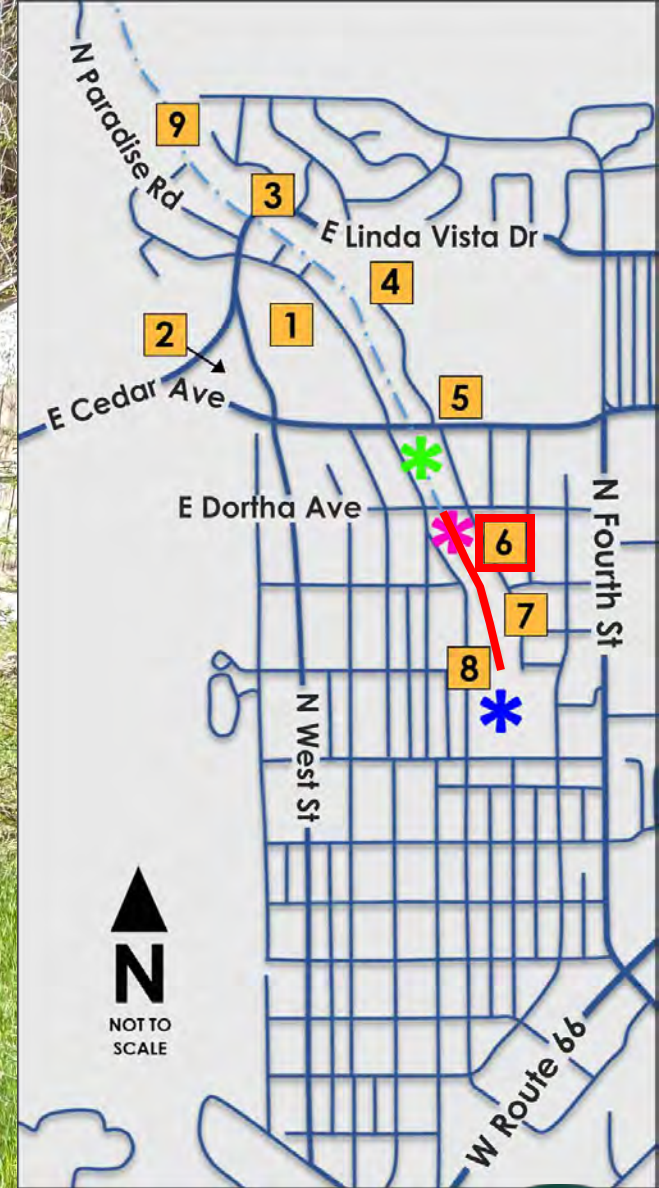




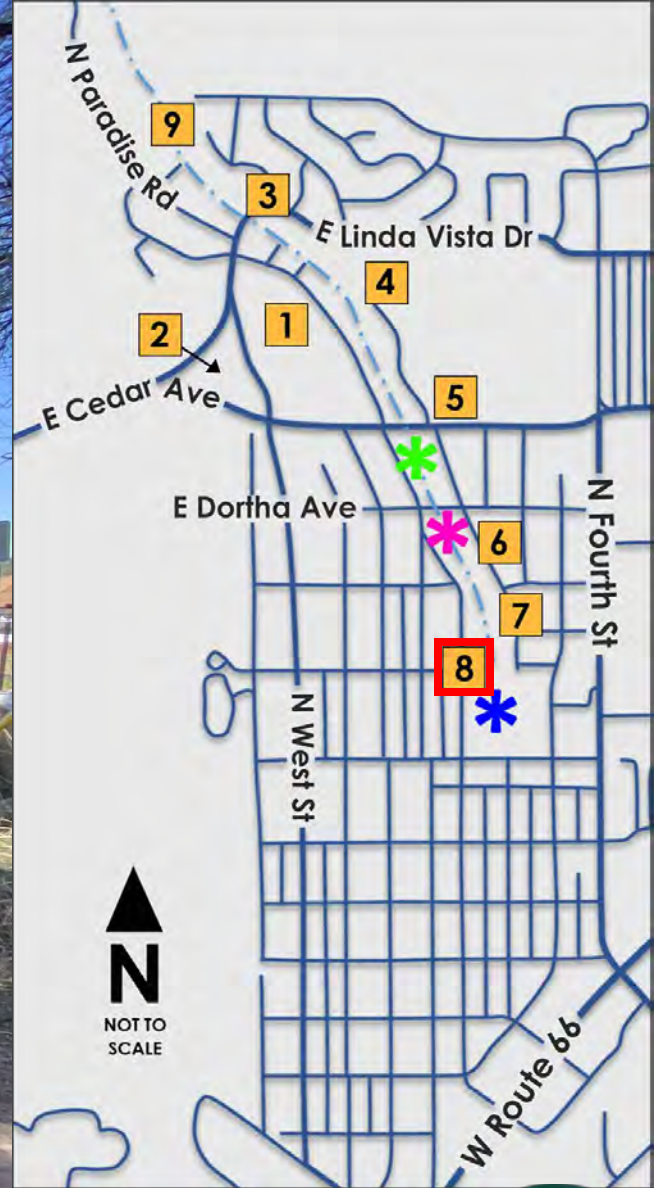














Milestones



- July 3rd award Construction Contract for Grandview Utilities and Wedge Clearing , construction starting after monsoons
- August modeling completed
- December Final Plans Submittal for all improvements
- February 2024 award remaining Projects to Construction Contract
- Spring 2024 construction starts on select projects from suite
- Fall 2025 anticipated construction completion





Guaranteed Maximum Price #1

- GMP #1 for the Grandview Utilities and Wedge Clearing
 - Grandview Utilities
 - The Wedge Clearing
 - Eagle Mountain Construction Remaining Design Phase Services
 - Beta PR Public Outreach Services
- Recommending award to Eagle Mountain Construction
- First of multiple GMPs for the Suite of Projects
- GMP#1 at the July 3 Council Meeting on Consent Agenda







Guaranteed Maximum Price #1

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- First of multiple GMPs for the Suite of Projects
- GMP#1 at the July 3 Council Meeting on Consent Agenda



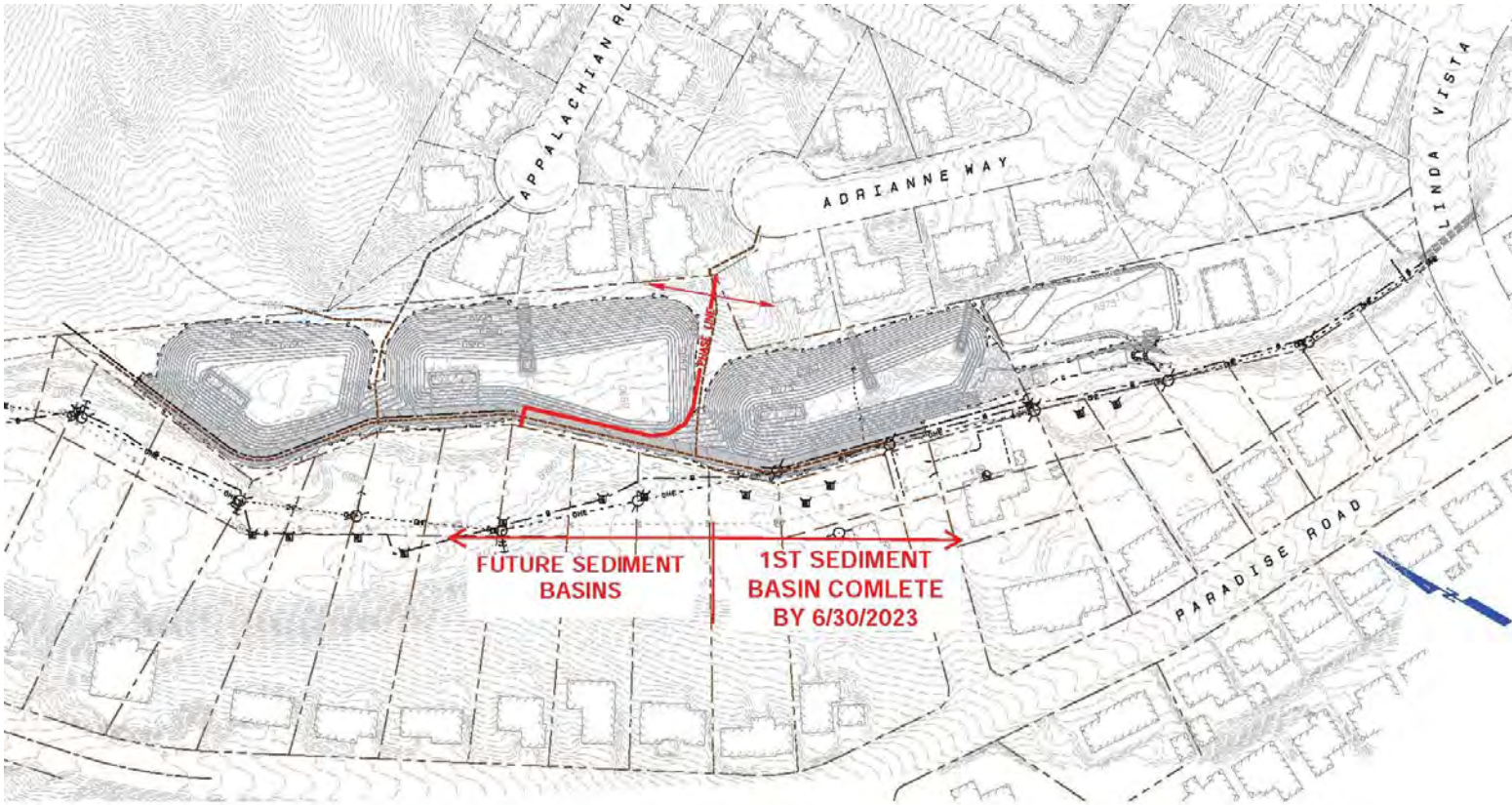
Park Way Sediment Basins Project

Sean Golightly

*Flood Control District
Community Relations
Manager*



Park Way Sediment Basins



- Phase 1 COMPLETE on June 14
- 1,313 Cubic Yard Capacity
- Supports downstream stormwater system
- Two Additional Basins to be Constructed Fall 2023





Park Way Sediment Basins



Schultz Creek – Coconino County/ Flood Control District Updates





Phase 1 Schultz Creek On-Forest

Phase 1 is underway – about 50% complete

- "Plug and Spread" alluvial fan restoration
- Reduce sediment and debris entering City's detention facility and downstream neighborhoods
- Communication/media outreach for popular recreation area
- \$5.4 M (Phases 1 & 2) funded by USFS
- Phase 1 Completion expected mid-July
- Phase 2 to be constructed Fall 2023/ Spring 2024





Mount Elden Lookout Road

County Public Works Project

Cost: \$1.85M

Completion: September

- Expect traffic modifications throughout the summer
- Contractor is working 60 hours a week to complete promptly



Schultz Creek

City of Flagstaff Project Updates





Schultz Creek channel stabilization

- Design underway
- NRCS EWP grant is for 220 days, project needs to be completed by October
- 75% funded by NRCS, 25% funded by DFFM (construction phase)
- Goal: channel stabilization and improvements between Schultz Basins and Highway 180





Schultz Creek at Highway 180

- Emergency short-term mitigation underway.
- Completion expected mid-July
- ADOT project
 - City managing utility relocations and property acquisitions
- Long term project in design





Stevanna Way



- New channel and Rio de Flag bank stabilization
- Partially reimbursed by DEMA as 2022 State Disaster Declaration
- Anticipated completion by mid-July
 - Markham Construction
 - Designed by SWI-Ardurra
 - Delivered by CoF Stormwater





Frances Short Pond Dredging

- Timeline: Hopeful for early July
- Contractor: TBD
- Funding: DEMA Disaster Recovery and COF Stormwater



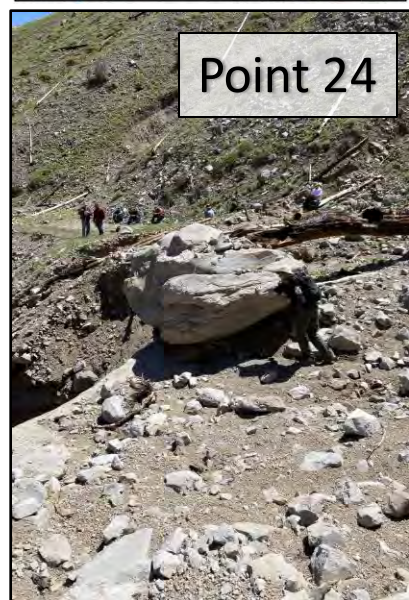
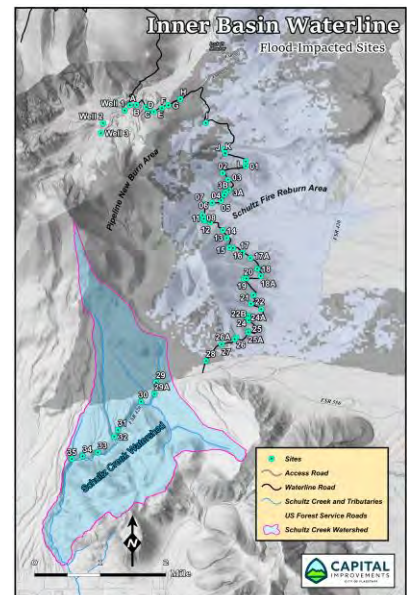
Inner Basin & Waterline Road





Inner Basin & Waterline Road

- Design work underway for **45 impacted sites**
- Road maintenance work in progress
- **Top priorities:**
 - 1 – *Restore access for project team*
 - 2 – *Restore water to City infrastructure*
- Anticipating **Decision Memo** from US Forest Service by *end of June*
 - ✓ Provides permitting to begin restoration construction work



Hunter
CONTRACTING CO.

Jacobs

Monsoon Preparations





Monsoon – Current Assessment

Little change from previous monsoon messaging

- 'Start' of the monsoon not in sight yet, with little or no thunderstorm activity expected in the next two weeks.
- Long range models and climatological correlations suggest a 'weak' start to the monsoon, and leaning more toward below normal precipitation through September.
- Increased fire risk through early July with continued drying.

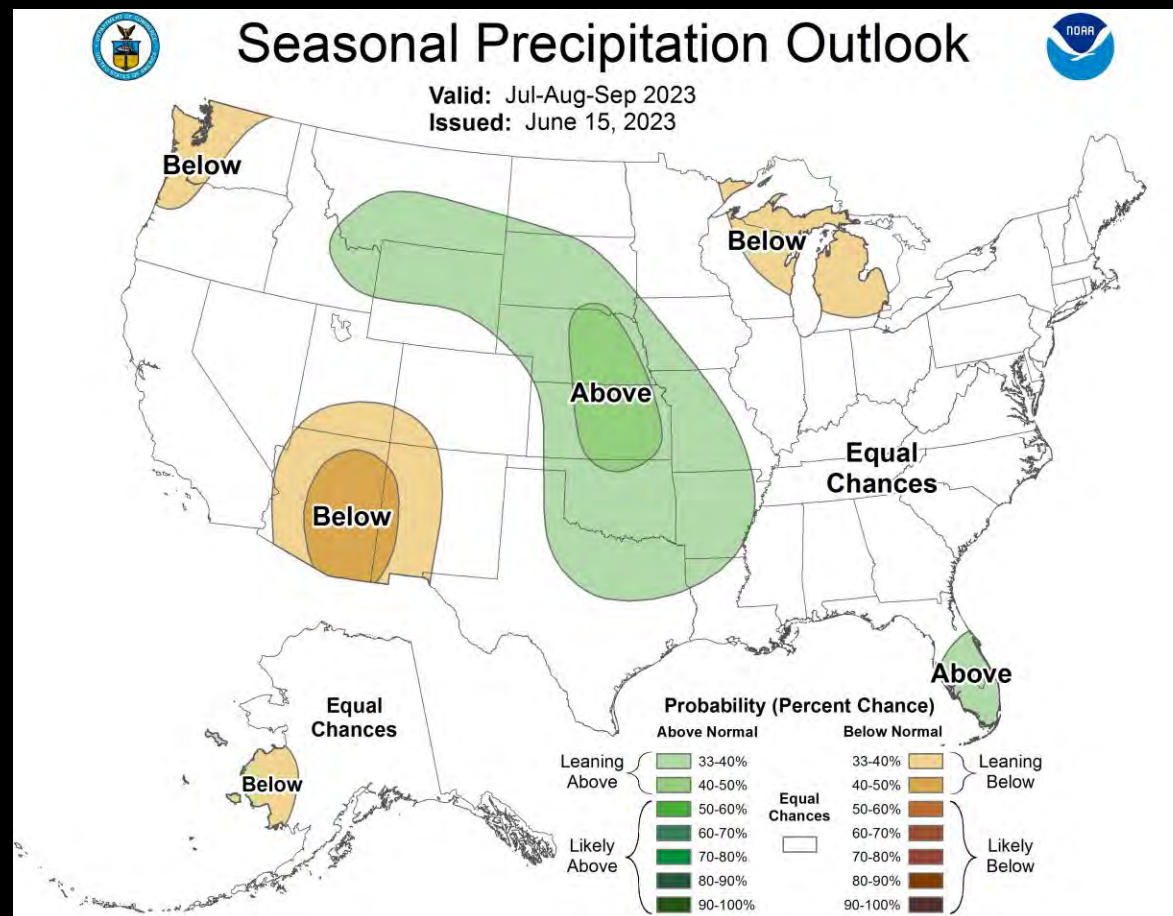
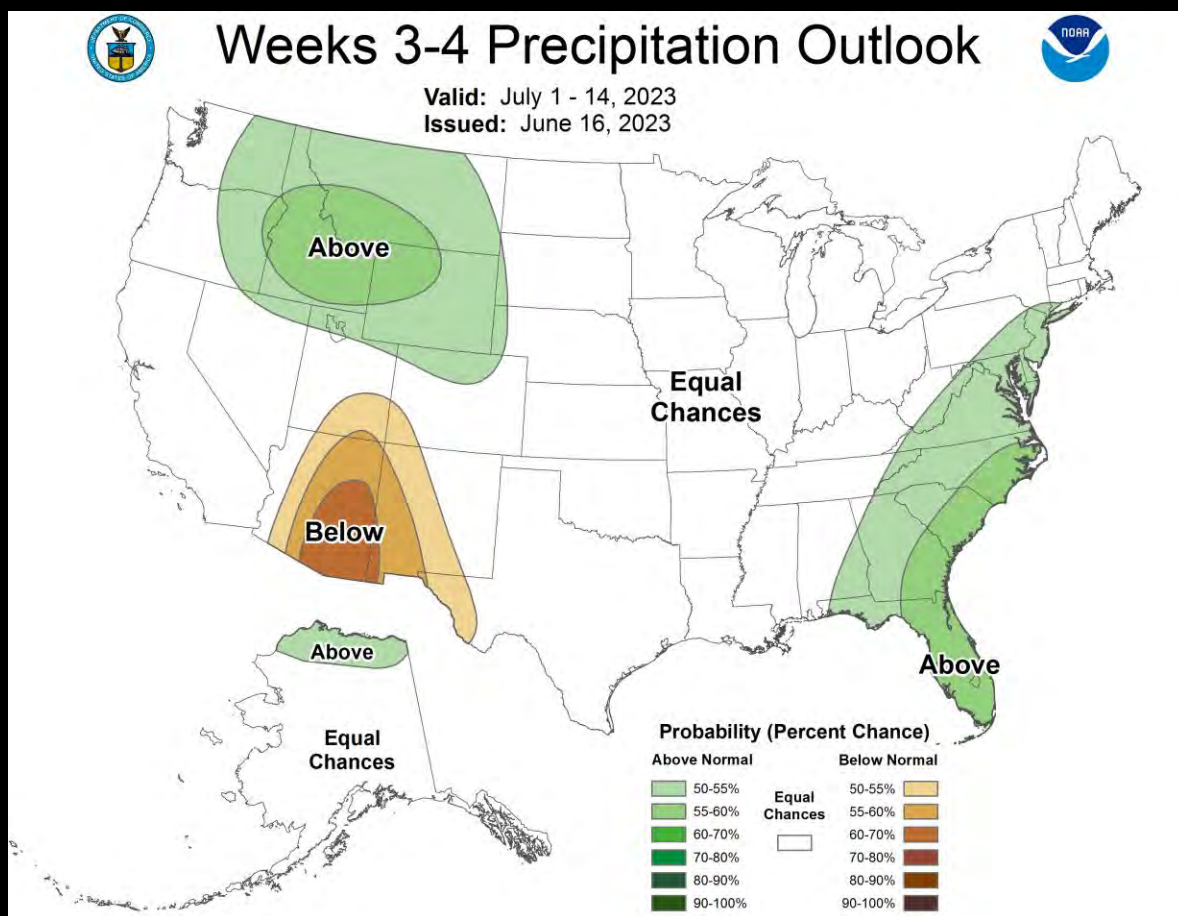


Monsoon Outlook



July 1 – 14 Outlook (Monsoon Start)

Entire Monsoon Outlook





Temporary mitigations

- Engineering assessments based on flood modeling maps
 - No changes are recommended at this time
 - 928-213-2102
- Mitigations are holding up well, only damaged sandbags need to be replaced
- Locations of pallets and dumpsters in neighborhoods
 - Based on demand, call 213-2102 for requests
- Sandbag locations (pre-filled and self-fill)
 - Aztec St (Thorpe Park near Frances Short Pond)
 - King St (North of the County Health building)
 - Schultz Y location is closed



Service call center summary

- **Fairly quiet this year:**
 - 3 sandbag placement/deliveries completed
 - 7 questions answered
 - 1 engineering assessment
 - 1 pallet request
 - 1 water filled barrier re-fill
- To do: address sandbag removal requests



Volunteer Days



Volunteer days

- Sandbag Filling/Refresh Days
 - Over 100 volunteers, assessed/palletized **1,500** sandbags, assisted residents to refresh sandbag walls
- Watershed Clean-Up Series
 - 30 volunteers removed substantial debris from the Rio
 - Next event: July 1st

"I feel so much safer because of the work you all have done around my home." -Meade Lane Resident

To sign up, call 928-213-2144 or
email steven.thompson@flagstaffaz.gov





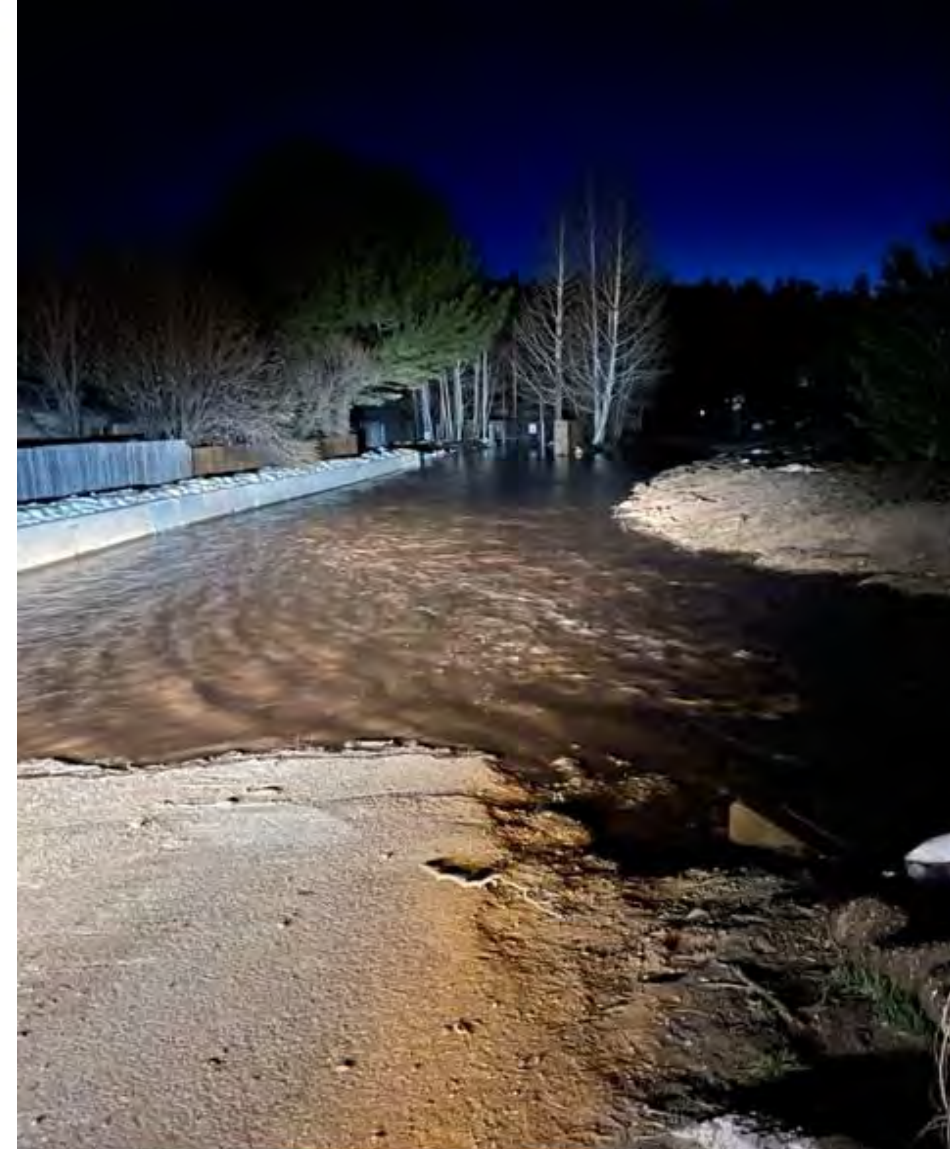
Ready to Respond

- Changing over from pre-season mitigation to response and recovery preparations
- Flood Director protocol
- Early alert gauge maintenance completed
- Water Services and Public Works Operations
- Engineering and Construction Contracting



Emergency Management

- Role of response in case of a large event:
 - Liaison with County Emergency Management
 - Develop situational awareness & timely updates
 - Manage common operating picture
 - Document, document and document
 - Coordinate transition to recovery phase



Preparedness Checklist



Monsoon Season Preparedness Checklist

- ☐ Sign up for emergency notifications
- ☐ Review emergency alert thresholds
- ☐ Review flood risk assessment map
- ☐ Assess temporary mitigations
- ☐ Participate in volunteer days
- ☐ Or request assistance if elderly or disabled
- ☐ Purchase flood insurance

Discussion



CITY OF FLAGSTAFF

STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Michelle McNulty, Planning Director
Co-Submitter: David McIntire
Date: 06/20/2023
Meeting Date: 06/27/2023



TITLE:

Update on the Downtown Vision and Action Plan: The Vision & Action Plan will identify priorities and initiatives to guide improvements in Downtown Flagstaff over the next five to ten years.

DESIRED OUTCOME:

Terry Madeksza, Executive Director for the Flagstaff Downtown Business Alliance (FDBA), will provide an update on the process and status for the Downtown Vision and Action Plan. The desired outcome of this update is to inform City Council on where in the process the Downtown Vision and Action Plan is, the intended schedule to complete the Plan, and to provide an opportunity for feedback from Council on the direction of the Draft Plan.

EXECUTIVE SUMMARY:

The mission of the Downtown Vision and Action Plan is to make a more connected, beautified, active environment for people who live, work and visit Downtown Flagstaff. The planning process is being led by the Flagstaff Downtown Business Alliance (FDBA), in partnership with the City of Flagstaff, Coconino County, and the Mountain Line. The objective of the Plan is to: develop a market-based vision through a collaborative process; encourage meaningful engagement from a broad variety of stakeholders, including those who may not typically participate in community processes; identify economic development opportunities; identify opportunities for local business development and support; identify zoning impacts; identify opportunities for public art and engaging STEAM; prioritize buildings, and setting standards, for historic preservation; assess public infrastructure needs for walking, cycling, transit; explore opportunities for activation of civic and community spaces; explore development of in-lieu parking program; and develop tactical and measurable implementation strategies to support the vision. The Vision & Action Plan will identify priorities and initiatives to guide improvements in Downtown Flagstaff over the next five to ten years.

INFORMATION:

The DRAFT Downtown Vision and Action Plan was written by Progressive Urban Management Associates (PUMA) who is a qualified firm selected through a robust procurement process. As will be addressed in the presentation, there were disruptions in the process due to the COVID-19 pandemic and other factors, but the draft is being presented to Council for feedback and with an update before being provided to stakeholder groups in the community for comment. There was significant public information gathered in the creation of the draft document.

The City, County and Mountain Line provided funding for the project alongside the Downtown Business

Alliance.

The strategies are not commitments of the City or other partners at this point. There will be Stakeholder review over the Summer, and any financial or policy items related to the City, as noted in the proposed plan, would require City Administration, Budget Team, and Legal review and must follow the City's normal budget processes for any consideration or approval.

Attachments: Presentation
2023 Draft Downtown Vision Plan

Downtown Vision & Action Plan Update

Presented to City Council
June 27, 2023



Background

- Initiated in 2018
- Budget \$130,000
 - Funding partners: City, County, Mountain Line, FDBA
- Competitive Process
 - RFP issued broadly
 - 20 national firms expressed interest
 - 10 submitted proposals
 - Selection Committee
 - Unanimous
- Contract awarded to Progressive Urban Management Associates (PUMA), Studio Seed and Charlier Associates



Background: Objectives

- Develop a market-based vision through a collaborative process
- Encourage meaningful engagement from a broad variety of stakeholders, including those who may not typically participate in community processes
- Identify economic development opportunities
- Identify opportunities for local business development and support
- Identify zoning impacts
- Identify opportunities for public art and engaging STEAM
- Prioritize buildings, and setting standards, for historic preservation
- Assess public infrastructure needs for walking, cycling, transit
- Explore opportunities for activation of civic and community spaces
- Explore development of in-lieu parking program
- Explore interest with southside property and business owners for Improvement District
- Develop tactical and measurable implementation strategies to support the vision

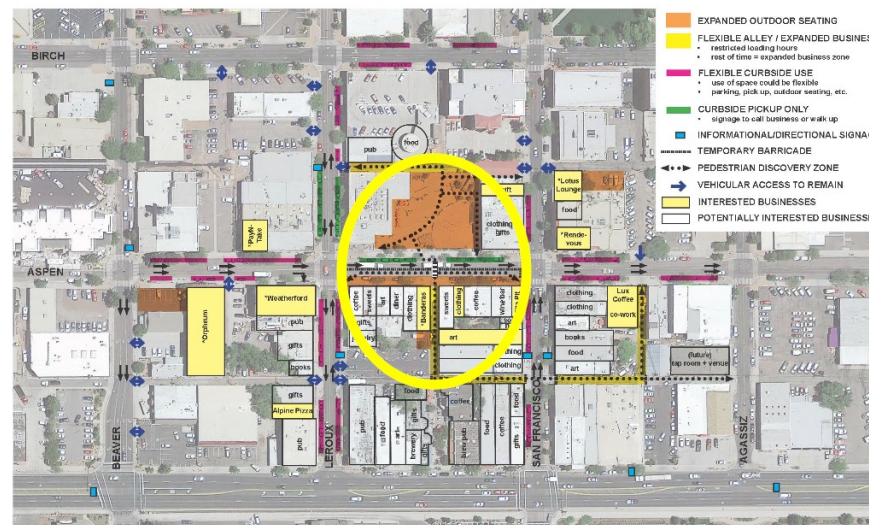
Background: Plan Overview

- Create a “Call to Action” to act boldly and take steps now, collectively, to guide Downtown’s evolution
 - Decisions that happen with us vs. to us
- Review and build upon existing plans
 - Regional Plan, Climate Action, Southside Community Plan, ParkFlag Comprehensive Plan
- Create opportunities for engagement (Advisory Committee, Surveys, Working Groups, Downtown Business & Property Owners, Open Houses, Public Outreach)
- Market Assessment
- Catalytic Project Recommendations
- Implementation and Funding Strategies

Background: COVID

- COVID impacts process
 - Work pivots to focus on economic stability, business support and how to operate safely
- Expanded Use of Rights of Way – extremely successful
 - Being innovative was imperative; had to move quickly
 - Focus was on business survival
 - Plan was bold...many recommendations had never been done before

EXPANDED USE OF PUBLIC RIGHT OF WAY



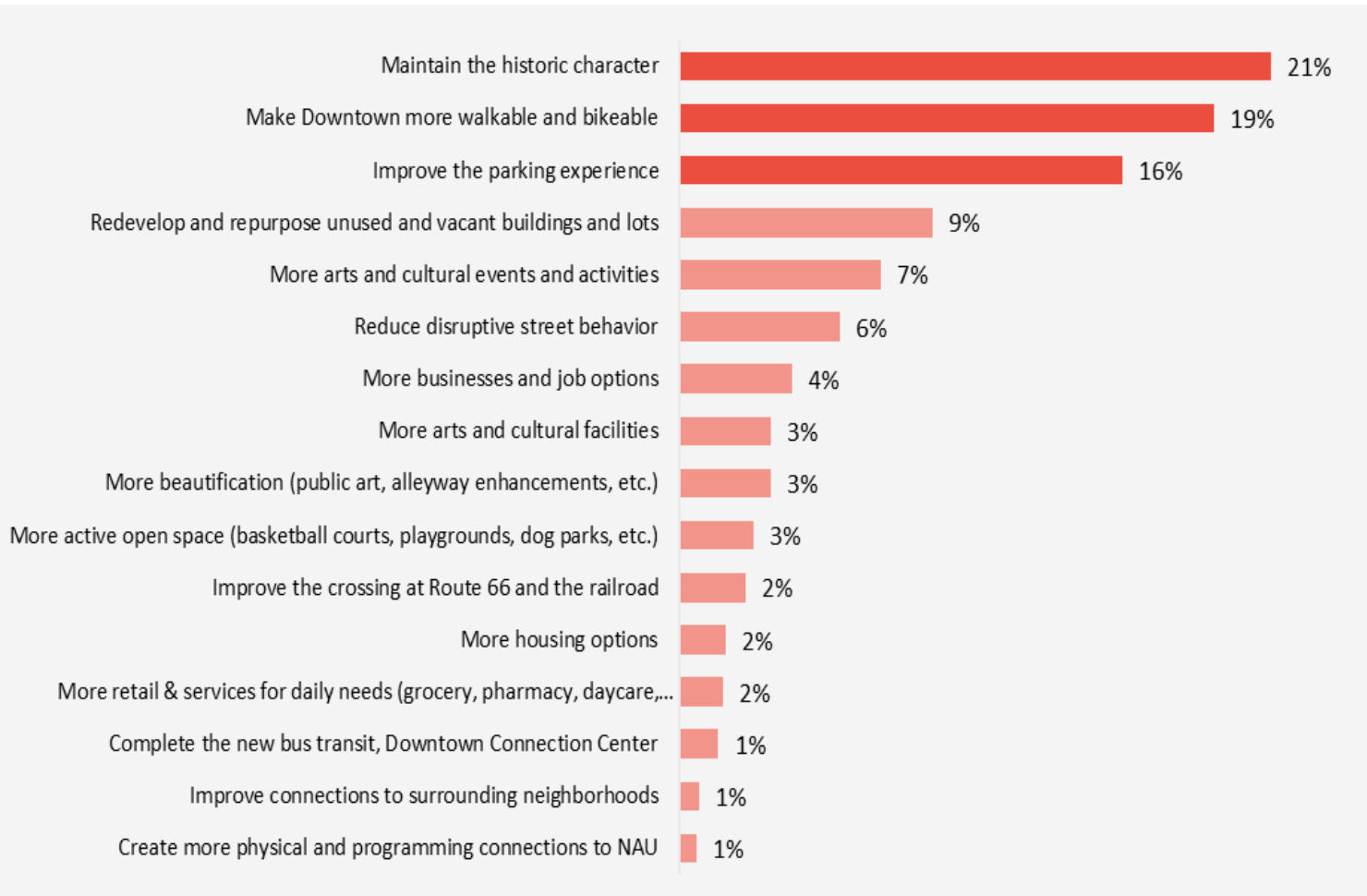
Background: COVID

- Results
 - Aspen Alley closure / pedestrian activation
 - Expansion of outdoor dining into Aspen
 - Gazebos and added seating at Heritage Square
 - Formation of EUROW, collaborative team that continues to meet
 - Suspension of paid parking and installed pickup zones



ONLINE SURVEY SUMMARY *(1,239 responses)*

Choose the one action from the list of 16 that will be most important to achieve their vision for Downtown:



ONLINE SURVEY SUMMARY *(1,239 responses)*

The common themes and highest rated priorities for improving Downtown Flagstaff were:

- #1** Maintain Historic Character
- #2** Make downtown more walkable and bikeable
- #3** Redevelop and repurpose unused and vacant buildings and lots
- #4** Provide additional beautification (public art, alleyway enhancements, streetscape)
- #5** Improve the parking experience



KEY POLICY RECOMMENDATIONS

- ❑ Promote Downtown Flagstaff to be the **hub of economic activity and innovation** for the region.
- ❑ **Preserve and protect the historic core** of Downtown Flagstaff to strengthen its identity and overall vitality.
- ❑ **Implement the City's Climate Action Plan** by encouraging a compact and mixed-use downtown, offering walkable/rollable, bikeable, and sustainable lifestyle options.
- ❑ **Allow for change, including gentle density** that features mixed-use residential development at a variety of price points around the periphery of the historic core.
- ❑ **Encourage local arts, culture and Native expression** to flourish throughout downtown.
- ❑ Create a **downtown experience that welcomes and celebrates everyone** that has been part of Flagstaff's past, present and future.

MARKET ASSESSMENT

Four main topic areas with strengths & vulnerabilities of each:

LIVE

WORK

SHOP & DINE

VISIT AND STAY

Peer City Comparisons

CITYWIDE

Population Growth (2010-19)	Bend 24%	Ft. Collins 17%	Flagstaff 14%	Missoula 12%	Bellingham 12%	Boulder 10%	Corvallis 8%
Housing Density (units/square mile)	Boulder 1,810	Corvallis 1,742	Bellingham 1,340	Bend 1,308	Ft. Collins 1,219	Missoula 1,190	Flagstaff 447
Housing & Transportation Costs (Share of Income)	Boulder 44%	Ft. Collins 48%	Bellingham 51%	Corvallis 52%	Missoula 53%	Bend 56%	Flagstaff 56%

DOWNTOWN

Downtown Employment	Ft. Collins 12,449	Boulder 11,348	Missoula 10,465	Bellingham 7,242	Flagstaff 4,819	Corvallis 4,691	Bend 4,269
Employment Density (workers/acre)	Boulder 81	Missoula 55	Ft. Collins 40	Bellingham 39	Bend 37	Corvallis 37	Flagstaff 27
Knowledge Sector Share of Jobs	Missoula 53%	Bend 40%	Bellingham 37%	Boulder 27%	Corvallis 25%	Flagstaff 22%	Ft. Collins 19%

- ❑ Assessment of the relevant real estate sector's conditions, strengths, and vulnerabilities.
- ❑ Downtown is one of the most productive and valuable neighborhoods of the community.
- ❑ Downtown's proportion of total assessed value is within, but on the low end of, the typical range for downtowns nationally (approximately 4-10%).

MARKET OPPORTUNITIES

TOPICS	OPPORTUNITIES
LIVE	<ul style="list-style-type: none">• Additional housing at all price points• Focus on gentle density to provide more affordability
WORK	<ul style="list-style-type: none">• Additional downtown employment and commercial office space• Attract and retain NAU graduates
SHOP & DINE	<ul style="list-style-type: none">• Retail businesses that help serve resident's daily needs (groceries, drugstore, hardware, etc.)• Encourage existing businesses to expand hours of operation
VISIT AND STAY	<ul style="list-style-type: none">• Expand arts & culture downtown (i.e. Center for the Arts)• Build on "lunar legacy" with Lowell Observatory

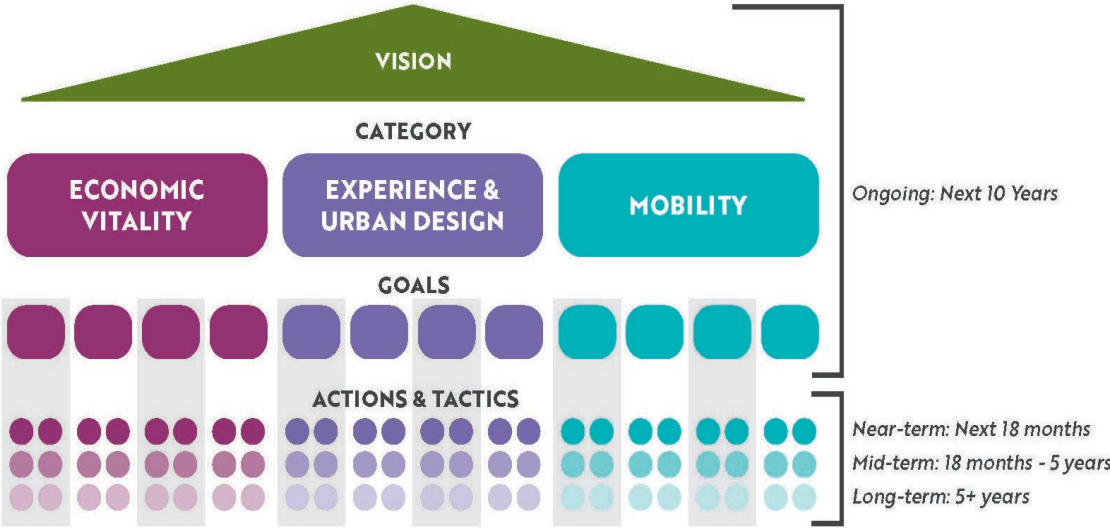
VISION

The vision for downtown is to enhance and create a downtown that is:

- ☐ Vibrant
- ☐ Walkable/rollable
- ☐ Historic and Adaptable
- ☐ Thriving
- ☐ Welcoming and Inclusive, and;
- ☐ Accessible to All

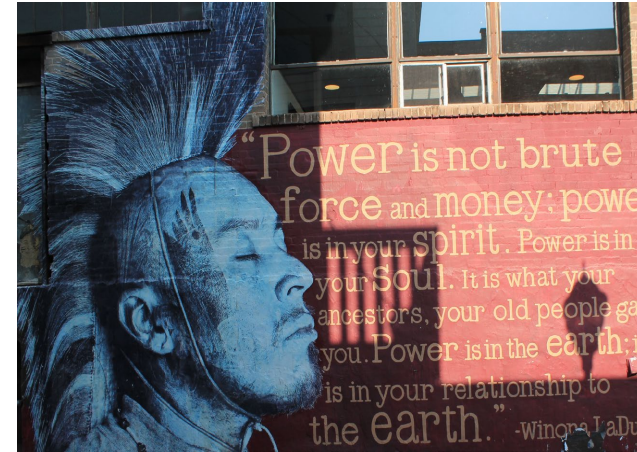
ACTION PLAN

The Action Plan is constructed as follows:



ACTION PLAN | ECONOMIC VITALITY GOALS

- ❑ Position Downtown as a premier destination for investment
- ❑ Bring more jobs into downtown
- ❑ Cultivate local arts and culture as foundational to downtown
- ❑ Bolster downtown's storefront economy
- ❑ Create a larger, and more diverse, residential base in downtown



Louisville, CO

ACTION PLAN | CATALYTIC PROJECTS

- ❑ Coconino County Properties
- ❑ Former City Courthouse block
- ❑ Leroux Festival Street
- ❑ Eastside Gateway
- ❑ Birch Avenue Banks Redevelopment
- ❑ Alley Activation Program
- ❑ Cottage Avenue Infill Redevelopment
- ❑ Heritage Square Activation
- ❑ Gateways, Streetscape, and Wayfinding
- ❑ Downtown Connection Center



ACTION PLAN | DOWNTOWN EXPERIENCE GOALS

- ❑ Preserve the historic character and charm of downtown.
- ❑ Direct new growth responsibly and in a way that adds to the vibrancy of downtown.
- ❑ Activate downtown in creative ways that attract locals as well as visitors.
- ❑ Enhance the downtown experience by implementing gateway features, streetscape enhancements, signage and wayfinding, and public art to create a sense of arrival and direction.
- ❑ Embrace sustainability as a core value in how downtown is managed, improved, and developed.



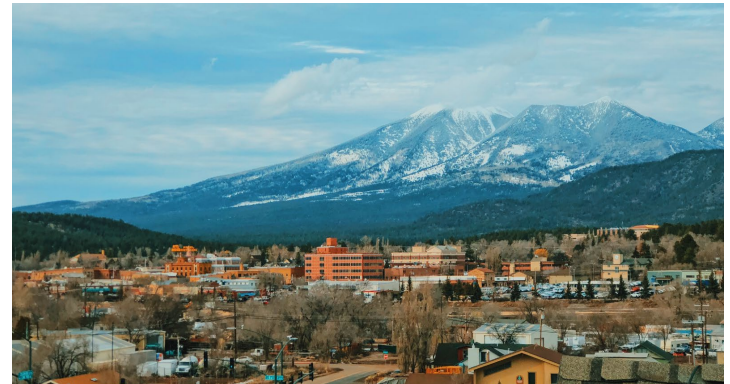
ACTION PLAN | MOBILITY GOALS

- ☐ Enhance downtown to be more walkable
- ☐ Improve parking management
- ☐ Improve public transit access
- ☐ Improve bicycle access and circulation
- ☐ Manage curb space allocation and use



IMPLEMENTATION & FUNDING STRATEGIES

- ❑ Recommendations Sequencing
- ❑ Roles, Responsibilities & Partnerships
- ❑ Funding Sources
- ❑ Measuring Progress



NEXT STEPS

Now

Seek feedback / revisions from City and County partners and Advisory Committee members

Summer

Conduct Public Outreach

September 2023

City Council Final Plan Adoption

DOWNTOWN FLAGSTAFF VISION & ACTION PLAN



A joint planning effort of:



June 2023 DRAFT

ACKNOWLEDGMENTS

It is with gratitude that we express thanks to the over 2,000 individuals, groups, institutions, organizations, City/County staff, and appointed/elected officials who helped inform the development of the Downtown Vision and Action Plan. The Plan was funded through a partnership between the Flagstaff Downtown Business Alliance, City of Flagstaff, Coconino County, and Mountain Line.

TO BE COMPLETED

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EXECUTIVE SUMMARY

A CALL TO ACTION

The **Downtown Flagstaff Vision and Action Plan** has been created during the most disruptive period of our lifetimes. Coinciding with the COVID-19 pandemic, a nationwide awakening to support racial justice and a severe economic recession, the Plan offers not only a long-term vision and game plan for downtown, but also strategies to guide downtown as we emerge from the pandemic and focus on continued economic recovery.

The pandemic accelerated background trends in demographics and lifestyles that were already influencing the growth of Flagstaff and its downtown. Examples of these trends include households relocating from large urban areas to smaller second-tier cities, consumer preferences favoring a unique and specialized shopping and dining experience, and innovations in the use of public space by closing streets, activating alleys, and enlivening plazas for increased outdoor seating options. These trends are favoring cities such as Flagstaff that offer a welcoming small town atmosphere and access to extraordinary natural recreational assets.

Moving beyond the pandemic, growth pressures are likely to increase as more people adopt remote work, and the quality of life degrades in nearby West Coast and desert cities. More existing second home owners are likely to make Flagstaff their primary residence. This is a mixed bag for Flagstaff – on one hand, the city should expect continued in-migration of skilled and more affluent households, while on the other hand the city confronts rising housing costs, the threat of business and residential displacement and further dilution of both its Native and working class roots. Flagstaff will not only be fighting to save what makes it unique, but for its civic soul.

Downtown Flagstaff can and should be the center of what makes the city unique and be a portal of opportunity for existing and new residents alike. To that end, this Plan is a call to action to the city's leadership, citizens and businesses to act boldly and take steps now that will allow Downtown Flagstaff to evolve.

Key policy recommendations within this plan include:

- » Promote Downtown Flagstaff to be the **hub of economic activity and innovation** for the region.
- » **Preserve and protect the historic core** of Downtown Flagstaff to strengthen its identity and overall vitality.
 - » **Integrate and implement the City's Climate Action Plan** by encouraging a compact and mixed-use downtown where more people can live, work, support local business, and have walkable/rollable, bikeable, and sustainable lifestyle options.
- » **Allow for change, including gentle density** that features mixed-use with residential development at a variety of price points around the periphery of the historic core.
- » **Add parking supply** to attract employment, residential investment, and mixed-use development; and **manage existing parking supply** to enhance customers' experience.
- » **Ensure local arts, culture and Native expression** flourish throughout downtown.
- » Create a **downtown experience that welcomes and celebrates everyone** that has been part of Flagstaff's past, present and future.

PLAN OVERVIEW

In February 2020, the Flagstaff Downtown Business Alliance (FDBA), City of Flagstaff, Coconino County, and Mountain Line initiated the Downtown Flagstaff Vision & Action Plan. This is not an update to previous plans but is a standalone document that will guide public and private investments over the next 10 years to elevate Downtown Flagstaff as the center of the region.

After a competitive bid and selection process, the FDBA engaged a Denver-based consulting team that included: Progressive Urban Management Associates (P.U.M.A.), a firm specializing in downtown organizational and strategic planning; Studio Seed, an urban design firm to provide design and planning expertise including short-term public right of way expansion design; and Charlier Associates to provide national transportation planning expertise.

The P.U.M.A. Team, FDBA, the City of Flagstaff, Coconino County, and Mountain Line staff worked collaboratively to chart and complete a downtown planning process with the following major components:

- » **Review and build upon prior plans**
- » **Conduct community outreach** – including numerous virtual interviews with downtown business, property owners, stakeholders, elected offices, and a variety of public staff members, a public open house, and an online survey
- » **Prepare a market assessment**
- » **Prepare Action Plan and Catalytic Projects Recommendations and Priorities**
- » **Provide Implementation and Funding Strategies**



REVIEW & BUILD UPON PRIOR PLANS

The consultant team reviewed all prior and evolving planning efforts made available in order to ensure this process would build upon such efforts. Five of the most important plans this plan builds on are:

- » **Flagstaff Regional Plan 2030**
- » **2018 Climate Action and Adaptation Plan**
- » **2020 Southside Community Plan**
- » **2022 Housing Plan**
- » **2009 Central Business District Downtown Parking Study**

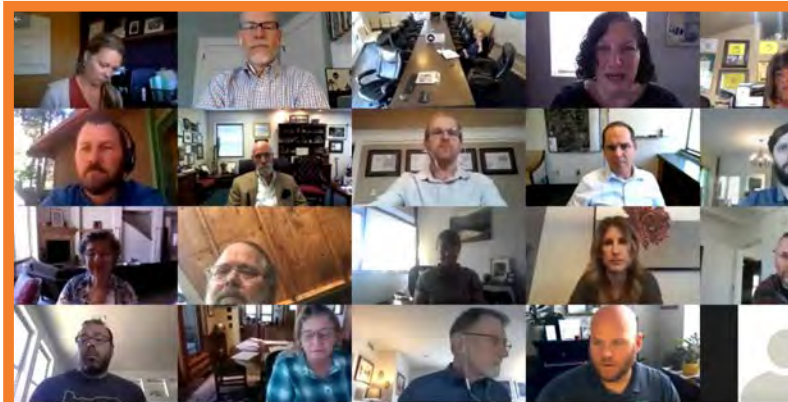
The citywide plans offer a high-level framework to guide and influence decisions that affect the future of the city. They are used as a foundation for the more specific vision, recommendations and strategies contained in this Downtown Vision & Action Plan, which will be considered while planning the Regional Plan 2045 to provide additional direction for certain topics or areas. Priority recommendations from the recently adopted 2020 Southside Community Plan are incorporated into this Downtown Vision & Action Plan.



COMMUNITY OUTREACH

The COVID-19 Pandemic raised several challenges for community outreach during the planning process. However, this transition opened a new set of opportunities for engaging the public. Virtual meetings enabled individuals who could not attend meetings to engage at the comfort of their own homes. In total, approximately 2,000 community members engaged in the formation of the plan.

The consultant team was able to engage the community early in the 10-month process, conducting several dozen virtual meetings and presentations with the following:

- » **Project Management Team** - comprised of the four project funding partners: Flagstaff Downtown Business Alliance Board of Directors (FDBA), City of Flagstaff, Coconino County, and Mountain Line
 - » **Community Advisory Committee** - comprised of a range of 23 stakeholders to serve as public representation that ensures findings and direction of the Downtown Vision and Action Plan are meeting the needs of the downtown community and the Flagstaff community at large
 - » **Flagstaff Downtown Business Alliance Board** representing the property and business owner leadership of downtown
 - » **Downtown business/property owners and downtown employees** including several dozen one-on-one interviews
 - » **Working Groups** - groups made up of downtown stakeholders convened by expertise areas that included: Economic Vitality, Downtown Experience, and Urban Design & Built Environment
 - » **County Board of Supervisors**
 - » **City Council**
- 



A virtual kickoff meeting held via Zoom in May 2020

The P.U.M.A. team visited Flagstaff in August 2020 for a week of study area tours, outdoor meetings and workshops. An all-day open house was held in the “Aspen Alley” that was visited by over 100 residents. Additional inter-active meetings were held with the Project Management Team, Community Advisory Committee and Flagstaff Downtown Business Alliance.



A physically-distanced, Community Advisory Committee meeting was held at Heritage Square during the August site visit

In addition, an **online survey** was conducted that gathered over 1,250 participants. Full results from the online survey are provided in the plan appendix.

From the online survey responses, the common themes and highest rated priorities for improving Downtown Flagstaff were:

- #1 Maintain Historic Character
- #2 Make downtown more walkable and bikeable
- #3 Redevelop and repurpose unused and vacant buildings and lots
- #4 Provide additional beautification
- #5 Improve the parking experience



Respondents were asked for three words that best describe their long-term vision for downtown. The word cloud shows words that were most frequently used – the larger the word, the more times it was listed.

During the August site visit, an all-day Open House was held in the "Aspen Alley," while several interactive Working Group meetings convened in various locations downtown.



MARKET OPPORTUNITIES

The Plan includes a Market Assessment that is divided into four main topic areas:

- LIVE
- WORK
- SHOP & DINE
- VISIT & STAY

By understanding downtown’s market opportunities and challenges, the Downtown Vision is informed by economic reality and assumptions to guide planning through the next investment cycle. Key economic findings and opportunities include:



- » **Housing is a strong market for downtown moving forward.** There is high demand for more units citywide at all price points, but especially those at lower, more affordable levels. While downtown cannot solve the city’s affordability crisis, it can, and should, play an important role in diversifying the city’s housing stock and adding new units to a strained market.
- » **Downtown’s strongest age segment is 25-34 year olds** – the “young professional” and graduate student bracket that downtowns and walkable neighborhoods with plentiful amenities are well-positioned to attract. This is also at the core of who lives in Flagstaff – a city with the youngest median age (28) amongst its peer cities.
- » **Downtown (and the city) is challenged when introducing density.** Flagstaff is by far the lowest density market amongst its peer cities.

DOWNTOWN’S IMPACT ON FLAGSTAFF

0.28 square miles → 0.4% of the city
MEANWHILE, DOWNTOWN HAS...
1,064 residents → 1.4% of the city's
4,819 employees → 11% of the city's
135 restaurants, bars, shops → 18% of the city's
\$41.4 M in assessed value → 4% of the city's



- » **Tourism, education, and government** are the foundations of the Flagstaff economy.
- » **Downtown is bookended by the city’s two largest employers** – NAU to the south, and the Flagstaff Medical Center to the north – providing the ability to build on these adjacencies. If the hospital eventually relocates, this site should feature a mix of housing and employment.
- » Compared to peer cities, **downtown has a below-average number of downtown workers.** This illustrates the lack of major primary employers in downtown (outside of the County and City), but also an opportunity for downtown to evolve into a greater economic engine for the local economy.
- » Downtown’s office space has a vacancy rate of roughly 1%, pre-COVID. Available space is nearly non-existent (an ideal vacancy rate is roughly 10%), and doesn’t allow for much movement in the market or the ability to house new office tenants in available space. **The commercial office sector is a relatively untapped sector in downtown.**

The Market Assessment includes **peer city comparisons** on many different topics throughout. Below is a sampling of how Flagstaff and downtown stacks up compared to its western state peers.

CITYWIDE							
Population Growth (2010-19)	Bend 24%	Ft. Collins 17%	Flagstaff 14%	Missoula 12%	Bellingham 12%	Boulder 10%	Corvallis 8%
Housing Density (units/square mile)	Boulder 1,810	Corvallis 1,742	Bellingham 1,340	Bend 1,308	Ft. Collins 1,219	Missoula 1,190	Flagstaff 447
Housing & Transportation Costs (Share of Income)	Boulder 44%	Ft. Collins 48%	Bellingham 51%	Corvallis 52%	Missoula 53%	Bend 56%	Flagstaff 56%
DOWNTOWN							
Downtown Employment	Ft. Collins 12,449	Boulder 11,348	Missoula 10,465	Bellingham 7,242	Flagstaff 4,819	Corvallis 4,691	Bend 4,269
Employment Density (workers/acre)	Boulder 81	Missoula 55	Ft. Collins 40	Bellingham 39	Bend 37	Corvallis 37	Flagstaff 27
Knowledge Sector Share of Jobs	Missoula 53%	Bend 40%	Bellingham 37%	Boulder 27%	Corvallis 25%	Flagstaff 22%	Ft. Collins 19%



- » The retail, food and beverage sector is **Flagstaff’s largest industry** in terms of employment.
- » Downtown’s storefront economy is critical to its success, driving foot traffic, attracting visitors, and helping maintain vibrancy throughout the day and into the night. In total, **there are 223 street level businesses in the Downtown Study Area.**
- » Local independent businesses dominate the Downtown scene. **87% of Downtown’s storefront businesses are local independents**, offering distinct character and sense of place.
- » Despite all its storefront businesses, Downtown **still lacks some critical retail elements that would help serve residents’ daily needs**, namely groceries and drugstores, and make Downtown a more appealing place to live.



- » **Tourism is Flagstaff’s top industry.** The city sees over 5 million visitors annually, and the industry supports over 8,000 local employees.
- » Downtown hosts **a variety of events** annually that attract both locals and visitors. A majority of these take place at Heritage Square.
- » **Downtown is more about what’s around it, than what’s in it.** The Lowell Observatory, the city’s two largest art museums, and the region’s main performance arts hall are all located outside of downtown.
- » **Downtown’s proximity to the Lowell Observatory & Mars Hill is an asset to build upon.** Already a destination, Lowell is underway with expansion.
- » **A strong short-term rental market** plays an important role in housing a portion of the visitor market, but also can erode the hotel visitor base and reduce the permanent housing stock.

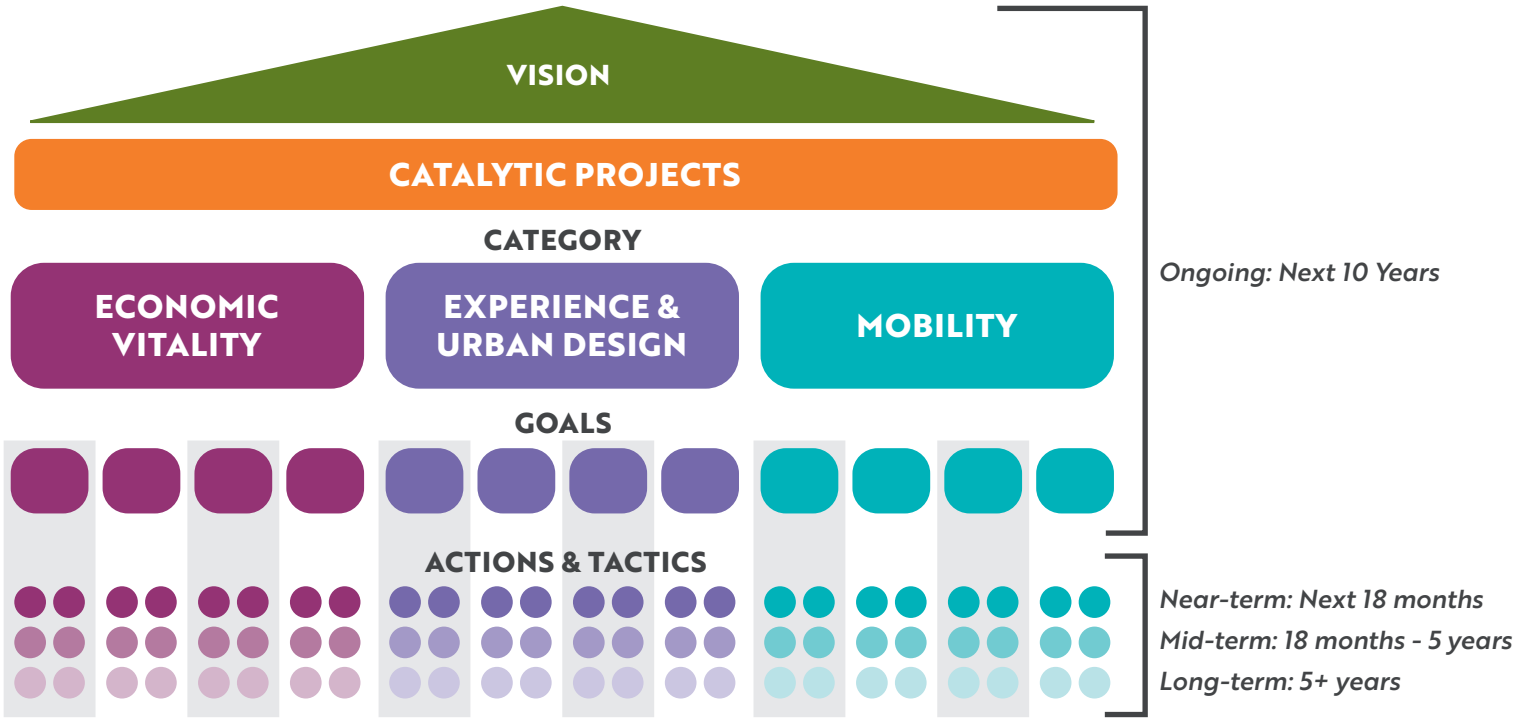
VISION

Drawing on the input from the community outreach, market assessment and review of prior plans, the consultant team worked closely with the FDBA, PMT, CAC, and elected officials to synthesize all this information into the following **vision** that forms the basis for the Action Plan recommendations described and illustrated throughout this document.

The vision for downtown is to enhance and create a downtown that is

**VIBRANT,
WALKABLE/ROLLABLE,
HISTORIC AND ADAPTABLE,
THRIVING,
WELCOMING AND INCLUSIVE,
AND ACCESSIBLE TO ALL.**

The **Action Plan** is constructed as follows. The Goals within each category are provided on the following page. The specific actions and tactics can be found in the full plan.



The team developed immediate, short- and mid-term actions for downtown physical improvements, catalyst developments, and policies to guide the FDBA and City of Flagstaff, the development community, and downtown stakeholders for the next ten-year investment cycle. Responsible parties are identified to implement each of the actions and tactics in the full plan.

ACTION PLAN

The **Action Plan** is organized into three categories, with supporting goal statements, as follows:

ECONOMIC VITALITY:
Retain downtown as one of the key engines of the Flagstaff economy

1. Guide downtown’s emergence from the COVID-19 pandemic crisis
2. Bring more jobs into downtown
3. Cultivate local arts and culture as foundational to downtown
4. Bolster downtown’s storefront economy
5. Create a larger, and more diverse, residential base in downtown

EXPERIENCE & URBAN DESIGN:
Downtown can prosper even more by creating a lively environment that is easily accessed by traditional visitors, but also serves downtown residents too

1. Preserve the historic character and charm of downtown
2. Direct new growth responsibly and in a way that adds to the vibrancy of downtown
3. Activate downtown in creative ways that attract locals as well as visitors
4. Enhance the downtown experience by implementing gateway features, streetscape enhancements, signage and wayfinding, and public art to create a sense of arrival and direction
5. Embrace sustainability as a core value in how downtown is managed, improved, and developed

MOBILITY:
Transportation – personal mobility, circulation and access, plus freight service and delivery

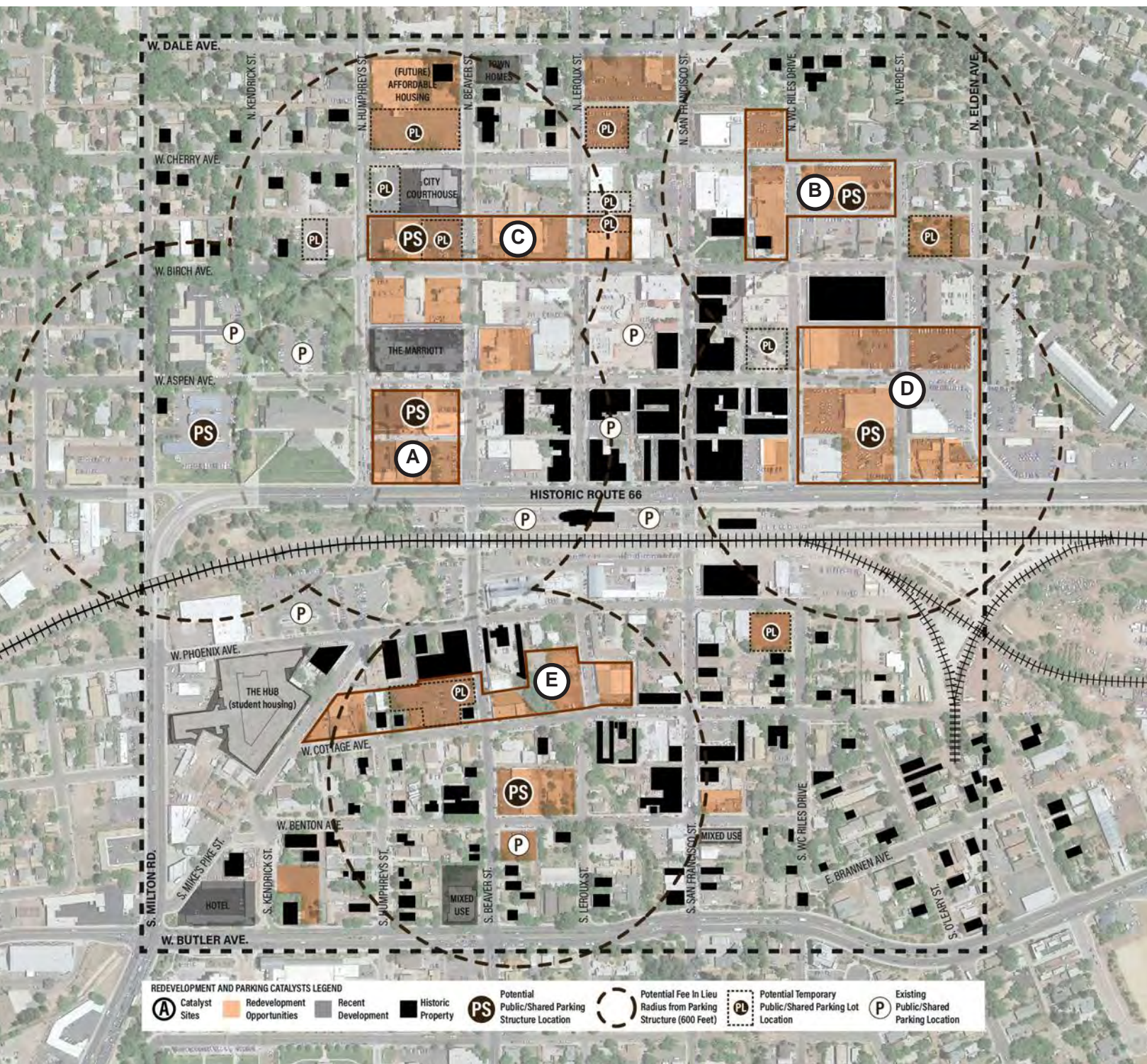
1. Enhance downtown to be more walkable
2. Improve parking management and supply
3. Improve public transit access and ridership
4. Improve bicycle access and circulation
5. Manage curb space allocation and use



A catalytic project is one that has the potential to have lasting positive impacts on downtown and encourage improvements around them. Based on an assessment of downtown land, property ownership, property conditions, surrounding economic activity, and interviews with downtown citizens and stakeholders, ten catalytic projects were identified, split across two types, **Redevelopment & Parking Catalysts** and **Placemaking Catalysts**. The Redevelopment & Parking Catalysts are illustrated on the map below.

- Old City Courthouse (A)
- Coconino County Properties (B)
- Birch Avenue Infill (C)
- Eastside Gateway (D)
- Cottage Avenue Infill (E)

Downtown Connection Center
Leroux Festival Street
Heritage Square Activation
Alley Activation
Streetscapes, Gateways & Wayfinding



residential units to serve downtown housing needs. This is also an ideal location for a parking structure to downtown, as it is adjacent to the city courthouse, Theatrikos Theatre and has great access from Humphreys and Beaver Streets.

This concept shows how the two banks at Birch and Beaver, with large surface parking lots, could redevelop into residential units to serve downtown housing needs. This is also an ideal location for a parking structure to serve downtown, as it is adjacent to the new city courthouse, Theatrikos Theatre Co., and has great access from Humphreys and Beaver Streets.

This plan encompasses the community of Flagstaff's vision for downtown's next phase. Chapter 4 offers sequencing for all of the prior chapters' recommendations. It is critical that these be framed around COVID-19 recovery to help rebuild downtown's momentum. Recommendations are divided into near-term priorities, including quick wins, to be implemented over the next 18 months, and mid- and longer-term recommendations that are more appropriate once the pandemic is fully behind us. Implementation of these varied recommendations will take dedicated leadership, staff, and revenue. Chapter 5 looks at how the FDBA and the City of Flagstaff can bring this plan to life and is organized into the following sections:

- » **Partners & Responsibilities:** An effective implementation model relies on teamwork and collaboration. Roles and responsibilities are identified for each recommendation. The FDBA, City of Flagstaff, Coconino County, and other partners, both public and private, will all have important roles to play moving forward.
- » **Create a Clear Path Through the Regulatory Process:** To encourage and accommodate the types of development and public realm enhancement envisioned in the plan.
- » **New FDBA Operating Structure:** Empower and diversify funding for the Downtown Business Alliance to lead, partner and manage the evolution of downtown's economy, experience and mobility.
- » **Measuring Progress:** To understand what is working and what needs adapting during implementation, it is important for the FDBA and the City to provide frequent updates to partners and to track progress. This section discusses how this can be done efficiently and effectively, by identifying key metrics and indicators of success.
- » **Funding Sources and Supportive Policies:** Implementation will require dedicated effort and resources. Chapter 5 includes explanations of the varied funding sources and policies to utilize for the Plan's actions, and as illustrated in the Chapter 4 matrices, whether these are initiated by the FDBA, City, or other partners.



BACKGROUND

- » [Project Purpose](#)
- » [Historical Context](#)
- » [Study Area](#)
- » [Process](#)
- » [How to Use this Plan](#)
- » [Past Downtown Planning Studies Summary](#)

PROJECT PURPOSE

In February 2020, the Flagstaff Downtown Business Alliance (FDBA), City of Flagstaff, Coconino County, and Mountain Line initiated the Downtown Flagstaff Vision & Action Plan. This is not an update to previous plans but is a standalone document that will guide public and private investments over the next 10-years to elevate Downtown Flagstaff as the center of the City and region.

After a competitive bid and selection process, the FDBA engaged Progressive Urban Management Associates (P.U.M.A.), a Denver-based consulting firm specializing in downtown organizational and strategic planning, and community outreach. Additionally, Studio Seed, a Denver-based urban design firm was part of the team to provide design and planning expertise including short-term public right of way expansion design. Denver-based Charlier Associates provided parking management and multimodal transportation planning expertise.

Upon starting this planning process, COVID-19 became a global pandemic, severely impacting the health and economy of downtowns across the country. The FDBA and the City of Flagstaff realized the importance and necessity of this downtown plan and continued to move forward with urgency.

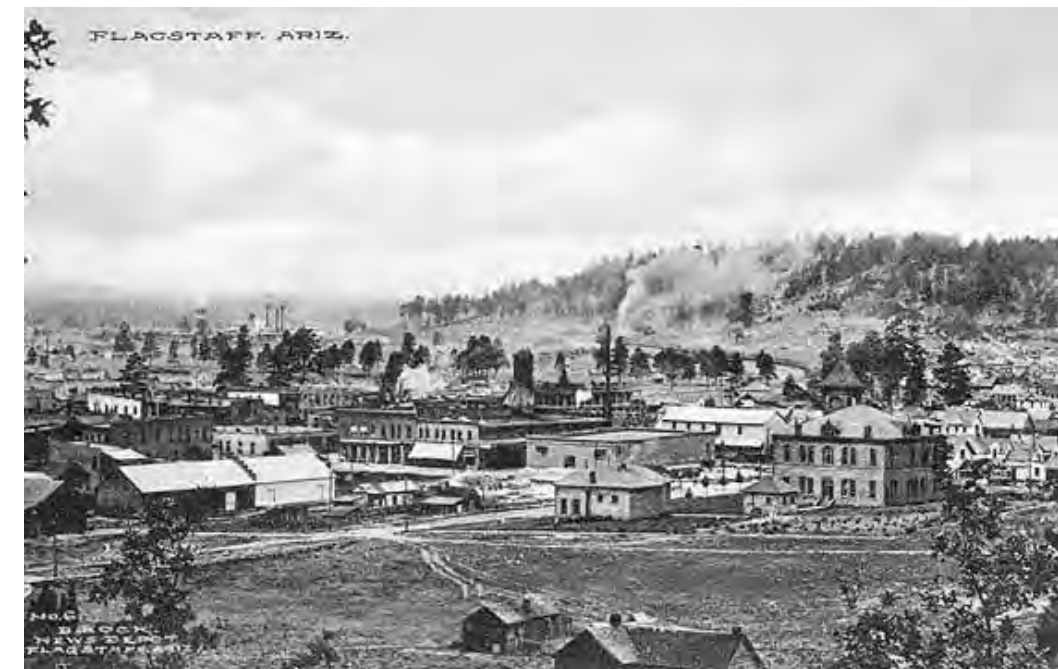
HISTORICAL CONTEXT

Humans lived in present-day Arizona for nearly 12,000 years as nomadic hunter-gathers before shifting to agricultural communities less than 2000 years ago. Anasazi and Puebloans are often used interchangeably to describe the broad grouping of native cultures in what is now the Four Corners region, including the Navajo, Hopi, Havasupai, Kaibab-Paiute, and Hualapai. Evidence of early native cliff dwellers is visible at Walnut Canyon and Wupatki National Monuments, located just outside of Flagstaff.

The Navajo people are thought to have migrated from Alaska and Canada in more recent history, less than 800 years ago. They adopted the agricultural practices of the Hopi and Pueblo cultures, and today are the largest native American group in the Flagstaff area.

Native Americans lived in relative peace until the arrival of Spanish Conquistadors in the 1500s, which ushered in centuries of war and devastation at the hands of Spanish, Mexican, and U.S. invaders. Conflicts intensified in the 1800s. During the 1805 massacre at Canyon de Chelly (120 miles northeast of Flagstaff), Spaniards killed more than 100 Navajo women and children.

Between 1848 and 1868, the Navajo and Apache peoples fought to protect their land from U.S. invaders. The 1868 Treaty of Bosque Redondo created the Navajo Reservation, which today consists of 17 million acres.



NATIVE AMERICAN POPULATIONS TODAY

The 17-million-acre Navajo reservation (known as Navajo Nation) spans across northern Arizona, northwestern New Mexico, and southern Utah, and is the largest Native American tribe within the United States by geography and population. Around 28% of Navajo Nation is located within Coconino County.¹ Its largest town is Tuba City, located 78 miles north of Flagstaff.

Roughly half of all “enrolled” Navajos (around 172,000 of the estimated total 332,000 population) live within Navajo Nation, while the other half live in communities outside of the reservation, including cities like Flagstaff.²

Located partly in northeastern Coconino County, the 1.5 million-acre Hopi reservation is entirely surrounded by Navajo Nation. A struggle over land rights has lasted for 150 years and continues today.³ The total population of the Hopi Reservation is small by comparison - roughly 9,227 people. Two other smaller tribes in the region include the Havasupai and the Hualapai. The Havasupai reservation (population: 640) is located entirely within Coconino County at the southwest corner of Grand Canyon National Park. The Hualapai reservation (population: 1,590) is located within three counties, including Coconino, and spans 100 miles along the Colorado River.



FLAGSTAFF’S ORIGINS

Beginning in 1882, the Atlantic & Pacific Railroad (later known as the Santa Fe) carried waves of white migrants to Flagstaff, which had only been loosely settled since 1876. The City of Flagstaff was established in 1881, and officially incorporated in 1891. Lumber and ranching emerged as dominant industries. In 1926, Route 66 was completed and with it came subsequent waves of new residents, beginning with 1930s dust bowl refugees.

According to the Regional Plan, Flagstaff’s historic “period of significance” is 1880 to 1945. There are several historic districts in the downtown area. According to the Historic Route 66 Association of Arizona, Flagstaff has the largest inventory of original Route 66 buildings and signage out of any other city along the route.

Science is woven into so many aspects of Flagstaff’s identity, beginning in 1894 with the founding of the Lowell Observatory. The US Naval Observatory was relocated in 1955 from Washington, D.C. to Flagstaff, which continues to be used for dark-sky defense monitoring. In 1965, the USGS established its Flagstaff headquarters, where research helped make the 1969 Apollo moon mission possible.

In 1899, the Northern Arizona Normal School was established just south of Downtown Flagstaff in the Old Main building, primarily serving as a teaching college in its first few decades. The institution’s name changed to Northern Arizona University (NAU) in 1966. Annual enrollment fluctuated during the first half of the 20th century, particularly during the Great Depression and World War II. It wasn’t until the 1950s that the university would really grow its enrollment and educational offerings. A range of new specialist degrees and master’s programs helped the school gain recognition, most notably the Forestry program that was launched in 1958.

1 Coconino.az.gov “Places of Coconino County.”
2 Discovernavajo.com; 2010 U.S. Census
3 “Arizona’s First People – Native American Indians, Sedona, Northern, and Central Arizona.” Gatewaytosedona.com

HISTORY AND IMPORTANCE OF THE SOUTHSIDE¹

The Southside community is the best representation of the ethnic diversity that evolved in Flagstaff from the early 20th century through the 1960’s. It contains the largest neighborhoods associated with the historic Hispanic and African American populations of Flagstaff.

This historic architecture of Flagstaff’s Southside is a vivid illustration of the cultural diversity of the community. The buildings reflect the area’s evolution from its beginnings as small enclaves settled by middle-class Angelos, to its emergence in the early 20th century as the predominant neighborhood of Flagstaff’s Hispanic and African American populations. Unlike the more prestigious historic residential areas north of the railroad tracks, the architectural character of the Southside is distinguished by a large number of modest Bungalow-style and Cottage residences, which also help illustrate the neighborhood’s growth and development in the 1920s.

African American, Basque, Hispanic, and to a lesser extent, Asian communities and businesses were established and grew to serve this community. Boundaries were enforced with an understanding of your place within the Southside, which became defined by the schools’ children attended/were permitted to attend, and by churches established for worship. Most employment was either in the lumber mills, such as the one that existed in the Southside by 1910, with the railroad, or was generated with the community with small retail shops (official or not) and in “garage manufacturing” – making and selling items from one’s residence. Hard work from ethnic groups was the norm with determined children working at an early age selling papers or finding other means to support their families.

1 Southside Community Plan, September 2020



PLAN GOALS

Downtown Flagstaff is a unique destination in the region that has a strong connection to education, high quality of life, and history. A strong desire of the community who provided input to this plan is for downtown to become a livable neighborhood to complement its role as a destination. This plan includes recommendations to achieve this desire by supporting the right daily services, housing types, price points, family-friendly spaces, job opportunities, and adequate parking supply to accommodate visitors and residents alike.

Enhancing downtown to become more of a neighborhood than it is today is consistent with the following goals of the **2018 Climate Action and Adaptation Plan, 10 Year Housing Plan** and the **2030 Flagstaff Regional Plan**:

- » Reduce greenhouse gas emissions by 80% by 2030, compared to the 2016 emissions baseline.
- » Prepare the city's neighborhoods, systems, and resources to be more resilient to climate change impacts
- » Create or preserve close to 8,000 housing units by 2031 with 10% being affordable
- » Promote growth that protects our scenic beauty and unique ecosystem
- » Encourage efficient transportation modes and better connectivity, with housing and job opportunities
- » Grow our businesses by making the most of our educated, entrepreneurial, and creative citizens

Improvements to downtown described in this plan can contribute to accomplishing these goals by creating a more climate-resilient downtown neighborhood. Providing more opportunities for people to live and work near transit in a walkable and bikeable neighborhood will reduce vehicle miles traveled and greenhouse gas emissions. In addition, **downtown's small footprint is set up well to grow in a more compact manner on underdeveloped land verses sprawling on the edge of the city's undeveloped land.**

The 2020 Downtown Vision & Action Plan identifies short- and long-term priorities for downtown physical improvements, catalyst developments, and policies to guide the FDBA and City of Flagstaff, the development community, and downtown stakeholders for the next ten-year investment cycle.

PLAN GOALS INCLUDE:

- » Develop a **market-based strategic vision** through a collaborative process
- » Identify **economic development opportunities**, and local business development and support
- » Identify **zoning impacts on land use and development opportunities** to provide more certainty and predictability on downtown development
- » Identify opportunities to **expand art and beautification in public spaces**, building design and new facilities
- » Identify **potential redevelopment sites** and desired outcomes for the built environment including historic preservation
 - » Assess **public infrastructure needs** for walking/rolling, cycling, parking, and transit
- » Explore opportunities for short- and long-term **activation of civic and community spaces**, including alleyways
 - » Develop tactical and measurable **implementation strategies** to support the vision

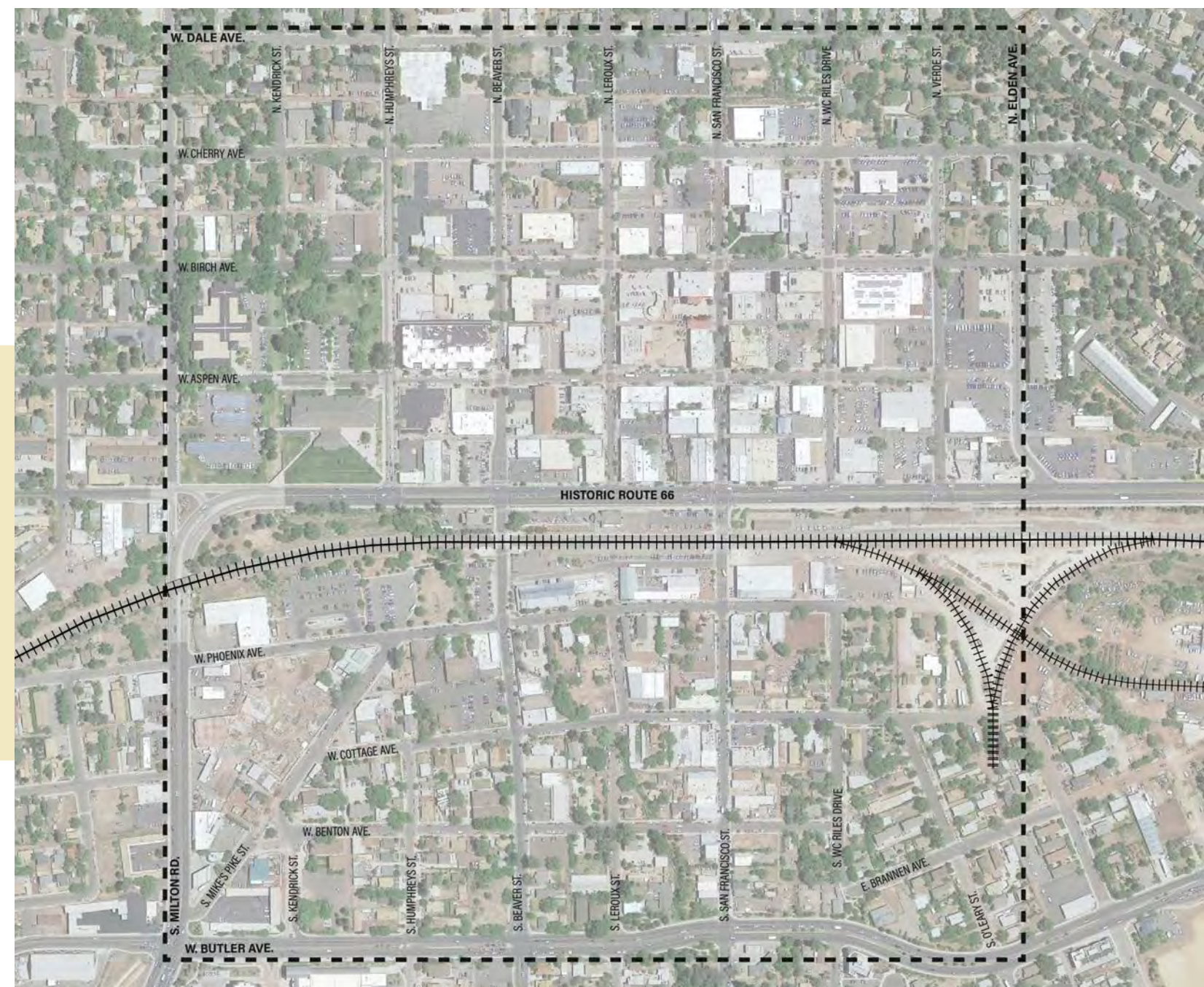
The primary methods to accomplish these goals are described throughout the document:

- » **PROMOTE** increased synergy between the downtown core, surrounding neighborhoods, and Northern Arizona University.
- » **BUILD ON** prior planning efforts, engage the City's and FDBA's leadership, civic and neighborhood partners and other downtown stakeholders in a participatory process to develop a Downtown Vision & Action Plan.
- » **ALIGN** the City's and FDBA's resources, programs and structure with the priorities of the plan to advance implementation.

STUDY AREA

Traditionally, downtown has been thought of as the historic core north of the railroad tracks ("north side" which offers an abundance of locally-owned shops, galleries, clothing stores, adventure outfitters, restaurants and lively nightlife and well as City and County facilities. The "south side" borders an expanding university, contains rich history, and has an eclectic arts, restaurant and business scene. The south side also has residents whose families have lived in the same home for generations, mixed with new student housing developments. The Downtown Vision and Action Plan study area includes a large portion of the Southside neighborhood and this plan builds on the vision and strategies identified in the recently adopted 2020 Southside Community Specific Plan.

The study area as illustrated below is bound by Milton Road/N. Sitgreaves Street to the west, W. Dale Avenue to the north, N. Elden to the east, and W Butler Avenue to the south. The study area and its context and relationship with adjacent neighborhoods is also acknowledged with this plan.



PROCESS

The P.U.M.A. Team, FDBA, the City of Flagstaff, Coconino County, and Mountain Line staff worked collaboratively to chart and complete a downtown planning process with the following major components:

REVIEW PRIOR PLANS

The FDBA and City of Flagstaff provided the consultant team with all prior and evolving planning efforts. The consultant team reviewed all the plans made available in order to ensure that this process would build upon such efforts. A list of prior plans and planning projects is included on the following pages, and summaries are included in the appendix.

The Flagstaff citywide plans offer a high-level framework to guide and influence decisions that affect the future of the city. They are used as a foundation for the more specific vision, recommendations and strategies contained in the Downtown Vision & Action Plan. The Downtown Vision & Action Plan will be approved by City Council to provide additional direction for certain topics or areas. In addition, priority recommendations from the recently adopted 2020 Southside Community Plan are incorporated into the Downtown Vision & Action Plan

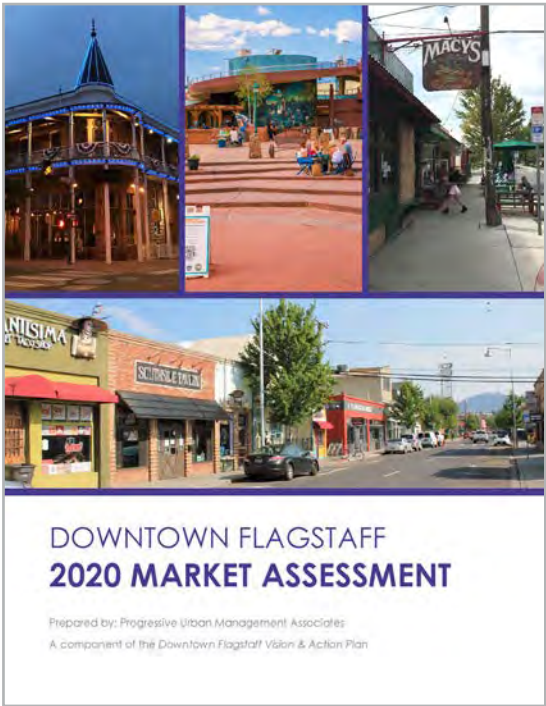
The Downtown Vision & Action Plan is consistent with and furthers the policies and recommendations of Flagstaff Regional Plan 2030, refining the citywide guidance for a smaller area. Adoption of the Downtown Vision & Action Plan by Flagstaff City Council updates the Flagstaff Regional Plan 2030 recommendations for this part of the city. Any future updates to citywide plans should incorporate and refine recommendations for the Downtown Vision & Action Plan.

MARKET ASSESSMENT

P.U.M.A. conducted a broad-reaching market assessment with a wide range of data inputs, including primary and secondary sources. Of important note, this market assessment was conducted during the COVID-19 public health and economic crisis. However, given the lag time in data availabilities, much of the information presents conditions pre-crisis. Therefore, the market assessment is intended to provide baseline data for Downtown Flagstaff, prior to the crisis, which will inform the community as it transitions to a new normal post-crisis.

Conditions and trends in Flagstaff were compared to P.U.M.A.’s global trends research. Key findings of the market assessment determined the direction and order-of-magnitude opportunities, as well as niche opportunities, within various market sectors. Forecasts for the next ten years are included for residential, office, hospitality, and retail development.

A summary of the market assessment and development forecast is included in this plan in Chapter 2 Market Assessment Summary, while the full document is located in the appendix.



COMMUNITY OUTREACH

A robust community outreach process was envisioned prior to COVID-19. While the consultant team was unable to engage the community early in the process, they did conduct more than 40 virtual meetings with downtown business and property owners, stakeholders, elected officials, and a variety of public staff members. An online survey was conducted that gathered over 1,200 participants.

The COVID-19 Pandemic raised several challenges for community outreach during the planning process. However, this transition opened a new set of opportunities for engaging the public. Virtual meetings enabled individuals who could not attend meetings to engage at the comfort of their own homes. In total, approximately 2,000 community members engaged in the formation of the plan.

The P.U.M.A. team was able to make one visit to Flagstaff in August 2020 for three days of walking tours, outdoor meetings and workshops. An all-day open house was held in the “Aspen Alley” that was visited by over 100 residents. Also, during this visit, the team met with several working groups made up of a variety of downtown stakeholders convened by interest areas that included:

- » **Economic Vitality**
- » **Downtown Experience**
- » **Urban Design & Built Environment**

A summary of the community engagement, including key themes that emerged, is included in this document in Chapter 3 Community Engagement Summary.



DOWNTOWN VISION & ACTION PLAN OPPORTUNITIES

Drawing on the above inputs, the consultant team developed a physical planning framework for investments in the public realm that support and enhance market opportunities in downtown and deliver a downtown environment that is in sync with community values. The development framework maps and strategies are a key component of this Plan. Suggested physical framework enhancements are closely tied to the six core values which represent the community’s vision for Downtown Flagstaff:

- VIBRANT**
- WALKABLE**
- HISTORIC AND ADAPTABLE**
- PROSPEROUS**
- WELCOMING AND INCLUSIVE**
- ACCESSIBLE TO ALL**

IMPLEMENTATION

Finally, P.U.M.A. worked with the FDBA and the City of Flagstaff to consider the organizational implications for both entities, such as how to align staffing, resources and committees to fit with the plan priorities. Financing options and leadership priorities are also identified. Implementation is the final section of this plan.



HOW TO USE THIS PLAN

Both public and private agencies will use the 2020 Downtown Flagstaff Vision & Action Plan to guide decisions and actions that affect the form and function of Downtown. The plan provides a basis for citywide decision-making and strengthening downtown’s role as the heart of the region. It also educates the general public about downtown’s importance to the Flagstaff community and the people of Arizona.

The **Downtown Vision & Action Plan** section provides an overall framework for the entire downtown that describes opportunities for catalyst projects, urban design and public realm, added parking supply and mobility, economic development, and arts and culture.

The final section, **Implementation**, includes a variety of funding sources to advance the initiatives and supporting projects outlined in the Catalyst Projects and Sites section.

At the back of this document, appendices are provided consisting of the full market assessment and detailed community survey results.



PAST DOWNTOWN PLANNING STUDIES

The 2020 Downtown Flagstaff Vision & Action Plan was informed by many previous planning studies. The following documents were reviewed and summarized during the first few months of the project process. Brief summaries of those studies can be found in the appendix.

Planning, Zoning, and Urban Design

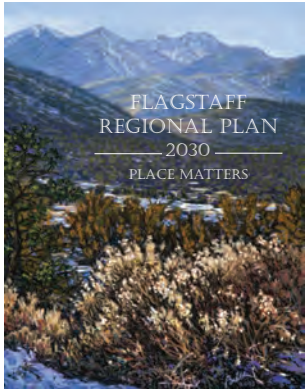
- » Flagstaff Regional Plan 2030
- » Flagstaff Zoning Code
- » Downtown Historic Overlay District Design Standards
- » 10 Year Housing Plan (2022)
- » Southside Community Plan (2020)
- » Workforce Housing Attainability (2017)
- » High Occupancy Housing Plan (2018)
- » Climate Action and Adaptation Plan (2018)
- » Rio de Flag Flood Control Project (Current)

Transportation and Parking

- » Downtown Comprehensive Parking Management Program (2017)
 - » Parking Management Plan
 - » ParkFlag Paid Parking, Parking Permits, Time Limits
 - » ParkFlag Operations
 - » Parking Studies
- » 2009 Central Business District Parking Study
- » BRT (Bus Rapid Transit)
 - » Background – Mountain Link
 - » BRT Spine Corridor Project
- » NAIPTA Five-Year Transit Plan – 2017 Update
- » Downtown Connection Center
- » Milton Road Corridor Master Plan (current)
- » US 180 Corridor Master Plan (current)
- » Mountain Line Transit Guidelines (2019)
- » Blueprint 2040: Regional Transportation Plan (2017)
- » 2018 Trip Diary Survey
- » Active Transportation-FUTS Master Plans
- » Flagstaff Regional Freight Study (2014)

Downtown and Revitalization District

- » Downtown Management Plan (2008)
- » Concept Downtown Management Plan (2009)
- » Flagstaff Downtown Business Improvement and Revitalization District Enabling Legislation (2014)
- » Management Services Contract with Flagstaff Downtown Business Alliance, renegotiated in 2019
- » Flagstaff Redevelopment Area Designation and Redevelopment Plan (1993)





MARKET ASSESSMENT

- » Purpose
- » Market Areas
- » Key Market Findings
- » Peer Cities

PURPOSE

The Market Assessment was completed in Q2/Q3 2020 to help inform the Flagstaff Downtown Vision and Action Plan. Data was compiled using primary and secondary sources, including the City of Flagstaff, Coconino County, real estate research, Esri Business Analyst, the U.S. Census Bureau, and other available sources.

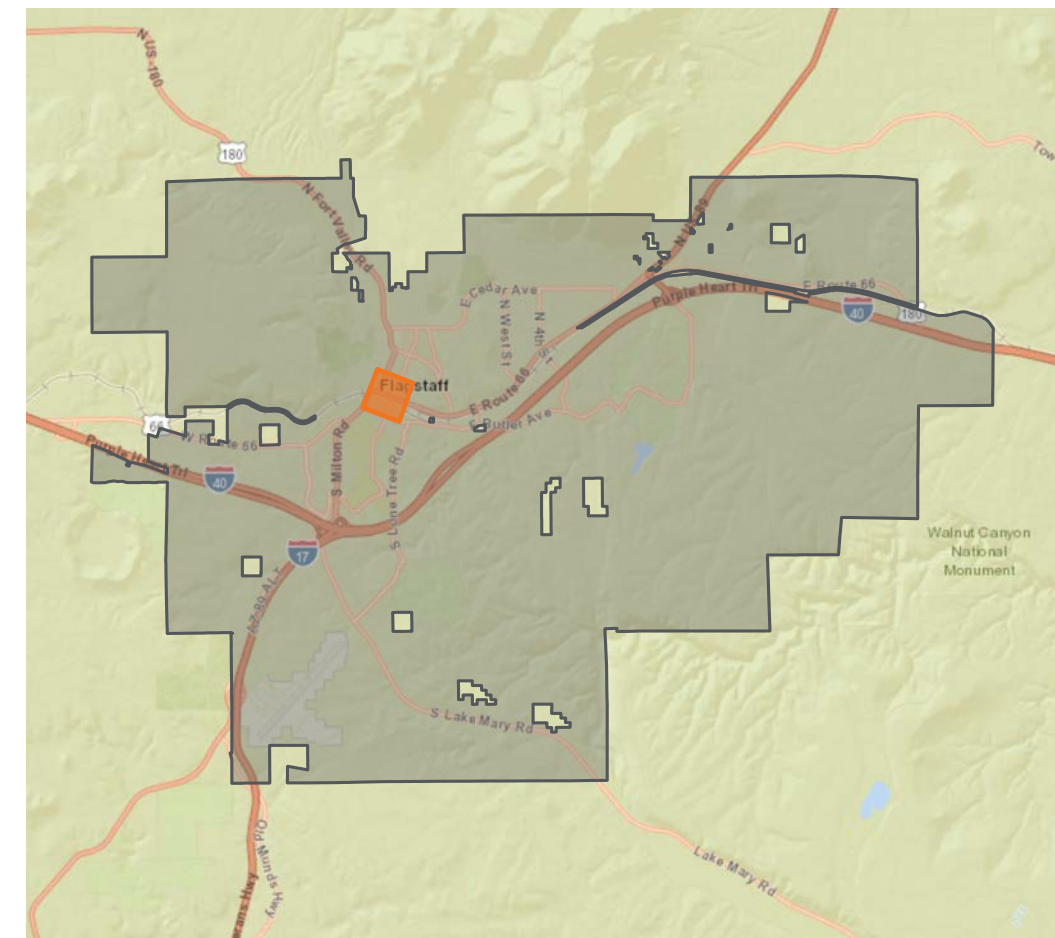
One resource that was of particular use was the Mountain Line DCC Market Analysis. This Market Analysis, completed by Mountain Line and the consulting firm AECOM, was completed in early 2020 as part of an evaluation of potential complementary uses alongside the development of the future Downtown Connection Center (DCC). Given its recency and similar area of focus, P.U.M.A. utilized this resource as much as possible, when relevant, in an effort to not duplicate efforts.

Of important note, this Market Assessment was conducted during the COVID-19 public health and economic crisis. However, given the lag time in data availabilities, much of the information that follows presents conditions pre-crisis. Therefore, this Market Assessment is intended to provide baseline data for Downtown Flagstaff, prior to the crisis, which will inform the community as it transitions to a new normal post-crisis.

MARKET AREAS

Data was collected, when available, for the Downtown Flagstaff Study Area and the City of Flagstaff. The Downtown Study Area is a 0.28-square mile, 8-by-8 block area illustrated in the prior chapter. Downtown includes areas both north and south of historic Route 66 and is divided by the Burlington Northern Santa Fe Railroad (BNSF) Line, extending partially into the Southside neighborhood towards the Northern Arizona University (NAU) campus. Downtown is bound by Dale Avenue to the north, Elden Street to the east, Butler Avenue to the south, and Sitgreaves Street/ Milton Road to the west.

The City of Flagstaff is approximately 65 square miles, and is a key market and point of comparison for downtown data. It also offers a wider array of data than the customized, downtown boundary. Both market areas, in relation to each other are shown in the map to the right.



KEY MARKET FINDINGS

The following summary provides an overview of key findings for each of the Market Assessment’s four main topic areas: **Live, Work, Shop & Dine, and Visit & Stay**. It provides a snapshot of existing conditions – in both Flagstaff and downtown – and then an assessment of the relevant real estate sector’s conditions, strengths, and vulnerabilities. While the bulk of the Market Assessment focuses on pre-pandemic conditions, the following summary offers brief snapshots into what the future may hold for various segments impacted by the pandemic.

Downtown’s impact on the Flagstaff community is briefly characterized in the table to the right. It provides the number of residents, workers, and shops and restaurants that call downtown home, but also shows that acre-for-acre, downtown is one of the most productive and valuable neighborhoods of the community. As the table shows, downtown’s core strength is in its dining, drinking, and shopping options. Adding to the significance of downtown’s robust service industry – 87% of these establishments are locally-owned and operated, creating a unique advantage for downtown Flagstaff.

DOWNTOWN’S IMPACT ON FLAGSTAFF	
0.28 square miles	→ 0.4% of the city
MEANWHILE, DOWNTOWN HAS...	
1,064 residents	→ 1.4% of the city/s
4,819 employees	→ 11% of the city/s
135 restaurants, bars, shops	→ 18% of the city/s
\$41.4 M in assessed value	→ 4% of the city/s

LIVE

FLAGSTAFF OVERVIEW

- » **Flagstaff has approximately 76,000 residents.** The city’s population has boomed during the 2000s, growing 43% between 2000 and 2019. A majority of this growth occurred prior to 2010.
- » Flagstaff, and downtown in turn, has **a very young average resident** (median age is 28). This is the youngest amongst its peer cities. This is due to NAU’s presence, an elevation of 7,000 ft., and an array of recreational amenities that attract more younger and active residents than retirees compared to elsewhere in Arizona.
- » With an enrollment of 22,000, **nearly a third of Flagstaff residents are NAU students.** While NAU’s rapid growth over the last 15 years has contributed to population growth and housing market woes, there are signs that this has slowed and perhaps come to a halt – the undergraduate enrollment on the Flagstaff campus decreased in 2019, the first time this has happened since 2005.

DOWNTOWN

- » **The Downtown Study Area has just over 1,000 residents**, representing 1.4% of Flagstaff’s total population. (The Downtown study area is bound by Dale Avenue to the north, Elden Street to the east, Butler Avenue to the south, and Sitgreaves Street/Milton Road to the west.)
- » Compared to citywide demographics, downtown has **smaller households on average, fewer families with children, a large proportion of male residents, and lower income and educational attainment levels.** More than 60% of downtown households earn less than \$50,000 annually – presumably due in part to the presence of NAU students.
- » It is important to make a **distinction between downtown’s two natural districts** – the historic core and the Southside district, separated by the BNSF railroad that cuts through downtown. Southside is where nearly three-quarters of the Downtown Study Area’s residents currently reside. It is an area with more renters, lower income and education levels on average, and a more diverse population than the historic core of downtown.

FLAGSTAFF HOUSING MARKET

- » **Housing is Flagstaff’s strongest real estate sector.** Housing prices have risen to record highs and in turn, the city is now faced with an affordability crisis. In early 2020, Flagstaff’s median home value was \$388,000 and its median rent was \$1,900.
- » **Market dynamics contributing to the city’s affordability woes include:**
 - **A constrained supply of developable land** – Flagstaff is surrounded by protected forest lands.
 - **A lower density development pattern** – Peer city research shows Flagstaff with the lowest housing density by far amongst peers.
 - **Demand exceeding supply of new build** – Flagstaff’s seen strong population growth (noted above), but construction is slow, piecemeal, and not able to keep pace.
 - **Rising construction costs** – Construction has become much more expensive in the last decade, both in Flagstaff and nationally. Nationally, the chief driver of this has been increasing labor costs, while locally in Flagstaff, many remaining undeveloped lots are located on challenging terrain and steep grades that increases the cost of building.
 - **Lack of inventory available** – There is very little turnover of inventory available for ownership, especially in starter-home price ranges. Flagstaff is a nearly unattainable market to buy into for households at or below the average income level.
 - **Second-home market** – This is estimated to account for roughly a quarter of all of Flagstaff’s housing stock.
 - **Short-term rental market** – Flagstaff has the 14th most Airbnb rentals per capita in the country.
 - **An over-stressed rental market** – Due to a lack of ownership opportunities and an increase in NAU enrollment over the last 15 years, there are more people who remain in the rental market that would typically have transitioned to homeownership.

DOWNTOWN HOUSING MARKET

- » **The above dynamics and strains on the market also apply to downtown’s housing, by some metrics in a heightened sense.**
- » **Downtown has roughly 500 units**, 72% are renter-occupied, and the housing stock is roughly split between detached and multifamily types. Inventory of houses in and adjacent to downtown that is for sale is usually low, and when properties do come on the market, they typically sell at a high price point – at or above citywide averages.
- » The **downtown rental market is strong**, carrying a premium over citywide rents, and with a sub-2% vacancy rate. Average asking rents per unit are roughly \$2,000.



Downtown housing of varied scales and character

Pandemic Impact and Global Trends Affecting Downtowns

Since 2007, P.U.M.A. has conducted research on trends impacting downtowns across the country. In July 2020, a pandemic update to this research was released that attempts to predict the longer-term impact of the pandemic on downtowns. The boxes found throughout this chapter offer insights from the Global Trends research that are pertinent to Flagstaff.

HOUSING SECTOR

Younger demographics will continue to fuel demand for downtown living, although the pandemic may shift preferences for unit types and affordability. After experiencing months of lockdown in undersized apartments, preference for larger one-plus bedroom units may emerge. Affordability will be more important than ever, as younger generations predisposed to urban living will also be most severely impacted by the pandemic’s economic disruption. **Alternative ownership and rental types may emerge, including group living options, cooperatives, and live-work formats. Real estate segments that may experience a more permanent impact and closures could offer housing conversion opportunities, such as hotels/ motels – especially in communities experiencing a housing shortage like Flagstaff.**

» The **short-term rental market** has impacted downtown housing. Existing residential units have been converted to short-term rentals, and some new development that could have become housing for residents has been built solely for short-term rental units instead.

STRENGTHS

» **Flagstaff’s overall desirability** – People want to move to Flagstaff, for the variety of reasons stated earlier. People are also wanting to live downtown, which carries slight premiums over citywide housing.

» **Housing is a strong market for downtown moving forward.** There is high demand for more units citywide at all price points, but especially those at lower, more affordable levels. Downtown’s housing is also likely to be attractive to varied users, including second-home owners looking for a “lock-and-leave” setup, NAU graduate students, as well as short-term rental units. **While downtown can’t solve the city’s affordability crisis, it can play an important role in diversifying the city’s housing stock and adding new units to a strained market.**

» **Downtown’s strongest age segment is 25-34 year olds** – the “young professional” and graduate student bracket that downtowns and walkable neighborhoods with plentiful amenities are well-positioned to attract. This is also at the core of who lives in Flagstaff – a city with the youngest median age (28) amongst its peer cities.

» **There are signs that NAU’s contribution to Flagstaff’s housing crisis may have peaked in the 2010s.** Its

enrollment has slowed and the university has built new on-campus housing in the last several years as well.

VULNERABILITIES

- » **A lack of inventory** – a citywide problem, not just a downtown one – that has dramatically driven up costs. Downtown’s housing growth has lagged that of the city’s over the last 20 years, during a time when downtowns have boomed as residential neighborhoods.
- » **Housing prices that aren’t attainable for households at or below median income levels**, including many of those that work in hospitality and service-based jobs that make up a large portion of downtown’s employment base.
- » **Downtown (and the city) is challenged when introducing density.** Flagstaff is by far the lowest density market amongst its peer cities. In the few occasions over recent years when downtown (or its surroundings) has introduced larger multifamily housing it has largely been absorbed by NAU students.
- » **Shortage of Off-Street Parking Supply.** In some locations within Downtown, a shortage of off-street parking opportunities limits future residential options of scale.

WORK

FLAGSTAFF OVERVIEW

- » **Tourism, education, and government are the foundations of the Flagstaff economy**, which is the county seat for Coconino County and the regional hub for northern Arizona.
- » **Flagstaff’s employment sector can be characterized as “top-heavy,” as it heavily relies on its six largest employers** – NAU, Flagstaff Medical Center, W.L. Gore, the Flagstaff Unified School District, Coconino County, and City of Flagstaff. NAU is not only the city’s largest employer, but an anchor of the local economy – with 20,000+ students supporting businesses around town, some of which work part-time as well, and a regular infusion of talent into the local economy through its graduates.
- » Regarding talent, Flagstaff has the **best-educated workforce in Arizona**, with more than 45% of its residents holding a bachelor’s degree or higher. More and more in today’s economy, jobs and companies follow talent, and educational attainment has become one of the best predictors of economic success for communities.
- » Outside of the handful of major employers noted above, Flagstaff’s economy is predominately **tourism-driven**. The two industry sectors with the highest number of total jobs in the city are (1) retail and (2) accommodation and food service.

DOWNTOWN

- » There are approximately **4,800 employees in Downtown Flagstaff**, representing 11% of the city’s workers.
- » Compared to peer cities, downtown has **a below-average number of downtown workers**, and the lowest employment density by a significant margin. This illustrates the lack of major primary employers in downtown (outside of the County and City), but also an opportunity for downtown to evolve into a greater economic engine for the local economy.
- » The downtown employment sector is **anchored by government, dining, and shopping**. Together, these industries account for approximately 60% of downtown’s jobs. Given this, downtown has a relatively low percentage of knowledge-based jobs (22%; second lowest amongst its peer cities) – which includes industries that are predominately private sector-based, fast-growing, well-paying, and a magnet for talented workers. In short, these are the industries that drive economic growth in today’s economy.
- » Flagstaff’s two largest employers – **NAU and the Flagstaff Medical Center** – each bookend downtown to the south and north, respectively – but sit outside the study area boundaries.



**Pandemic Impact and Global Trends Affecting
Downtowns: OFFICE SECTOR**

The nature of work was already methodically changing before the pandemic completely disrupted it. COVID-19's long-term impact on conventional office and coworking formats is a big question mark moving forward. The trend toward more flexibility in the workplace will accelerate and five-day office work weeks may become less common; however, it is expected that conventional office formats will remain an essential part of the equation. Downtowns like Flagstaff, with institutional anchors such as government, hospitals, and universities within (and adjacent to) their districts will continue to house businesses that service them. The conventional office sector will still need to react and evolve though. Fixed and rigid workplaces are becoming less common, as companies seek spaces that can more seamlessly host ranging numbers of employees. Technology standards will be higher. In the long-term, there may be a rise in demand for a shared/coworking model that offers workers maximum flexibility in their workplace. Working in commercial real estate's favor, there may also be a need for greater square footage per employee now, given the health crisis. This could help smooth out any hit to demand due to the spike in remote work. Flagstaff should have an ability to adapt to new demands more swiftly, simply because this sector is largely untapped in downtown, and there isn't an abundance of conventional office space that many other downtowns may be concerned about keeping occupied.

OFFICE MARKET

- » **The commercial office sector is a relatively untapped sector in downtown.** A majority of downtown's workforce is in non-office-based jobs, and furthermore, a majority of the employment that is office-based is made up of County and City workers.
- » **Downtown has approximately 329,000 square feet of commercial office space and a vacancy rate of roughly 1%.** Available space is nearly non-existent (an ideal vacancy rate is roughly 10%), and doesn't allow for much movement in the market or the ability to house new office tenants in available space. Anecdotally, there have been businesses in search of office space in Flagstaff that would have liked to locate downtown, but weren't able to find the right space.

STRENGTHS

- » **A location bookended by the city's two largest employers** – NAU to the south, and the Flagstaff Medical Center to the north – giving downtown the ability to build on these adjacencies and potential development activity.
- » **A strong government sector**, with both a City and County presence. These sectors offer quality jobs and are typically steadier across different economic times, with less vulnerability during downturns. The courts, in particular, also help maintain legal-related services in downtown that attract professional jobs and create demand for commercial office space.
- » **A talented and well-educated citywide workforce from which to pull.** Flagstaff is Arizona's best-educated workforce, and NAU is regularly churning out new graduates looking for quality jobs.

VULNERABILITIES

- » **Little primary employment**, and little employment in knowledge-based sectors with high growth potential.
- » **Nearly no commercial office space available for new or expanding businesses to locate in downtown.** Downtown's office vacancy rate is roughly 1%, meaning it can't capitalize when prospective tenants want to locate downtown.

- » Downtown (and the city as a whole, for that matter) is **heavily dependent on the retail and dining sectors.** Purely from an employment perspective, these sectors are highly dependent on the visitor market, vulnerable to economic conditions, and generally do not offer jobs that pay enough for Flagstaff's housing market.
- » **In some locations downtown, limited parking supply** impacts the ability to attract new employers.

SHOP & DINE

FLAGSTAFF OVERVIEW

- » **The retail, food and beverage sector is Flagstaff's largest industry** in terms of employment. Together these industries employ over 12,000 workers, at approximately 750 businesses throughout the city.
- » This sector is **bolstered by the tourism economy**, and the 5 million people that visit Flagstaff annually.
- » Countywide, both retail and restaurant/bar sectors have experienced **strong sales growth over the last decade.** Between 2010 and 2019, restaurant/bar gross sales grew 79% and retail gross sales grew 55%. Growth was particularly strong from 2013-16 in both sectors.

DOWNTOWN

- » Downtown's storefront economy is critical to its success, driving foot traffic, attracting visitors, and helping maintain vibrancy throughout the day and into the night. In total, there are **223 street level businesses** in the Downtown Study Area.
- » Downtown has a strong mix of street level businesses and services, in large part bolstered by the strength of Flagstaff's tourism economy. Downtown's storefront economy is **driven by dining and shopping.** There are 81 eating and drinking establishments in downtown, including restaurants, bars, cafes, coffee shops, and



**Pandemic Impact and Global Trends Affecting
Downtowns: RETAIL SECTOR**

Retail has always been one of the most disruptive and fastest evolving real estate sectors. COVID-19 accelerated this and hit this sector harder than any other. The pandemic euthanized outdated retail formats that were already declining, including indoor malls, department stores, and several legacy brands. The trend toward online sales has accelerated, although it only accounts for less than 10% of total sales pre-pandemic. Relative to the rest of the sector, downtowns are better positioned post pandemic. Local independents and experiential retail once again distinguish downtowns. Opportunity for community-driven retail is expected to be a growing niche, with a newfound desire to connect with neighbors, demonstrate social impact and influence change amongst retail businesses and entrepreneurs. Downtown Flagstaff has been driven by experiential retail and local independents; however, it has been reliant on the visitor market. This is an opportunity to reconnect with the local community (supported even further by new residential development), and possibly diversify small business ownership in downtown.



breweries. This accounts for more than a third of all of downtown’s storefronts. There are 54 retail establishments in downtown, accounting for one-fourth of downtown’s storefronts.

- » Other strong categories include beauty and personal care (17 establishments), banks and financial services (7 establishments), and fitness (7 establishments).
- » Based on a May 2020 count, **87% of downtown’s storefront businesses are local independents**, which is what makes downtown unique and part of the attraction.

RETAIL MARKET

- » The retail market (which includes food and beverage space) is **the centerpiece of Downtown Flagstaff’s real estate portfolio**. There is over 370,000 square feet of space in downtown, the most privately held square footage amongst the three primary real estate sectors (housing and commercial office).
- » Downtown had a **retail vacancy rate (pre-COVID) of approximately 5%**, higher than citywide rates, but still within a healthy range (less than 10%).
- » **Downtown retail space rents at a premium compared to citywide averages.** The average rate in downtown is approximately \$25 per square foot. Anecdotally, downtown rates vary widely, from \$12 per square foot for under-market leases, into the high-\$30s per square foot on the high end.

STRENGTHS

- » **Downtown’s storefront economy punches above its weight.** This is in large part due to the impact (and spending power) of the tourism economy, discussed in more detail in the following section.
- » **Local independent businesses dominate the downtown scene.** This offers distinct character and sense of place, amongst downtowns nationally that have lost some of their local vibe in recent years.
- » **A strong food and beverage market** – Nationally, food and beverage has been expanding while retail has remained stagnant or even contracted in some downtown markets. Downtown Flagstaff is consistent with these trends, and food and beverage has become the sector’s anchor.

VULNERABILITIES

- » **Downtown’s retail sector primarily serves tourists, not the local community.** There is an overall struggle to get locals to come downtown, and the shopping, eating and drinking scene is a part of this equation.
- » Tied to the above, despite all its storefront businesses, **downtown still lacks some critical retail elements that would help serve residents’ daily needs**, namely groceries and drugstores, and make Downtown a more appealing place to live.
- » A consideration to the overall health of downtown’s storefront economy is **having adequate and convenient parking supply for patrons**. Downtown is already short on options for customer parking, further challenging retail and dining establishments.



VISIT & STAY

FLAGSTAFF OVERVIEW

- » **Tourism is Flagstaff’s top industry.** The city sees over 5 million visitors annually, and the industry supports over 8,000 local employees. Furthermore, non-city residents provide an estimated 50% of the city’s sales tax revenues.
- » **Flagstaff has grown into a nearly four-season destination.** Visitors are attracted to Flagstaff because of its setting, climate, natural beauty and surrounding amenities, and as a gateway to the Grand Canyon and Sedona. It sits at an elevation of 7,000 ft., making Flagstaff a summer respite for those in the greater Phoenix area. In the winter, it serves as Arizona’s playground with over 100” of snowfall annually, surrounded by the largest contiguous Ponderosa pine forest in the world and the San Francisco Peaks.
- » The **overall portrait of a visitor** to Flagstaff is one that is high-income, often a repeat visitor, and most likely from neighboring states or the Phoenix area, arriving by car. The average overnight length-of-stay in Flagstaff is 3 days.
- » The **Grand Canyon** is the central attraction for those visiting Flagstaff. Other core attractions also exist though, and include Route 66 nostalgia and the Lowell Observatory. Annual visitors to the Grand Canyon (roughly 6 million) increased every year between 2014 and 2018, before dipping in 2019.
- » **The arts and culture sector is another important piece of the Flagstaff economy and visitor market**, supporting approximately 3,000 jobs locally. According to a recent visitor survey conducted by the City and NAU, nearly half of Flagstaff’s visitors indicated that museums and observatories were important to their visit. Major art and cultural venues include the Museum of Northern Arizona and Coconino Center for the Arts (both north of Downtown), the Pepsi Amphitheater (several miles south of downtown), and several performance venues on NAU’s campus adjacent to downtown.

**Pandemic Impact and Global Trends Affecting
Downtowns: VISITOR MARKET**

For over a year, the pandemic put a halt to the tourism economy worldwide. Communities, such as Flagstaff, that rely on this sector were hit hard by the economic shutdown. While this sector continues to recover, it is anticipated that it will be more reliant on the drivable-market in the near-term. Downtowns should take this time as a chance to (re)focus on their local communities and constituents. This can be done by offering safe, smaller-scale, and culturally-relevant events, some of which are designed for local segments that may not have come downtown as frequently in the past. Downtowns can also create environments that are more appealing and inviting, by converting public spaces to accommodate more outdoor dining and safe gathering spaces. The arts and cultural segment should be engaged to bring creativity and vibrancy into the reinvention of public spaces and to showcase local heritage, context, and artistic talent.



- » The **Lowell Observatory** – located on Mars Hill which overlooks downtown – is the centerpiece of Flagstaff’s lunar legacy. Lowell’s telescopes, open deck observatories, and numerous exhibits have engaged the public through interactive learning experiences. In addition to hands-on discovery and guided tours, the observatory hosts summer camps, research programs, lectures, and special events throughout the year.

DOWNTOWN

- » Downtown is home to **nine private art galleries, the Orpheum Theater, and the Doris Harper-White Community Playhouse, home to Theatrikos.**
- » Downtown hosts **a variety of events** annually that attract both locals and visitors. A majority of these take place at Heritage Square, downtown’s “living room” and central public plaza. These include the Summer Concert Series, Movies on the Square, Halloween Harvest, amongst others. Downtown also offers a full holiday calendar, with regular themed events and promotions throughout December.
- » While not located within downtown, **several major cultural destinations are located within close proximity** including the Lowell Observatory and several performing arts venues on the NAU campus.

LODGING MARKET

- » **Flagstaff has a large concentration of hotels** – more rooms per capita than Las Vegas. Several clusters of these are within close proximity to downtown, but outside the district.
- » **Downtown has five hotels, one B&B, and one hostel.** The Residence Inn by Marriott is downtown’s newest hotel, and largest by far with 110 rooms. All the rest have 51 or fewer rooms. In total, downtown has fewer than 300 hotel rooms, and therefore the sub-market is too small to get industry metrics for, such as daily and occupancy rates. If citywide metrics are any indication, then downtown’s hotels likely have high above-average occupancies but lower average daily rates.
- » Downtown lodging market is also **increasingly impacted by the short-term rental market** which has seen explosive growth in Flagstaff over the last six years. Flagstaff has the 14th most Airbnb listings per capita in the country.

STRENGTHS

- » **There is a real depth to the tourism experience in Flagstaff and northern Arizona.** Downtown doesn’t need to be the main attraction, and is working from a position of strength thanks to the region’s assets – but should strive to play a more integral role in this market. Its lodging, restaurants, retail, and art and cultural destinations are central to this mission.
- » **Downtown’s proximity to the Lowell Observatory & Mars Hill is a real asset to build upon.** Already a destination, Lowell is underway with a capital improvement and expansion plan that will allow it to serve 250,000 visitors per year, up from 100,000 currently.
- » **A strong short-term rental market** – A supplement to downtown’s hotel/motel market, attracting visitors likely to spend money at downtown’s businesses. Indicators point to this as a healthy, growing sector throughout Flagstaff. Most of the short-term rentals are single-family homes, with high rates (nearly \$200 per night on average), and strong occupancy rates (59% on average).

VULNERABILITIES

- » **Downtown is more about what’s around it, than what’s in it.** The Lowell Observatory, the city’s two largest art museums, and the region’s main performance arts hall are all located outside of downtown. This is unusual amongst downtowns nationally which are often homes to major cultural destination and the center of the city’s art community.
- » **A competitive regional lodging market.** Downtown hotels compete with the city’s number of other lodging options, larger corporate brands located closer to highways, roadside hotels/motels that offer budget options for those traveling by car to the Grand Canyon and on Historic Route 66, and lastly, with an increasing number of short-term rental options.
- » **A strong short-term rental market** – While these rental units play an important role in housing a portion of the visitor market, they can also erode the hotel visitor base and reduce the permanent housing stock in an already-strained residential market.



PEER CITIES

Peer cities and their downtowns are used as comparisons throughout the Market Assessment. Peer cities include Bellingham, WA; Bend, OR; Boulder, CO; Corvallis, OR; Fort Collins, CO; and Missoula, MT.

These were selected based on their prevalence in recently-completed City of Flagstaff reports and studies. P.U.M.A. then selected peer communities for this study that are located in the Western U.S., have a similar-sized city, downtown, and university, and have a strong tourism-based economy. On the whole, these peer cities share many of the same market dynamics that exist in Flagstaff today.

CITY	POPULATION	UNIVERSITY	ENROLLMENT	TOURISM/REC. DRAW	DOWNTOWN SIZE
Flagstaff, AZ	75,653	Northern Arizona University	22,390	Grand Canyon National Park, Coconino National Forest	0.28 sq. mi.
Bellingham, WA	91,219	Western Washington University	16,142	San Juan Islands; Mt. Baker	0.29 sq. mi.
Bend, OR	94,911	Central Oregon Community College; OSU-Cascades	16,814	Cascade Mountains, Deschutes River	0.18 sq. mi.
Boulder, CO	108,179	University of Colorado	33,246	Colorado Rocky Mountains	0.22 sq. mi.
Corvallis, OR	58,977	Oregon State University	24,290	Cascade Mountains, Willamette Valley wine region	0.20 sq. mi.
Fort Collins, CO	168,623	Colorado State University	28,600	Colorado Rocky Mountains	0.49 sq. mi.
Missoula, MT	75,034	University of Montana	10,962	Glacier National Park; Lolo & Flathead National Forests	0.30 sq. mi.



COMMUNITY ENGAGEMENT

- » The Community's Top Priorities
- » Committees and Stakeholders
- » Community Survey

THE COMMUNITY’S TOP PRIORITIES

As part of the Flagstaff Vision and Action Plan planning process, the FDBA, City of Flagstaff, and the P.U.M.A. team undertook a significant community engagement effort during the COVID-19 pandemic. This section summarizes the main activities and outcomes of that process.

The list below is a compilation of the feedback from all community and stakeholder engagement efforts. Understanding community priorities can help the City of Flagstaff align their efforts and select actions that fit both the community-wide values and the City’s capacity. These themes and priorities form the basis for the Downtown Vision and Action Plan and the subsequent opportunities described and illustrated in the following chapter. The common themes and highest rated priorities for improving Downtown Flagstaff are outlined below:

VIBRANT AND LIVABLE

- » Recognize the Southside BIPOC community
- » Provide more day-to-day retail for residents (i.e. grocery, pharmacy, hardware, medical/dental, etc.)
- » Attract a variety of new housing types and price points (particularly for families and working class), including affordable, market rate, senior, for sale, townhomes, and condominiums
- » Encourage retail to expand their hours of operation to improve evening vibrancy
- » Strengthen Flagstaff’s storefront economy, including strategies to support and attract retail, restaurants, and other active uses to better attract residents.
- » Guide downtown’s emergence from pandemic closures, preserving local businesses, avoiding long-term closures, and supporting a return to economic vitality.

CONNECTIONS

- » Walkable – improve key streets for pedestrians and transit users
- » Enhance pedestrian and bicycle connections to NAU and surrounding neighborhoods
- » Improve pedestrian crossings of Route 66
- » Explore innovative ways to activate alleys and other underutilized spaces as well as existing open space.

MAINTAIN HISTORIC CHARACTER

- » Preserve historic buildings while sensitively developing new buildings
- » Embrace sustainability as a core value in how downtown is managed, improved and developed.
- » Create a clear path through regulatory processes to accommodate the types of development and public realm enhancement envisioned in the plan.

EMPLOYMENT

- » Create and promote new jobs and innovation
- » Identify economic linkages to support primary job growth, including strong ties to NAU and other large area employers while increasing opportunities for small businesses and entrepreneurs.
- » Build upon and embrace the Lowell Observatory and Flagstaff’s long astronomical history

WELCOMING, INCLUSIVE, AND ACCESSIBLE TO ALL

- » Develop a public space improvement and activation strategy that engages locals and visitors and celebrates the creativity and culture of Flagstaff, including Native/Indigenous traditions.
- » Improve the cleanliness, safety, and the perception of safety in downtown

PARKING

- » Address parking management and supply, including new parking facilities for employees and visitors throughout downtown
- » Work with County and City to provide parking for employees and visitors
- » Work with transit for employees and strengthening use of ecoPASS program
- » Increase efforts to grow bike and walking amenities downtown

COMMITTEES AND STAKEHOLDERS

The Flagstaff Downtown Business Alliance assembled two committees and working groups to oversee the project that met with the consultant team numerous times virtually and during the August site visit to Flagstaff. In addition, they met regularly on their own throughout the project.

PROJECT MANAGEMENT TEAM (PMT)

The PMT was comprised of the four project funding partners: Flagstaff Downtown Business Alliance (FDBA), City of Flagstaff, Coconino County, and Mountain Line.

COMMUNITY ADVISORY COMMITTEE (CAC)

The CAC was comprised of a range of 23 stakeholders to serve as public representation that ensures findings and direction of the Downtown Vision and Action Plan are meeting the needs of the downtown community and the Flagstaff community at large. This group included professionals in the following fields: City and County staff, design, real estate/development, small business owners, NAU, Chamber of Commerce, restaurateurs, and hospitality. This committee met several times on-line during the project process, and their vision was consistent with the other stakeholder groups and the community at large.

STAKEHOLDER AND FOCUS GROUP MEETINGS/INTERVIEWS

In addition to several meetings with the PMT and CAC, P.U.M.A. held numerous on-line stakeholder and focus group interviews/discussions between March – August 2020. More than 100 stakeholders participated, representing the following downtown groups:

- » Elected officials
- » Business owners
- » Developers/Builders
- » Commercial and residential real estate brokers
- » Historical Resources Commission
- » Norther Arizona University
- » Gore
- » City and County Staff
- » Residents
- » Southside residents and stakeholders

FLAGSTAFF DOWNTOWN BUSINESS ALLIANCE BOARD (FDBA)

The P.U.M.A. team met frequently on-line with the FDBA as well as in-person during the August site visit. The FDBA board assisted in prioritizing the emerging downtown vision and strategies for this plan.

WORKING GROUPS

Working Group meetings with approximately 30 participants were held in August and September 2020. Group topics included: 1) Economic Vitality, 2) Downtown Experience, 3) Urban Design & Built Environment. The highest rated improvements of each of the groups are listed below.

Economic Vitality (including office, retail, education, residential, hospitality, medical, and other sectors)

- » Identify economic linkages to support primary job growth, including strong ties to NAU and other large area employers
- » Retain existing restaurants
- » Provide a variety of housing types and price points throughout downtown
- » Educate city leadership to adapt to the post COVID growth that Flagstaff will face

Urban Design & Built Environment (including zoning, land use, historic preservation, and public space activation)

- » Provide a clear path to adaptive reuse while preserving historic character
- » Alley activation – accessibility for pedestrians while still accommodating deliveries
- » Pedestrian wayfinding and interpretation (i.e. identify destinations)
- » Resident activation, housing, daily needs for residents (grocery, medical/pharmacy, hardware, etc.)
- » Welcoming to all
- » Keep downtown clean – sidewalks, parking area, etc.
- » Parking supply and management

Downtown Experience (including marketing, branding, events, arts and culture, safety and social services)

- » Fill storefronts (retail, restaurants, etc.)
- » Boost November to March visitation through creative marketing, activities
- » Improve marketing and information to locals regarding arts & culture
- » Boost Events, particularly related to science and art
- » Build a parking public parking structure(s) as part of a PPP/shared structure with other on site uses



COMMUNITY ONLINE SURVEY

As part of the Downtown Vision and Action Plan, an online survey was available August-September 2020 to collect broad stakeholder and community input about their experience and desires for Downtown Flagstaff as well as priorities and improvements to over the next 5 to 10 years. A total of **1,239 responses** were recorded. The following presents the survey’s key findings and results.

Since the survey ran during the COVID-19 pandemic, several questions were integrated to account for this crisis.

Demographics: Survey respondents represented a strong cross-section of Flagstaff residents. Respondents were particularly well-distributed by age and income brackets. 75% of respondents identified as Caucasian, while 65% were female. Most respondents (72%) were residents of the greater Flagstaff region, living outside of Downtown.

THE PANDEMIC IMPACT

A majority of survey respondents (59%) indicated that they were in Downtown Flagstaff at least once a week prior to the pandemic. By a large margin, “restaurants and bars” most often brought respondents to Downtown prior to the pandemic (83% of respondents). “Shopping” (46%) and “events and festivals” (43%) were also popular answer choices.

Overall, more than half of respondents indicated that they will be either cautious/hesitant or not comfortable visiting Downtown for various services/activities while COVID remains a threat. Stores, outdoor festivals and events, and work have the best outlook, while respondents expect to be most cautious with bars and nightlife venues.

SETTING A VISION FOR DOWNTOWN BEYOND RECOVERY

The five most common words used to describe respondents’ vision for Downtown Flagstaff in the year 2030 were **local, friendly, vibrant, parking,** and **fun**. The word cloud represents the words respondents most frequently used to describe their vision.

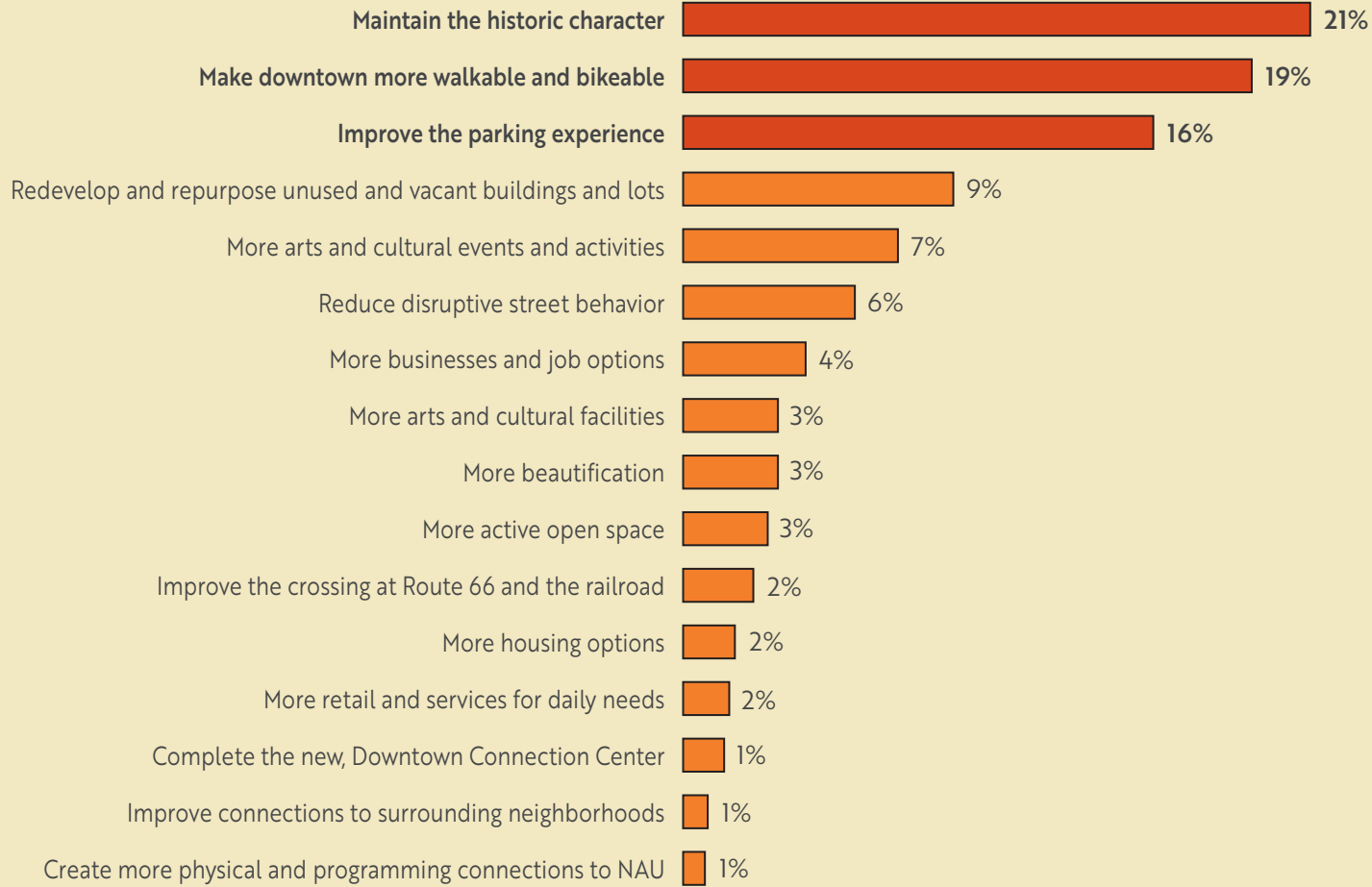
A majority of respondents rated the following five actions as “very important” for achieving their vision for Downtown Flagstaff:

1. **Maintain the historic character** (77%) – the top choice by a significant margin
2. **Make Downtown more walkable and bikeable** (59%)
3. Redevelop and repurpose unused and vacant buildings and lots (57%)
4. More beautification (public art, alleyway enhancements, etc.) (54%)
5. Improve the parking experience (53%)



When asked to choose the one action from the list of 16 that will be most important to achieve their vision for Downtown, a clear top three stood out significantly from the rest, as the following graph shows:

- #1 Maintain the Historic Character
- #2 Make downtown more walkable and bikeable
- #3 Improve the parking experience



Respondents were also given the chance to provide additional ideas for improvements to Downtown Flagstaff in an open-ended format. The most common themes amongst these answers both related to how outdoor spaces are utilized:

- » **More outdoor uses and activation** – outdoor seating, outdoor dining, patios, gardens, more trees, and additional places to congregate
- » **Desire for making pandemic-related changes permanent or seasonal** – keep street closures, sidewalk dining, and parklets in place, at least during summer months; widen sidewalks; permanent pedestrian-only street (mostly in reference to Aspen and Leroux)

When asked what type of housing is most appealing if they were to consider living Downtown, the most popular answer was **single-family unit** (28%). There were also a significant number of respondents who would never consider living Downtown (27%). There is generally more desire for ownership units over rental units.

Improved sidewalks and bike routes (46%) are the most desired amenity that respondents feel will make Downtown a more attractive neighborhood to live in. Other popular selections include additional parking (40%), full-service grocery store (35%), more art and cultural options (34%), and parks and playgrounds (33%).



VISION & ACTION PLAN

- » Vision
- » Catalytic Projects
- » Economic Vitality
- » Downtown Experience & Urban Design
- » Mobility Framework

VISION

All of the community input from the committees, working groups, stakeholder meetings, public open houses, and the online survey was collected and synthesized into the community's vision for Downtown Flagstaff. Each of the six vision elements below is interwoven into each section of the Downtown Vision & Action Plan.

VIBRANT

Downtown Flagstaff should continue to expand on its entertainment, events, and multicultural offerings. It should become a more regional artistic and cultural hub and a national destination for a range of creative and social offerings. Culture is essential to downtown's sustainability and should be incorporated throughout downtown. Active social spaces, unique events and experiences, creative businesses, and state-of-the-art cultural assets should enrich the lives of residents, the economic health of the downtown area and the experiences of visitors.

WALKABLE & CONNECTED

Downtown Flagstaff should continue to be a place that is easy for people of all ages to move around whether by foot or mobility device, bicycle, transit, or car. Downtown Flagstaff should be connected to destinations with and across downtown as well as to the adjacent neighborhoods. Convenient parking options should exist so patrons, employees and residents can park once, and walk to their destination.

HISTORIC & ADAPTABLE

Downtown Flagstaff should embrace its rich heritage of design by preserving existing historic structures and creating new buildings/additions of architectural merit.

PROSPEROUS

Downtown should be a diverse employment center where retail, finance, technology, government and services thrive. Downtown should be a center for creativity featuring a wide variety of local retail shops, high-quality dining and entertainment options, and a strong local business community. Additional amenities should be provided to meet the daily needs of current and future downtown residents. A broad range of housing types should be available to meet the needs of diverse age groups, lifestyles, and incomes as well.

WELCOMING & INCLUSIVE

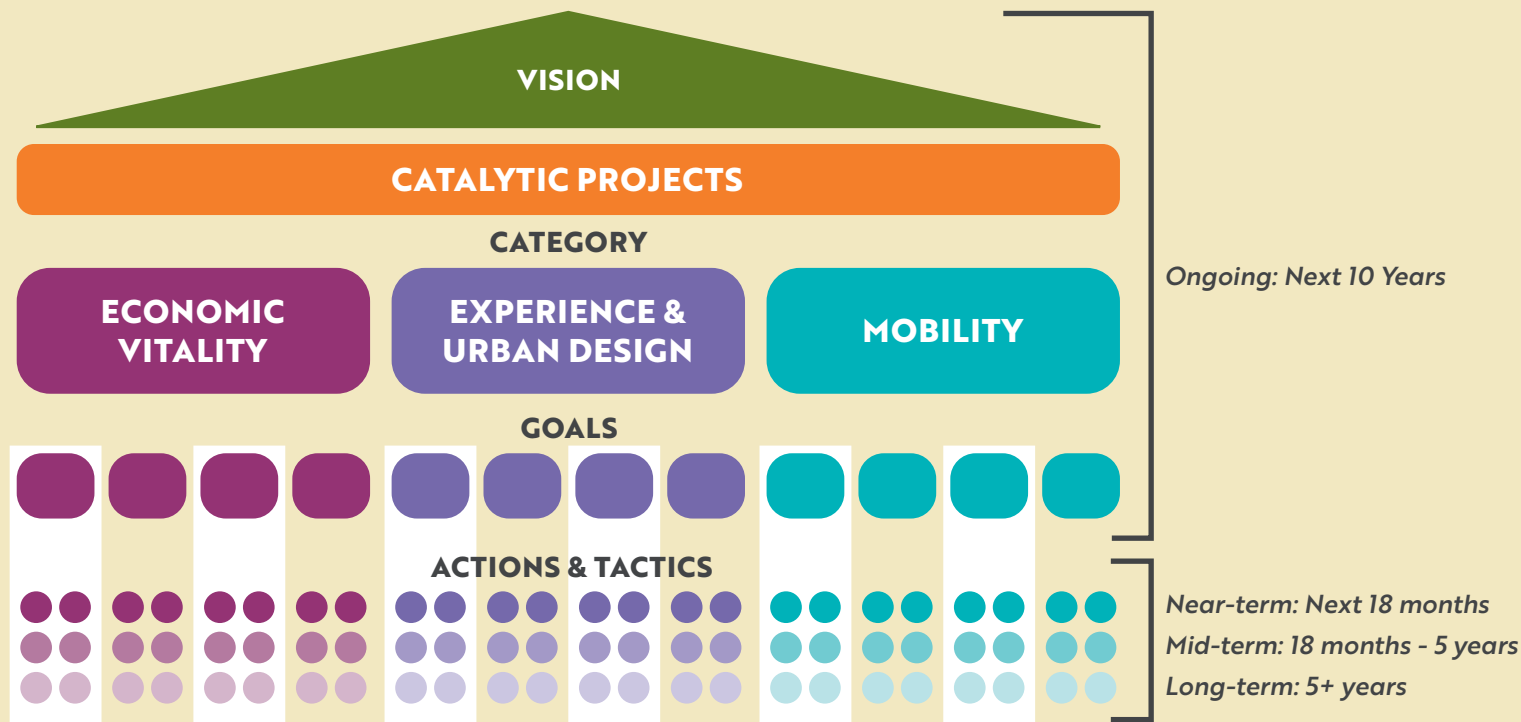
Flagstaff should celebrate its diversity of cultures, particularly its indigenous roots. It should build upon the strengths of diversity to create a place the is welcoming to everyone.

ACCESSIBLE TO ALL

Downtown Flagstaff should be an inclusive, welcoming place for people of all ages and backgrounds to use and enjoy.



The **Action Plan** is constructed as follows. The plan identifies catalytic projects as well as immediate, short- and mid-term actions for downtown physical improvements and policies, to guide the FDBA and City of Flagstaff, the development community, and downtown stakeholders for the next ten-year investment cycle. **Catalytic projects** are discussed first. Second, goals and actions are divided into three main categories – **economic vitality**, **experience and urban design**, and **mobility**. For actions and tactics within each of these categories, timelines and responsible parties are identified to aid in implementation.



CATALYTIC PROJECTS

A catalytic project is one that has the potential to have lasting positive impacts on downtown and encourage improvements around them. Most of downtown property is owned by private entities and improvements are dependent on multiple factors, such as one’s willingness and financial means to redevelop, access to capital, partnerships, existing leases, and more. However, there is publicly owned land downtown as well – some parcels are owned by the City of Flagstaff or Coconino County, and streets, sidewalks, and parks may also offer catalytic opportunities. Based on an assessment of downtown land, property ownership, property conditions, surrounding economic activity, and interviews with downtown citizens and stakeholders, a list of catalytic projects was developed. This list, along with ideas and recommendations, should serve as preliminary guidance to get conversations started and hopefully generate excitement about possibilities for the future.

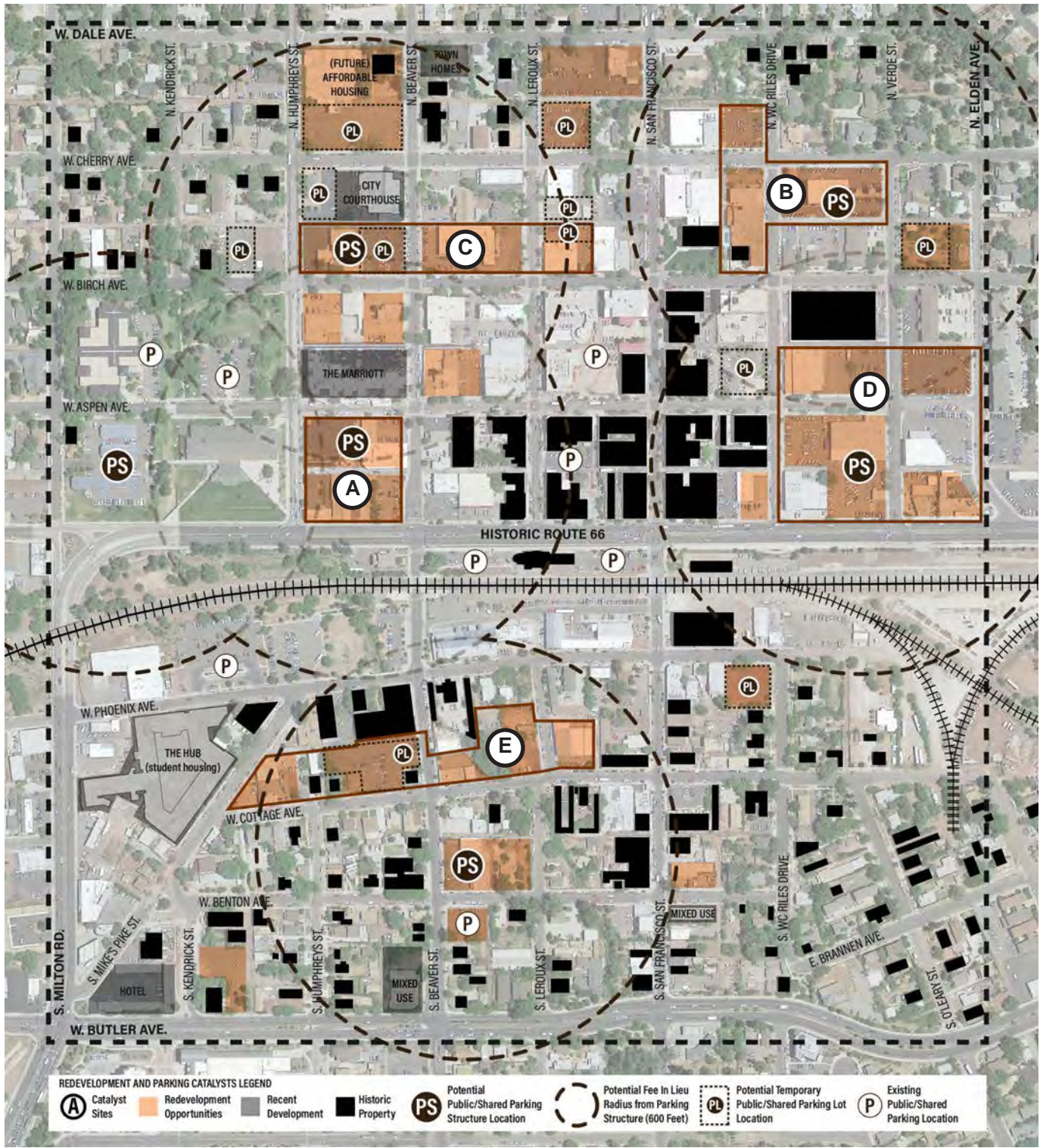
REDEVELOPMENT & PARKING CATALYSTS:

- A - Old City Courthouse
- B - Coconino County Properties
- C - Birch Avenue Infill
- D - Eastside Gateway
- E - Cottage Avenue Infill

PLACEMAKING CATALYSTS:

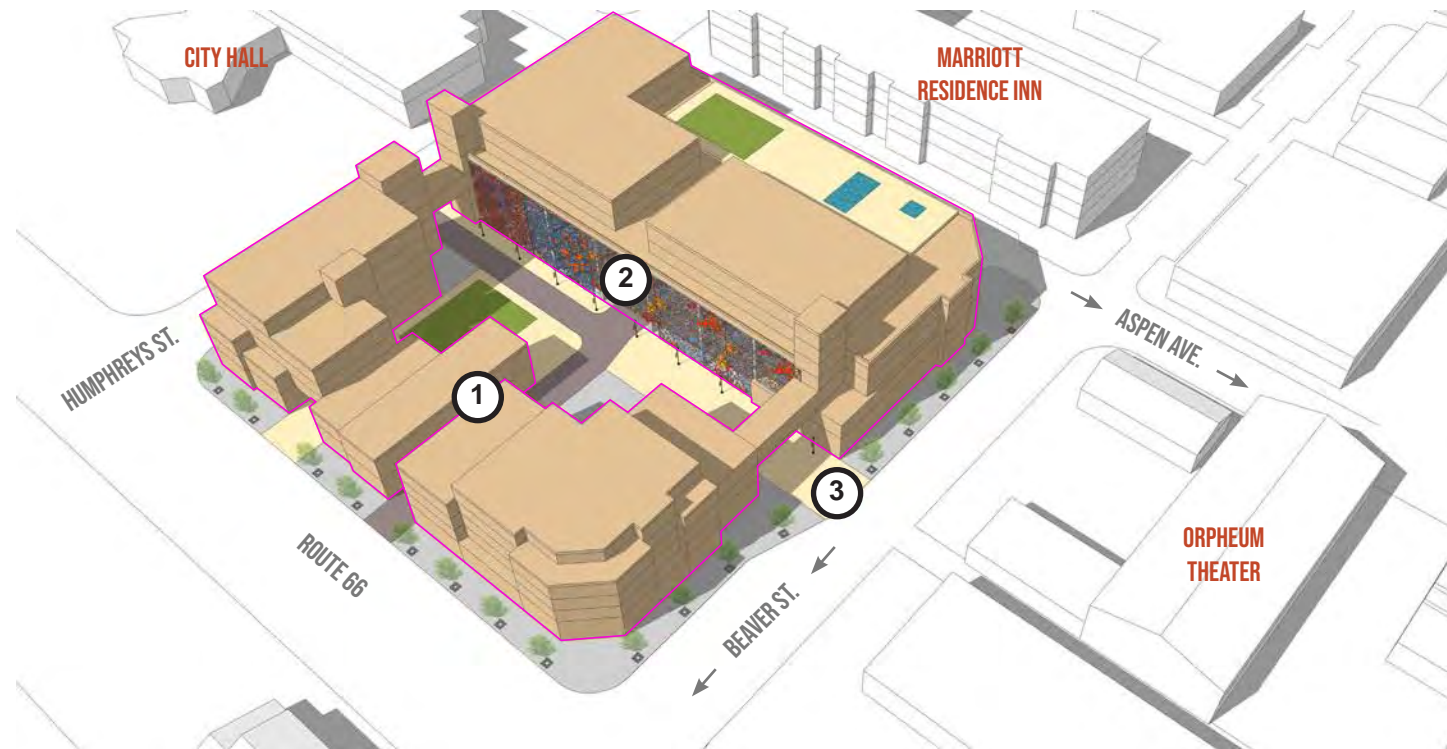
- A - Downtown Connection Center
- B - Leroux Festival Street
- C - Heritage Square Activation
- D - Alley Activation
- E - Streetscapes, Gateways, Connectivity & Wayfinding

REDEVELOPMENT & PARKING CATALYSTS



The following pages illustrate the potential for five redevelopment catalysts in downtown. These are for illustrative purposes only - they are not actual development proposals. These catalysts encourage the city to work with a developer(s) to provide public parking in conjunction with other uses that serve the Downtown Vision. Potential public/private parking structure locations are identified but not all are necessary as project are developed. Refer to page 83 Mobility Framework for more detail on parking recommendations.

A - OLD CITY COURTHOUSE



This concept shows the entire block redeveloping into a mixed use gateway to downtown. This catalyst project envisions a public-private partnership to redevelop into a mixed use block with a public parking component. The program is to be determined, but any project on this site should give back to the community with public parking and public space. This location would also be ideal to contribute downtown housing and an urban grocery/market.

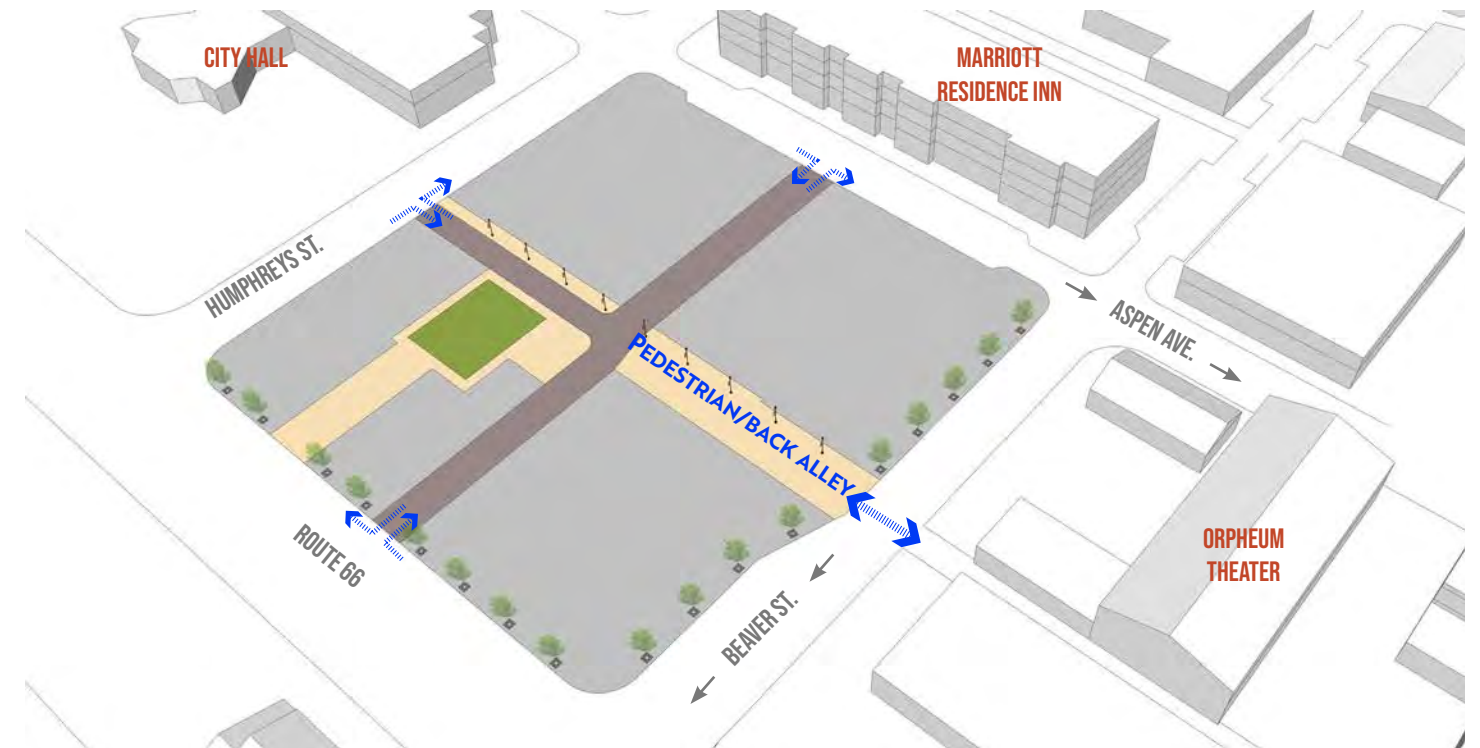
① City should issue Request for Proposals for development on this block. Scenario shown would include the entire block redeveloping at once. This scenario shows three primary structures with massing broken up to fit into the context of downtown. Uses should include hotel or residential units, and ground floor retail. A small corner market to support downtown residents is also desired.

② Any future development proposal should include some amount of public parking (exact number to be negotiated) to serve downtown businesses. Parking structure should be built in a way that can be converted to housing in the future.

③ Maintaining alleys is desired. This scenario shows a wide alley for back-of-house / pedestrians for a half block at Beaver Street that would be activated with adjacent uses and connected across Beaver to the downtown core alleys. The parking structure could include a thru-drive passage to enhance connectivity and options for entering and exiting to avoid congestion (see next page.)



The Dairy Block in Denver, CO is a public amenity with art, games, lighting, and seating areas. A boutique hotel and lobby bar is one use that activates the space.



The diagram above shows how site circulation to parking could work. All entries/exits would be right in, right out due to Aspen being a one-way street and Route 66 and Humphreys being busy streets. This concept envisions an alley for back of house / pedestrians for a half-block at Beaver Street with a safe mid-block pedestrian crossing to allow pedestrians a safe and interesting walk that connects to the downtown core and activated alleys.

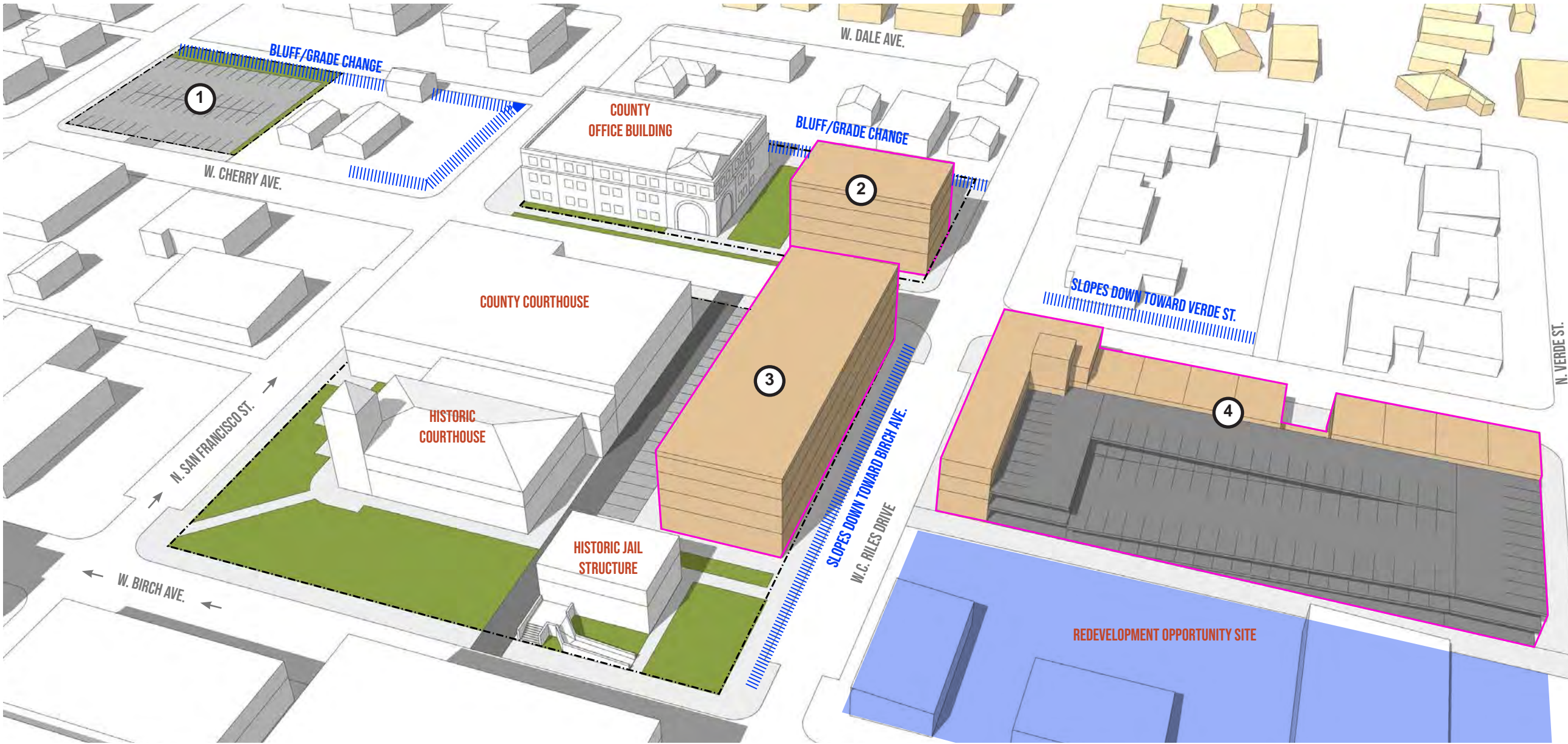


A pedestrian alley in Rapid City, SD that is similar to the concept shown, with parking structure on one side (with flat floors and high ceilings for future adaptive reuse) and businesses activating the other side. Ample pedestrian-scaled lighting, flowers, and other amenities keep the space looking nice and feeling safe.



Parking areas should be screened from public view. When facing a public street, design the edges with active building uses, when feasible, or design to look like a building with similar bay rhythm and materiality. When facing an alley, use creative screening techniques, such as mesh, screens, green walls, or design to look like a building.

B - COCONINO COUNTY PROPERTIES



- 1
- Maintain surface parking lot at Cherry and Leroux. Use for county offices during the daytime and for public parking on nights and weekends.
- 50 parking spaces
 - Future infill development
- 2
- Infill parking lot at the corner of W.C. Riles Dr. and Cherry with potential mixed use building. This could hold county or private offices. Transition to neighborhood.
- Approximately 20,000 SF building shown (4-stories)
 - Some surface parking behind building.
 - Central "lawn" aligns with alley to south
- 3
- Replace the old county jail along W.C. Riles Dr. with a new office building to accomodate county office/justice space with potential for mixed use.
- Approximately 52,000 SF building shown (4-stories)
 - Maintain alley and provide secured off-street parking for judges behind building.
 - Maintain/restore historic structure at W.C. Riles Dr. and Birch.
- 4
- Redevelop half-block of existing county office building into a shared parking structure wrapped with townhomes and/or apartments.
- 8 townhomes shown facing Cherry Street.
 - 10 apartments with ground floor retail/restaurant uses facing W.C. Riles Dr.
 - Approximately 280-space shared parking structure.

This concept shows the how Coconino County properties in downtown could redevelop overtime to serve the Downtown Vision. This illustration envisions demolishing the old jail and office building at W.C. Riles Dr. and Cherry Ave. and potentially redeveloping into a mixed use "node" with a shared public/county parking component. A potential new mixed use office building finishes out the new county administrative lot and the existing surface parking lot at Cherry and Leroux remains.



The historic county courthouse is an iconic structure in downtown. Future development should respond to and respect the integrity of this structure.



Public/private parking structure wrapped with office and apartments in Boulder, CO

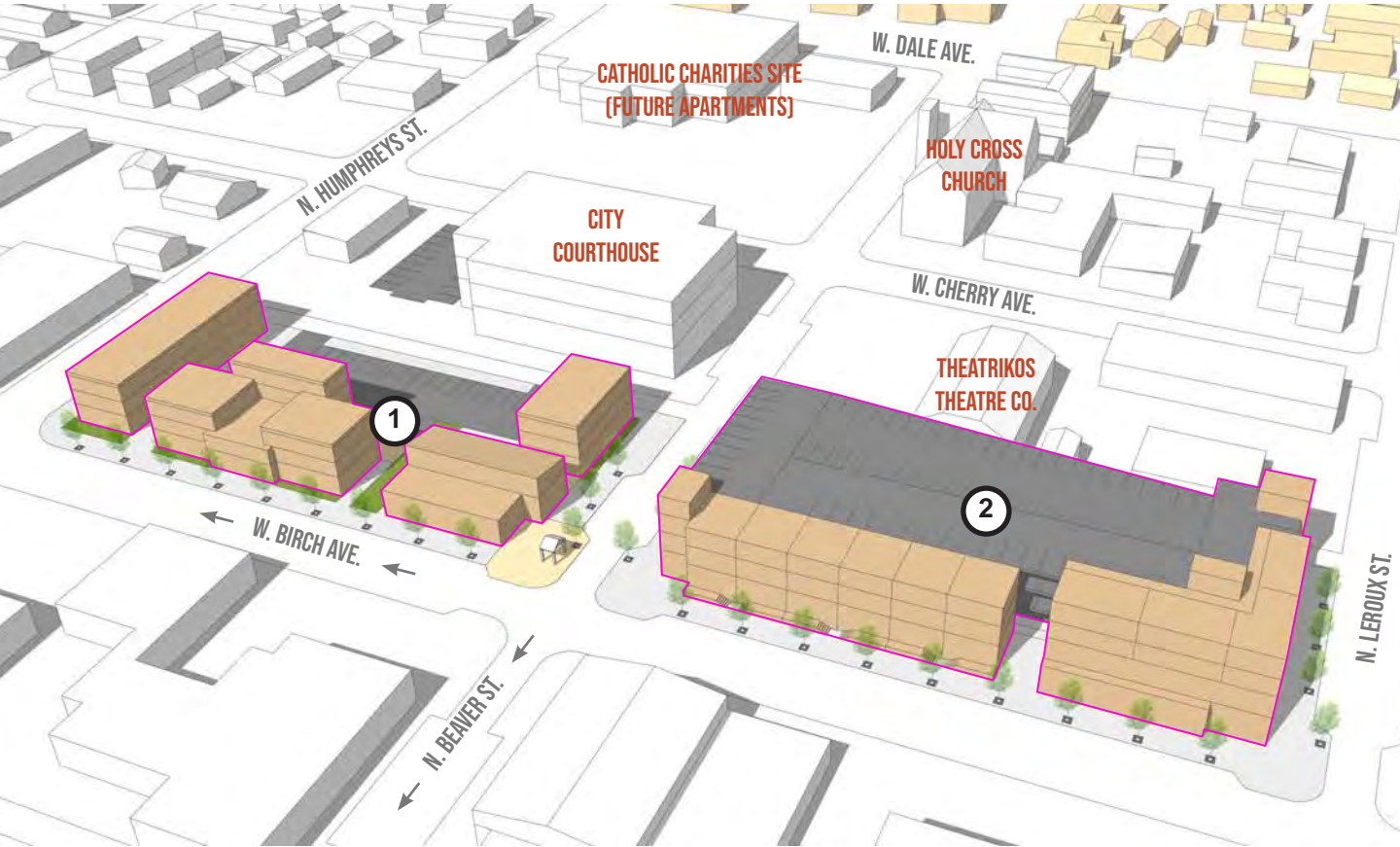


Four-story mixed use office and residential building in Missoula, MT



Civic open space in Englewood, CO

C - BIRCH AVENUE INFILL



This concept shows how the two banks at Birch and Beaver, with large surface parking lots, could redevelop into residential units to serve downtown housing needs. This is also an ideal location for a parking structure to serve downtown, as it is adjacent to the new city courthouse, Theatrikos Theatre Co., and has great access from Humphreys and Beaver Streets.



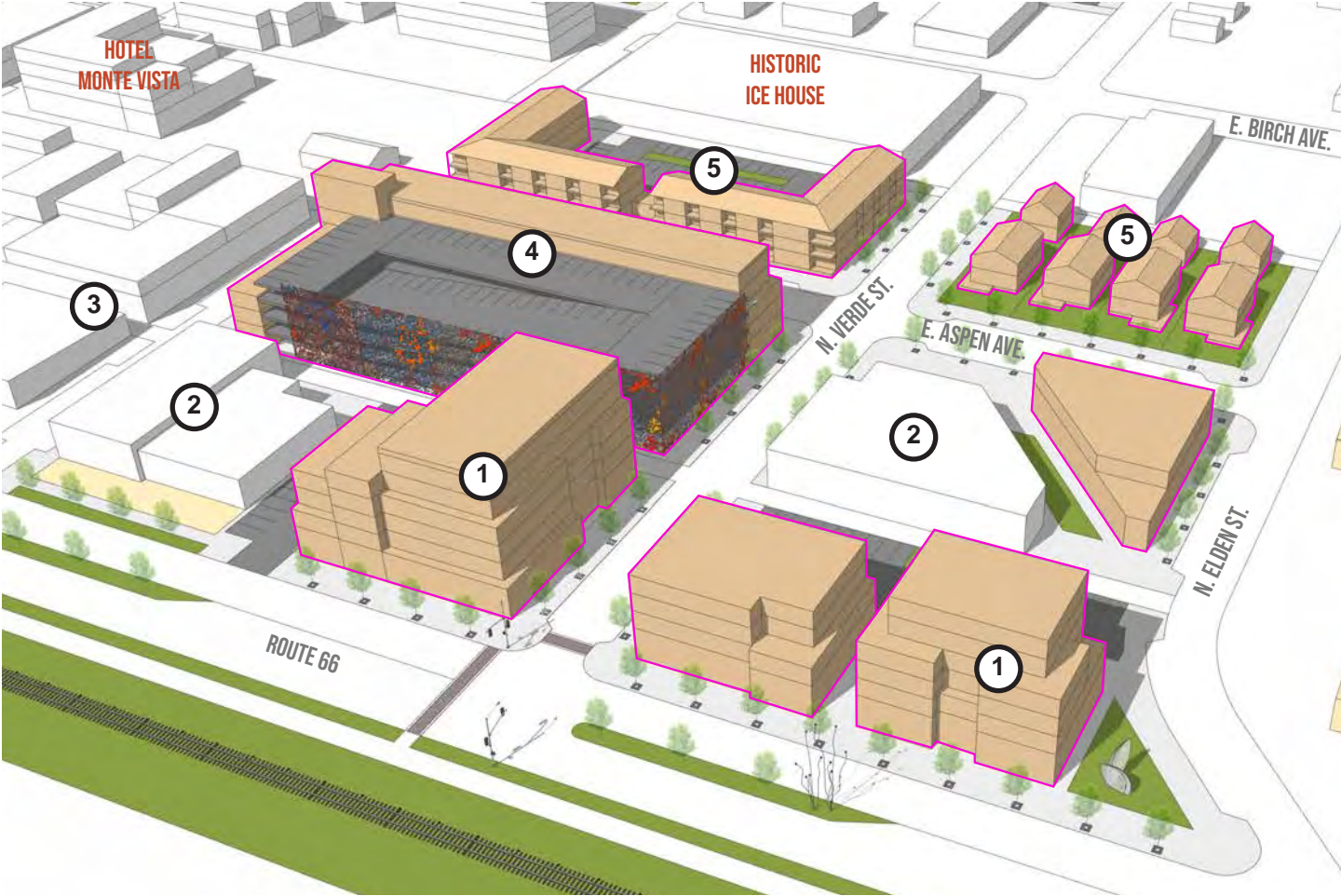
Parking structure could be wrapped with townhomes. This housing type has high demand for downtown Flagstaff. (photo: Los Angeles, CA)



Two to four story residential buildings that are surface parked, or able to share parking in a nearby structure, would help provide affordable housing in downtown. (photo: online - Olympia, WA)

- 1 Replace existing bank and surface parking lot with mixed income residential units with amenities that serve the downtown housing dweller, such as grilling areas, dog run, small plaza/lawn area(s), recreation and fitness room, etc.
- 2 Replace existing bank and surface parking lot with a half-block parking structure wrapped with apartments. The bank could relocate into the ground floor and parking could serve the new development, as well as provide some additional parking for public uses, like the new courthouse, Theatrikos, and downtown businesses and festivals.

D - EASTSIDE GATEWAY



- 1 Create an iconic gateway into downtown from Route 66 with new, large-scale, mixed use buildings.
- 2 Reuse some existing buildings to maintain history and character.
- 3 Proposed activated pedestrian alley would provide very brief and interesting walk to the core of downtown from parking structure.
- 4 Shared parking structure would provide public parking for downtown visitors and patrons, as well as serve parking demand for new development. Parking structure would be wrapped with active uses facing downtown.
- 5 A variety of "gentle density" housing types provide housing for downtown, as well as provide a transition to nearby neighborhoods and less intense uses. These could also be mixed use or live-work units.



An eye-catching, mixed use building at the corner of Elden and Route 66 could serve as a gateway to downtown.



An active ground floor environment would provide a welcoming experience along Route 66.



A unique sculpture and plaza could be located at the intersection of Elden with Route 66 and serve as a gateway.

E - COTTAGE AVENUE INFILL



- 1 Live/work units or artist lofts could add full-time residents and jobs to the area. This illustration shows potential for 9 units that would have ground floor activation and living quarters above. They could be site-parked in courtyard.
- 2 A variety of “gentle density” housing forms, such as alley houses and cottage clusters, could be added along Cottage Avenue to fit the surrounding character while providing affordable housing options.
- 3 Maintain surface parking for Southside. Perhaps activate with a dedicated area for food trucks to park. Could also be used for festivals and events, if parking is provided elsewhere.
- 4 The Downtown Vision Plan highlights the intersections of Beaver and Phoenix and San Francisco and Cottage as “secondary gateways.” These nodes include a mix of uses and serve as a destination as well as a decision point for passersby.
- 5 South Humphreys Street is listed as a proposed bike route in the Active Transportation Master Plan to connect NAU to the future Downtown Connection Center.
- 6 The Southside Community Plan highlights Cottage Avenue as a proposed bike boulevard street.
- 7 Beaver Street has an existing bike lane on the west side of the street.
- 8 Refer to the Southside Community Plan that shows potential for an infill mixed use project and parking facility.
- 9 The Rio de Flag cuts through the Southside Neighborhood. This could be one location where it could be activated with adjacent uses.
- 10 The Downtown Vision Plan highlights potential for alley activation and beautification on the Southside between Cottage and Benton where multiple businesses could use the space.

The Southside Community Plan highlights Cottage Avenue as a “Southside Main Street” and calls for a mix of old and new, where some buildings are reused and repurposed and also where infill redevelopment of compatible scale and architectural style is appropriate. This plan builds on the Southside plan by envisioning Cottage Avenue as a catalyst opportunity for adding a variety of housing types and mix of uses around the existing eclectic fabric. This location is within walking distance of the Southside’s many breweries and restaurants, as well as a short walk to the downtown core via Beaver, San Francisco, or (future connection) Leroux Streets. It is also strategically located in close proximity to Northern Arizona University campus.



Live-work lofts provide active uses on the sidewalk and full-time residents that live, work and shop in the neighborhood.

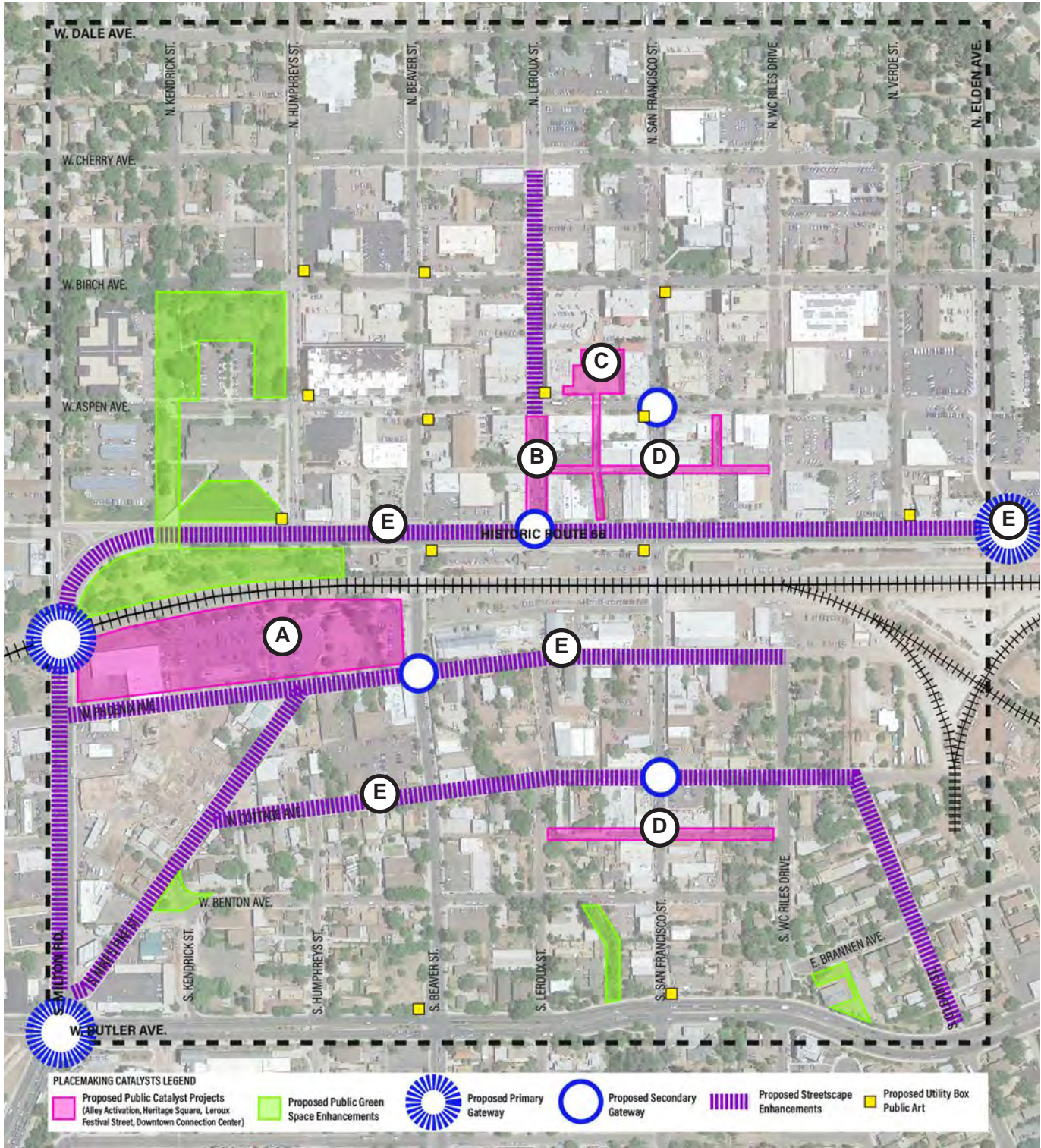


Architecturally, the Southside is very diverse. New infill can reflect and honor this diversity with unique materiality and forms.



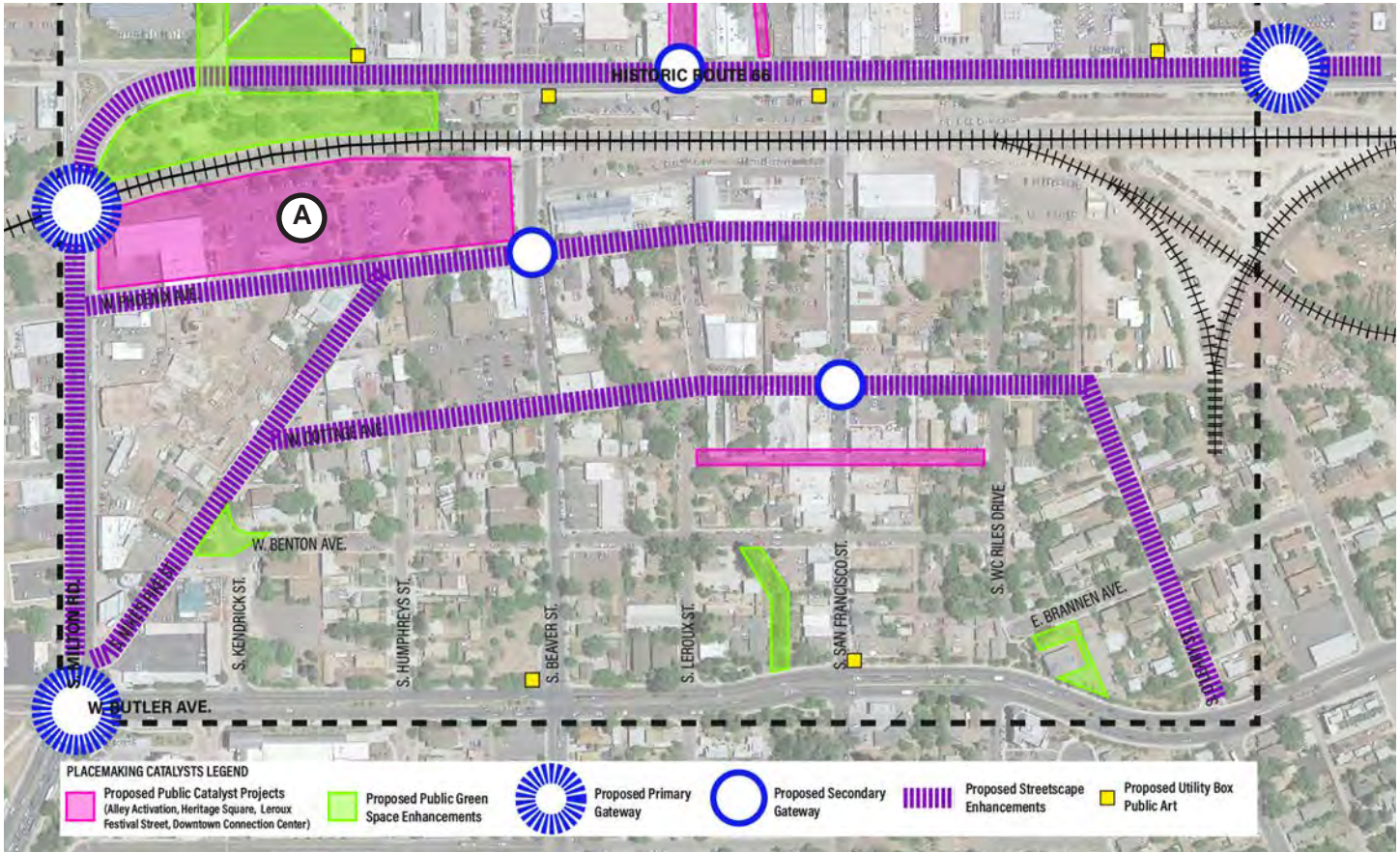
A neighborhood-scale mixed use building could add vibrancy to Cottage Avenue with sidewalk cafes and full-time residents above.

PLACEMAKING CATALYSTS



The following pages illustrate the potential for five placemaking catalysts in downtown. These are primarily public projects that could spur private redevelopment. They include short-term, “quick wins” as well as longer-term, more visionary items.

A - DOWNTOWN CONNECTION CENTER



Mountain Line’s Downtown Connection Center (DCC) is currently being redesigned for significant upgrades due to the need to increase bus capacity, accommodate longer buses and create passenger and community amenities. During the stakeholder and community engagement process, many people expressed the desire for civic space on the DCC site and a bicycle/pedestrian connection under Route 66 and railroad. The City should work with ADOT and BNSF to ensure completion of the planned bicycle/pedestrian connection along the Rio de Flag alignment under Route 66 and BNSF and the DCC should accommodate and develop the pathway on the DCC site. The opportunity for the bicycle/pedestrian connection along the Rio de Flag will also help potentially increase ridership on Mountain Line routes.



Transit center bicycle connection to regional trail system in Fort Collins, CO



A public plaza space will provide much needed open space on the Southside. Rapid City, SD

B - LEROUX FESTIVAL STREET



Leroux Festival Street is a long-term concept for redesigning one block of Leroux Street from Aspen Avenue to Route 66 as a flexible “festival street.” This concept envisions a curb-less street that expands pedestrian space adjacent to businesses and provides a narrow roadway that can accommodate thru travel and parking. During special events or seasons, the street can easily be closed to vehicular traffic, providing additional space for pedestrians. This would be ideal for events like The Great Pinecone Drop. The concept includes a new pedestrian crosswalk across Route 66 to the Visitor’s Center. This concept could be phased over-time with temporary improvements.

- 1 Curb-less/raised street and intersection with stamped concrete vs. brick
- 2 Stormwater planters take runoff from the street and naturally filter it in planters before entering storm pipes.
- 3 Alley access is maintained
- 4 Pedestrian amenities and placemaking features such as: bike racks, benches, lighting, banners, flower pots, and more provide for a pleasant shopping and dining experience.
- 5 On-street parking is provided on one side of the street.
- 6 A narrower roadway provides wider sidewalks adjacent to the businesses for cafe seating, sidewalk sales, and other activation.



Bell Street in Seattle, WA includes similar design features and is shown above during a festival where vehicular travel is restricted.



Fillmore Plaza in Denver, CO - shown above with cars and below during a festival - includes similar design features, including a safe pedestrian crossing of a major street at the terminus.



Feedback from stakeholder and community engagement concluded that Route 66 can feel like a barrier and deter people from crossing between the downtown core and the Southside. Adding a safe, pedestrian-activated signal at the intersection of Leroux and Route 66 would provide an additional, safer crossing location. This concept removes the left turn lane at Leroux to shorten the crossing distance and gain additional space to provide ramps and stairs down to the Visitor’s Center main entrance.

C - HERITAGE SQUARE ACTIVATION

Temporary modifications should be made to Heritage Square to better activate it in the short-term, such as: additional seating and shade, games to play (ping pong, giant chess board, or board game rentals), and more landscaping and flowers.

In the mid-term, Heritage Square should be updated to better suit the needs for downtown in the next 20-30 years. Consider the following: upgrade structural capacity, add a play area for children, more seating options, better visibility from Aspen and integrated connections to alleys, space for and ability to add temporary activation uses such as buskers or carts to sell food and goods.



Continue to activate Heritage Square with music and entertainment events.



Temporary shade and seating areas should be made permanent as well as the addition of movable planters



Movable outdoor games to activate public space in Denver, CO



Temporary public art installations can activate public space. Pasadena, CA

D - ALLEY ACTIVATION



Enhanced alley with pedestrian access while still accommodating deliveries Longmont, CO



A highly enhanced alley with outdoor dining in Denver, CO

- A Downtown Alley Activation Master Plan and Program should be created that considers the following:
1. Continue use of the Expanded Use of Right of Way (EUROW) team to further alley activation efforts throughout downtown with a focus on blocks between Route 66 and Birch Avenue.
 2. For maximum benefit and safety, effort should be placed on identifying and implementing solutions for Aspen Alley that may include regrading, repaving, proper drainage, effective management of winter conditions.
 3. North-south alleys may have potential to be converted completely to improved pedestrian pathways.
 4. Generally, east-west alleys should be designated flexible use alleys, allowing for deliveries and services.
 5. Encourage private property owners and businesses adjacent to alleys to improve and activate them by adding landscaping, outdoor dining, and public art/murals.
 6. Co-locate shared downtown trash dumpsters and compactors and work with a single trash operator on a downtown alley pick up schedule.



A highly enhanced alley with pedestrian lighting and planter in Ft. Collins, CO



Alley outdoor seating and planters in Pasadena, CA



Aspen Alley should be the first alley to receive permanent improvements

E - STREETSCAPES, GATEWAYS, CONNECTIVITY, & WAYFINDING

Enhance the downtown experience by implementing gateway features and wayfinding signage to create a sense of arrival in downtown and to provide direction for visitors. Wayfinding signage should be provided to help bicyclists and other FUTS users find their way to/through downtown and helps them find their way to the regional trail network.

Work to enhance streetscapes by replacing sidewalks, repairing tree grates, and adding pedestrian scale lighting in high use areas.



Improved crosswalks, wayfinding signage, and plantings enhance the downtown experience. Denver, CO



Gateway features and wayfinding signage can also be a forms of public art. Denver, CO



Enhance sidewalks and replace broken tree grates for a consistent streetscape. Boulder, CO



Additional planters and hanging flowers should be implemented throughout downtown. Lakewood, CO





ECONOMIC VITALITY

GOAL

Downtown is one of the key engines of the Flagstaff economy. It is the historic center of the city's tourism and retail activity, offering an array of dining, shopping, and arts and cultural attractions. Located mid-way between Northern Arizona University and the Flagstaff Medical Center, downtown has roughly 5,000 employees and is positioned to grow primary jobs that help diversify the regional economy. Additionally, with approximately 1,000 residents, there is opportunity for downtown to grow its residential base and play an important role in offering new and varied housing types in a market that is experiencing very high demand. This plan aims to:

- A. **Guide downtown's emergence from the COVID-19 pandemic crisis**
- B. **Bring more jobs into downtown**
- C. **Cultivate local arts and culture as foundational to downtown**
- D. **Bolster downtown's storefront economy**
- E. **Create a larger, and more diverse, residential base in downtown**

WHY IT'S IMPORTANT

Flagstaff has the natural beauty, amenities, and lifestyle appeal that is expected to keep it in high demand. In a town of this size, with some development constraints that are out of its control, downtown can play an impactful role in how the community deals with these pressures and high demand. Downtown needs to provide a wider mix of diverse housing types at scales other parts of the community are not equipped to. While critical, growth is not just needed in the residential realm. **Downtown should be the economic engine for the Flagstaff region. The most vital downtowns in the country, large and small, are employment, cultural, and entertainment centers for their communities.** Downtown Flagstaff's entertainment, dining and shopping scene is its current strength, but this sector will need dedicated support as we recover from an unprecedented pandemic crisis that continues to erode the retail sector. There is room for improvement when it comes to both employment options and cultural offerings, in order to become a more complete downtown for residents and visitors alike.

STRATEGIES & ACTION ITEMS

Timeline: Ongoing, Near: 0-18 months; Mid: 18 months – 5 years; Long: 5+ years

GOAL A: Guide downtown post pandemic

Before taking on more ambitious goals, this plan first and foremost aims to guide downtown through the recovery phase as we recover from the economic fallout from COVID-19 pandemic.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Offer ongoing communications with downtown stakeholders, that clearly explain current protocols and provide guidance on operations (i.e., information clearinghouse for downtown businesses and constituents).	Near	FDBA
2	Maintain a user-friendly, up-to-date online inventory that offers information on downtown’s open businesses to help inform and attract visitors. Work with partners, like Discover Flagstaff, the City’s Economic Vitality team, and the County’s Economic Development team to help promote information to visitors and residents.	Near	FDBA
3	Fill vacant and/or closed storefronts with temporary exhibits, art installations, and pop-ups.	Near	FDBA, City (Economic Vitality)
4	Track data on downtown activity – monitoring pedestrian counts, automobile counts, and parking utilization – to understand how people are returning to downtown.	Near	FDBA, ParkFlag
5	Take care of the public realm in downtown to help support downtown businesses – through enhanced cleaning standards, added seating and pedestrian spaces, and beautification efforts (such as banners, flowers, greenery, and temporary lighting).	Near	FDBA, City (Public Works)
6	Help funnel any economic recovery grant funds that are made available to downtown businesses in need.	Near	FDBA
7	Maintain an up-to-date inventory of vacant real estate in downtown that can quickly serve as a resource for prospective tenants.	Near	FDBA, City (Economic Vitality)
8	Have all downtown development projects, including tenant improvements, go through the IDS process	Near	City (Planning)

GOAL B: Bring more jobs into downtown

As the Market Assessment pointed out, downtown has fewer than 5,000 employees, which is below-average compared to its peer cities throughout the country. Furthermore, many of downtown’s jobs are in government and the hospitality sector. Attracting and cultivating more quality full-time, private-sector jobs is a key opportunity area for Downtown Flagstaff. Downtown should be viewed as one of the city’s employment hubs, not just as a visitor attraction and entertainment destination.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Work with major regional employers to identify new opportunities for establishing a presence in downtown.	Mid	FDBA, ECoNA, City (Economic Vitality), County
2	Encourage better economic linkages between NAU and downtown. Identify appropriate NAU programming/ innovations that can be located in downtown, occupy office space, and help spur new jobs.	Mid	FDBA, NAU
3	Create a comprehensive business retention and attraction strategy for downtown that aligns with citywide/regional economic development strategies of the City and Chamber. Identify target sectors that downtown can play a central role in helping attract to the region.	Near	FDBA, ECoNA, City (Economic Vitality), Chamber
4	Create new spaces for entrepreneurial ventures and startups (such as coworking spaces, incubators, makerspaces, and more generally, smaller leasable spaces that new ventures can afford).	Mid	FDBA
5	Grow downtown’s small-scale manufacturing and maker economy.	Mid	FDBA
6	Encourage mixed-use – in new and existing buildings – with adaptable ground floor spaces that can accommodate a range of tenant types. Identify appropriate locations for ground floor office or small-scale manufacturing use (i.e., non-retail). This will require modifications to the zoning, land uses, and building safety.	Near	City (Community Development), FDBA
7	Encourage new flexible and non-traditional office formats, such as coworking, incubators, accelerators, and makerspaces. (Of note, Flagstaff already has an accelerator and incubator with lab and maker space – but like many other things – it is located north of downtown.) This may require updates to zoning and land uses.	Mid	FDBA
8	Develop a strategy for publicly-owned property to serve downtown economic development goals and add new workspace capacity.	Near	City (Economic Vitality), County, FDBA
9	Maintain an inventory of all available office space throughout downtown. Use the inventory to better market existing downtown spaces and to identify and fill gaps in the office space environment/continuum.	Near	FDBA, City (Economic Vitality)

GOAL C: Cultivate local arts and culture as foundational to downtown

Downtown has an opportunity to build upon Flagstaff’s unique heritage and history, and its strength as a tourism magnet. While the Grand Canyon will always be the market’s keystone, there are several art and cultural anchors located within close proximity to downtown. This plan aims to strengthen those connections, while also helping downtown make more of a name for itself as an arts and cultural destination in the area. A large part of

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Incorporate art wherever possible throughout downtown, including permanent and temporary installations.	Near	FDBA, City (Beautification, Arts & Sciences)
2	Curate and promote events and programming that showcase Northern Arizona’s Native American heritage and have multi-cultural appeal.	Mid	FDBA, FAC
3	Bring more of Flagstaff’s major annual and one-time events to downtown.	Mid	FDBA, City (Parks & Recreation)
4	Retain and expand arts, cultural, and entertainment venues in downtown.	Mid	FDBA, FAC, City (Economic Vitality)
5	Identify other public spaces – including streets and alleyways – that can help downtown host a wider range of events, large and small.	Near	FDBA
6	Maximize the potential of downtown’s two main public spaces for events, Heritage Square and Wheeler Park. Explore opportunities to link the two for major event operations that take advantage of proximity and mutual assets.	Mid	FDBA, City (Parks & Recreation)
7	Create buildings and spaces that are affordable to artists and creative professionals.	Mid	FDBA
8	Offer vacant storefronts in the short-term, at low/no costs to local artists as studio and gallery space (see next page for example).	Near	FDBA
9	Build physical and programmatic connectivity to Mars Hill and the Lowell Observatory and explore opportunities to build on the area’s unique science and astronomy niche.	Mid	FDBA, Lowell, City (Economic Vitality)
10	Work with the Flagstaff Arts Council to identify a new location for an expanded Coconino Center for the Arts in downtown, and growth of additional arts-related events and activities.	Mid	FDBA, FAC

GOAL D: Bolster downtown’s storefront economy

While the storefront economy has long been downtown’s strength, there remains some area for improvement – there are several (some longstanding) vacancies in prime locations downtown, and stakeholders have also pointed out that too much of the storefront economy is directed to tourists and not enough towards locals.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Be intentional and focused to promote downtown as the region’s hub for locally-owned (and/or managed) and community-serving small businesses. Consider the following: a. Provide a gentle density bonus in return for the community benefit of providing small, divisible, and affordable retail spaces.	Near	FDBA, City (Economic Vitality)
2	Encourage (and recruit as needed) businesses that diversify downtown’s storefront mix and fill important gaps.	Mid	FDBA, City (Economic Vitality)
3	Target businesses that offer everyday goods and services to make downtown a more complete residential neighborhood.	Mid	FDBA, City (Economic Vitality)
4	Celebrate the region’s diversity, and build a storefront mix that is culturally- and age-diverse.	Near	FDBA
5	Consider sub-dividing or shared spaces for underutilized large street level spaces.	Near	FDBA
6	Ensure downtown’s parking supply increases and management is friendly to storefront businesses making it more convenient for people to patronize downtown.	Near	FDBA, ParkFlag
7	Maintain up-to-date information on downtown properties and businesses to understand gaps, identify businesses that are at risk, offer timely assistance, and help market available spaces for rent or sale.	Near	FDBA, City (Economic Vitality)



CASE STUDY: The Downtown Boulder Partnership has partnered with a local arts non-profit to temporarily activate empty downtown storefronts. The spaces were primarily used as shared gallery space for local artists, but also as spaces where artists could work and host classes. The Partnership negotiated with property owners to get the spaces for low/no rent, acted as a master lessor, and helped promote the new, temporary use. The program has been considered a win-win-win for the property owners, the local arts community, and downtown as a whole.

GOAL E: Create a larger, and more diverse, residential base in downtown

Perhaps the largest area for impact, given the housing shortage and affordability crisis currently challenging the

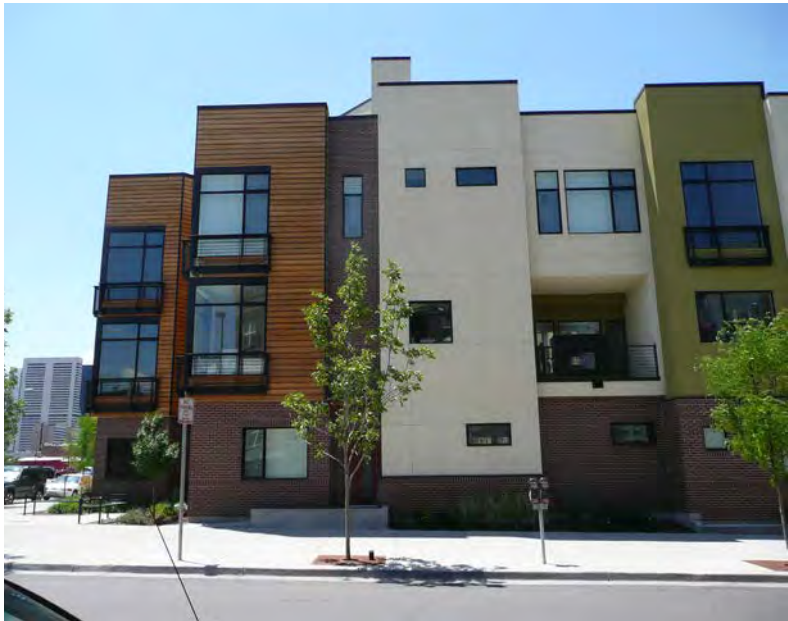
#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Encourage development of infill housing to achieve a mix of housing types at a range of price points, including higher density residential buildings and upper story residential uses.	Near	City (Community Development)
2	Allow and encourage a diversity of housing types including apartments/condominiums, townhouses, du/tri/quadplexes, and ADUs.	Near	City (Community Development)
3	Encourage additional density by-right through zoning adjustments and/or bonuses at strategic downtown locations.	Mid	City (Community Development)
4	Develop a strategy for publicly-owned property to serve downtown economic development goals and add new housing capacity. Require an affordable component in any residential developments on disposed public property.	Near	City (Community Development), County
5	For any property that receives a density bonus and/or public incentive, set a target of 20% affordable/workforce units within any new housing developments. This will need to be incorporated into the zoning code.	Mid	City (Community Development)
6	Support the development of live-work spaces that help increase both downtown’s residential and employment base.	Mid	City (Community Dev & Economic Vitality)
7	Invest in amenities and land uses that increase the desirability of downtown as a neighborhood to live in.	Mid	City (Economic Vitality)



The images on this page illustrate examples of a variety of mixed use and housing types from other communities



Examples of a variety of mixed use and housing types from other communities





DOWNTOWN EXPERIENCE & URBAN DESIGN

GOAL

Experience is in the eye of the beholder, and Downtown Flagstaff has many audiences to appeal to: college students, tourists, downtown employees, retirees, and all other city residents. Downtown is known for its historic architecture and charm, but hip new restaurants and brewpubs have added to the vibrancy of downtown and tend to draw in a younger population. Most people come into downtown from somewhere else – nearby or outlying neighborhoods, the university, or other communities altogether. With new investment in transit, parking facilities and multimodal infrastructure, and a focus to provide more housing options downtown, it can prosper even more by creating a lively environment that is easily accessed by traditional visitors, but also serves downtown residents too! The next generation of the Downtown Flagstaff Experience seeks to:

- A. **Preserve the historic character and charm of downtown.**
- B. **Direct new growth responsibly and in a way that adds to the vibrancy of downtown.**
- C. **Activate downtown in creative ways that attract locals as well as visitors.**
- D. **Enhance the downtown experience by implementing gateway features, streetscape enhancements, signage and wayfinding, and public art to create a sense of arrival and direction.**
- E. **Embrace sustainability as a core value in how downtown is managed, improved, and developed.**

WHY IT'S IMPORTANT

Historic downtowns like Flagstaff demand vision, innovation, and flexibility. We must protect what people love while allowing it to evolve to serve everchanging times. The COVID-19 pandemic taught us a lot about the necessity to shift when met with unforeseen challenges. Perhaps just as challenging is figuring out how downtown Flagstaff can thrive and grow in a sustainable way – remaining a place that is equitable and affordable to all. This requires flexibility, trying new things and swiftly removing barriers that prevent necessary innovation. It also requires partnerships and open minds – city departments and developers working collaboratively, with a process that works for everyone, toward a common goal (see above). Downtown Flagstaff is doing a lot of things right. The following strategies seek to bolster its success – to create a more vibrant, 24/7/365 environment - while balancing associated risks such as increased costs, affordability, and gentrification.

STRATEGIES & ACTION ITEMS

Timeline: Ongoing, Near: 0-18 months; Mid: 18 months - 5 years; Long: 5+ years

GOAL A: Preserve the historic character and charm of downtown

Preserving the historic character of Downtown Flagstaff is the highest priority of the community members that participated in the outreach. The historic charm is what residents and visitors identify as downtown.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Encourage preservation of existing historic buildings. Work with the Historic Preservation Officer to educate property owners on the existing benefits of restoring their properties, such as the Historic Facades and Signs Grant Program and state and federal historic preservation tax credits.	Near/mid/ongoing	City (Beautification, Arts & Sciences + Heritage Preservation)
2	Expand the Adaptive Reuse Program that incentivizes reuse of existing buildings in downtown. Package a set of land use relaxations, in addition to parking exemptions, such as reductions in landscape requirements, reasonable modifications to fire and life safety measures, measures to reduce the cost of meeting off-street parking requirements, and flexibility in the approval and permitting process. This may require modifications to the zoning code.	Mid	City (Planning & Development Services + Heritage Preservation)
3	Modify the T6 transect zone district to include a T6-H (historic) boundary that generally encompasses the 5 blocks of the Railroad Addition Historic District in order to protect and incentivize building scales that are more compatible to the historic assets of downtown, while still allowing flexibility in parking and density.	Mid	City (Planning & Development Services)
4	Provide incentives for small-parcel redevelopment, such as parking measures tailored to lots below a certain size, to help replicate historic development patterns.	Mid	City (Planning & Development Services)
5	Update zoning south of Route 66 to be consistent with recommendations in the Southside Community Plan.	Mid	City (Planning & Development Services)
6	Update the Design Handbook for downtown to be more up-to-date and user-friendly. Work with the Historic Preservation Officer, Heritage Commission and Planning and Development Ser-vices to prioritize this action.	Mid	City (Planning & Development Services + Heritage Preservation), FDBA

GOAL B: Promote and direct new development responsibly and in a way that adds to the vibrancy and historic character of downtown

Flagstaff will continue to grow therefore it should grow responsibly with compact mixed-use development where more people can live, work, support local businesses, and have walkable/rollable, bikeable, and sustainable lifestyle options.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Work to improve the site plan review process at the city that focuses on customer service and advocacy and prioritize downtown projects, if feasible, to promote and direct growth responsibly. The emphasis should be on expediting plans. The expanded use of public space process is a good example of how this review process worked. Consider the following: a. Ensure all downtown projects and tenant improvements go through the IDS review process. b. Review fees or modify how they are calculated downtown to be advantageous. c. Expedite the review process for downtown projects.	Near	City (Planning & Development Services)
2	Encourage redevelopment of underutilized and vacant properties over existing sites/buildings that are already contributing to the goals of downtown.	Near	City (Planning, Housing, Economic Vitality), FDBA
3	Ensure that new development that occurs on City and County owned land benefits the community. Examples of community benefits include, but are not limited to: publicly accessible open space, public bicycle and vehicle parking, affordable housing, affordable retail space, a grocery store, and public programming (recreation, senior services, performing arts, etc.). While already underway, the DCC should lead by example here, incorporating numerous community benefits such as the examples above.	Near	City and County

Histoic office building with 2 stories of new residential development above in San Diego, CA



Parking structure with ground floor retail and roof top solar panels in Lakewood, CO



#	ACTION ITEM	TIMELINE	RESPONSIBILITY
4	Establish “public utility” parking facilities at strategic locations in downtown that may be used by private development to achieve desired urban forms and uses. Refer to parking recommendations for more detail.	Near	ParkFlag
5	Ensure developments that occur on consolidated parcels (more than ¼ block) are sited, designed and scaled in a way that fits in with surroundings and historic patterns, such as preserving alleyways, consistent storefront bays, and variation in building mass and heights. Avoid monolithic structures and ensure that buildings have high quality design on all sides. This is addressed in the zoning code’s Architectural Standards, but should be reinforced through an updated Downtown Design Handbook.	Mid	City (Planning & Development Services)
6	Revisit and modify the downtown transect zones to achieve the following: <ul style="list-style-type: none"> a. T6 – consider limiting to 6 stories while ensuring compatible scale with historic structures with additional standards/ guidelines and incentives (such as administrative/permitting/ tax). Also see A.2. on the previous page. b. T6 – consider expanding T6 to include properties on either side of Elden along Route 66. The reasoning for this is to encourage gateway development on underutilized property and due to topography changes, this low site can accommodate taller buildings without restricting views. c. T5 – to not preclude ground floor urban residential types, consider adding in Townhouse, Apartment House, Courtyard Apartment, and Apartment Building as allowable building types. Adjust allowable frontage types to match. 	Mid	City (Planning & Development Services)
7	Add specific guidelines for ground floor activation and high quality pedestrian-scaled design when updating the zoning code.	Mid	City (Planning & Development Services), FDBA

Examples of mixed use development in Boulder, CO



GOAL C: Activate downtown in creative ways that attract locals as well as visitors

Downtown has many events and attractions that should be expanded. The recent temporary lane closure of Aspen Avenue is one example of a highly successful method in attracting locals and visitors to downtown. Existing public spaces and streets should be activated with a variety of programming elements so they can be enjoyed by all.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Create a Downtown Alley Activation Master Plan and Program. Consider the following: <ul style="list-style-type: none"> a. Begin with a pilot project that stems from the Expanded Use of Right of Way (EUROW) response to COVID-19. b. Focus generally on the blocks between Route 66 and Birch Avenue. c. Encourage private property owners and businesses adjacent to alleys to improve and activate them by adding landscaping, outdoor dining, and public art/murals. d. Generally, east-west alleys should be designated flexible use alleys, allowing for deliveries and services. Co-locate shared downtown trash dumpsters and compactors and work with a single trash operator on a downtown alley pick up schedule. e. North-south alleys may have potential to be converted completely to improved pedestrian pathways. f. Create a capital improvement plan for Aspen Alley that addresses grading, drainage and winter conditions. 	Near	City (Planning, Public Works, Beautification, Arts & Sciences), FDBA
2	Consider temporary modifications to Heritage Square to better activate it in the short-term, such as: additional seating and shade, games to play (ping pong, giant chess board, or board game rentals), and more landscaping and flowers.	Near	City (Public Works, Parks, Beautification, Arts & Sciences, Discover Flagstaff,) FDBA
3	Create a parklet program that allows businesses to apply for temporary conversion of parking spaces for outdoor dining or other use to aid in business expansion and activation of downtown streets. Refer to Curb Space Management for more detail.	Near	City (Planning & Development Services), FDBA

Enhanced alley in Longmont, CO



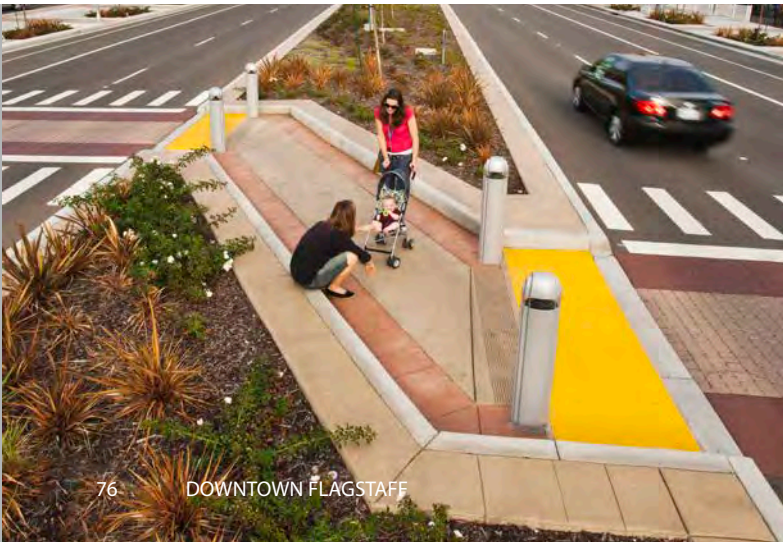
#	ACTION ITEM	TIMELINE	RESPONSIBILITY
4	Complete, either for temporary or long-term use, the Expanded Use of Right of Way (EUROW) concept for a shared street along Cottage at the intersection of San Francisco between the brewery and Tourist Home, and activation of the east-west alley between Cottage and Benton from Leroux to W.C. Riles Dr.	Near	City (Planning & Development Services, Public Works, Beautification, Arts & Sciences), FDBA
5	Leroux Street design from Aspen Avenue to Route 66 with a pedestrian-activated signal and crosswalk to the Visitor's Center/Amtrak Station. Preliminary design concept in this plan envisions: <ul style="list-style-type: none"> a. A shared, curb-less festival street concept on Leroux from Aspen to Route 66 that could accommodate two-way auto travel and parking on one side of the street that could easily be closed to automobiles during special events. b. A pedestrian-activated crossing on Route 66 to the Visitor's Center. c. A multi-level plaza with ramp(s) down to the grade level of the Visitor's Center/Amtrak Station/FUTS connection which can be accommodated by slight shifts in lanes on Route 66 to provide more space. d. Ensure that Beaver and San Francisco Streets remain open for north/south bound traffic while Leroux Street is closed during events. 	Near (planning and concept design) Mid (pilot - tactical urbanism project) Long – final design and construction	City (Planning & Development Services, Public Works, + Beautification, Arts & Sciences), FDBA, ADOT
6	Consider adding a seasonal “pop up” pavilion and picnic tables to Wheeler Park or a downtown parking lot for a beer garden and food trucks.	Near	City (Public Works), FDBA
7	Update the design of Heritage Square to better suit the needs for downtown in the next 20-30 years in the mid-term. Consider the following: upgrade structural capacity, add a play area for children, more seating options, better visibility from Aspen and integrated connections to alleys, space for and ability to add temporary activation uses such as buskers or carts to sell food and goods.	Mid (planning and concept design) Long (final design and construction)	City (Public Works, Parks, Beautification, Arts & Sciences), FDBA

GOAL D: Enhance the downtown experience by implementing gateway features, streetscape enhancements, signage and wayfinding, and public art to create a sense of arrival and direction

Public investment in the form of streetscape, gateways, wayfinding, and public art improvements are necessary to spur private investment. The public improvements are intended to create a more people friendly downtown environment as most people experience downtown on foot to get to their destination, no matter what mode is used to arrive downtown.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Continue to enhance public art downtown. <ul style="list-style-type: none"> a. Utilize public art to create a sense of arrival at key gateway points, such as adding a mural to the retaining wall and bridge at Milton Road and Route 66. b. Implement custom artistic wraps for electric boxes at signalized intersections. Refer to the Placemaking Catalysts diagram for locations. c. Ensure that public art is reflective of Flagstaff history and culture and prioritize local artists. 	Near	City (Beautification, Arts & Sciences), FBDA
2	Create a wayfinding master plan for downtown that identifies locations and messaging and enhances the Downtown Flagstaff brand. Refer to the Placemaking Catalysts diagram for preliminary locations.	Mid	FDBA
3	Work with ADOT to create landscaped medians and other vertical features at critical gateway locations to reduce vehicle speeds, improve traffic safety, beautify the corridor, and provide places for future signage and public art.	Mid	City (Public Works), ADOT
4	Work to enhance streetscapes by replacing sidewalks, and tree grates, and adding pedestrian scale lighting in key areas.	Mid	City (Public Works)

Safe pedestrian crossing in Sacramento, CA



Kid-friendly “pop-up” plaza in Denver, CO



Artistic wayfinding signage in Denver, CO



Enhanced streetscape and public art in Ft. Colliins, CO



GOAL E: Embrace sustainability as a core value in how downtown is managed, improved, and developed

The Climate Action Plan encourages adaptive re-use of older existing buildings which is typically the most sustainable approach to accommodating changing purposes and functions of downtown buildings. A mixed-use environment also contributes to a sustainable downtown with more people walking, cycling, and using transit.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Establish goals specific to downtown and with specific timelines that seek to achieve a more sustainable environment. Start by pulling direct policies from the Climate Action Plan that relate to downtown and add into it more specific policies, as needed, to achieve goals in: energy, water, transportation and land use.	Near	City (Sustainability Program), City Council
2	Create sustainability or “green” site and building standards for new development to raise the bar in addressing the city’s climate action plan. <div> a. This could be done citywide via the zoning code, such as through an amendment to Chapter 10.30, perhaps with a pilot program for downtown, or a sustainability chapter in the updated Downtown Design Handbook to provide standards and guidelines for new developments in downtown to follow to raise the bar. </div>	Mid	City (Planning & Development Services)



Successful examples of adaptive re-use of existing buildings in Flagstaff (above and below left)

Successful examples of adaptive re-use of existing buildings in Denver, CO (below)

Reuse of historic building in Flagstaff



Community garden in Denver, CO





MOBILITY

GOAL

Transportation – personal mobility, circulation and access plus freight service and delivery – is a means to achievement of the community’s goals, not a goal in itself. Strategic investments in and management of transportation assets and services will be essential to achievement of a downtown that is vibrant, walkable, historic and adaptable, prosperous, welcoming and inclusive, and that is accessible to all.

As the heart of the community, downtown is also the place to push early and hard for progress on the community’s broader objectives, including climate action, adaptation and resilience through reduced carbon emissions. downtown is the place in Flagstaff where a balanced, multimodal approach to transportation is most feasible and where reductions in motor vehicle dependency can start and spread to the rest of the city. The primary mobility goals for Downtown Flagstaff include:

- A. **Enhance downtown to be more walkable**
- B. **Improve parking management and supply**
- C. **Improve public transit access and ridership**
- D. **Improve bicycle access and circulation**
- E. **Manage curb space allocation and use**

WHY IT’S IMPORTANT

Multimodal Balance. Downtown should play a central role in achieving the City’s vision for a better multimodal balance through a shift away from reliance on single-occupant vehicles. If the percentage of daily trips made by transit, walking and bicycling are to increase significantly in Flagstaff, downtown must serve as the leading edge of that effort. Downtown should be the most walkable, bike-able and transit-oriented place in the city. Having said that, approximately 90% of visitors arrive downtown via automobile, and to grow the residential and office base, increased parking supply is critical. Parking should be viewed as an economic development tool, intertwined with investments of various types downtown. In sum, downtown streets should be safe and convenient for all modes of travel.

Managing Change. Like all US cities, Flagstaff has entered an era characterized by rapid and fundamental changes in personal mobility. Even before the pandemic, the growing popularity of micro-mobility (e-bikes, skates, one-wheels, long boards, etc.), and the introduction of for-hire services (Uber and Lyft) were changing how we manage curb space along streets and increasing the urgency of making streets safe for low speed travel modes. The pandemic has magnified these trends and presented us with the opportunity – and the need – to manage change by reimagining how we should support downtown economic viability and vitality in this new environment through strategic mobility, circulation and access measures.

Pedestrian Environment. One of Downtown Flagstaff’s greatest assets is its existing pedestrian-friendly environment. The small-block grid, narrow streets and intimate, human scale encourage walking in all its forms: from leisurely strolling to purposeful striding. In most cases, the sidewalks are adequate and street crossings are reasonably safe. But, the inherited legacy of a walkable downtown will not be enough to keep pace with economic realities, challenges and opportunities. Flagstaff should continue to enhance its downtown as a pedestrian place: a “pedestrian first” environment where walking is comfortable, fun and safe; where universal accessibility for all is assured; and, where the presence of people is a defining feature of the landscape. To help achieve a “pedestrian first” environment, Flagstaff needs to identify a schedule to replace the uneven brick and heaving tree wells on sidewalks with materials that withstand weather and require less maintenance.

Parking. Motor vehicle parking in downtown is governed by Division 10-50.80 of the Zoning Code, by the Comprehensive Parking Management Program (CPMP) adopted by City Council in November, 2015, and by the City’s related Administrative Guidelines, adopted in June, 2017. The City is partway through Phase 2 of implementing the CPMP. Going forward, it will be important to: refine the ParkFlag management systems and contractual relationships; gradually increase the supply of off-street surface parking; and, begin setting the stage for public-private partnership projects that reinvigorate the market for downtown redevelopment and begin transitioning off-street parking supply into structured parking.

Transit. Downtowns need public transit and public transit needs downtowns. This symbiotic relationship is especially important in Downtown Flagstaff, which benefits from a more robust fixed route transit system than most cities its size. Mountain Line, operated by NAIPTA, connect downtown directly with the NAU campus, the Flagstaff Medical Center and the rest of the city. The Mountain Link project, now Route 10, has demonstrated the potential benefits that can accrue from high levels of convenient transit service. Further improvements in service levels, coupled with development of the Bus Rapid Transit (BRT) Spine corridor and the Downtown Connection Center site hold promise for a more resilient, more accessible, less car-dependent downtown.

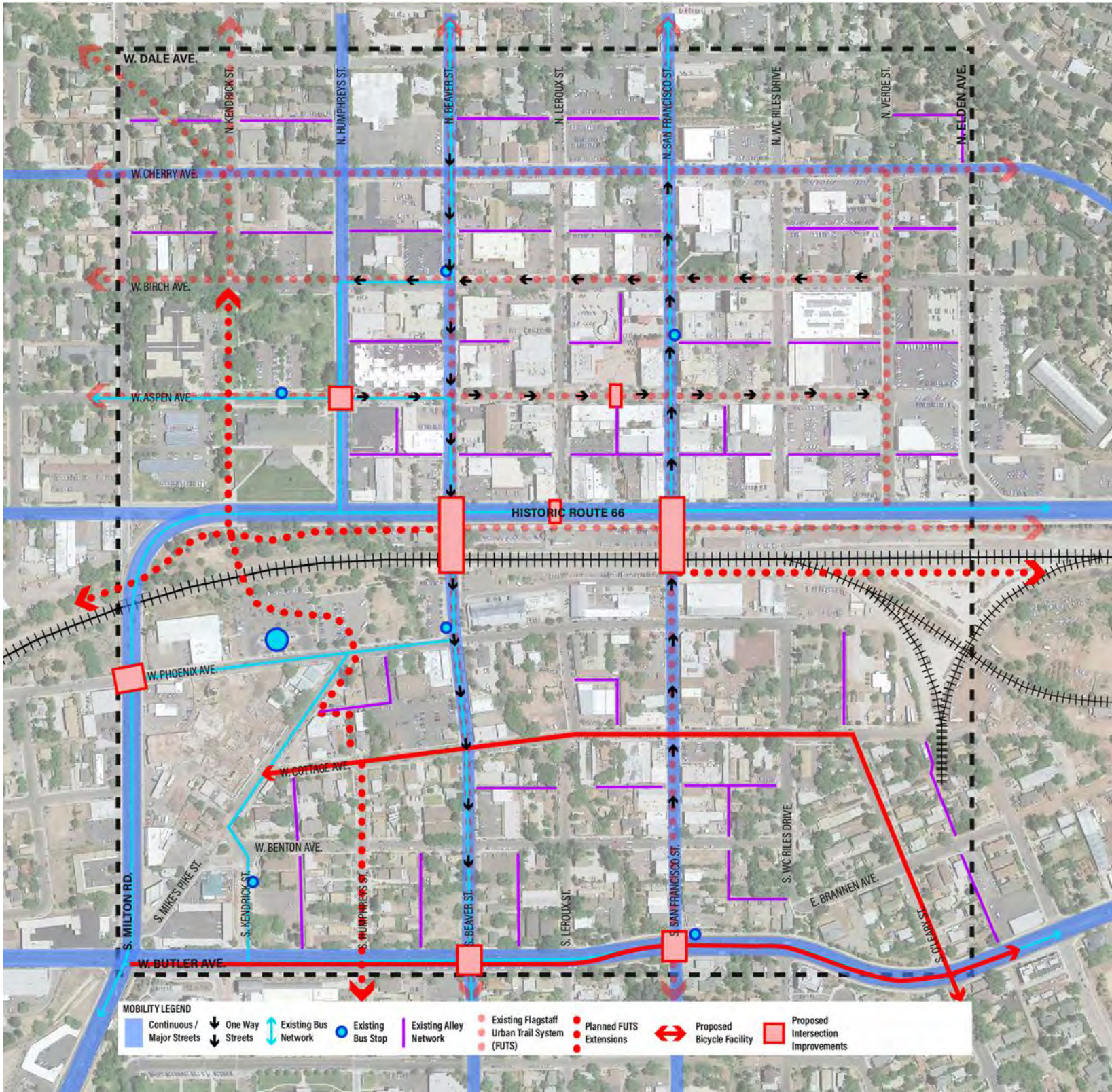
Bicycling. Flagstaff has been a bicycling city for decades. Bicycle access and circulation to and within downtown should be a priority strategy for strengthening and enhancing downtown as a destination. Nationally, bicycling is booming, as the pandemic has encouraged rediscovery of the bicycle as a convenient mode of travel and a practical way to improve personal and public health. This surge in popularity has brought a renaissance in bicycle facility design that is changing urban public space landscapes. In addition, a bike share program should be established. This represents a key opportunity for Downtown Flagstaff to increase economic vibrancy. Improving safety and convenience of bicycling in downtown also offers significant collateral benefits in opening up the downtown to micro-mobility users.

Curb Space Management. The curbs along downtown streets are where “movement meets access” and also where essential commercial area functions occur: vehicle parking and loading, outdoor dining, transit boarding and alighting, freight and parcel deliveries and pickup, take out dining pickup, ride hailing boarding and alighting, and trash collection. Curb space is one of downtown’s most valuable assets and should be managed to optimize use of this valuable and flexible public resource.

Traffic Safety. Safety for all travelers is an overarching objective for downtown transportation programs and projects. The key strategy underlying modern traffic safety programs is ensuring that when crashes occur, impact energies remain low enough to prevent serious injuries or death. This recognizes that drivers and other road users will continue to be fallible and some crashes will occur. Improvements in vehicle design – including semi-autonomous features like automatic braking systems, crash avoidance and lane keeping – will play a role in improving safety, as will continued improvements in emergency management systems and medical procedures. But, the most important strategy for reducing the likelihood of serious injury or death in downtown is to work with state and local partners to apply modern street design and operation principles. This includes managing traffic speeds through street design, physically separating travel modes where possible, and enforcing traffic laws.

MOBILITY FRAMEWORK MAP

The map below illustrates existing conditions for the transit system, urban trail systems (FUTS), and street network. In addition, it illustrates recommendations for future FUTS and on street bicycle improvements as well as priority intersections for pedestrian and bicycle improvements. Specific details are provided in the strategies and actions on the following pages.



STRATEGIES & ACTION ITEMS

Timeline: Ongoing, Near: 0-18 months; Mid: 18 months - 5 years; Long: 5+ years

GOAL A: Create and enhance downtown to be more walkable

Flagstaff should continue to enhance its downtown as a pedestrian place: a “pedestrian first” environment where walking is comfortable, fun and safe; where universal accessibility for all is assured; and, where the presence of people is a defining feature of the landscape.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Work with state and local partners to prioritize continued improvements in the downtown pedestrian environment over traffic flow, speed and volume. a. Identify a schedule to replace the uneven brick and heaving tree wells on sidewalks with materials that withstand weather and require less maintenance.	Near/ongoing	All Partners
2	Monitor crash report data to identify locations in downtown where the design and condition of streets, sidewalks and other infrastructure should be addressed to improve safety.	Near	City (Traffic / Engineering)
3	Undertake a planning and concept design process for N. Leroux Street between Route 66 and Aspen Avenue (see Downtown Experience C.5.).	Mid (planning and concept design) Long (final design and construction)	City (Traffic / Engineering) ADOT, ParkFlag, FDBA
4	Working with Arizona DOT, undertake a planning and concept design process for safer, more convenient, pedestrian crossings of Route 66 in the downtown area (between N. Humphreys and W.C. Riles Dr.). Consider: a. Improving safety and convenience for pedestrians at the intersections with San Francisco and Beaver Streets. b. Providing a walk/bike pathway undercrossing of Route 66 as part of the Rio de Flag project. c. Rebuilding the intersection at North Leroux Street to provide a traffic signal, curb extensions and pavement finishes based on the features of a redesigned, reconstructed Leroux Street (see 3 above), along with a new median barrier to prevent left turns to or from Leroux at Route 66. d. Implementing a lane shift on Route 66 between Beaver and San Francisco.	Near (planning and concept design) Mid (final design and construction)	City (Community Development), ADOT
5	Conduct a self-assessment of accessibility (ADA and Universal Access) in downtown. Identify barriers that prevent persons with disabilities and others from access to facilities, programs, services, and activities.	Near	City (Public Works)

GOAL B: Improve parking management and supply

Going forward, it will be important to: refine the ParkFlag management systems and contractual relationships; gradually increase the supply of off-street surface parking; and, begin setting the stage for public-private partnership projects that reinvigorate the market for downtown redevelopment and begin transitioning off-street parking supply into structured parking, relying in part on a Fee-In-Lieu program as authorized by Division 10-50.80.070.B of the Zoning Code. Parking should be viewed as an economic development tool moving forward.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Continue working within the framework established by the Comprehensive Parking Management Plan: demand reduction, parking permits, pay-to-park, time limits, compliance and enforcement, asset management and financial management. Proceed with implementation of Phase 2 and set the stage for Phase 3 – specifically planning for increases in off-street parking supply.	Near/ongoing	City, ParkFlag
2	Improve performance monitoring and reporting. Monitor changes in supply, demand and turnover using the 2009 Central Business District Parking Study as the baseline. Increase transparency in downtown parking system performance and improve public access to information about system performance to build credibility and stakeholder awareness of parking management system operations and conditions. Regular (3 times per year – July, December and March) monitoring and reporting should include: parking utilization, net revenue status of the parking fees “lock box set-aside,” and other relevant management objectives. In monitoring utilization, conduct three seasonal counts each year: July tourist season, December shopping season and March off-season, counting on a consecutive Thursday, Friday and Saturday, hourly from 9am through 8pm. Each seasonal count should include: updated parking space inventory; hourly utilization (% full) for each block face and each off-street parking facility; and duration/turnover for a subset sample of on-street spaces along key block faces.	Near	City, ParkFlag
3	Conduct annual reviews of the ParkFlag pay-to-park system, including the kiosks, the supporting communication systems, the mobile app and any third party services. In future contracting set and use contractor performance standards to ensure responsiveness and functionality. Be prepared to change partners when warranted.	Ongoing	City, ParkFlag
4	Actively seek out and secure ownership and/or use of existing off-street surface parking supply or land that could be developed as surface parking supply as an interim strategy to increase long-term parking space availability and to reduce commuter use of on-street parking spaces. Such surface parking sites should be understood and managed as temporary land uses. Such sites should be regarded as fungible in the sense that they could in the future be used as development sites or might be traded as part of transactions that would increase overall downtown parking supply.	Near	City, ParkFlag

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
5	Establish two business models for achieving future increases in publicly-owned, publicly-controlled parking supply. The “Public Utility” business model should serve as the base model. The “PPP” business model (public-private partnership) should be available as an alternative, should a “Qualifying PPP Opportunity” be presented (see vii. and viii, below).	Mid	City, ParkFlag, Private Sector
6	<p>To be considered, both Public Utility and PPP parking facility projects should be guided by downtown parking facility investment objectives. These should be:</p> <ol style="list-style-type: none"> To meet a parking supply need (shortage) documented through the City’s performance management system (see 2, above). To provide long-term (> 2 hours) off-street parking for use by employees, business and property owners and managers, and downtown residents. To protect the City from general financial liability for debt service costs of parking facilities that fail to perform as planned. To maintain a fair and level playing field for competing private sector investors. 	Mid	City, ParkFlag
7	<p>Minimum requirements and guiding principles of a Public Utility facility should include:</p> <ol style="list-style-type: none"> The downtown land area within a 600’ radius (straight line) around the potential facility site location is under-served by existing off-street parking supply. The facility site is large enough to support reasonable efficiencies of scale in construction cost per finished parking space. This should be assumed to require a site that is at least 140’ by 140’ or a site that could support an equivalent average floor plate of 45 parking spaces, taking into account setbacks and other site design criteria. Parking facilities should be wrapped with residential or commercial uses (retail, office, etc.) on external walls that face public streets. The commercial space wrap should meet City urban design requirements and be of sufficient depth to ensure feasibility of market rate business use of that space. Note: this commercial space wrap will increase the minimum site dimensions in b, above. Bicycle parking requirements and ADA/accessibility requirements pursuant to Division 10-50.80 of the Zoning Code should be met within (inside) related parking facilities. A professional feasibility analysis (cost and revenue forecast) should be prepared that indicates the project would generate sufficient net income (after facility maintenance and operations expenses) to adequately cover debt service requirements. 	Mid	City, ParkFlag, Private Sector

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
7 cont.	<p>f. Cash contributions to lower debt service requirements may be included in the feasibility analysis if the commitment to provide such contribution is firm. Eligible sources of cash contributions should include:</p> <ol style="list-style-type: none"> Funds held in the ParkFlag “lockbox set-aside.” Payments from downtown businesses, developers, land owners and residents to purchase rights to parking spaces in the project structure. Payments from Fee-In-Lieu deposits made by developers and held in trust by the City (see 9, below). Payments from contractually-committed Fee-In-Lieu deposits to be made by developers within the planning – design – construction timeframe. <p>g. The provision of land for use as all or part of a parking facility site should be allowed to be credited against the financial obligations of a PPP partner providing such land. This may include the City, another public entity (such as the County) or a future special district, or a private land owner or developer with future parking needs pursuant to Division 10-50.80 of the Zoning Code.</p> <p>h. Other eligible capital contributions should be eligible to be credited against the financial obligations of a PPP partner, including:</p> <ol style="list-style-type: none"> Utility capital investments made to prepare the site for a parking facility. Actual construction of a parking facility, provided that cost amounts credited are subject to audit. Transfer of ownership of condominium space in the commercial wrap space to another PPP partner. Air rights should not be an eligible capital contribution. 		
8	<p>A Qualifying PPP Opportunity parking facility should be defined as follows:</p> <ol style="list-style-type: none"> Meets the City’s parking facility investment objectives (see vi., above). Meets the requirements and guiding principles established for a Public Utility project (see vii., above). Does not include any current and planned single family dwelling ownerships, which should be ineligible to serve as partners in a PPP project. Includes only those public and private sector partners that have demonstrated the bona fides and financial capacity to meet their obligations under the PPP agreement. Fully satisfies rules adopted by the City establishing the minimum bona fides and financial capacities required for entities to participate in a PPP Opportunity project. 	Mid	City, ParkFlag, Private Sector

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
9	<p>Ownership models for a Qualifying PPP Opportunity parking facility could include:</p> <ol style="list-style-type: none"> Fee simple ownership of the land and improvements by the City. A condominium or similar common interest development, where the City and other Partners have defined ownership of certain elements of the facility and shared ownership of certain common elements. A parking facility owned by a public or private partner(s) other than the City, with long term leases governing use of public and private parking spaces. 	Mid	City, ParkFlag, Private Sector
10	<p>Detailed provisions should be developed implement and guide the Fee-In-Lieu (FIL) system created by Division 10-50.80.070.B of the Zoning Code. These should include:</p> <ol style="list-style-type: none"> FIL payments should be an alternative to on-site provision of parking supply required pursuant to the Zoning Code. This alternative could be a choice the City allows a developer to opt in to, or could be imposed by the City as a condition in the development approval process. In the early stage of implementation, the City's FIL program may fulfill parking space commitments by providing parking spaces in surface lots leased, acquired or built by the City for this purpose. Over the life of the program, the City may use parking space supply in either surface lots or in vertical parking structures to meet its FIL commitments at its discretion. The amount of FIL per parking space to be paid and credited against the zoning code off-street parking space requirements should be the estimated, fully-allocated costs (land + design + construction) of parking spaces in planned or potential new off-street vertical parking structures in Downtown Flagstaff, based on annually updated land values and construction unit costs. The City should publish an annual amount of the official FIL per space cost in January, based on average actual construction unit and land costs from the prior calendar year. That annual FIL amount should then be used for any development approval involving FIL that is filed for approval that year, regardless of the project location or site details. FIL amounts should not be discounted to encourage or facilitate desired development projects. Revenues from FIL payments should be held in trust by the City for exclusive use in increasing the actual amount of parking in downtown or in increasing the public availability of parking through acquisition or dedication of existing parking supply. If the City is able to increase the public availability of parking through acquisition or dedication of existing parking supply, such potentially lower actual per space costs should not contradict or affect the calculation of current FIL amounts to be required of developers choosing to opt into the FIL system. 	Near	City (Community Development), ParkFlag

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
10 cont	<ol style="list-style-type: none"> The City should be aware that case law on impact fees, which fee-in-lieu payments are generally regarded as being, has led state courts in some instances to force repayment of money paid in by developers if that money has been held and not invested for 7 years or longer. 		
11	<p>Provisions should be developed to guide Joint Parking and Shared Use Parking agreements that land owners, building owners and developers may enter into to fulfill the off-street parking supply requirements of Division 10-50.80 of the Zoning Code. These should include:</p> <ol style="list-style-type: none"> Downtown developers, land owners and building owners should be allowed to meet off-street parking supply requirements of Division 10-50.80 in off-site parking facilities within 600' that are jointly owned with others. Downtown developers, land owners and building owners should be allowed to meet off-street parking supply requirements of Division 10-50.80 through lease of off-site parking spaces in shared use parking facilities within 600'. Shared parking leases that are used to meet parking requirements should be binding commitments that are conditions of the development approval. The developer and subsequent owners should be required to report annually on the status of such leases. 	Near	City (Community Development), ParkFlag
12	<p>Whenever possible, parking structures should be designed and constructed with flat floors and adequate floor to ceiling heights so they can be converted to office or housing uses in the future.</p>	Long	City, ParkFlag, Private Sector

Public/private parking structures wrapped with office and apartments in Boulder, CO



GOAL C: Improve Public Transit Access

Further improvements in service levels, coupled with development of the Bus Rapid Transit (BRT) Spine corridor and the Downtown Connection Center site hold promise for a more resilient, more accessible, less car-dependent downtown.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Work with Mountain Line to actively support implementation of the BRT (bus rapid transit) project documented in Mountain Line’s Spine Study Locally Preferred Alternative (LPA) Report, which identified the need for this high capacity transit corridor.	Mid	FDBA, Mountain Line
2	Work with Mountain Line to increase the visibility and brand recognition of the Mountain Line corridors through downtown on Beaver and San Francisco Streets. Consider design themes, pavement marking concepts, and improved wayfinding to increase ridership to and from downtown origins and destinations.	Mid	FDBA, Planning, Mountain Line
3	Work actively with Mountain Line on a plan for improvement and completion of the “Downtown Connection Center” (DCC), located south of US 66 between Milton Road and Beaver Street along East Phoenix Avenue.	Near	City (Community Development), Mountain Line
4	Work together to improve messaging, marketing, and promotion of transit use in downtown, particularly for employers and employees.	Near	FDBA, City, Mountain Line
5	Increase the number of downtown employers who buy ecoPASSes for their employees. Consider working with state and local partners to apply for federal grants (such as TIGER, BUILD, and RAISE grants) to to boost the ecoPASS penetration in downtown.	Near	FDBA, ParkFlag, Mountain Line
6	Work with Arizona DOT and Mountain Line to ensure construction of the Rio de Flag pathway connection from west of City Hall, under Route 66 and the BNSF line, and through the eastern part of the DCC site.	Near -design Mid - imple- mentation	City,(Capital Improvements), Mountain Line, ADOT
7	Work with Arizona DOT and Mountain Line to strengthen the connection between the north side of downtown and the DCC site. Key corridors should include: a. West Phoenix Avenue from San Francisco Street and South Beaver Street to the DCC – sidewalks and wayfinding. b. West Cottage Avenue from San Francisco Street and South Beaver Street to the DCC – sidewalks, wayfinding and bike boulevard (see Bicycle Access and Circulation below). c. The Historic Route 66 and Milton corridors through the curve and under the BNSF rail line – sidewalks and wayfinding.	Near	City (Traffic),, Mountain Line, ADOT

GOAL D: Improve bicycle access and circulation

Bicycle access and circulation to and within downtown should be a priority strategy for strengthening and enhancing downtown as a destination. Improving safety and convenience of bicycling in downtown also offers significant collateral benefits in opening up the downtown to micro-mobility users.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
1	Support continued improvement and upkeep of the Flagstaff Urban Trails Network (FUTS), with particular attention to those routes and corridors that connect the downtown with the rest of the city.	Ongoing	FUTS
2	Develop a new, major north-south FUTS corridor through the core area of Flagstaff, connecting neighborhoods north of downtown, the downtown, the Downtown Connection Center (DCC) and the NAU campus: a. Extend the Karen Cooper Trail south through the City Hall block, under Route 66 and under the BNSF railroad as part of the Rio de Flag project. b. Connect this trail into the on-site circulation system at the DCC, providing ample sheltered bike parking and a safe connection to E. Cottage Ave. c. Implement the improvements shown in the Southside Community Plan connecting the DCC via W. Cottage and S. Mike’s Pike Street to S. Humphreys St.	Near - concept plan Mid - imple- mentation	City (PROSE), FUTS
3	Develop wayfinding signage that helps bicyclists and other FUTS users find their way to downtown and helps them find their way to the regional network from downtown.	Near	City (Traffic, Economic Vitality), FUTS
4	Develop on-line resources that help bicyclists and others use the FUTS network to access downtown. Consider encouraging Flagstaff residents, students and visitors to use one of the popular wayfinding and trip tracking apps (recommended: STRAVA). Use data from the app provider to learn about use patterns and issues related to bike travel to, from, within and around downtown.	Near	City (Transportation Planner), FUTS
5	Sponsor and participate in bicycling events and bicycle advocacy programs with the objective of increasing awareness of downtown as a bicycling destination.	Near	City (Transportation Planner) FDBA
6	Conduct annual counts of available bicycle parking in downtown. Evaluate adequacy and location of existing bike parking and work with the City to improve and increase the supply of downtown bicycle parking.	Near	City (Transportation Planner) FDBA
7	Redesign a more functional but still iconic downtown Flagstaff bicycle parking rack and work with the City to identify one or more contractors to build these unique bike racks. Ensure that the City, downtown land owners, businesses and developers, use these racks in all new installations.	Near	City (Transportation Planner), FDBA

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
8	Identify issues and opportunities in the safety and convenience of internal, on-street downtown bicycle circulation and develop and implement appropriate capital improvements.	Mid	City (Traffic, Transportation Planner)

9	Consider merging bicycle parking (including the above measures) into the Downtown Parking Management Program.	Mid	City (Traffic), ParkFlag
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GOAL E: Manage curb space allocation and use

The curbs along downtown streets are where “movement meets access” and also where essential commercial area functions occur: vehicle parking and loading, outdoor dining, transit boarding and alighting, freight and parcel deliveries and pickup, take out dining pickup, ride hailing boarding and alighting, and trash collection. Curb space is one of downtown’s most valuable assets and should be managed to optimize use of this valuable and flexible public resource.

#	ACTION ITEM	TIMELINE	RESPONSIBILITY
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1	Develop a curb space allocation policy and management program that includes: <ul style="list-style-type: none"> a. An inventory of existing curb space and current use in downtown. b. A set of measurable performance objectives for use in guiding and monitoring the curb space management program. c. A list of allowed curb space uses and basis for setting allocation priorities. d. Required implementation measures, both capital and operational. 	Near	City (Planning), ParkFlag, FDBA
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2	The curb space management program should be designed to be flexible, accommodate seasonal changes in allowable use of curb space in downtown (such as parklets and restaurant seating), and able to adapt to changing requirements over time.	Near	City (Community Development), ParkFlag, FDBA
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Seasonal parklet for dining in Louisville, CO



The Aspen Avenue temporary outdoor seating and bicycle/pedestrian space was highly successful during summer 2020

Examples below illustrate curb space use for bike parking and restaurant seating





IMPLEMENTATION

- » Partners and Responsibilities
- » Create a Clear Path Through the Regulatory Process
- » New FDBA Operating Structure
- » Measuring Progress
- » Funding Sources & Supporting Policies

This plan encompasses the Flagstaff Community’s vision for downtown’s next phase of growth and transformation. Chapter 4 identifies short, medium, and long-term recommendations for improvements, investment, activation, and programming throughout downtown. Implementation of these varied recommendations will take dedicated leadership, staff, and revenue. This final chapter looks at how Downtown Flagstaff can bring this plan to life and is organized into the following sections:

Partners and Responsibilities:

Many of the Plan’s recommendations and actions require partnerships to move forward. This section identifies responsibilities for the variety of partners that were involved in the planning process and will be needed moving into implementation.

Create a Clear Path Through the Regulatory Process:

To encourage and accommodate the types of development and public realm enhancement envisioned in the plan.

New FDBA Operating Structure:

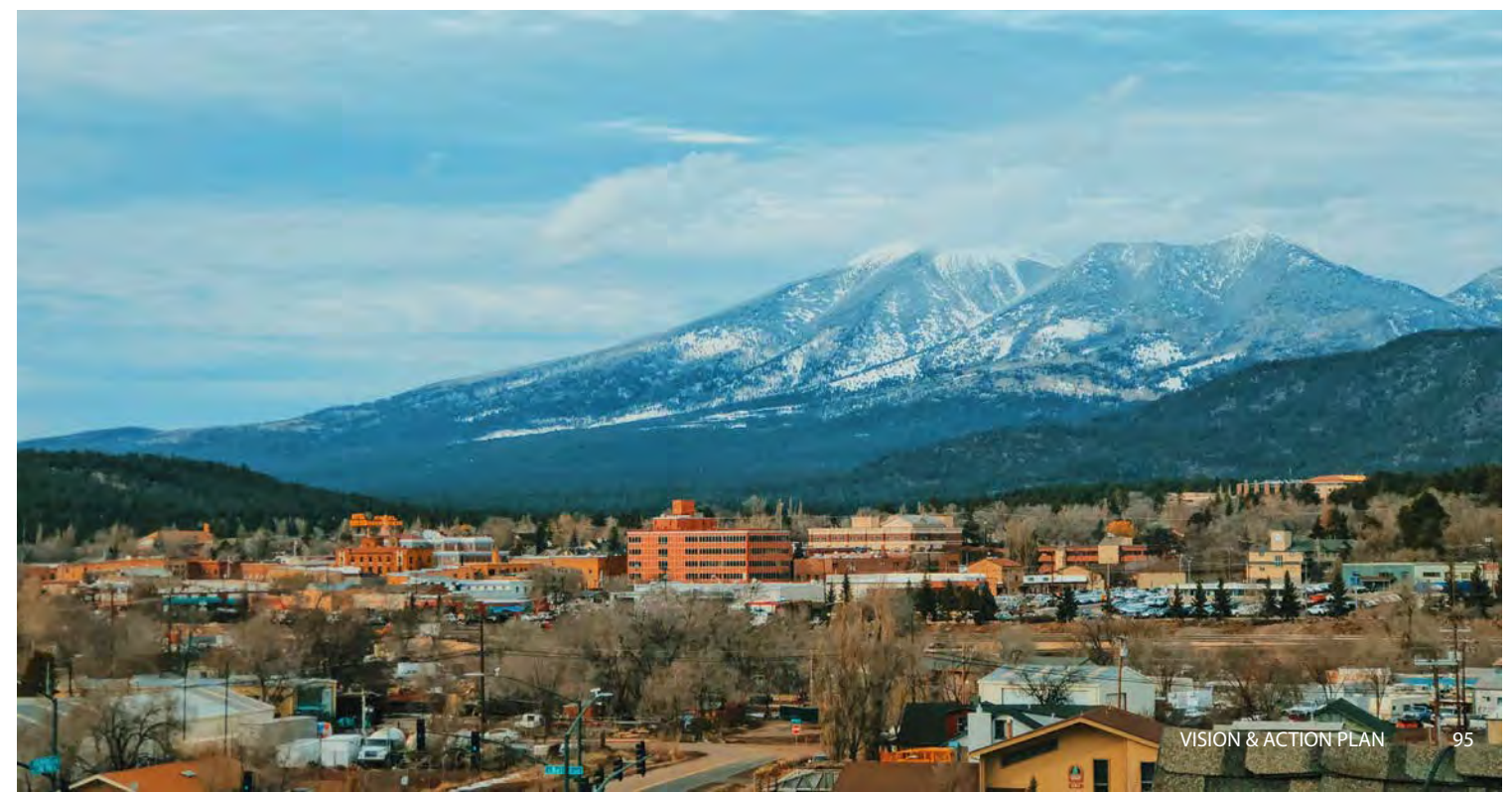
Empower and diversify funding for the Downtown Business Alliance to lead, partner and manage the evolution of downtown’s economy, experience and mobility.

Measuring Progress:

To understand what is working and what needs adapting during implementation, it is important for the FDBA and the City to track progress. This section discusses how this can be done efficiently and effectively.

Funding Sources and Supportive Policies:

Implementation will require dedicated effort and resources. This section includes explanations of the varied funding sources and policies to utilize for the Plan’s actions, and as illustrated in the Chapter 4 matrices, whether these are initiated by the FDBA, City, or other partners.



PARTNERS & RESPONSIBILITIES

Goal: Ensure collaboration between the public and private sectors to support downtown vitality and growth – also need to enlist major employers outside of downtown to invest in downtown.

There is an array of partners who were involved in this plan, and they will be integral in turning its recommendations into realities. Many of the plan’s recommendations require partnerships to move forward. Key partners are sorted into three categories:



Primary Partners

Responsibilities: Primary partners are the funders of this plan that were involved throughout the planning process and the keepers of the new vision for Downtown Flagstaff. They work in close coordination with each other as the primary implementers and funders for plan projects. They regularly measure progress during implementation, communicate success with downtown stakeholders and are nimble in adapting to changes in downtown as needed.

- » FDBA
- » City of Flagstaff
- » Coconino County
- » Mountain Line



Major Anchor Institutions & Influencers

Responsibilities: Major anchor institutions and influencers are partners in many policies and programs identified throughout the Plan. They also serve as funding contributors, and given their influence community-wide, advocates for the continued growth of Downtown Flagstaff.

- » Northern Arizona University
- » State of Arizona/Arizona Department of Transportation
- » Major Private sector partners



Supporting Partners

Responsibilities: Supporting partners are integrally involved in policies and programs within their specific niche.

- » Flagstaff Arts Council
- » Chamber of Commerce
- » Development Partners
- » Downtown Hotels
- » MetroPlan
- » Local First Arizona
- » ECoNA
- » Theatrikos
- » Discover Flagstaff

CREATE A CLEAR PATH THROUGH THE REGULATORY PROCESS

Goal: Modify applicable codes and regulatory processes to simplify downtown redevelopment

Specific recommendations to modify codes are provided in Chapter 4.4 Downtown Experience: Urban Design Strategy & Frameworks. Those recommendations are summarized below:

- A1.** Create an Adaptive Reuse Program that incentivizes reuse of existing buildings in downtown.
- A3.** Modify the T6 transect zone district to include a T6-H (historic) boundary that protects and incentivizes building scales that are more compatible to the historic core while still allowing flexibility in parking and density.
- A5.** Update zoning south of Route 66 to be consistent with recommendations in the Southside Community Plan.
- A6.** Update the Design Handbook for downtown to be more up-to-date and user-friendly.
- B1.** Work to improve the site plan review process at the city that focuses on customer service and advocacy and prioritize downtown projects, if feasible, to promote and direct growth responsibly. This can be achieved by having all plans, including tenant improvements, reviewed by the IDS process.
- B6.** Revisit and modify the downtown transect zones to achieve the following:
 - a. T6 – consider limiting to 6 stories while ensuring compatible scale with historic structures with additional standards/guidelines and incentives (such as administrative/permitting/tax). Also see A. ii. above
 - b. T6 – consider expanding T6 to include properties on either side of Elden along Route 66. The reasoning for this is to encourage gateway development on underutilized property and due to topography changes, this low site can accommodate taller buildings without restricting views.
 - c. T5 – to not preclude ground floor urban residential types, consider adding in Townhouse, Apartment House, Courtyard Apartment, and Apartment Building as allowable building types. Adjust allowable frontage types to match.

NEW FDBA OPERATING STRUCTURE

Goal: Empower and diversify funding for the Flagstaff Downtown Business Alliance to lead, partner and manage the evolution of downtown’s economy, experience and mobility.

Existing Conditions Overview

The **Flagstaff Downtown Business Alliance** (FDBA) is a nonprofit organization dedicated to the preservation and promotion of Historic Downtown Flagstaff. FDBA sponsors free family events to encourage visitation to downtown businesses. Through these activities, FDBA adds to the economic viability of the area, and the community in general. FDBA advocates for important business issues, providing education to the public and a strong voice to our City regarding the health of our economy.

The FDBA also operates a **Clean Team** within downtown. The Clean Team started in 2016. Clean Team Ambassador services include sweeping sidewalks and alleys, cleaning the tops of the city trash and recycling bins, collecting micro-trash, and collaborating on special event clean-ups with community partners. Ambassadors answer questions and provide assistance to residents and visitors of downtown Flagstaff.

The FDBA has several key revenue sources. The Flagstaff Downtown Business Improvement & Revitalization District (FDBIRD) is a 20-block taxing district approved and funded by property owners within the FDBIRD boundaries to protect and enhance the vitality of our historic district. The assessment rate in 2020 was 1.5795% (or 0.015795 per \$1 of assessed value); and the total revenue from these assessments was \$155,934. The FDBIRD contracts with the Flagstaff Downtown Business Alliance (FDBA) to deliver enhanced services in downtown. 53% of FDBA’s income comes from the FDBIRD.

The second is **City and County contributions**. Both the City & County contribute payments-in-lieu of assessments into the FDBIRD. The City’s contribution is \$9,895. The County’s contribution is \$25,722. The City also contributes a Fee-For-Service of \$70,000. Of this, \$50,000 is for the Clean Team, while the other \$20,000 is allocated to holiday lighting. All of this funding comes from Discover Flagstaff (CVB) via tourism-related revenue, and therefore, importantly, does not draw from the City’s General Fund. The \$50,000 for Clean Team was set approximately three years ago, based primarily on personnel and hours needed. An important factor though in setting this amount was staying below the dollar threshold that would require Council approval.

From the assessment of the FDBA’s existing operations, the organization currently has inadequate staff resources and funding. It is not yet equipped to take on more responsibility in order to most-effectively “lead, partner, and manage the evolution of downtown” as this plan envisions.

New Operating Structure for FDBA

FDBA’s budget, work program, and operating structure should be reimagined and realigned to match the framework of the new Downtown Vision and Action Plan.

This would frame the organization around four new activity centers – Economy, Experience, Mobility, & Advocacy. The FDBA budget would then be centered around activity centers, rather than payroll, as it is currently. The following matrix illustrates how this new structure could be organized, with new staffing and additional revenue sources discussed on the following pages.

ACTIVITY CENTER	CURRENT STAFFING	NEW STAFFING STRUCTURE	NEW REVENUE SOURCES
ECONOMY <ul style="list-style-type: none">» Business retention/recruitment» Storefront economy» Primary job growth» Housing	None	Economic Development Mgr (NEW)	City/County and/or FDBIRD rates
EXPERIENCE <ul style="list-style-type: none">» Events & Activation» Marketing & Promotions» Arts & Culture Expansion» Clean & Safe» Beautification» Stakeholder Communications	Exec. Director + Program Manager + Marketing & Events Mgr + Clean Team	Program Mgr + Marketing & Events Mgr + Clean Team (EXPANDED)	Southside BID and/or City/County and/or 501(c)3 and/or FDBIRD rates
MOBILITY <ul style="list-style-type: none">» Parking Marketing & Promotions» Parking Management & Supply» Advance Ped & Bike network» Support Transit and Connectivity	Exec. Director	Program Mgr + Clean Team (EXPANDED)	ParkFlag
ADVOCACY <ul style="list-style-type: none">» City/County Relations» Unified Voice» Influence Investment» Catalytic Projects	Exec. Director	Exec. Director (while also overseeing three Activity Centers above)	n/a (needs Exec. Director capacity rather than \$)

This would create a new revenue source that could be used predominately for expanding clean and safe services within the Southside district and integrating this area into downtown marketing efforts. While it would be a new and separate BID from the FDBIRD, it could also be managed by the FDBA, creating efficiencies in the delivery of clean and safe benefits. A single Clean Team – with more staffing than it has currently – would be recommended to service both districts.

5 **Changes to FDBIRD assessment rates.**

Adjustment to FDBIRD property assessment rates should be considered once the Flagstaff economy and downtown property owners recover from the impacts of COVID-19. At times, the assessment rate has gone down year-over-year; happening when overall assessed values in the district increase at a faster rate than the FDBIRD’s budget.

Increasing assessment rates should be considered to (1) bolster clean and safe services on the street, and (2) help fund roughly third-to-half of the Economic Development Manager position (with the City/County to fund the remaining, as discussed earlier).

Importantly, FDBA cannot meet clean and safe expectations with 1.5 FTE allocated to the Clean Team. More resources will allow FDBA to put additional Clean Team Ambassadors on the street to more effectively meet the needs of downtown property owners and businesses.

MEASURING PROGRESS

To understand what is working and what needs adapting during implementation, it is important for the FDBA and the City to track progress. This section discusses how this can be done efficiently and effectively.

Two complimentary approaches are suggested to measure progress in achieving the goals and strategies of the market-based Downtown Vision and Action Plan: quarterly implementation reports and an annual key indicators assessment.

Quarterly Reports

Progress to implement the Downtown Flagstaff Vision and Action Plan will be overseen by the FDBA and the City. To track progress in implementing the action steps of the plan, a quarterly progress report should be prepared by the FDBA indicating what activities have been taken within each of the four activity areas.

Annual Key Indicator Tracking

Annual Key Indicator Tracking will be used to measure progress on implementation. Progress tracking on the implementation of the Vision and Action Plan will be overseen by the FDBA and the City. Strategies, action items, and catalyst projects have been identified to move Downtown Flagstaff forward toward the community’s vision for downtown. In order to connect the specific activities to the larger vision, the FDBA and the City can track measurable indicators annually that offer information about how closely downtown resembles the desired core values of **Vibrant, Walkable and Connected, Historic and Adaptable, Prosperous, Welcoming and Inclusive, and Accessible to All**. The City and FDBA should establish a baseline upon adoption of the plan and then use a variety of the suggested key indicators below to measure progress toward the vision:

VIBRANT

- » Number of retail, dining, and entertainment establishments
- » Street level vacancy rate
- » Number of events held downtown annually
- » Annual attendees at downtown events & key attractions
- » Number of outdoor seats
- » Hotel room average daily rates and occupancy
- » Number of downtown residents
- » Public art installation counts

WALKABLE & CONNECTED

- » Pedestrian and bicycle counts at a variety of locations at 3:00 PM on weekday/weekend
- » Linear feet of new sidewalks & bike lanes
- » Parking occupancies
- » Number of added off-street parking spaces
- » Transit ridership for downtown routes
- » Improved connectivity index from FHWA
- » Autonomous vehicle ridership
- » Number of people crossing improved intersections on Route 66

HISTORIC & ADAPTABLE

- » Number of existing historic buildings
- » Number of historic buildings adapted for new or additional uses

PROSPEROUS

- » Total number of downtown jobs, by category
- » Number of downtown businesses, by category
- » Number of new businesses
- » Job growth, total and in target sectors
- » Office vacancy rates
- » Percentage of businesses that are locally-owned
- » Number of residents employed in downtown
- » Wages for downtown workers

WELCOMING & INCLUSIVE

- » Feedback from downtown visitors via a Downtown Perception Survey
- » Return customers, both local and out of town
- » Number of minority-owned businesses
- » Racial/ethnic mix of pedestrian and park user counts, and event attendance
- » Count of police calls
- » Measurements of Ambassador activities
- » Website vanity statistics and social media activity

ACCESSIBLE TO ALL

- » Number of affordable housing units
- » Downtown resident demographics
- » Lease rates for all sectors – residential, retail, office – compared to citywide averages

The FDBA should also utilize these metrics and indicators to create a “Downtown Scorecard” that can be used to promote downtown and also be provided to the development and business community in its economic development efforts.



SOURCES OF FUNDING & SUPPORTIVE POLICIES

Implementation of the plan will require dedicated effort, partnerships, and resources. Potential funding sources are sorted into two broader categories – funding that can be initiated by the FDBA or the City and funding that will require commitments from other partners. Additionally, supportive policies identified throughout the Vision and Action Plan are listed in more detail here.

CITY OF FLAGSTAFF AND/OR FDBA

City Capital Improvement Program (CIP)

The City should consider prioritization within its CIP to implement Catalyst Projects and other capital recommendations from the Vision and Action Plan. This funding source could be appropriate for elements of each of the Catalyst Projects and many other recommendations throughout Chapter 4 of the plan, including enhancements to key streets and installation of connections and gateways for a variety of transportation modes.

City General Fund

The City’s General Fund is a primary funding source for many City programs and general operating expenses. Funds are allocated during the City’s biennial budgeting process. The flexibility of the General Fund makes it ideal to plug gaps or provide matching funds for a variety of public benefit investments (i.e., public realm improvements).

Citywide Bond Issue

Other cities have clustered several downtown improvement projects together as part of a citywide bond issue. Examples include Oklahoma City, Phoenix, Denver, and Dallas. In Flagstaff, there is a potential that several of the Catalytic Infrastructure Projects could be combined as part of a citywide bond offering.

Business Improvement District (BID)

While BID revenue is limited, the Downtown Vision and Action Plan may provide new options and priorities on how BID funds are expended. In addition, downtown property owners should consider future increases in rates and/or bonding BID funds as investment is attracted and values grow.

PARTNER FUNDING OPTIONS

Tax Abatement

Coconino County, the City, and State could jointly explore and implement a pilot tax abatement initiative. This could be offered during a three-year pilot period and provide a multi-year abatement (5 to 10 years) in which developers and owners of new residential and/or residential mixed-use development pay taxes on an escalating scale. This could be a way to jump start new housing developments and may only be needed for the first couple projects until comparable projects are created so future developers are able to obtain financing. A tax abatement structure also offers many advantages over Tax Increment Financing (TIF) which is not legal in Arizona. To the governing agencies, new tax revenue is recouped quickly in a much shorter term than TIF. For the residential developer or owner, the abatement provides relief when needed most during the initial lease-up or sales period for new units. The City and County should work together in concert with the State to adopt a tax abatement program.

Crowd-Sourcing

Crowd-sourcing platforms, where funds are secured through localized online appeals, could provide resources for

low-cost capital and programming ideas that benefit downtown residents and workers, such as the Leroux festival street or Heritage Square activation/redesign. Recent examples include crowd-sourcing to create new downtown dog parks in Cleveland and Reno, or crowdsourcing to secure funding for dedicated bicycle lanes in Downtown Denver. In each case, downtown residents and businesses matched funds that were put forth by the BID and/or City.

Foundation/Corporate Grants and Sponsorships

Many of the Action Plan capital and programming recommendations may be appropriate for securing foundation or corporate grants and sponsorships. Improvements such as creating a bike share program, the Leroux festival street, or Heritage Square activation/redesign may be well matched for foundation or corporate sponsorships. Special events will remain a top opportunity for sponsorship.

Historic Property Development Incentives

Federal Tax Incentives: There is a 20% tax credit program on the qualified expenditure of a substantial rehabilitation of a certified historic structure. The tax credit applies to the building owner’s federal income tax for the year in which the project is completed and approved. The 10% tax credit program is available for the rehabilitation of non-historic buildings placed in service before 1936. The building must be rehabilitated for non-residential use.

Federal Low-Income Housing Tax Credit Program (LIHTC)

The Low-Income Housing Tax Credit program, created by Congress in 1986, has been one of the most successful resources for creating affordable housing across the nation. The LIHTC, rather than a direct subsidy, encourages investment of private capital in the development of rental housing by providing a dollar-for-dollar credit to offset an investor’s federal income tax liability. LIHTCs are used to finance the acquisition, rehabilitation, or new construction of rental housing for low-income households. Rent restriction requirements are placed on the property for no less than 30 years, creating a reliable supply of affordable units.

Credit Enhancements from Large Employers

This is a method whereby large regional employers provide a credit enhancement (or guaranty) to a development company to improve its debt or credit worthiness and help jump-start new projects. Through credit enhancement, the lender is provided with reassurance that the borrower (developer) will honor the obligation through additional collateral, insurance, leasing commitments or a third-party guarantee. Credit enhancement provides leverage to developers creating housing that achieves Flagstaff’s housing goals. For the large regional employers, the return is in the form of helping to recruit skilled employees that may choose to live in new downtown housing.

SUPPORTIVE POLICIES

Community Land Trust (CLT)

CLTs are nonprofit, community-based organizations whose mission is to provide affordable housing in perpetuity by owning land and leasing it to those who live in houses built on that land. CLTs are a common tool used nationwide to maintain affordability. While CLTs typically focus on the development and stewardship of owner-occupied housing, some are now broadening their focus to opportunities in non-residential development.

Commercial Façade Improvement Program

The revitalization of a neglected building or storefront has multiple benefits. It creates a more attractive streetscape for the community and signals positive change that can spur improvements to nearby buildings, while also creating a more effective real estate asset for the owner. Many times, façade improvements are cost-prohibitive to building owners. A commercial façade improvement program can incentivize action by providing funding to private property owners to redesign, renovate, or restore commercial (or industrial) building façades. Often, façade improvement programs provide matching funds to owners, with minimum and maximum caps establishing limits. Successful façade improvement programs typically are restricted to downtowns and adjacent targeted neighborhoods in need of a revitalization boost.

DOWNTOWN FLAGSTAFF **VISION & ACTION PLAN**



Prepared by:



URBAN DESIGN + PLANNING
www.studioseed.org



Charlier Associates, Inc.

CITY OF FLAGSTAFF STAFF SUMMARY REPORT

To: The Honorable Mayor and Council
From: Patrick Brown, Purchasing Director
Date: 06/19/2023
Meeting Date: 06/27/2023



TITLE:

Review and discuss proposed Procurement Code Manual revisions for amending Articles 1 through 7.

DESIRED OUTCOME:

To discuss staff proposed revisions to amend Articles 1 through 7 of the City of Flagstaff Procurement Code, and to obtain Council input on recommendations.

EXECUTIVE SUMMARY:

Purchasing periodically updates the City's Procurement Code with current practices and adjust policy to compliment City needs. Staff has reviewed Articles 1 through 7 and have made recommended revisions to amend the Procurement Code for Council's consideration. These revisions will then be brought back to Council to amend the Procurement Code as a Resolution at the July 3, 2023 Regular Council Meeting.

The revised Articles are as followed:

<i>Article 1</i>	<i>Purpose: Purpose; Director Authority and Duties; Delegation</i>
<i>Article 2</i>	<i>Applicability</i>
<i>Article 3</i>	<i>Supplementary General Principals of Law</i>
<i>Article 4</i>	<i>Definitions</i>
<i>Article 5</i>	<i>Unauthorized Purchases</i>
<i>Article 6</i>	<i>Determinations</i>
<i>Article 7</i>	<i>Informal and Formal Procurement Limits; Quote File Requirements</i>

INFORMATION:

N/A

Attachments: [Procurement Code Manual - Amendments](#)
[Presentation](#)



PROCUREMENT CODE MANUAL

***CITY OF FLAGSTAFF
PURCHASING SECTION***

***CITY OF FLAGSTAFF
211 W. ASPEN AVE.
FLAGSTAFF, ARIZONA 86001***

***Council Approved and Adopted
July 16, 2013***

Council Approved Revisions:

<i>June 2, 2015</i>	<i>Resolution No. 2015-24</i>
<i>May 1, 2018</i>	<i>Resolution No. 2018-11</i>
<i>April 16, 2019</i>	<i>Resolution No. 2019-03</i>
<i>JULY 3, 2023</i>	<i>RESOLUTION NO. 2023-XX</i>

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ARTICLE 1 **PURPOSE; DIRECTOR AUTHORITY AND DUTIES; DELEGATION**

A. Purpose.

The City operates as a centralized Purchasing Section under the supervision of a Purchasing Director ("Director"), which shall have for its purpose the purchase of materials, services, **LEASES**, and construction **SERVICES** for the City and shall:

1. Establish efficient procurement, inventory and disposition of surplus personal property procedures;
2. Purchase all materials, services, and construction for the City at the lowest possible cost commensurate with quality needed;
3. Exercise positive financial control over purchases;
4. Clearly define authority for the purchasing function and the City's Purchasing Code of Ethics;
5. Assure the quality of purchases; and
6. Provide procurement assistance to all City Departments and Divisions;

B. Director Authority and Duties.

The Director shall:

1. Except as otherwise provided in this Procurement Code Manual, the Director shall establish rules consistent with this Procurement Code Manual, governing the procurement of all materials, services and construction to be procured by the City. Rules and procedures for the procurement of construction and professional design services, shall also be consistent with Arizona Revised Statutes, (A.R.S.) Title 34, Public Buildings and Improvements.
2. Except as otherwise provided in this Procurement Code Manual, procure all materials, services, **LEASES**, and construction **SERVICES** required by any Department or Division of the City in accordance with the provisions of this Procurement Code Manual and such procurement rules as may be established pursuant to this Procurement Code Manual.
3. Establish rules and procedures for the management of inventories of material and surplus personal property belonging to the City.
4. Sell, trade or otherwise dispose of surplus personal property belonging to the City in compliance with requirements of the City Charter.
5. Establish and maintain programs for the inspection, testing and acceptance of materials, services and construction.
6. Discourage collusive and restrictive bidding and endeavor to obtain as fair and open competition as possible on all purchases.

7. Prepare and recommend to the City Council revisions and amendments to this Procurement Code Manual.
 8. Keep informed of current developments in the field of purchasing, prices, market conditions and new products.
 9. Prescribe and maintain such procedures as necessary for the operation of the centralized procurement function.
 10. Maintain a Bidder's list, material, service and construction references and all records needed for the efficient operations of the centralized purchasing function.
- C. Delegation of Authority.

The Director hereby delegates **PROCUREMENT** the powers and duties of the Director authorized by this Procurement Code Manual to the Purchasing Section Staff **HIS/HER STAFF, TO INCLUDE, THE PURCHASING MANAGER, SENIOR PROCUREMENT SPECIALIST, PROCUREMENT SPECIALIST, OR BUYERS.**

ARTICLE 2 **APPLICABILITY**

- A. The provisions of this Procurement Code Manual apply only to procurements initiated after its effective date. The City Attorney's office, in consultation with the Director, shall interpret the provisions the provisions of this **PROCUREMENT** e**Code MANUAL** in the event of any ambiguity.
- B. The provisions of this Procurement Code Manual are applicable to every purchase of materials, services, **LEASES**, and construction **SERVICES** with public monies, including federal grants, and federal assistance monies except as otherwise provided in this section. Nothing in this Procurement Code Manual shall supersede the Flagstaff City Charter, or the terms and conditions of any grant, gift or bequest accepted by the City Council. If the procurement involves the expenditure of grants, **STATE OR** federal assistance or contract monies or is subject to state law, the dDirector shall comply with **STATE AND** federal and ~~state~~ law and authorized regulations which are mandatorily applicable and which may not be reflected in this Procurement Code Manual.
- C. Contracts for construction, as defined in Article 12, and contracts for the services of architects or engineers to be used in connection with construction contracts shall be governed by the provisions of A.R.S. Title 34, Public Buildings and Improvements. Procedures and other provisions of this Procurement Code Manual, and rules established pursuant thereto, shall apply to such contracts only to the extent such Procurement Code Manual provisions, procedures and rules are not inconsistent with A.R.S. Title 34, Public Buildings and Improvements.
- D. Professional services, such as appraisals, title searches/reports and policies, used in support of Real Property Transactions, are subject to all applicable Sections of this Procurement Code Manual.

E. The following contracts are not subject to this Procurement Code Manual:

1. Intergovernmental agreements;
2. Agreements negotiated by the Risk Management Manager or the City Attorney for the settlement of litigation or threatened litigation; and **CONTRACTS ENTERED INTO ON BEHALF OF THE CITY ATTORNEY RELATED TO for the settlement of litigation or threatened litigation INVOLVING THE CITY OF FLAGSTAFF**; and
3. Easement Agreements or Right of Entry Agreements.

ARTICLE 3 **SUPPLEMENTARY GENERAL PRINCIPLES OF LAW**

Nothing in this Procurement Code Manual shall supersede Article VIII, "Contracts", Sections 1 through 10, of the Flagstaff City Charter.

ARTICLE 4 **DEFINITIONS**

The words defined in this ~~s~~**S**ection shall have the meanings set forth below whenever they appear in this Procurement Code Manual, unless the context in which they are used clearly requires a different meaning or a different definition is prescribed for a particular provision.

Addendum means any formal notification of any revision to pertinent information contained in either an informal or formal solicitation.

Advantageous means in the best interests of the City.

Affiliate means any person whose governing instruments require it to be bound by the decision of another person or whose governing board includes enough voting representatives of the other person to cause or prevent action, whether or not the power is exercised. It may also include persons doing business under a variety of names, or where there is a parent-subsidary relationship between persons.

Alternative Project Delivery Methods means construction related projects that utilize Construction-Manager-At-Risk, Design-Build or Job-Order-Contracting, instead of the traditional Design-Bid-Build method of construction project delivery.

Authorized Purchase means any purchase that has been requisitioned **OR SOLICITED** and that has gone through the appropriate approval processes.

Best and Final Offer means a formal process, conducted by the Purchasing Agent as the last phase of a Request for Proposals process after formal discussions and/or Proposer presentations are conducted.

Best Interests of the City means advantageous to the City.

BID MEANS AN OFFER IN RESPONSE TO A SOLICITATION.

BIDDER MEANS AN "OFFEROR" AS DEFINED IN THE PROCUREMENT CODE MANUAL.

Brand Name ~~SPECIFICATION~~ or Approved Alternate Specification means a specification that uses one (1) or more manufacturers' names or catalogue numbers to describe the standard of

quality, performance, and other characteristics needed to meet City requirements, and that provides for the submission of equivalent products.

~~**Brand Name Specification** means a specification limited to one (1) or more items by manufacturers' name or catalogue numbers.~~

Business means any corporation, partnership, individual, sole proprietorship, joint stock company, joint venture or other private legal entity.

Capital Improvements means construction related projects involving the process of building, altering, repairing, improving or demolishing any public structure or building or other public improvements of any kind to any public real property.

Change Order means a written order, **AUTHORIZED BY A CONTRACT**, approved by the City's Change Order Committee and signed by an authorized agent of the City, which directs the contractor or the City, to make **ALTERNATIONS TO THE** changes that are authorized by the ~~change order clause of the original contract.~~

COMPETITION IMPRACTICABLE MEANS THE PROCUREMENT OF A MATERIAL OR SERVICE WHERE THERE IS AN UNUSUAL OR UNIQUE SITUATION THAT MAKES COMPLIANCE WITH THE PROCUREMENT CODE MANUAL IMPRACTICABLE, UNNECESSARY, OR CONTRARY TO PUBLIC INTEREST, BUT WHICH WOULD NOT JUSTIFY AN EMERGENCY PROCUREMENT DEFINED BY THE PROCUREMENT CODE MANUAL.

Construction means the process of building, altering, repairing, improving or demolishing any public structure or building, or other public improvements of any kind to any public real property. Construction does not include the routine operation, routine repair, or routine maintenance of existing structures, buildings or real property.

Construction Manager means a person who provides management and/or technical services required to implement a capital project pursuant to the project guidelines.

Construction-Manager-At-Risk (CMAR) means a project delivery method in which:

- A. There is a separate contract for design services and a separate contract for construction services.
- B. The contract for construction services may be entered into at the same time as the contract for design or at a later time.
- C. Design and construction of the project may be in sequential phases or concurrent phases.
- D. Finance services, maintenance services, operations services, preconstruction services and other related services may be included.

Contract means all types of City agreements, ~~regardless of what they may be called~~, for the procurement of materials, services, **LEASES**, or construction **SERVICES** or the disposition of personal property.

Contract ~~AMENDMENT~~Modification means any FORMAL WRITTEN DOCUMENT THAT ALTERS THE CONTENT OF AN EXECUTED CONTRACT BY MUTUAL AGREEMENT OF THE PARTIES. ~~written alteration in the terms and conditions of any contract accomplished by mutual action of the parties to the contract.~~

Contractor means any person who has a contract with the City.

COOPERATIVE PURCHASE CONTRACT MEANS A CONTRACT ENTERED INTO BY THE CITY TO PROVIDE MATERIALS, SERVICES, PROFESSIONAL SERVICES, EQUIPMENT LEASES, OR CONSTRUCTION SERVICES WHERE ANOTHER PUBLIC PROCUREMENT UNIT HAS PARTICIPATED IN, SPONSORED, CONDUCTED OR ADMINISTERED A COMPETITIVE AND OPEN PUBLIC PROCUREMENT PROCESS. TO RECEIVE THE BENEFITS, THE CONTRACT BETWEEN THE SEPARATE PUBLIC PROCUREMENT UNIT AND THE CONTRACTOR PROVIDING THE MATERIALS, SERVICES, PROFESSIONAL SERVICES, CONSTRUCTION, OR CONSTRUCTION SERVICES MUST CONTAIN PROVISIONS AUTHORIZING A COOPERATIVE PURCHASE BY ANOTHER ENTITY.

Cost Data means information concerning the actual or estimated cost of labor, material, overhead, and other cost elements that have been actually incurred or that are expected to be incurred by the contractor in performing the contract.

Data means documented information, regardless of form or characteristic.

Days mean calendar days unless otherwise specified.

Debarment means an action taken by the director, under the provisions of this Procurement Code Manual, to prohibit a person from participating in City procurements for three (3) years.

Department/Division means an organizational work unit as defined by the City of Flagstaff Organization Chart.

Designee means a duly authorized representative of a person holding a superior position.

Design-Build (DB) means a project delivery method in which:

- A. There is a single contract for design services and construction services.
- B. Design and construction of the project may be in sequential phases or concurrent phases.
- C. Finance services, maintenance services, operations services, preconstruction services and other related services may be included.

Design-Bid-Build (DBB) means a project delivery method in which:

- A. There is a sequential award of two separate contracts.
- B. The first contract is for design services.
- C. The second contract is for construction.
- D. Design and construction of the project are in sequential phases.

E. Finance services, maintenance services and operations services are not included.

Director means the Director of the Purchasing Section or designee.

ELECTRONIC TRANSACTION MEANS A TRANSACTION AUTHORIZED BY THIS PROCUREMENT CODE MANUAL INVOLVING AN ELECTRONIC RECORD AND/OR ELECTRONIC SIGNATURE.

EMERGENCY PURCHASE MEANS A MATERIAL OR SERVICE PROCURED WHERE THERE IS AN IMMEDIATE AND SERIOUS NEED IN WHICH THE CITY'S BEST INTERESTS WILL NOT BE MET THROUGH THE USE OF OTHER SOLICITATION METHODS. THE NEED MUST MEET A CONDITION DESCRIBED IN THIS PROCUREMENT CODE MANUAL AND FOLLOW THE DEFINED PROCEDURE.

Employee means an individual drawing a salary through the payroll process of the City whether elected or not.

End User means any City employee who **HAS REQUESTED** ~~will actually be using~~ the material or service **AT ISSUE**. ~~being requested~~

Field Order means a paperless purchase order number given out by the Purchasing Section for immediate, necessary, purchases, under one thousand dollars (\$1,000), by City staff who are in need of various materials **NEEDED** to repair fixtures or equipment.

GRANT MEANS THE PROVIDING OF FINANCIAL OR OTHER ASSISTANCE, INCLUDING, BUT NOT LIMITED TO, STATE, FEDERAL, FOUNDATION OR PRIVATE GRANT FUNDS TO THE CITY.

Interested Party means an actual or prospective Bidder or Proposer whose economic interest may be affected substantially and directly by the issuance of a solicitation, the award of a contract or by the failure to award a contract. Whether an actual or prospective Bidder or Proposer has an economic interest will depend upon the circumstances of each case.

Invitation for Bids (IFB) means **A SOLICITATION CONTAINING A DESCRIPTION OF THE MATERIAL OR SERVICES NEEDED WHERE THE CONTRACT IS AWARDED TO THE BIDDER WITH THE LOWEST RESPONSIVE AND RESPONSIBLE BID AS DEFINED BY THE Procurement Code Manual.** ~~all documents, whether attached or incorporated by reference, which are used for soliciting formal bids in accordance with the procedures prescribed in this.~~

Invitation To Submit Technical Offers means ~~all documents, whether attached or incorporated by reference, which are used for soliciting~~ **ISSUED TO THE PUBLIC FOR THE SOLE PURPOSE OF SEEKING INFORMATION ABOUT THE AVAILABILITY IN THE COMMERCIAL MARKETPLACE OF** ~~unpriced technical offers to assist in the evaluation of market place technology to determine what specific technology would be considered to be the most advantageous to the City to be specified~~ **USED** in a subsequent competitive solicitation. **ADEQUATE PUBLIC NOTICE AS SPECIFIED IN THIS PROCUREMENT CODE MANUAL SHALL BE PROVIDED.**

Job-Order-Contracting (JOC) means a project delivery method in which:

- A. The contract is a requirements contract for indefinite quantities of construction.
- B. The construction to be performed is specified in job orders issued during the contract.
- C. Finance services, maintenance services, operations services, preconstruction services, design services related services may be included.

Life Cycle Cost Assessment (LCCA) means the comprehensive accounting of the total cost of ownership, including initial costs, energy, and operational costs, longevity and efficacy of service and disposal costs.

Local Vendor means any individual or company, **THAT HOLDS** with a valid business license, issued by the City of Flagstaff and **MAINTAINS** a business location within the City limits of Flagstaff, for a period of six **(6)** months.

Materials means all personal property, including equipment, supplies, printing, and insurance **AND LEASES OF PROPERTY BUT DOES NOT INCLUDE, LAND, A PERMANENT INTEREST IN LAND OR REAL PROPERTY, OR LEASING SPACE.**

May **MEANS A** shall be construed as being permissive **ACTION.**

Multi-Step Sealed Bidding means a two-phase process consisting of a technical first phase composed of one (1) or more steps in which Bidders submit un-priced technical offers to be evaluated by the City and a second phase in which those Bidders whose technical offers are determined to be acceptable during the first phase have their priced bid considered.

OWNER MEANS THE CITY GOVERNMENTAL UNIT.

ONLINE BIDDING MEANS A PROCUREMENT PROCESS IN WHICH PUBLIC AGENCIES RECEIVE BIDS FOR THE PURCHASE OF MATERIALS, SERVICES, LEASES, OR CONSTRUCTION SERVICES ELECTRONICALLY, OVER THE INTERNET IN A REAL-TIME, COMPETITIVE BIDDING EVENT.

Person shall include the state, the county, a political subdivision of the state, other governmental entity, a corporation, firm, partnership, limited liability company, association, organization, and any other group acting as a unit, as well as an individual. It includes a trustee, receiver or similar representative.

Price Data means information concerning prices, including profit, for materials, services, **LEASES**, or construction **SERVICES** items substantially similar to those being procured under a contract or subcontract. In this definition, "prices" refers to offered or proposed selling prices, historical selling prices, or current selling prices of the items being purchased.

Private Development means commercial or residential development by the private sector.

Procurement means buying, purchasing, renting, leasing or otherwise acquiring any materials, services, **LEASES, OR** and construction **SERVICES.** Procurement also includes all functions that pertain to the acquisition of any materials, services, **LEASES**, or construction **SERVICES,**

including A description of requirements, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration.

Procurement Code Manual means this Procurement Code Manual, outlining various procurement functions, as approved and adopted by the Flagstaff City Council.

Professional Services means those services requiring special knowledge, education or skill and where the qualifications of persons rendering the services are of primary importance. **THIS** shall include, but not be limited to, appraisers, attorneys, architects, engineers, surveyors, accountants, psychologists, physicians, and other health professionals.

Project Manager means a person who provides management and/or technical services required to implement a capital project pursuant to the project guidelines.

Proprietary Specification means a specification that describes a material made and marketed by a person having the exclusive right to manufacture and sell such material and excludes other material with similar quality, performance or functional characteristics from being responsive to the solicitation.

PROTEST MEANS AN ACTION TAKEN BY AN INTERESTED PARTY TO DISPUTE THE PROCESS OR OUTCOME OF A SOLICITATION.

PROPOSAL MEANS AN OFFER SUBMITTED IN RESPONSE TO A SOLICITATION.

Purchasing Agent means the Director, Purchasing Manager, Senior Procurement Specialist, **PROCUREMENT SPECIALIST**, Buyers, or any **STAFF** member of the Purchasing **SECTION** Staff authorized by the Director to commit the City to a purchase and manage, supervise, and monitor the execution of the terms and conditions of a contract.

~~**Purchase Description** means the words used in a solicitation to describe the materials, services or construction for purchase and includes specifications attached to, or made a part of, the solicitation.~~

Purchase Requisition means a formal request for a—material**S**, service**S**, **LEASES**, or construction **SERVICES** and electronically submitted through the City's financial software system and processed into a formal purchase order.

Qualified Products List means an approved list of materials, services, **LEASES**, or construction **SERVICES** ~~items~~ described by model or catalogue numbers, that, prior to competitive solicitation, the City has determined will meet the applicable specification requirements.

Quotation means a verbal or written commitment to supply materials, services, leases or construction services at a stated price and terms.

Recycled Content Product means a product containing a minimum of thirty-five percent (35%) recycled materials except in those cases where the US EPA has adopted procurement guidelines under the Resource Conservation Recovery Act of 1976.

Recyclable Product means a product or package made from a material for which curbside or drop-off collection systems are in place for a majority of City residents or businesses; to divert

from City solid waste for use as a raw material in the manufacture of another product or the reuse of the same product.

Request for Information means all documents ISSUED TO THE PUBLIC FOR THE SOLE PURPOSE OF SEEKING INFORMATION ABOUT THE AVAILABILITY IN THE COMMERCIAL MARKETPLACE OF MATERIALS OR SERVICES THAT MAY BE USED IN A SUBSEQUENT COMPETITIVE SOLICITATION. ADEQUATE PUBLIC NOTICE AS SPECIFIED IN THIS PROCUREMENT MANUAL CODE SHALL BE PROVIDED. ~~whether attached or incorporated by reference, which are used for soliciting unpriced information regarding a specific product or service for evaluation to determine what specifications or scope of work would be considered to be the most advantageous to the City to be specified in a subsequent competitive solicitation.~~

Request for Proposals (RFP) means A FORMAL SOLICITATION FOR THE AWARD OF MATERIALS, SERVICES, LEASES, OR CONSTRUCTION SERVICES WHERE PRICE IS NOT THE SOLE DETERMINING FACTOR AND THE CONTRACT WILL BE AWARDED BASED ON A COMBINATION OF COST AND EVALUATION CRITERIA ~~all documents, whether attached or incorporated by reference, which are used for soliciting formal proposals in accordance with procedures prescribed in this Procurement Code Manual.~~

Request for Statements of Qualifications (RSOQ) means A FORMAL SOLICITATION WHERE NO COST INFORMATION (FEES, PRICE, MAN-HOURS, ETC.) SHALL BE CONSIDERED BY THE CITY OR EVALUATION COMMITTEE AT ANY POINT IN THE SELECTION PROCESS AND THE CONTRACT WILL BE AWARDED BASED ON DEMONSTRATED COMPETENCE AND QUALIFICATIONS TO PROVIDE THE TYPE OF SERVICES REQUIRED ~~all documents, whether attached or incorporated by reference, which are used for soliciting formal statements of qualifications in accordance with procedures prescribed in this Procurement Code Manual.~~

Request for Quotation (RFQ) means ~~AN~~ type of INFORMAL SOLICITATION THAT FALLS INTO A DOLLAR THRESHOLD THAT REQUIRES COMPETITION BUT DOES NOT REQUIRE A FORMAL PROCEDURE. THERE ARE THREE (3) TYPES: ~~all documents, whether attached or incorporated by reference, which are used for soliciting quotations in accordance with procedures prescribed in the informal procurement process.~~

- A. **BID-STYLE REQUEST FOR QUOTATION** IS MOST COMMONLY USED FOR MATERIALS AND NON-PROFESSIONAL SERVICES WHEN PRICING WILL BE THE ONLY DETERMINING FACTOR. THE RESULT MAY BE A ONE-TIME PURCHASE OR A TERM CONTRACT.
- B. **RFP-STYLE REQUEST FOR QUOTATION** IS MOST COMMONLY USED FOR PROFESSIONAL SERVICES OR WHEN THE AWARD IS BASED ON PRICE AND ADDITIONAL QUALITATIVE CHARACTERISTICS. THE RESULT MAY BE A ONE-TIME PURCHASE OR A TERM CONTRACT.
- C. **INFORMAL QUOTE** IS MOST COMMONLY USED FOR ONE-TIME MATERIAL-TYPE PURCHASES. TURNAROUND TIME ON INFORMAL QUOTES CAN RANGE FROM TWO DAYS TO TWO WEEKS. THE QUOTE DOCUMENTS MAY BE A SIMPLE, SINGLE PAGE OR MAY HAVE LIMITED ATTACHMENTS.

Requisitioner means any staff member, working for the City of Flagstaff, who has a request for ~~either a materialS, serviceS, LEASES~~ or construction **SERVICES**, and electronically submits a purchase requisition through the City's financial software system.

Responsible Bidder or Proposer means a person who has (A) the capability, skills and experience to perform the contract requirements; and (2) the integrity and reliability which will assure good faith performance.

Responsive Bidder or Proposer means a person who submits a bid OR PROPOSAL which conforms in all material respects to the invitation for bids or request for proposals.

RESPONDENT MEANS A PERSON WHO RESPONDS TO A SOLICITATION.

RESPONSE MEANS A RESPONSE TO A SOLICITATION.

Reusable Product A product that can be used several times for an intended end use before being discarded.

Services means the furnishing of labor, time or effort by an independent contractor which does not involve the delivery of a specific end product other than required reports and performance.

Shall MEANS The word "shall" shall be construed as being A mandatory ACTION.

SOLE SOURCE PROCUREMENT MEANS A MATERIAL OR SERVICE PROCURED WITHOUT COMPETITION WHERE THE PURCHASING AGENT DETERMINES THAT THERE IS ONLY ONE (1) SOURCE FOR THE REQUIRED MATERIAL OR SERVICE.

Solicitation means an invitation for bids, a request for technical offers, a request for proposals, a request for quotations, or any other invitation or request by which the City invites a person to participate in a procurement.

Specification means any description of the physical or functional characteristics, or of the nature of a THE materialS, serviceS, LEASES, or construction SERVICES-item. Specification may include a description of any requirement for inspecting, testing, or preparing a-materialS, serviceS, LEASES, or construction SERVICES-item for delivery.

Surplus Property means any supplies, materials and equipment owned by the City, that no longer has any use to the City. This includes obsolete materials, scrap materials, and supplies, materials and equipment that have completed their useful life cycle.

Suspension means an action taken by the director temporarily disqualifying a person from participating in City procurements for six (6) months.

Sustainably Preferable Product means a product that has a reduced negative effect or increased positive effect on human health and the environment when compared with competing products that serve the same purpose. This term includes, but is not limited to, recyclable products, recycled products and reusable products.

Sustainable Product means a product that achieves performance objectives while respecting the City's values and balancing environmental stewardship, fiscal responsibility, social equity, and community enhancement.

Sustainable Purchasing means purchasing materials, products, and labor in a manner that reflects fiscal responsibility, social equity, environmental stewardship and community enhancement.

Task Order means a written form used in a process associated with On-Call contracts in which a task order form is submitted to initiate professional Architectural, Engineering, Surveying, Landscape Architecture and Geotechnical services from those firms who have been awarded an On-Call contract.

Technical Offer means unpriced written information from a prospective contractor stating the manner in which the prospective contractor intends to perform certain work, its qualifications, and its terms and conditions.

Quotation means a verbal or written commitment to supply materials, services or construction at a stated price and terms.

~~**Request for Quotation (RFQ)** means all documents, whether attached or incorporated by reference, which are used for soliciting quotations in accordance with procedures prescribed in the informal procurement process.~~

ARTICLE 5 **UNAUTHORIZED PURCHASE**

- A. Any purchase made that does not follow any of the applicable processes under the provisions of this Article, is considered an unauthorized purchase.
- B. All purchases will be made in accordance with this Procurement Code Manual. The following steps shall be included in the procurement process:
 - 1. Electronic submission of a properly completed purchase requisition;
 - 2. Verification by the requestor that funds are available;
 - 3. The purchase requisition has gone through all other established approval processes;
 - 4. All requisitions for materials, services, **LEASES**, and **OR** construction **SERVICES** that are **below THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER, fifty thousand dollars (\$50,000)** shall be subject to an informal competitive solicitation process under the provisions of Article 7(A); except as provided in Article 2 "Applicability", Article 18 "Sole Source", Article 19 "Emergency Purchase" and Article 20, "Procurements From Solicitations By Other Governmental Entities";
 - 5. All requisitions for materials, services, **LEASES**, and **OR** construction **SERVICES** **at THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER fifty thousand dollars (\$50,000) and higher**, shall be subject to a formal competitive solicitation process under the provisions of Article 7(B) and any contract award shall be approved by City Council; except as provided in Article 2 "Applicability", Article 18 "Sole Source", Article 19 "Emergency Purchase"; and Article 20, "Procurements From Solicitations By Other Governmental Agencies"; and
 - 6. All purchases **OF** for materials, services, **LEASES**, and **OR** construction **SERVICES** shall have a properly executed purchase order and a contract, if a contract is deemed necessary, given the particular purchase, to be processed by the Purchasing Section.

- C. An employee making a purchase not in conformance with this Procurement Code Manual, adopted rules and established procedures may be subject to:
1. Verbal consultation with individual;
 2. Written reprimand with individual;
 3. Revocation of purchasing rights; or
 4. Other corrective action, as deemed appropriate
- D. Any unauthorized purchase shall be reported to the appropriate Division or Department Head.

ARTICLE 6 **DETERMINATIONS**

Written determinations, if required by this Procurement Code Manual, shall be retained in the appropriate official record file of the Purchasing Section.

- A. Determinations shall fully specify reasons.
- B. The Director may specify the format for Determinations.

ARTICLE 7 **INFORMAL AND FORMAL PROCUREMENT LIMITS; QUOTE FILE REQUIREMENTS**

A. Informal Procurement Limit

1. Procurement of a **ANY** material**S**, service**S**, leases, or construction **SERVICES** **less than THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER, fifty thousand dollars (\$50,000)** shall be made by informal procedures in accordance with the provisions of Section 7.1 of this Procurement Code Manual and any applicable federal and state laws, rules and regulations except as provided in Article 2, "Applicability"; Article 18, "Sole Source"; Article 19, "Emergency Purchases"; Article 20, "Procurements From Solicitations By Other Governmental Entities".
2. Procurements **less than THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER, fifty thousand dollars (\$50,000)** may be made utilizing a formal procurement process if:
 - a. ~~d~~**Deemed by the Director to be in the best interest of the City; OR**
 - b. **DEEMED BY THE CITY MANAGER AS A MATTER OF HIGH COMMUNITY INTEREST AND/OR POTENTIAL CONTROVERSY, OR IN INSTANCES THAT THE CITY MANAGER DEEMS NECESSARY.**
3. Procurements **less than THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER, fifty thousand dollars (\$50,000)** are not required to be approved and awarded by City Council.

4. THE CITY MANAGER RESERVES THE AUTHORITY TO BRING ANY CONTRACT RESULTING FROM AN INFORMAL PROCUREMENT TO THE CITY COUNCIL TO OBTAIN INPUT IN MATTERS OF HIGH COMMUNITY INTEREST AND/OR POTENTIAL CONTROVERSY, OR IN INSTANCES THAT THE CITY MANAGER DEEMS NECESSARY.

B. Formal Procurement Limit

1. Procurement of a ~~ANY~~ material~~S~~, service~~S~~, leases, or construction ~~SERVICES AT THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER OR AT HIGHER AMOUNTS, fifty thousand dollars (\$50,000)~~ shall be made by formal procedures in accordance with the City Charter and provisions of Article 9 of this Procurement Code Manual and any applicable federal and state laws, rules and regulations, except as provided in Article 2, "Applicability"; Article 18, "Sole Source"; Article 19, "Emergency Purchases".
2. Procurements of ~~ANY MATERIALS, SERVICES, LEASES, OR CONSTRUCTION SERVICES AT THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER, OR AT HIGHER AMOUNTS, fifty thousand dollars (\$50,000) and higher,~~ are required to be approved and awarded by City Council.

Section 7.1 Informal Procurement Process

A. Informal Procurement Process

Any procurement, established in Article 7(A) shall be made in accordance with established Procurement Code Manual procedures. Determination as to the use of informal or formal process shall be based on the cost of the item(s), including all taxes, fees, freight, installation and any other miscellaneous costs. The procurement shall be made with such competition as is outlined in B, C and D under this Section. Procurement requirements shall not be artificially divided or fragmented to circumvent the purchasing process under this section or the procedures required by Article 9, "Formal Procurement Process." This section shall not be construed to permit informal purchasing if there is a City Charter or ordinance provision or a Federal or State law, regulation or rule to the contrary.

B. Purchases at ~~Five~~ TWENTY-FIVE Thousand Dollars (~~\$5,000~~ \$25,000) or Less

SHALL BE MADE IN ACCORDANCE WITH THE FOLLOWING PROCEDURES:

1. For purchases at or less than five TWENTY-FIVE thousand dollars (\$5,000 \$25,000), the Purchasing Agent or requesting Division or Section may direct select the vendor of choice for the purchase of any materials, services or construction requested. Reasonable good faith efforts shall be made to purchase from a Local Vendor by utilizing our local Vendor list as a first resource, provided the vendor is offering competitive pricing for the materials, services, or construction requested.
2. Any procurement that is federally funded, in whole or in part, shall utilize the micro-purchase threshold set by the Federal Acquisition Regulation without soliciting competitive quotations for purchases at or less than \$3,500.

~~C. PURCHASES AT FIVE THOUSAND AND ONE DOLLARS (\$5,001) UP TO FIFTEEN THOUSAND DOLLARS (\$15,000).~~

~~For purchases at five thousand and one dollars (\$5,001) and up to fifteen thousand dollars (\$15,000), the Purchasing Agent or requesting Department shall solicit, verbal quotations for the purchase of materials, services or construction from, at minimum three (3) Bidders or Proposers, as determined to be the most advantageous under the immediate circumstances, except as provided in Article 2, "Applicability"; Article 18, "Sole Source"; Article 19, "Emergency Purchases"; Article 20, "Procurements From Solicitations By Other Governmental Entities". Reasonable good faith efforts shall be made to solicit quotes from Local Vendors by utilizing our local Vendor list as a first resource. Verbal quotations obtained shall be documented in the procurement file.~~

DC. Purchases at Fifteen ~~TWENTY-FIVE~~ Thousand and One Dollars (\$15,001 ~~\$25,001~~) up to ~~ONE DOLLAR LESS THAN THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER~~ Forty Nine Thousand Nine Hundred and Ninety Dollars (\$49,999).

For purchases at fifteen thousand and one dollars (\$15,001) up to forty nine thousand nine hundred and ninety nine dollars (\$49,999),

shall be made in accordance with the following procedures:

1. A Purchasing Agent or requesting Department shall solicit at least three (3) Bidders or Proposers to submit written or faxed quotations or proposals on vendor's letterhead or by e-mail. Whenever practicable, the City's standard Request for Quotations (RFQ) or Request for Proposals (RFP) document shall be utilized in an effort to obtain written quotes. The City Attorney's Office shall review the RFQ and RFP prior to issuance, if a contract is required for the procurement. Written quotations obtained shall be documented in the procurement file.
2. The Purchasing Agent may solicit quotations or Proposals from all vendors on the Bidder's list, but at minimum, shall solicit quotations or Proposals from Local Vendors by utilizing our local vendor list as a first resource and those Bidders or Proposers who have specifically requested an opportunity to submit a quotation or Proposal for the specific material, service or construction being requested at that time.
3. Award shall be made to the lowest responsive and responsible Bidder or highest scoring responsive and responsible Proposer submitting a responsive quotation or proposal. The amount of an applicable City Transaction Privilege or Use Tax shall not be a factor in determining the lowest Bidder if a competing Bidder, who is located outside the City, is not subject to an equal tax rate.
4. Whenever required by the Purchasing Agent, Bidders or Proposers shall submit quotes or proposals on the form issued with the Request for Quotation or Proposal, and the quotes shall be recorded and placed in the procurement file.
5. If only one responsive and responsible quotation or proposal is received, a statement shall be included in the procurement file explaining the basis for determining that the price and/or proposal is fair and reasonable. Time permitting,

the Purchasing Agent may initiate a second solicitation to include the vendor who provided the only response initially.

6. Whenever practicable, Article 27, "Specification Guidelines" shall be used in the development of specifications for a Request for Quotation or Proposal.
7. Written quotations or proposals transmitted via facsimile machine or e-mail shall be permitted provided the quotation or proposal bears the signature of an authorized agent of the Bidder or Proposer submitting the quotation or proposal.
 - a. Quotations or proposals qualified in any manner are subject to rejection in whole or in part.
 - b. Alternate quotations or proposals shall be considered unless specifically stated otherwise in the Request for Quotation.
 - c. In the event of a discrepancy between the unit price and the extension price, the unit price shall govern.
 - d. In the event of tied quotes, the tie shall be broken according to the following, determined by the Director :
 1. Best and final Offer when determined by the Director to be applicable; or
 2. Drawing lots.
 - e. The City reserves the right to reject all quotations and seek new quotations with a new Request for Quotation.
8. In the evaluation of a response, preference will not be given to a respondent on the sole basis that the respondent is a flagstaff business or entity.

These procedures do not supersede Article 2, "Applicability"; Article 18, "Sole Source"; Article 19, "Emergency Purchases"; Article 20, "Procurements From Solicitations By Other Governmental Entities".

Section 7.2 Vendor List

- A. Any vendor who would like to be on the City's ~~V~~Vendor ~~L~~List must register with the City's Purchasing Section by completing a vendor application. The vendor application can be found on the City's website by clicking on City Hall/Department/Purchasing/Vendor Registration/Vendor Application.
- B. Once a vendor's application has been received and approved, the vendor will be assigned a vendor number and placed on the vendor list that will reference the products and/or services they provide.

- C. Vendors are encouraged to sign up for electronic SOLICITATION bid notifications by clicking on a link SET UP IN THE CITY'S WEBSITE FOR ELECTRONIC SOLICITATIONS. "New Bid Notifications", which is where vendors subscribe to be set up to receive automatic bid notifications.

Section 7.3 Vendor Awards

Contract award information is posted to the City's ELECTRONIC SOLICITING website and can be viewed by clicking on THE ELECTRONIC LINK AT City Hall/Department/Purchasing/Bid Tabulation.

Section 7.4 Quote File Requirements

- A. ~~Verbal and written quote files shall be set up, within the Purchasing Section, to retain for record keeping purposes.~~
- B. ~~Verbal quote files shall be set up by the Purchasing Section for each purchase over five thousand dollars (\$5,000) and up to fifteen thousand dollars (\$15,000).~~

Written quote files shall be set up by the Purchasing Section for each purchase OVER TWENTY-FIVE THOUSAND AND ONE DOLLARS (\$25,001) AND UP TO THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER. over fifteen five thousand dollars (\$15,000) and up to forty nine thousand nine hundred and ninety nine dollars (\$49,999).

ARTICLE 8 AVAILABLE FUNDS

Unencumbered funds to cover the entire purchase must be available in the appropriate account of the Operating Budget or other appropriate fund against which the purchase is to be charged prior to the commitment to purchase except multi-year contracts, in which case only funds for the first year of the contract need be appropriated.

Section 8.1 Available Funds Identification

- A. Solicitations pursuant to the formal bidding process may not be issued when using un-designated funds, contingency funds, or funds transferred between departments unless approved in writing by the Director of Management Services or appointed designee.
- B. Solicitations pursuant to Article 9, "Formal Procurement Process", shall not be issued prior to the appropriate approval for use of certain funds requiring budget transfers to or from capital and salary accounts.
- C. Solicitations pursuant to Article 9, "Formal Procurement Process", shall not be issued prior to the acceptance by the City Council of any grant funds, unless approved in writing by the Director of Management Services or appointed designee.
- D. Requestors are responsible for verifying available funds prior to submitting a purchase requisition and shall enter an electronic purchase requisition prior to requesting the issuance of a formal solicitation.

Section 8.2 *Petty Cash (Reserved)*

Section 8.3 *Procurement Cards (Reserved)*

ARTICLE 9 *FORMAL PROCUREMENT PROCESS*

Except as otherwise provided in this Procurement Code Manual, a procurement which exceeds the formal procurement limit specified in Article 7(B), "Formal Procurement Limit", shall be made in accordance with either Article 10, "Formal Procurement Process—Invitation for Bids", Article 11, "Formal Procurement Process—Request for Proposals" or Article 12, "Formal Procurement Process—Professional Design Services, Capital Improvements/Construction and Construction Services".

ARTICLE 10 *FORMAL PROCUREMENT PROCESS--INVITATION FOR BIDS*

The formal procurement process using an Invitation for Bids is typically used for the purchase of materials and capital improvements/construction projects, where the specifications and/or scope are definitively defined and the price is the determining factor in the award of a contract. The Invitation for Bids document shall include specifications and/or scope of work, and all terms and conditions applicable to the procurement. The contract's inception is with the Invitation for Bids document that outlines all of the terms and conditions as the contractual language and incorporates the successful Bidder's bid submittal, which is adopted by reference. The Invitation for Bids document contains an Offer and Contract Award form that is signed by both the successful Bidder and the Purchasing Agent, which consummates the contract award.

Section 10.1 *Invitation for Bids Determination*

The Purchasing Agent shall determine if the Invitation for Bids process is applicable for the selection of the material, service or construction with an estimated expenditure exceeding the formal bid limit.

Section 10.2 *Request for Issuance of an Invitation for Bids*

- A. The Requisitioner or "End-user" shall electronically submit a requisition referencing the cost estimate or approved budget for the requested material, service or construction.
- B. The Purchasing Agent shall obtain a bid number from the Solicitation Log Book in the Purchasing Section, provide the description of the purchase or project, the Purchasing Agent assigned and determine the appropriate solicitation document and agreement to be used.
- C. The Requisitioner or "End-user" shall provide the specifications and/or scope of work to the Purchasing Section to be incorporated into the bid solicitation.
- D. Once the bid solicitation is complete, the Purchasing Agent shall forward to the City Attorney's office for review before issuance of the solicitation.

Section 10.3 *Invitation for Bids*

An Invitation for Bids shall be issued when the evaluation and selection of a vendor for award is based on the lowest, responsive and responsible Bidder. The bid document shall include a purchase description and all contractual terms and conditions applicable to the procurement.

- A. An Invitation for Bids shall be issued at least **twenty one (21) days** before the closing date and time for receipt of bids, unless a shorter time is determined necessary in writing by the Purchasing Agent pursuant to a written request from the requesting Department. However, in accordance with the Flagstaff City Charter, public notice of the Invitation for Bids shall be published at least once in the official newspaper, not less than five (5) days prior to the opening of the bids.
- B. Sealed Bids shall be opened publicly at the time and place designated in the Invitation for Bids. The amount of each bid, and such other relevant information as may be specified by rule, together with the name of each Bidder shall be recorded. The bids shall not be open for public inspection until after a contract is awarded, except to the extent the Bidder designates, and the Director concurs, that trade secrets or other proprietary data contained in the bid documents shall remain confidential in accordance with established rules.
- C. Bids shall be unconditionally accepted without alteration or correction, except as authorized in item (D) of this section. Bids shall be evaluated based on the requirements set forth in the Invitation for Bids as prescribed in the procurement rules. No criteria may be used in bid evaluation that are not set forth in the Invitation for Bids.
- D. Correction or withdrawal of erroneous bids before or after bid opening, based on bid mistakes, may be permitted in accordance with established rules. After bid opening, no corrections in bid prices or other provisions of bids prejudicial to the best interest of the City or fair competition shall be permitted. All decisions to permit the correction or withdrawal of bids, or to cancel awards or contracts based on bid mistakes, shall be supported by a written determination made by the Director.
- E. The contract shall be awarded to the lowest responsive and responsible Bidder whose bid conforms in all material respects to the requirements and criteria set forth in the Invitation for Bids. The amount of any applicable City of Flagstaff Transaction Privilege or Use Tax is not a factor in determining the lowest Bidder. The contract file shall contain the basis on which the award is made.
- F. The multi-step sealed bidding method may be used if the Director determines, in writing, that it is not practicable to initially prepare a definitive purchase description which is suitable to permit an award based on competitive sealed bidding. An Invitation for Bids may be issued requesting the submission of technical offers to be followed by an Invitation for Bids soliciting priced offers limited to those Bidders whose offers are determined to be technically acceptable under the criteria set forth in the first solicitation.

Section 10.4 *Invitation for Bids, Format, Content, Public Inspection*

- A. In all competitive sealed bidding procurements, the Purchasing Section shall issue the standard Invitation for Bids document established and approved by the Purchasing Section and the City Attorney's office.
- B. The Invitation for Bids shall include the following:
 - 1. Instructions and information to Bidders concerning the bid submission requirements, including the time and date set for bid opening, the address of the

office where bids are to be received, the period that the bid shall remain open, and any other special information;

2. The purchase description, specifications, evaluation criteria, delivery or performance schedule, and inspection and acceptance requirements;
 3. The standard contract terms and conditions, including warranty and bonding or other security requirements, as applicable;
 4. If the Invitation for Bids incorporates documents by reference, the Invitation for Bids shall specify where such documents may be obtained;
 5. An Invitation for Bids may require the submission of bid samples, descriptive literature, technical data and may require inspection or testing of a product before award;
 6. Invitation for Bids shall require, from all Bidders, the submission of a non-collusion affidavit on a form included in the Invitation for Bids document. Failure of any Bidder to provide the non-collusion affidavit, as a part of his sealed bid, shall be grounds for disqualification of the bid; and
 7. Invitation for Bids shall be advertised, at least one (1) time, in the Arizona Daily Sun and posted to the City's website.
- C. Solicitations posted on the City's web site are available for downloading, as well as other means of obtaining a solicitation as follows:
1. Interested Bidders may subscribe to receive an e-mail based notification of all current solicitation opportunities;
 2. Interested Bidders may pick up solicitations from the Purchasing Section during normal business hours; or
 3. Interested Bidders can email the Purchasing Section and request an electronic copy of the solicitation via email.

Section 10.5 *Pre-Bid Conference*

A pre-bid conference may be conducted within a reasonable time before bid opening to discuss the procurement requirements and solicit comments from prospective Bidders. Pre-bid conferences may be held multiple times at the discretion of the Purchasing Agent and the end-user.

- A. Pre-bid conferences are typically non-mandatory, but prospective Bidders are highly encouraged to attend. Prospective Bidders who cannot physically attend, can conference in by phone. Prospective Bidders who choose this option will need to contact the Purchasing Agent, whose name is on the cover page of the bid document to get the phone number and conference ID number.
- B. Pre-bid conferences may be mandatory if the Purchasing Agent and end-user determine that the bid specifications are too complex and would warrant mandatory attendance at the pre-bid conference to discuss and ensure that prospective Bidders fully understand the specifications outlined in the bid document. Prospective Bidders who cannot physically

attend, can conference in by phone. Prospective Bidders who choose this option will need to contact the Purchasing Agent, whose name is on the cover page of the bid document to get the phone number and conference ID number.

- C. Prospective Bidders who submit a bid in response to an Invitation for Bids, but did not attend a mandatory pre-bid conference (either physically or by phone) will be deemed nonresponsive and their bid shall not be considered for evaluation and award.

Section 10.6 *Addendum to Invitation for Bids*

- A. An Addendum to an Invitation for Bids shall be issued if necessary to:
 - 1. Make changes in the Invitation for Bids;
 - 2. Correct defects or ambiguities;
 - 3. Furnish to other Bidders information given to one Bidder if the information will assist the other Bidders in submitting bids, or if the lack of the information will prejudice the other Bidders; or
 - 4. Inform Bidders of alternate materials accepted for bid.
- B. An addendum to an Invitation for Bids shall be so identified and shall be posted to the City's web site and sent by the Purchasing Section to all persons who provided an "Acknowledgement of Receipt" form when practicable, depending on the number of prospective Bidders who submitted this form.
- C. All addendums shall be issued at least seven (7) days prior to bid opening to allow prospective Bidders to consider them in preparing their bids, unless a shorter time is determined necessary, in writing, by the Purchasing Agent pursuant to a written request from the requesting Department. If the time and date set for bid opening do not permit sufficient time for bid preparation, the time and date for bid opening shall be extended in the addendum or, if necessary, by fax, e-mail, or telephone and then confirmed in the addendum.

Section 10.7 *Pre-Opening Modifications or Withdrawal of Bids*

- A. Bidders may modify or withdraw their bid at any time before bid opening if the modification or withdrawal request is received in writing before the time and date set for bid opening in a location designated in the Invitation for Bids for receipt of bids.
- B. All documents concerning a modification or withdrawal of a bid shall be retained in the appropriate procurement file.

Section 10.8 *Late Bids, Late Withdrawals, and Late Modifications*

- A. A bid, modification or withdrawal is late and shall not be accepted if it is received at the location designated in the Invitation for Bids for receipt of bids after the time and date referenced in the solicitation document.

- B. A late bid, late modification, or late withdrawal shall be rejected unless the bid, modification, or withdrawal is received before contract award at the location designated in the Invitation for Bids for receipt of bids and would have been timely received but for the action or inaction of the City.
- C. Bidders submitting bids, modifications or withdrawals that are rejected as late shall be so notified as soon as practicable.
- D. All documents concerning a late bid, late modification, or late withdrawal shall be retained in the appropriate procurement file.
- E. All late bids shall be returned, unopened, to the vendor.

Section 10.9 *Receipt, Opening, Recording of Bids, and Confidential Information*

- A. Each bid and modification shall be date and time-stamped upon receipt and stored unopened in a secure place, within the Purchasing Section, until the time and date set for bid opening.
- B. Bids and modifications shall be opened publicly and in the presence of one or more witnesses at the time, date, and location designated in the Invitation for Bids for bid opening. The name of each Bidder, the bid price, and other information deemed appropriate shall be read aloud and recorded on a bid tabulation form. The name of the required witness shall also be recorded. All other information in a Bidder's bid package (e.g., trade secrets or other proprietary information, shall not be made available for public inspection until after a contract has been awarded, except to the extent the Bidder designates, and the Director concurs, that trade secrets or other proprietary data contained in their bid submittal shall remain confidential in accordance with established rules.
- C. All bids shall be irrevocable for, a minimum of, ninety (90) days or as deemed appropriate by the Director.
- D. After contract award, or at the Director's discretion, the bids shall be available for public inspection except to the extent that the withholding of information is permitted or required by law. If the Bidder designates a portion of the bid as confidential, disclosure of such portion shall be made in accordance with the following:
 - 1. If a Bidder believes that a bid contains information that should be withheld, a statement advising the Director of this fact shall accompany the submission, and the information shall be so identified wherever it appears. The information identified by the person as confidential shall not be disclosed until the Director makes a written determination;
 - 2. The Director shall review the statement and information and shall determine in writing whether the information shall be withheld; and
 - 3. If the Director makes the determination to disclose the information, the Director shall inform the Bidder in writing of such determination.

Section 10.10 *Mistakes in Bids*

- A. A Bidder may correct mistakes discovered before the time and date set for bid opening by withdrawing or correcting the bid as provided in Section 10.7, "Pre-Opening Modification or Withdrawal of Bids".
- B. After bid opening, a bid mistake, not resulting from an error in judgment may not be corrected or withdrawn. Other bid mistakes may be corrected or withdrawn pursuant to the following:
 - 1. After bid opening, the Director may either waive minor informalities in a bid or allow the Bidder to correct them if a written determination is made that such action would not result in a pecuniary competitive bidding advantage to that Bidder. Nothing in this section shall be construed as requiring the Director to waive any informalities or to allow their correction.
 - 2. After bid opening, the bid may not be withdrawn and shall be corrected to the intended bid if a bid mistake and the intended bid are evident on the face of the bid.
 - 3. After bid opening, the Director may permit a Bidder to withdraw a bid if:
 - a. A mistake, not resulting from an error in judgment, is evident on the face of the bid but the intended bid; or
 - b. The Bidder establishes to the Director's satisfaction that a mistake was made not resulting in an error in judgment.
 - 4. In the event of a discrepancy between the unit price and a multiplied subtotal the unit price shall govern.
 - 5. Mistakes shall not be corrected after award of the contract except where the Director makes a written determination that it would be unconscionable not to allow the mistake to be corrected.
- C. If correction or withdrawal of a bid after the bid opening is permitted or denied, the Director shall prepare a written determination showing that the relief was permitted or denied under these established rules and regulations.

Section 10.11 *Bid Evaluation and Award*

- A. The contract shall be awarded to the lowest responsible and responsive Bidder whose bid meets the requirements and evaluation criteria set forth in the Invitation for Bids.
- B. A product acceptability evaluation shall be conducted solely to determine whether a Bidder's product is acceptable as set forth in the Invitation for Bids and not whether one Bidder's product is superior to another Bidder's product. Any Bidder's offering that does not meet the acceptability requirements shall be rejected as non-responsive.
- C. Bids shall be evaluated to determine which Bidder offers the lowest cost to the City in accordance with the evaluation criteria set forth in the Invitation for Bids. Only objectively

measurable criteria that are set forth in the Invitation for Bids shall be applied in determining the lowest Bidder. Examples of such criteria include, but are not limited to, transportation cost, energy cost, ownership cost and other identifiable costs or life cycle cost formula. Evaluation factors need not be precise predictors of actual future costs, but to the extent possible the evaluation factors shall be reasonable estimates based upon information the Director has available concerning future use.

- D. A contract may not be awarded to a Bidder submitting a higher quality item than that designated in the Invitation for Bids unless the Bidder is also the lowest Bidder as determined under Subpart C of this Section. This Section does not permit negotiations with any Bidder, unless the lowest, responsive and responsible Bidder's bid exceeds the available monies budgeted for the material, service or construction, which would allow negotiations with the lowest, responsive and responsible Bidder.
- E. In the event two or more low responsive bids from responsible Bidders are identical in price and meet all the requirements and criteria set forth in the Invitation for Bids, the tie shall be broken according to the following determined by the Director:
 - 1. Best and Final offer when determined by the Director to be applicable; or
 - 2. Draw lots
- F. A record showing the basis for determining the successful Bidder shall be retained in the procurement file.
- G. The Purchasing Agent involved with the purchase shall provide a written notice of award to the successful Bidder within **twenty-four (24) hours** of Council award. For procurements equal to or in excess of the formal procurement limit, each unsuccessful Bidder shall be notified in writing of the award within **fourteen (14) days**. Notice of award shall be made available to the public.
- H. In the evaluation of a response to a formal procurement process, points will not be awarded and preference will not be given to a respondent on the sole basis that the respondent is a flagstaff business or entity.

Section 10.12 Only One Bid Received

If only one responsive and responsible bid is received in response to an Invitation for Bids, an award may be made to the single Bidder if the Director determines that the price submitted is fair and reasonable, and that other prospective Bidders had reasonable opportunity to respond and there is not adequate time for re-solicitation. Otherwise, the bid will be rejected pursuant to the provisions of Article 15, "Cancellation or Rejection of Solicitations", and:

- A. New bids may be solicited; or
- B. If the Purchasing Agent determines, in writing, that the need for the material, service or construction continues and the acceptance of the one bid is not advantageous to the City, the procurement may then be conducted under Article 18, "Sole Source" or Article 19, "Emergency Purchase", as appropriate.

Section 10.13 *Multi-Step Sealed Bidding*

- A. The multi-step sealed bidding method may be used if the Director determines that:
 - 1. Available specifications or purchase descriptions are not sufficiently complete to permit full competition without technical evaluations and discussions to ensure mutual understanding between each Bidder and the City;
 - 2. Definite criteria exist for evaluation of technical offers;
 - 3. More than one technically qualified source is expected to be available; and
 - 4. A fixed price contract will be used.
- B. The Purchasing Agent may hold a pre-bid conference with Bidders before submission or at any time during the evaluation of the unpriced technical offers.

Section 10.14 *Phase One Of Multi-Step Sealed Bidding*

- A. Multi-step sealed bidding shall be initiated by the issuance of an Invitation to Submit Technical Offers. The Invitation to Submit Technical Offers shall be issued according to Section 10.3, "Invitation for Bids", and shall contain the following information:
 - 1. Notice that the procurement shall be conducted in two phases;
 - 2. The best description of the material or services desired;
 - 3. A statement that unpriced technical offers only shall be considered in phase one;
 - 4. The requirements for the technical offers, such as drawings and descriptive literature;
 - 5. The criteria for evaluating technical offers;
 - 6. The closing date and time for receipt of technical offers and the location where offers should be delivered or mailed;
 - 7. A statement that discussions may be held; and
 - 8. A statement that only bids based on technical offers, determined to be acceptable in phase one, shall be considered for award.
- B. The Invitation to Submit Technical Offers may be amended after the submission of the unpriced technical offers. The amendment shall be distributed only to Bidders who submitted unpriced technical offers, and those Bidders shall be permitted to submit new unpriced technical offers or to amend the offers already submitted. If an amendment materially changes the procurement, the Invitation to Submit Technical Offers shall be canceled in accordance with Article 15, "Cancellation or Rejection of Solicitations".

- C. Unpriced technical offers shall not be opened publicly, but shall be opened in the presence of the Procurement Agent and at least one witness. The contents of unpriced technical offers shall not be disclosed to unauthorized persons.
- D. Unpriced technical offers shall be evaluated solely in accordance with the criteria set forth in the Invitation to Submit Technical Offers and shall be determined to be either acceptable for further consideration or unacceptable. A determination that an unpriced technical proposal is unacceptable shall be in writing, state the basis of the determination and be retained in the contract file. If the Director determines a Bidder's unpriced technical offer is unacceptable, the Purchasing Agent shall notify that Bidder of the determination and that the Bidder shall not be afforded an opportunity to amend its technical offer.
- E. The Purchasing Agent may conduct discussions with any Bidder who submits an acceptable or potentially acceptable technical offer. During discussions, the Purchasing Agent shall not disclose any information derived from unpriced technical offers to any other Bidder. After discussions, the Purchasing Agent shall establish a closing date for receipt of final technical offers and shall notify, in writing, Bidders submitting acceptable or potentially acceptable offers of the closing date. The Purchasing Agent shall keep a record of all discussions.
- F. At any time during Phase One, offers may be withdrawn in accordance with Section 10.7, "Pre-Opening Modifications or Withdrawal of Bids".

Section 10.15 Phase Two of Multi-Step Sealed Bidding

- A. Upon completion of Phase One, the Purchasing Agent shall issue an Invitation for Bids and conduct Phase Two under Section 10.3, "Invitation for Bids", as a competitive sealed bidding procurement, except that the Invitation for Bids shall be issued only to Bidders whose technical offers were determined to be acceptable in Phase One.
- B. Unpriced technical offers of unsuccessful Bidders shall not be open to public inspection until after a contract has been awarded, except to the extent set forth in Section 10.9, "Receipt, Opening, Recording of Bids and Confidential Information".

ARTICLE 11 FORMAL PROCUREMENT PROCESS – REQUEST FOR PROPOSALS

If the Director determines in writing that the use of competitive sealed bidding is either not practicable or not advantageous to the City, a contract may be entered into by competitive sealed proposals. The Purchasing Section shall issue the standard Request for Proposals document established and approved by the Purchasing Section and the City Attorney's office. A Request for Proposals shall be issued when the evaluation and selection of a vendor for award includes other established evaluation criteria in addition to price and/or the scope of work/specifications are not definitively defined. The Request for Proposal document shall include a scope of work, and all contractual terms and conditions applicable to the procurement.

Section 11.1 Request for Proposals Determination

The Purchasing Agent shall determine if the Request for Proposals process is applicable for the selection of the material or service. Request for Proposals shall not be used for design-bid-build construction projects. However, a Request for Proposals may be used for any of the Alternative

Project Delivery Methods (e.g., JOC, CMAR or Design-Build) as phase 2 of a Request for Statements of Qualifications process.

Section 11.2 *Request for Issuance of a Request for Proposals*

- A. The Requisitioner or “End-user” shall electronically submit a requisition referencing the cost estimate or approved budget for the requested material or service.
- B. The Purchasing Agent shall obtain a proposal number from the Solicitation Log Book, located in the Purchasing Section and provide the description and the Purchasing Agent assigned.
- C. The Requisitioner or “End-user” shall provide the specifications and/or scope of work to the Purchasing Section. Once the solicitation is complete, the Purchasing Agent shall forward to the City Attorney’s office for review before issuance of the solicitation.

Section 11.3 *Request for Proposals*

- A. Request for Proposals may be considered to be more practicable or advantageous if it is necessary to:
 - 1. Use a contract other than a fixed-price type;
 - 2. Conduct oral or written discussions with Proposers concerning technical and price aspects of their proposals;
 - 3. Afford Proposers an opportunity to revise their proposals;
 - 4. Compare the different price, quality, and contractual factors of the proposals submitted;
 - 5. Award a contract in which price is not the determining factor; and/or
 - 6. Specifications and/or scope of work are not clear or well-defined.
 - 7. Proposals shall be opened publicly at the time and place designated in the Request for Proposals. Only the name of each Proposer shall be publicly read and recorded. All other information contained in the proposals shall be confidential so as to avoid disclosure of contents prejudicial to competing Proposers during the process of evaluation. The proposals shall be open for public inspection after contract award. Except to the extent the Proposer designates and the Director concurs, trade secrets or other proprietary data contained in the proposal documents shall remain confidential in accordance with established rules.
 - 8. Specific numerical weighting is not required. However, the Request for Proposal document shall state the relative importance of price and other evaluation factors.
 - 9. As provided in the Request for Proposals, and under established rules, discussions may be conducted with responsible Proposers who submit proposals determined to be reasonably susceptible to being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Proposers shall be accorded fair treatment with respect to any

opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and before award for the purpose of clarification. In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by competing Proposers.

10. The award shall be made to the responsible Proposer whose proposal is determined in writing to be the most advantageous to the City taking into consideration the evaluation factors set forth in the Request for Proposals. No other factors or criteria may be used in the evaluation. The amount of any applicable City Transaction Privilege or Use Tax is not a factor in determining the most advantageous proposal. The contract file shall contain the basis on which the award is made.
- B. Request for Proposals shall set forth those factors listed in Section 10.4, "Invitation for Bids, Format, Content, Public Inspection" that are applicable and shall also state:
1. The type of materials or services required and a description of the work involved;
 2. The type of contract to be used;
 3. An estimated duration that the service will be required;
 4. That cost or pricing data is required;
 5. That discussions may be conducted with Proposers who submit proposals determined to be reasonably susceptible of being selected for award;
 6. The minimum information that the proposal shall contain;
 7. The closing date and time for receipt of proposals; and
 8. The evaluation criteria that will be used to evaluate proposal responses. Numerical weighting is not required. However, the Request for Proposal document shall reference each evaluation criterion's relative importance.
- C. A Request for Proposals shall be issued at least **twenty one (21) days** before the closing date and time for receipt of proposals, unless a shorter time is determined necessary in writing by the Director pursuant to a written request from the requesting Department receiving the materials or services. In accordance with the Flagstaff City Charter, public notice of the Request for Proposals shall be published at least once in the official newspaper, not less than five (5) days prior to the opening of the proposals.
- D. In all competitive sealed Request for Proposals, the Purchasing Section shall issue a Request for Proposals using a solicitation document approved by the Purchasing Section and the City Attorney's office.

Section 11.4 *Solicitation Opportunities*

1. Solicitations shall be advertised in the Arizona Daily Sun and posted on the City's website. Prospective Proposers can download the solicitation and all other related documents at: flagstaff.az.gov/departments/purchasing/bidpostings-overview.

After the heading "Bids available for download," click on "bid postings". All solicitations may be picked up from the Purchasing Section during normal business hours.

2. Interested Bidders can download and complete a Vendor Application form from the City's website. The Vendor Application form allows a Vendor to subscribe to receive an e-mail based notification of all current solicitation opportunities.

Section 11.5 *Pre-Proposal Conferences*

Pre-proposal conferences may be convened in accordance with the same procedures outlined in Section 10.5, "Pre-Bid Conferences".

Section 11.6 *Late Proposals, Modifications or Withdrawals*

- A. A proposal received after the closing date and time for receipt of proposals is late and shall not be considered except under the circumstances set forth in Section 10.8, "Late Bids, Late Withdrawals and Late Modifications". A best and final offer received after the closing date and time for receipt of best and final offers is late and shall not be considered except under the circumstances in accordance with the same procedures outlined in Section 10.8 (B), "Late Bids, Late Withdrawals and Late Modifications".
- B. A modification of a proposal received after the closing date and time for receipt of proposals is late and shall not be considered except under the circumstances in accordance with the same procedures outlined in Section 10.8(B), "Late Bids, Late Withdrawals and Late Modifications".
- C. A modification of a proposal resulting from an addendum issued after the closing date and time for receipt of proposals or a modification of a proposal resulting from discussions during negotiations shall be considered if received by the closing date and time set forth in the addendum or by the closing date and time for submission of best and final offers, whichever is applicable. If the modifications described in this subsection are received after the respective date and time described in this subsection, the modifications are late and shall not be considered except under the circumstances in accordance with the same procedures outlined in Section 10.8 (B), "Late Bids, Late Withdrawals and Late Modifications".
- D. A proposal may be withdrawn at any time before the closing date and time for receipt of best and final offers. Withdrawal of a proposal after submission of best and final offers is permissible only in accordance with Section 11.11 (B), "Mistakes in Proposal Response".

Section 11.7 *Receipt of Proposals*

- A. Each proposal received shall be date and time-stamped and retained in a secure place, within the Purchasing Section, until the closing date and time for receipt of proposals. A record of proposals shall be prepared and shall contain the name of each Proposer, the subject of the Request for Proposals and the assigned Request For Proposals number for which the proposal was submitted.

- B. Proposals shall be opened in the presence of one (1) or more witnesses. During the evaluation process, proposals and modifications shall be shown only to those individuals involved in the evaluation and scoring process.
- C. If only one proposal is received in response to a Request for Proposals, the Purchasing Agent may either make an award in accordance with Section 11.12, "Contract Award for Request for Proposals", or if time permits, re-solicit.

Section 11.8 *Evaluation of Proposals*

- A. Evaluation of proposals shall be based on the evaluation criteria set forth in the Request for Proposals.

Section 11.9 *Discussions with Responsible Proposers and Revisions to Proposal*

- A. Discussions may be conducted with responsible Proposers who submit proposals determined to be reasonably susceptible of being selected for award; for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Proposers shall be accorded fair and equal treatment with respect to any opportunity for discussions and revision of proposals, and such revisions may be permitted after submissions and prior to award, for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by competing Proposers. The purpose of such discussions may be to:
 - 1. Determine in greater detail such Proposer's qualifications;
 - 2. Explore with the Proposer the scope and nature of the project, the Proposer's proposed presented approach, the relative utility of alternate methods of approach and method of performance;
 - 3. Determine that the Proposer will make available the necessary personnel and facilities to perform within the required time; and
 - 4. Agree upon compensation which is fair and reasonable, taking into account the estimated value of the required services/equipment, the scope and complexity of proposed project and nature of such services/equipment.
- B. After an evaluation committee has reviewed all of the initial proposals, discussions may be held between the responding Proposers and the evaluation committee. Such discussions are conducted to more fully understand the initial proposals submitted by the Proposers.
- C. Following the initial proposal review and discussions phase, the evaluation committee may either recommend an award to a specific firm or firms, if their proposal is clearly the best offer, or further define the RFP's needs within the scope of the original RFP and call for best and final offers.
- D. Proposal information may not be disclosed to any other Proposer. Each Proposer's information and pricing shall be kept under strict security until after an award recommendation has been made.

- E. All responsive and responsible Proposers are to be given a fair and equal opportunity to respond to any narrowed scope/specification needs stated within the written best and final offer document that may be issued by the Director. If the evaluation process clearly proved (with supportive evidence) that certain Proposers were incapable of meeting the scope and needs of the RFP in a satisfactory manner, then those Proposers may be removed from further consideration during the best and final offer phase of the RFP evaluation process. The criteria for being removed from best and final consideration must be well documented and placed in the bid/contract file.
- F. Best and final offers shall be requested in formal writing by the Purchasing Section and a reasonable time period given to Proposers for making a quality response. Any requested, best and final offer shall be within the scope of the original RFP and used to further identify and clarify specific service/product needs and appropriate pricing requirements based on those further clarified needs. .

Section 11.10 *Best and Final Offers; Tied Proposals*

- A. If discussions are conducted pursuant to Section 11.9, "Discussions With Responsible Proposers and Revisions to Proposal", the Purchasing Agent shall issue a formal written request for best and final offers. The request shall set forth the date, time and place for the submission of best and final offers. Best and final offers shall be requested only once, unless the Purchasing Agent makes a written determination that it is advantageous to the City to conduct further discussions or change the City's requirements. The request for best and final offers shall inform Proposers that, if they do not submit a best and final offer, their immediate previous offer will be construed as their best and final offer.
- B. In the event of tied proposals, the tie shall be broken according to the following determined by the Director:
 - 1. Best and final offer when determined by the Director to be applicable; or
 - 2. Draw lots.

Section 11.11 *Mistakes in Proposal Response*

- A. Prior to the time and date set for receipt of best and final offers, any Proposer may withdraw their best and final offer or correct any mistake by modifying their best and final offer.
- B. Proposers submitting a best and final offer, may withdraw a proposal or correct a mistake after the specified due date, in accordance with Section 10.10, "Mistakes in Bids".

Section 11.12 *Contract Award for Request for Proposals*

- A. The contract shall be awarded to the Proposer whose proposal is responsive and responsible and determined in writing to be the most advantageous to the City based on the factors set forth in the Request for Proposals. The determination shall explain the basis of the award.
- B. If the Contract(s) awarded exceeds the formal procurement limit, each unsuccessful Proposer shall be notified in writing of the award.

- C. After contract award or as determined by the Purchasing Agent, the proposals shall be open for public inspection, except to the extent that the withholding of information is permitted or required by law. If the Proposer designates a portion of the proposal as confidential, disclosure of such portion shall be made in accordance with the following:
1. If a Proposer believes that a proposal contains information that should be withheld, a statement advising the Purchasing Agent of this fact shall accompany the submission and the information shall be so identified wherever it appears. The information identified by the Proposer as confidential shall not be disclosed until the Purchasing Agent makes a written determination;
 2. The Purchasing Agent shall review the statement and information and shall determine in writing whether the information shall be withheld; and
 3. If the Purchasing Agent makes the determination to disclose the information, the Purchasing Agent shall inform the Proposer in writing of such determination.

ARTICLE 12 **FORMAL PROCUREMENT PROCESS – PROFESSIONAL DESIGN SERVICES, CAPITAL IMPROVEMENTS/CONSTRUCTION AND CONSTRUCTION SERVICES**

The formal procurement process for professional design services and capital improvements/construction projects utilizes different solicitation documents than the Request for Proposals.

- A. If the procurement is for professional design services, the Purchasing Agent shall utilize the Request for Statements of Qualifications solicitation.
- B. If the procurement is for capital improvements/construction, the Purchasing Agent shall utilize the Invitation for Bids (IFB) or one of the Alternative Project Delivery Methods, such as Construction Manager At Risk (CMAR), Design Build (DB) or Job Order Contracting (JOC), as deemed appropriate.
- C. If any of the Alternative Project Delivery Methods are utilized, the solicitation and contract award shall be based on “qualifications” or “Best Value” utilizing the Request for Statements of Qualifications (RSOQ).
- D. In the event a decision is made by the Purchasing Agent to have a phase 2 of the solicitation process, a Request for Proposals may be used to include pricing information.

Both the Request for Statements of Qualifications and the Request for proposals documents shall include specifications and/or scope of work, and all contractual terms and conditions applicable to the procurement.

Section 12.1 Request for Solicitation Determination

The Purchasing Agent shall determine if the Invitation for Bids or one of the Alternative Project Delivery Methods, followed by a Request for proposals, if there is a phase 2, is more appropriate for the selection of the service or construction with an estimated expenditure exceeding the formal procurement limit.

Section 12.2 *Request for Issuance of a Formal Solicitation*

- A. The Requisitioner or “End-user” shall electronically submit a requisition referencing the cost estimate or approved budget for the requested service or construction.
- B. The Purchasing Agent shall obtain a bid number from the Solicitation Log Book in the Purchasing Section, provide the description of the purchase or project, the Purchasing Agent assigned and determine the appropriate solicitation document and agreement to be used.
- C. The Requisitioner or “End-user” shall provide the specifications and/or scope of work to the Purchasing Section. Once the solicitation is complete, the Purchasing Agent shall forward to the City Attorney’s office for review before issuance of the solicitation.

Section 12.3 *Professional Design Services*

Professional Design Services are those services that are legally required to be accomplished, reviewed and approved by professionals registered to practice in the State of Arizona and pertain to the following professional services:

- A. Architect services
- B. Engineering services
- C. Assayer services
- D. Geologist services
- E. Landscape Architect services
- F. Land Surveying services

Contracts for these professional design services shall be solicited through a Request for Statements of Qualifications, except as otherwise provided for in Article 18, Sole Source, Article 19, Emergency Purchase, or Article 20, “Procurements From Solicitations by Other Governmental Entities”. The Purchasing Section shall issue the standard Request for Statements of Qualifications document established and approved by the Purchasing Section and the City Attorney’s office. All contracts for professional services referenced above, shall be awarded and administered in accordance with the requirements of A.R.S. Title 34, Public Buildings and Improvements and the appropriate Article or Section of this Procurement Code Manual.

The Request for Statements of Qualifications shall be issued at least **twenty one (21) days** before the closing date and time for receipt of statements of qualifications, unless a shorter time is determined necessary in writing by the Director. In accordance with the Flagstaff City Charter, public notice of the Request for Statements of Qualifications shall be published at least once in the official newspaper, not less than five (5) days prior to the opening of statements of qualifications.

Section 12.4 *Capital Improvements/Construction*

- A. Capital Improvements is the construction related projects involving the process of building, altering, repairing, improving or demolishing any public structure or building or other public improvements of any kind to any public real property, which extends the life or increases the productivity of the real property. Construction is the process of building, altering, repairing, improving or demolishing any public infrastructure facility, including public structure, public building, or other public improvements of any kind to any real property.

Construction does not include the routine operation, routine repair, or routine maintenance of existing public infrastructures or facilities, including structures, buildings or real property.

- B. Contracts for capital improvements/construction shall be solicited utilizing an Invitation for Bids process or one of the Alternative Project Delivery Methods, except as otherwise provided for in Article 18, "Sole Source" or Article 19, "Emergency Purchase".
- C. The Purchasing Section shall issue the appropriate, selected, solicitation document established and approved by the Purchasing Section and the City Attorney's office.
- D. All contracts for Capital Improvements/construction shall be awarded and administered in accordance with the requirements of A.R.S. Title 34, Public Buildings and Improvements and the appropriate Article or Section of this Procurement Code Manual.
- E. Bidders shall submit subcontractor lists for all subcontracts that are above \$5,000. Bids not in compliance with this requirement shall be deemed non-responsive. Submission of the subcontractor list shall act as Bidder certification that the work shall be performed by either the Bidder or the listed subcontractors. Substitutions may be allowed for reasons including, but not limited to, subcontractor non-responsiveness, insolvency, or any other reason deemed by the Director to be in the best interest of the City.

Section 12.5 Construction Services

Construction Services is a combination of construction and one or more related services, such as finance services, maintenance services, operations services, design services and pre-construction services, as these services are authorized in the definitions of Construction Manager at Risk, Design Build or Job Order Contracting as follows:

- A. Construction-Manager-At-Risk is a project delivery method in which:
 - 1. There is a separate contract for design services and a separate contract for construction services;
 - 2. The contract for construction services may be entered into at the same time as the contract for design services or at a later time;
 - 3. Design and construction of the project may be in sequential phases or concurrent phases; and
 - 4. Finance services, maintenance services, operations services, preconstruction services, and other related services may be included.
- B. Design-Build is a project delivery method in which:
 - 1. There is a single contract for design services and construction services;
 - 2. Design and construction of the project may be in sequential phases or concurrent phases; and

3. Finance services, maintenance services, operations services, preconstruction services, design services and other related services may be included.
- C. Job-Order-Contracting is a project delivery method in which:
1. The contract is a requirements contract for indefinite quantities of construction;
 2. The construction to be performed is specified in job orders issued during the contract;
 3. Finance services, maintenance services, operations services, preconstruction services, design services and other related services may be included; and
 4. The project limit shall be set by the Director in accordance with A.R.S. Title 34, Public Buildings and Improvements.
- D. Design-Bid-Build is the traditional project delivery method, other than the three (3) alternative project delivery methods, referenced above, in which:
1. There is a sequential award of two (2) separate contracts;
 2. The first contract is for design services;
 3. The second contract is for the actual construction;
 4. Design and construction of the project are in sequential phases; and
 5. Finance services, maintenance services and operations services are not included.
- E. Contracts for construction services shall be solicited through a construction-manager-at-risk, design-build or job-order-contracting selection process utilizing a Request for Statement of Qualifications, except as otherwise provided for in Article 18, "Sole Source" or Article 19, "Emergency Purchase". The Purchasing Section shall issue the standard Request for Statements of qualifications document established and approved by the Purchasing Section and the City Attorney's office. All contracts for professional services referenced above, shall be awarded and administered in accordance with the requirements of A.R.S. Title 34, Public Buildings and Improvements and the appropriate Article or Section of this Procurement Code Manual.

The Request for Statements of Qualifications shall be issued at least **twenty one (21) days** before the closing date and time for receipt of statements of qualifications, unless a shorter time is determined necessary in writing by the Director. In accordance with the Flagstaff City Charter, public notice of the Request for Statements of Qualifications shall be published at least once in the official newspaper, not less than five (5) days prior to the opening of statements of qualifications.

ARTICLE 13 **FORMAL SOLICITATION ADVERTISING**

- A. The Purchasing Agent shall advertise all formal solicitations as follows:
 - 1. IFB- At least one (1) time in a local newspaper of general circulation no less than five (5) days prior to bid opening.
 - 2. RFP-At least one (1) time in a newspaper of general circulation no less than five (5) days prior to proposal opening.
 - 3. RSOQ- At least two (2) consecutive times in a newspaper of general circulation no less than six (6) days apart and no more than ten (10) days apart prior to the statement of qualifications opening. The opening shall not be less than five (5) days from the last advertisement.
- B. The requisitioning department shall budget for this required advertising.
- C. The City web site references all formal solicitation opportunities.
- D. The Purchasing Section may mail a notice of solicitation and any addendums to persons listed on the City Bidder's List and any person requesting the information. Bidnet, Arizona Procurement Technical Assistance Network, Construction News, Dodge, and other resources deemed appropriate by the Purchasing Section may be included in mailing lists for all applicable solicitations. All solicitations listed on the City's web site are available for downloading. Interested Bidders may subscribe to receive an e-mail based notification of all current solicitation opportunities by downloading and completing a vendor application from the City's website. The vendor application can be found by going to the City's website home page, clicking on City Hall, and then Departments, and then Purchasing and then vendor registration and then the link for vendor application.
- E. All solicitations may be picked up from the Purchasing Section during normal business hours. For construction related projects involving plan sets, the City's Project Manager assigned to the project or a designee within their Division or Section shall be responsible for providing and logging plan sets requested by prospective Proposers.
- F. The Purchasing Section shall be responsible for scheduling bid or proposal openings and required pre-bid or pre-proposal conferences and post award meetings.
- G. The Purchasing Agent shall determine and coordinate any necessary addendums and issue any required addendums, receive bids or proposals and conduct bid or proposal openings.
 - 1. Only the Purchasing Section may supply interested persons with official copies of formal solicitations; and
 - 2. Only a Purchasing Agent may issue a Notice of Award or a Notice to Proceed.

ARTICLE 14 **EVALUATION/SELECTION COMMITTEE FOR MATERIALS, SERVICES, PROFESSIONAL DESIGN SERVICES AND CONSTRUCTION**

All vendor responses to formal solicitations that contain evaluation criteria, in addition to price, shall be evaluated and scored by an evaluation/selection committee according to the following:

- A. The committee shall review and evaluate vendor responses according to the evaluation criteria referenced in the solicitation document. All committee members shall score each vendor according to the scoring matrix provided by the Purchasing Agent.

Section 14.1 Guidelines for Evaluation/Selection Committee; Selection Process

A. Appoint Evaluation/Selection Committee for Materials and Services:

1. The selection of Evaluation Committee members shall be determined, collectively, by the Purchasing Agent and the end-user. The evaluation committee shall consist of at least three (3) people, but preferably five (5) people. For any evaluation committee comprised of more than three (3) members, the committee shall consist of an odd number of members. Committee membership shall be a diverse group familiar with the elements contained in the Scope of Work.
2. Evaluation Committee membership is not restricted to City employees. However, committee members may not receive compensation, present a proposal, nor be affiliated with a person presenting a proposal.
3. Evaluation Committee members may be required to attend a training session on the elements of evaluating proposal responses from Proposers and the various elements to be scored, given the evaluation criteria outlined in the solicitation document.

B. Appoint Evaluation/Selection Committee for Professional Design Services:

1. The selection of Evaluation Committee members shall be initiated and determined, collectively, by the Purchasing Agent and the City Project Manager assigned to the project. The evaluation committee shall consist of at least five (5) members, but no more than seven (7) members and shall include at least one (1) member who is a senior management employee of a licensed Contractor and one (1) member who is an Architect or Engineer registered in the State of Arizona. The remaining evaluation committee membership shall be a diverse group familiar with the elements contained in the Scope of Work. A member on the evaluation committee, who is not an employee of the City, shall not be a Contractor under a contract awarded under the procurement or provide any professional services, construction, construction services, materials or other services under the contract.
2. These members may be employees of the City or not an employee of the City. Members who are not employees of the City, outside Contractors, Architects and Engineers serving on an evaluation committee, are not entitled to receive compensation from the City for performing this service, nor be affiliated with a person submitting a statement of qualifications. However, the City may elect to reimburse members who are not employees of the City, outside Contractors,

Architects and Engineers for travel, lodging and other expenses incurred in connection with service on an evaluation committee.

3. Evaluation Committee members may be required to attend a training session on the elements of evaluating proposal responses from Proposers and the various elements to be scored, given the evaluation criteria outlined in the solicitation document.

C. ***Appoint Evaluation/Selection Committee for Construction (utilizing a Request for Statements of Qualifications solicitation):***

1. The selection of Evaluation Committee members shall be initiated and determined, collectively, by the Purchasing Agent and the City Project Manager assigned to the project. The evaluation committee shall consist of at least five (5) members, but no more than seven (7) members and shall include at least one (1) member who is a senior management employee of a licensed Contractor and one (1) member who is an Architect or Engineer registered in the State of Arizona. The remaining evaluation committee membership shall be a diverse group familiar with the elements contained in the Scope of Work. A member on the evaluation committee, who is not an employee of the City, shall not be a Contractor under a contract awarded under the procurement or provide any professional services, construction, construction services, materials or other services under the contract.
2. These members may be employees of the City or not an employee of the City. Members who are not employees of the City, outside Contractors, Architects and Engineers serving on an evaluation committee, are not entitled to receive compensation from the City for performing this service, nor be affiliated with a person submitting a statement of qualifications. However, the City may elect to reimburse members who are not employees of the City, outside Contractors, Architects and Engineers for travel, lodging and other expenses incurred in connection with service on an evaluation committee.
3. Evaluation Committee members may be required to attend a training session on the elements of evaluating proposal responses from Proposers and the various elements to be scored, given the evaluation criteria outlined in the solicitation document.

Section 14.2 Guidelines for the Selection of Evaluation Criteria Used in a Solicitation Advertised as an Invitation for Bids, Request for Proposals or a Request for Statements of Qualifications

- A. Evaluation criteria are determined by the Director and the end-user or City Project Manager. Evaluation criteria shall be objectively measurable and allow for the evaluation, selection and award of a contract in the best interest of the City.
- B. All solicitations advertised as a Request for Statements of Qualifications shall include the evaluation criterion "Value Added Knowledge and Experience" as follows:

Value Added Knowledge and Experience (10 points/10%)

The team hired by the City must be familiar with local community needs, standards, historical challenges, local codes and site conditions. Additionally, the team must be accessible to City staff and citizens (e.g., public hearings, neighborhood meetings and other citizen outreach identified in the Request for Statements of Qualifications) during the contracted design and construction phase of the Project.

1. Resolution of issues may be part of the project work. Describe your response protocol and how the firm's Project Manager (or responsible person in charge) will be accessible to City staff and citizens.
 2. Explain why your firm is particularly qualified to perform your services in the Flagstaff area. Demonstrate the Project Manager's (or responsible person in charge) knowledge of local geology, climate, practices, materials and codes by specifying in the submittal their experience working in the Northern Arizona region or in a region with geology, climate and conditions similar to those of the City of Flagstaff.
 - a. Briefly describe two of your most recent projects that were performed in the greater Flagstaff area as defined by the Regional Plan and/or Flagstaff Metropolitan Planning Organization (FMPO) boundaries.
 3. During construction what is the response time by a qualified person (decision making authority) to meet in person and resolve concerns and to accommodate unforeseen issues?
- C. The Director may establish a specific weight percentage for each Value Added Knowledge and Experience sub-section, not to exceed the total 10 points or 10% assigned for all of the Value Added Knowledge and Experience evaluation criterion.

SECTION 14.3. Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards

The non-Federal entity must maintain written standards of conduct covering conflicts of interest and governing the performance of its employees engaged in the selection, award and administration of contracts. No employee, officer, or agent must participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in or a tangible personal benefit from a firm considered for a contract. The officers, employees, and agents of the non-Federal entity must neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or parties to subcontracts. However, non-Federal entities may set standards for situations in which the financial interest is not substantial or the gift is an unsolicited item of nominal value. The standards of conduct must provide for disciplinary actions to be applied for violations of such standards by officers, employees, or agents of the non-Federal entity.

ARTICLE 15 CANCELLATION OR REJECTION OF SOLICITATIONS

An Invitation for Bids, a Request for Proposals or Request for Statements of Qualifications may be canceled by the Director prior to the solicitation opening. However, all bids, proposals or statements of qualifications submitted by a Bidder or proposer may be rejected after the solicitation opening, but the rejection of solicitation shall be approved by City Council as provided in the City Charter.

Section 15.1 Solicitation Statement

Each solicitation issued by the City shall state that the solicitation may be canceled or bids or proposals rejected in whole or in part.

Section 15.2 Cancellation of Solicitation Before Bids or Proposals Are Due

- A. Before bids or proposals are due, a solicitation may be canceled if the Purchasing Agent determines that cancellation is advantageous to the City.
- B. If a solicitation is canceled before bids or proposals are due, notice of cancellation shall be posted to the City website and sent to all prospective Bidders or Proposers who completed and provided to the Purchasing Section an Acknowledgment of Receipt form when practicable, depending on the number of prospective Bidders who submitted this form. The notice of cancellation shall identify the solicitation and briefly explain the reason for cancellation.
- C. Any bids or proposals received by the City for a canceled solicitation shall be returned to the Bidder or Proposer unopened.

Section 15.3 Cancellation of Solicitation After Bids or Proposals Are Due

- A. After opening of bids or proposals, but before award, a solicitation may be canceled if the Purchasing Agent determines that cancellation is advantageous to the City.
- B. A notice of cancellation shall be sent to all Bidders or Proposers submitting bids or proposals.
- C. Bids or proposals received shall be placed in a sealed file pending a decision of a rebid of the solicitation. In the event of a rebid of the solicitation, the file shall remain sealed until an award is made.

Section 15.4 Rejection of All Solicitations

- A. After receipt, opening and evaluation, but before award, all solicitations may be rejected if determined to be in the best interest of the City. However, any recommendations for a solicitation to be rejected shall be approved by the City Council.
- B. A notice of rejection shall be sent to all Bidders or Proposers submitting bids or proposals.

Section 15.5 *Procurement Procedural Irregularity*

The Purchasing Agent shall act to cancel or reject in the event that action is deemed in the best interest of the City due to a procurement procedural irregularity.

ARTICLE 16 *DETERMINATION OF BIDDER AND PROPOSER RESPONSIBILITY*

- A. The Purchasing Agent shall consider the responsibility of any vendor prior to purchasing materials or services from such vendor. The Purchasing Agent shall prepare a written evaluation of a vendor's responsibility for any procurement for services or materials of \$50,000 or more. The evaluation will be placed in the vendor's file.
- B. Factors to be considered in determining if a vendor is responsible include those set forth below. Any single factor or combination of factors may be grounds for determination of non-responsibility.
 - 1. The vendor's capacity to do the work, including adequate finances, equipment, facilities, employees and competing commitments;
 - 2. The competency and responsibility of the vendor's proposed subcontractors;
 - 3. The vendor's experience in performing similar work; especially for the City, or other public agency contracts;
 - 4. The vendor's integrity and record of performance:
 - a. Positive factors include but are not limited to timely completion within budget, quality of work, prompt resolution of problems, good working relationships and the ability to resolve disputes without litigation or threats of litigation;
 - b. Negative factors include but are not limited to past contract terminations or deductions due to failure to perform; termination for cause due to breach; past contract terminations for any reason; failure to comply with the contract; documented poor performance; customer complaints and/or negative references; unresolved disputes with project owners or subcontractors; the lack of ability to resolve disputes without litigation; and litigation without merit. In addition, any of the grounds set forth in Article 30 for suspension or debarment may be considered.
 - 5. The vendor is qualified legally to contract with the City;
 - 6. Whether the vendor has truthfully supplied all information concerning its responsibility requested by the Purchasing Agent; and
 - 7. Whether the vendor holds any required and active valid State of Arizona license(s) to conduct business or to perform the work proposed.
 - 8. Any other evaluation criteria listed in the solicitation. Examples of other evaluation criteria include but are not limited to: requirement of a balanced bid, requirement that the bid or proposal identify the percentage and cost of work that each

subcontractor will perform and a cap on the total project value that can be completed by subcontractors, or requirement that no work shall be subcontracted.

- C. The Purchasing Agent may establish specific responsibility criteria for a particular procurement. All responsibility criteria shall be listed in the solicitation. The solicitation should specify that "The responsibility of the Bidder will be determined based on factors described in Article 16 of the Procurement Code Manual.
- D. If the Purchasing Agent determines that a vendor is non-responsible, the determination shall be approved by the Director and in consultation with the City Attorney, shall be in writing and set forth the basis for the determination. A copy of the determination shall be promptly sent to the non-responsible Bidder or Proposer. The Bidder or Proposer may protest the determination by following Article 29, "Protests", Sections 29.1 through 29.6. If the Director in consultation with the City Attorney determines the Bidder or Proposer is non-responsible, no further administrative remedy is available, as the City will not conduct a hearing. The Bidder or Proposer has no due process right to a hearing, but may have the right to file a special action, see *Grand Canyon Pipelines, Inc. v. City of Tempe*, 816 P.2d 247 (Ariz. App 1991). The final determination shall be made part of the procurement file.
- E. If a contractor desires to substitute a subcontractor at any time after contract award, the Director shall evaluate the competency and responsibility of the proposed new subcontractor. The contractor shall submit complete information to the City and the City shall not be liable for any damages for project delays resulting from such substitution. The City reserves the right to reject substitution of contractors where the contractor was selected in part due to the unique and special skills or knowledge of such subcontractor and if the solicitation clearly provides that the City may reject substitution of such subcontractor.

Section 16.1 Request for Review of Responsibility

- A. In the event a Purchasing Agent has cause to question the responsibility of the low Bidder or highest scoring Proposer, a formal letter shall be sent to the Bidder or Proposer containing all information available, including the specific areas where responsibility evidence is desired. In the event the low bid appears to be underbid, unbalanced or not financially viable, the Purchasing Agent may require the low Bidder to provide an accounting, showing that the work can be completed at the bid price.
- B. Information supplied by the Bidder or Proposer shall be evaluated by the Purchasing Agent.
- C. In the event the Bidder or Proposer is determined non-responsible, the Bidder or Proposer shall be notified in writing of the decision.

ARTICLE 17 COST OR PRICING DATA

- A. The submission of current cost or pricing data may be required in connection with an award in situations in which analysis of the proposed price is essential to determine that the price is reasonable and fair. A Bidder or Proposer shall, when requested, submit current cost or pricing data and shall certify that, to the best of the Bidder's or Proposer's

knowledge and belief, the cost or pricing data submitted is accurate, complete and current as of a mutually determined specified date.

- B. This certification may also be requested to substantiate requests for price adjustments for contracts with options to extend and any contract modification or change order.
- C. This certification may also be requested to substantiate requests for cost reimbursements pursuant to the specific terms and conditions contained in a City contract.

Section 17.1 Reimbursement

Provisions for reimbursement of costs shall, where applicable, be included in the terms of the contract and it shall be required that written approval of the Procurement Agent be obtained by the Bidder or Proposer prior to incurring costs to be reimbursed.

ARTICLE 18 SOLE SOURCE

- A. A contract may be awarded for a material, service or construction without competition if the Purchasing Agent determines in writing that there is only one source for the required material or service. The Director may require the submission of cost or pricing data in connection with an award under this section. Sole Source Procurement shall be avoided, except when no reasonable alternative sources exist. The written determination of the basis for the Sole Source Procurement shall be included in the contract file.
- B. The Purchasing Agent shall negotiate with the sole source Bidder or Proposer, to the extent practicable, a contract advantageous to the City.
- C. Sole Source purchases authorized by the Purchasing Agent, which exceed the formal procurement limit, shall be awarded pursuant to Article 26, "Award of Contract".

Section 18.1 Sole Source Procurement, Evidence Request

- A. In the event a Department or Division requests a Sole Source Procurement, written evidence and report of research to support the request shall be provided to the Purchasing Agent.
 - 1. A Department or Division, requesting a Sole Source Procurement, is required to complete and submit the "Sole Source, Proprietary and Emergency Procurement Request Form," which is reviewed by the Purchasing Agent managing the Sole Source Procurement.
 - 2. The Sole Source Procurement may be approved if the Purchasing Agent determines that there is sufficient research and justification to support that there is only one (1) known source that is able to provide the material good or service.
 - 3. When processing a Sole Source Procurement, the Purchasing Director may require that some form of public notification of the City's intent to utilize a Sole Source Procurement be posted on the electronic bid and proposal website utilized by the City to advertise solicitations.

- B. Negotiations involving Sole Source Procurement shall not commence until the Purchasing Agent has approved the Sole Source Procurement.

Section 18.2 Sole Source Justification

- A. Justification for sole source purchases, at **five thousand and one dollars (\$5,001)** and greater, are required.
- B. The Purchasing Agent shall approve, prior to any negotiation, any Sole Source purchase over **five thousand dollars (\$5,000)** pursuant to Section 18.1, "Sole Source, Evidence Request".
- C. A sole source agreement at **five thousand and one dollars (\$5,001)** and up to **forty nine thousand nine hundred and ninety nine dollars (\$49,999)** may be approved by the Director for a period up to five (5) years based on City requirements and market conditions. A sole source agreement at **fifty thousand (\$50,000)** and greater, shall be approved by City Council for a period up to five (5) years.

ARTICLE 19 EMERGENCY PURCHASE

Notwithstanding any other provision in this Procurement Code Manual, the Director may make or authorize others to make Emergency Purchases if there is a threat to public health, welfare, or safety or if a situation exists which makes compliance with the procurement process specified in Articles 10, "Formal Procurement Process—Invitation For Bids", Article 11, "Formal Procurement Process—Request For Proposals" and Article 12, "Formal Procurement Process—Professional Design Services, Capital Improvements/Construction And Construction Services" contrary to the public interest. Emergency Purchases shall be made with such competition as is practicable under the circumstances.

Section 19.1 Conditions for Emergency Purchase

An emergency shall be deemed to exist if:

- A. There is a great public calamity;
- B. There is immediate need to prepare for national or local defense;
- C. There is a breakdown in machinery or an essential service which requires the immediate purchase of supplies or services to protect the public health, welfare or safety; or
- D. An essential departmental operation affecting the public health, welfare or safety would be greatly hampered if the prescribed formal or informal purchasing procedure would cause an undue delay in procurement of the needed item or service.

Section 19.2 Emergency Purchase Procedure

- A. If the Emergency Purchase occurs during Purchasing Office hours, the requesting department or division shall contact the Director or a Purchasing Agent who shall procure or authorize the Emergency Purchase of the necessary materials, services or construction and fully document the Emergency Purchase.

- B. A department or division requesting an Emergency Purchase is required to complete and submit the "Sole Source, Proprietary, and Emergency Procurement Request Form," which is reviewed by the Director or Purchasing Agent managing the Emergency Purchase.
- C. The Emergency Purchase will be approved and signed off on if the Director or Purchasing Agent determines that there is sufficient research and justification to support that delaying the Emergency Purchase to comply with the provisions herein may cause a threat to the public health, welfare, or safety of the public.
- D. In the event the Emergency Purchase occurs after Purchasing Office hours, any City employee may make any necessary procurement after receipt of authorization from the Department's or Division's Manager or Supervisor.
 - 1. By the next working day, a full report of the circumstances of the Emergency Purchase shall be made by the person making the purchase. The report shall be filed with the Director for inclusion in the appropriate Purchasing records; and
 - 2. If the Emergency Purchase exceeded the formal bid limit, the Director and the City employee who made the Emergency Purchase, shall seek approval of the purchase from the City Council as a confirming payment.

ARTICLE 20 **PROCUREMENTS FROM SOLICITATION BY OTHER GOVERNMENTAL ENTITIES**

The City may enter into contracts for the procurement of materials, services or construction pursuant to specifications, solicitations or contracts issued by other governmental entities. Such purchases shall conform to state procurement statutes and the Purchasing Agent involved shall conduct due diligence and conclude that the solicitations or contracts issued by other governmental entities conform to the purpose and spirit of this Procurement Code Manual.

Section 20.1 Existing Contracts

- A. When making a purchase that conforms to the purpose and spirit of this Procurement Code Manual and the purchase exceeds the City's formal bid limit, the Director shall place a written justification for the use of a contract issued by another governmental agency in the City's contract file, provided the Bidder or Proposer is willing to extend the contract to the City and the Purchasing Agent and the requesting Division obtains City Council approval prior to making the purchase.
- B. The Purchasing Agent shall execute a Purchase Order or Notice of Award referencing the applicable contract of the soliciting entity.

Section 20.2 Joint Solicitations

- A. When the City intends to purchase materials or services with another governmental agency through a contract with that agency and the selected Bidder or Proposer, the City may participate in any solicitation issued by that governmental agency provided:
 - 1. The Procurement Officer of the other governmental agency invites the participation or responds positively to a request by the City to participate;

2. The terms and conditions of the lead agency's solicitation have been reviewed by the Purchasing Agent and the City Attorney's office and determined to be advantageous to the City; and
 3. The procurement process governing the solicitation substantially conforms to the purpose and spirit of this Procurement Code Manual.
- B. Another governmental agency may join in any formal solicitation issued by the City provided:
1. The governmental agency will be a party to the contract which the City and the selected Bidder or Proposer will enter into; and
 2. The participation is not found by the Director to be disadvantageous to the City.
- C. The provisions of this joint solicitation rule do not apply to the City's participation in solicitations conducted by, but not limited to, the following governmental entities or groups of governmental entities: The Flagstaff Alliance For The Second Century, the State of Arizona, Mohave Educational Services Cooperative, the Western States Contracting Alliance (WSCA), U.S. Communities and the Strategic Alliance for Volume Expenditures (SAVE). Participation in these procurements will continue to be subject to the terms and conditions specified in their respective contracts.

Section 20.3 Cooperative Purchasing Contract Awards

Cooperative purchasing contracts shall be awarded as specified in Article 26, "Award of Contract".

Section 20.4 Purchases From Existing Contracts

- A. The Director or Purchasing Agent and the Requesting Division shall determine, collectively, whether using an existing contract from another governmental entity would be in the best interest of the City.
- B. The terms and conditions of the selected governmental entity's solicitation have been reviewed by the Purchasing Agent and the City Attorney's office and determined to be advantageous to the City.
- C. The Director or Purchasing Agent shall make the purchase according to all applicable sections within this Procurement Code Manual.

Section 20.5 Request for Joint Solicitation

- A. The Requesting Department shall request, in writing to the Director, participation in a joint solicitation.
 1. Written request shall include the volume and estimated value of the purchase, which agency is to conduct the solicitation, and benefit to the City for the joint solicitation; and
 2. Upon written approval, by the Director, the City's Requesting Department shall coordinate with the other entity the preparation of specifications.

- B. The procurement activity shall be conducted or coordinated by the Director or Purchasing Agent whether the City is the lead agency, or another governmental entity is the lead agency.

Section 20.6 *Commitment to Purchase or Participate*

The Director or Purchasing Agent, in conjunction with the requesting Division, shall determine if it is advantageous for the City to a purchase pursuant to a contract issued by another governmental entity or to participate in a joint solicitation with another governmental entity.

ARTICLE 21 *BID AND CONTRACT SECURITY*

The submission of security to guarantee faithful bid and contract performance may be required. In determining the amount and type of security required for each contract, the Director shall consider the nature of the performance and the need for future protection for the City. The requirement for security must be included in the solicitation documents.

Section 21.1 *Bid Bond*

The Purchasing Agent shall determine, on a case by case basis, the need for Bid Security and the amount in order to protect the interest of the City, except where specifically required by A.R.S., Title 34, Public Buildings and Improvements.

- A. If required by A.R.S., Title 34, Public Buildings and Improvements, the security shall be in the form of a bid bond issued by a company authorized to issue surety bonds in the State of Arizona or a Cashier's Check made payable to the City of Flagstaff in the amount of ten percent (10%) of the vendor's total bid.
- B. Bid Security shall be returned to all but the two lowest responsible and responsive Bidders or Proposer within ten (10) days after the opening of bids, and the remaining securities returned within three (3) days after the execution of the contract.

Section 21.2 *Performance and Payment Bonds*

The Purchasing Agent shall determine, on a case by case basis, the need for a Performance and/or Payment Bond and the amount in order to protect the interests of the City, except where specifically required by A.R.S., Title 34, Public Buildings and Improvements.

- A. If required by A.R.S., Title 34, Public Buildings and Improvements, the security shall be in the form of a Performance Bond or Payment Bond issued by a person authorized to issue surety bonds in the State of Arizona, or upon approval of the Director, secured Cashier's Check made payable to the City of Flagstaff in the amount of one hundred percent (100%) of the vendor's total bid. Individual or personal sureties will not be allowed.
- B. The contract number and dates of performance must be clearly indicated in the Bond.
- C. The Director may consider other forms of Performance and Payment guarantee, depending on the project, with the concurrence of the City's Risk Manager and the City Attorney's office.

Section 21.3 *Collection of Bid Bonds*

The Purchasing Agent shall notify vendors/contractors, in writing, who fail to execute required contracts of their bond forfeiture and shall act to collect the bond amount if a surety was posted.

Section 21.4 *Enforcement of Performance Bond*

- A. The Purchasing Agent shall notify vendors/contractors, in writing, who fail to provide performance bonds of their default, initiate action to award to second low Bidder or re-bid.
- B. The City's Project Manager or Purchasing Agent shall notify the Director and the City Attorney's office of any performance deficiency in order that the City may initiate a claim against the performance bond in the event the deficiency cannot be resolved with the vendor/ contractor.

ARTICLE 22 *MULTI-TERM CONTRACTS*

- A. Unless otherwise provided by law, a contract for materials or services may be entered into for a period of time up to five years, as deemed to be in the best interest of the City, if the term of the contract and conditions of renewal or extension, if any, are included in the solicitation and monies are available for the first fiscal year period at the time of contracting. A contract may be entered into for a period of time exceeding five years if the Director determines in writing that such a contract would be advantageous to the City and the City Council approves the contract term.
- B. Multi-term contracts shall contain provisions for cancellation by the City in the event funds are not appropriated for the continuance of the contract.

Section 22.1 *Determination for Contract Periods Over 5 Years*

- A. Written requests for contracts exceeding five (5) years shall justify the advantage to the City and indicate why more frequent competition is not practicable.

Section 22.2 *Establishment of Contract Period*

- A. The Director and requesting department shall determine the appropriate contract period based on market conditions, nature of the material or service, and applicable Contract Administration factors.
- B. Contracts due to expire prior to a formal solicitation for a new term contract award may be extended on a month to month basis, approved by the Director, to maintain organizational service levels until a new formal solicitation can be conducted and a new contract awarded.

Section 22.3 *Authority to Renew*

- A. The Purchasing Director shall have authority to renew a contract if the original contract, approved by City Council, contains a provision that allows for contract renewals upon mutual agreement of both parties and the Purchasing Director has determined in writing that the vendor is not in breach of contract and is performing satisfactorily.

ARTICLE 23 **RIGHT TO INSPECT; AUDIT**

- A. ***Right to inspect.*** The City may, at reasonable times, inspect the place of business of a contractor or any subcontractor which is related to the performance of any contract awarded or to be awarded by the City.
- B. ***Right to Audit.*** The City may at reasonable times and places, audit the books and records of any person who submits cost or pricing data to the extent that the books and records relate to the cost or pricing data, or audit the books and records of any person under any contract to the extent that the books and records relate to the performance of the contract. Any person who receives a contract, change order or contract modification for which cost or pricing data is required shall maintain the books and records that relate to the cost or pricing data for three (3) years from the date of final payment under the contract, unless a shorter period is otherwise deemed appropriate by the Director.

ARTICLE 24 **CONTRACT PROVISIONS AND AMENDMENTS**

- A. The Director and the City Attorney's office shall require inclusion in all contracts various provisions regarding appropriate remedies, time of performance, insurance, assurance, price increase limits, options to renew, cost reimbursement and any other terms and conditions, considered to be protective clauses and advantageous to the City.

Section 24.1 ***Standard Provisions***

The Director and the City Attorney's office shall prepare and make available standard contract language for contracts subject to this Procurement Code Manual and State of Arizona statutory requirements. Any modification, deletion, or addition to established contract language shall only be made with the prior approval of the Director and City Attorney's office.

Section 24.2 ***Effective Dates***

All contracts shall state an effective date, initial term of the contract and any contract renewal options after the initial contract term expires and, if applicable, performance dates or notice requirements for implementation date.

Section 24.3 ***Contract Review Process***

- A. All contracts shall be reviewed by the Purchasing Agent and the City Attorney's office prior to issuance of a solicitation or execution by the Bidder or Proposer for the purpose of including all applicable contract provisions advantageous to the City.
- B. When deemed appropriate, the Director may also require review and approval by other City Staff.

Section 24.4 ***Contract Preparation Process***

- A. All contracts shall be referenced by a number assigned by the Procurement Agent.
- B. Contracts shall be awarded according to Section 26.1 "Notice of Intent to Award".

- C. Formal contracts, at minimum, shall be prepared and signed in triplicate. The successful Bidder or Proposer shall sign the contract first, whenever possible. The contract shall then be routed using a "Document Tracking" form to the City Attorney's office for an Attorney's signature and then routed to the City Clerk's office for signature by the City Manager or Mayor, as appropriate, and then signed by the City Clerk. The distribution of signed contracts shall be as follows: one (1) original copy to the Bidder or Proposer, one (1) original copy to be put in the solicitation file within the Purchasing Section and one (1) original copy to the City Clerk's office.

Section 24.5 *Contracts to be Maintained by the City Clerk*

- A. A copy of all original signed contracts, including any associated amendments, shall be forwarded to the City Clerk who shall assign a contract number and maintain all City wide contracts.

Section 24.6 *Contract Amendments*

Contracts may be amended if the Director, end-user and the City Attorney's office determines, in writing, that such modification is advantageous to the City, except contracts originally awarded by the City Council may be amended only with the approval of the City Council, unless the amendment is to provide necessary clarification, provided by the Director and City Attorney's office, to eliminate varying interpretation.

- A. Amendments to contracts shall include signatures of all parties signing the original contract, except where personnel changes have been made to authorized agents of a business entity or the positions of authority within the City. Contract amendments shall be drafted or reviewed by the Purchasing Section and the City Attorney's office prior to signing by the vendor.
- B. Amendments that increase the total expenditure commitment from the informal to formal procurement limit are subject to approval through the formal contract award process as required in Section 26.1 "Notice of Intent to Award".
- C. Contract amendments shall not alter the terms and conditions or scope of work to the extent that, had the contract been bid in the modified state, the resulting low Bidder could have changed, or to the extent that the bid participation could reasonably have been expected to have increased.

Section 24.7 *Contract Amendment Preparation*

- A. Contract amendments shall be prepared in triplicate, using the standard format provided by the Director, and shall be numbered the same as the original contract and routed in accordance with the same procedures outlined in Section 24.3, "Contract Preparation Process".
- B. Contract amendments shall be signed by all parties signing the original contract.

Section 24.8 *Contract Amendment Process*

- A. Changes not within the context of the original scope of work may not be accomplished with a change order, but shall require a Contract amendment and City Council approval if the contract amount is at or higher than the formal procurement limit of \$50,000.
- B. Contract amendments shall be reviewed and approved prior to the signing by the vendor in the following sequence:
 - 1. Purchasing
 - 2. City Attorney's Office
 - 3. City Council (If contract amount is at or higher than \$50,000)
- C. A copy of any contract amendment shall be sent to the Purchasing Office for inclusion in the procurement file. When applicable, a memo citing the original Purchase Order number shall be attached to the modification to authorize increase/decrease to the encumbrance by the amount needed to meet the new contractual commitment.

ARTICLE 25 *CHANGE ORDERS*

A. *Change Orders*

The City of Flagstaff recognizes the need for City staff to review and approve change orders; task orders that exceed the City Council approved contract amounts; field orders that exceed the authorized limits; and purchase orders for capital projects that exceed the established limit in the City Procurement Code Manual.

The purpose of the Change Order Committee shall have authority to:

- 1. Review and recommend to City Council approvals, modifications, or disapprovals of design and construction change orders exceeding the time and/or dollar contractual amounts approved by the City Council;
- 2. Review and approve individual task orders for on-call consultant services that exceed \$100,000 or 365 calendar days;
- 3. Review and approve field orders that exceed \$100,000 or 60 calendar days;
- 4. Review and recommend to City Council approval of dollar and time amounts for engineering studies, feasibility studies, reports, contracts, and purchase orders for capital projects that exceed the amount approved by the City Council or that exceed the purchasing limits, as outlined in this Procurement Code Manual; and
- 5. Review anticipated purchases by the City that require approval as determined by the City Manager, City Attorney, or City Director.

Section 25.1 *Change Order Process*

A change order shall be in written form for any and all changes in the contract's time, conditions or compensation. This written change shall be submitted to the Change Order Committee.

- A. Exception 1 – A Field Order, which is a written and limited change order that is issued under the Contract Allowance provision, or Owner (city) and Contractor Contingencies, does not require Change Order Committee action.

Staff shall have the following field order authorities:

Project Manager – Change by an amount up to \$10,000 and up to and through 10 calendar days.

Section Head – Change by an amount up to \$25,000 and up to and through 30 calendar days.

Division Head – Change by an amount up to the full Contract Allowance amount and up to and through 60 calendar days.

Field Orders that exceed \$100,000 or 60 calendar days require the Change Order Committee to approve the field order. The Change Order Committee can approve extensions with a “no time limit” cap, if it is a no cost change.

- B. Exception 2 – A Task Order, which is a written and limited order for a scope of work and is issued under the “On-Call” Consultant Contract, does not require Change Order Committee action.

Staff shall have the following Task Order authorities:

Project Manager – Change by an amount up to \$10,000 and up to and through 10 calendar days.

Section Head – Change by an amount up to \$25,000 and up to and through 60 calendar days.

Division Head – Change by an amount up to \$100,000 and up to and through 120 calendar days.

Task Orders that exceed \$100,000 or 120 calendar days require the Change Order Committee to approve the task order. The Change Order Committee can approve extensions with a “no time limit” cap, if it is a no cost change.

- C. Change Orders that increase the total expenditure commitment from the informal to formal procurement limit are subject to approval through the formal contract award process as required in Section 26 “Award of Contract”.
- D. Any single Change Order(s) of \$50,000 or more for any contract previously approved by council shall be sent with a recommendation from the change order committee to council for final approval.
- E. A Contractor may proceed with approved work only upon receipt of a fully executed Change Order and direction of the Purchasing Agent or Project Manager. Due to extenuating circumstances, confirming Change Orders are allowed upon Project Manager’s and Director’s approval.
- F. The City’s Project Manager shall be responsible for routing of the change order form and obtaining Contractor approval. One (1) original of the completed and approved Change Order(s) shall be included in the contract file maintained by the Purchasing Agent. Copies shall be sent to Purchasing immediately after all applicable reviews and approval.

- G. For contract documentation purposes, a copy of any Change Order shall be sent to the Purchasing Office for inclusion in the procurement file. A memo citing the original Purchase Order number shall be attached to the Change Order to authorize increase/decrease to the encumbrance on the purchase order by the amount needed to make the new contractual commitment.

Section 25.2 *Change Order Thresholds*

- A. Contract Allowance - Contract Allowances (CA) shall only be included for design/bid/build construction project delivery methods that utilize a formal solicitation, involving design and construction contracts for recommendation of award by City Council. CA of up to 5%, 7.5% or 10%, shall be based on the contract amounts referenced below, and may be added to all design/bid/build design and construction contracts based on the Engineer's estimate or the respondent's bid, whichever is lowest.

<u>Contract Amount*</u>	<u>Contract Allowance</u>
Over \$1,000,000 in value	Up to 5%
From \$250,000 to \$1,000,000	Up to 7.5%
Below \$250,000	Up to 10%

- B. Administrative Change Orders – Administrative Change Orders (ACO) may only be included for design/bid/build construction project delivery methods that utilize a formal solicitation, involving design and construction contracts for recommendation of award by City Council. Construction Manager at Risk and Design/Build construction project delivery method contracts shall not include an ACO. The use of ACO is applicable when a Council approved CA dollar amount has been fully expended and additional funds are necessary to cover unanticipated Change Orders. When ACOs are deemed appropriate, the ACO percentage can be up to 10% of the total contract less the Contract Allowance amount. The ACO shall not exceed \$500,000.
- C. Owner's and Contractor's Contingencies – The use of an Owner's (city) and Contractor's Contingency shall only be allowed for Construction Manager at Risk and Design/Build contracts. these Contingencies are negotiated during this procurement process.
- D. Justification Documentation – If a Contract Allowance (CA), Administrative Change Orders (ACOs) or Owner (city) and Contractor Contingency is recommended for a construction project, the Project Manager shall complete a "CA/ACO/Contingency Justification Form" for review and approval by the section or division head. The form shall include details to why the recommendation is being made including estimated cost for each request. This form shall be attached to the staff summary for Council review.
- E. Summary of Change Order Thresholds – The following matrix illustrates the use of Contract Allowance, Administrative Change Orders, and Owner and Contractor Contingency and which of the construction project delivery methods each of these are applicable to:

Type of Construction Project Delivery Method	Contract Allowance	Change Order Authority (*)	Owner Contingency	Contractor Contingency
Design/Bid/Build: Formal Solicitations	Percentage Based on Contract Amount, with Justification	Up to 10%, with Justification	Not Allowed	Not Allowed
CMAR: Request for Statements of Qualifications	Not Allowed	Not Allowed	Negotiated	Negotiated
Design/Build: Request for Statements of Qualifications	Not Allowed	Not Allowed	Negotiated	Negotiated

*Not to exceed \$500,000

Section 25.3 *Change Order Committee*

The Change Order Committee Members will consist of the following:

1. Public Works Director or designee
2. Water Services Director or designee
3. City Attorney or designee
4. City Engineer or designee
5. Purchasing Director or designee

Three committee members must be present for the meeting to occur. Signatures of absent committee members may be obtained at a later time.

- A. The City Manager shall designate a Chair who shall preside over all the meetings, establish agendas, and distribute meeting minutes. The change order committee meetings are open to the public but are not formal public meetings for open meeting law purposes.
- B. The Change Order Committee will meet at a time agreed upon by the members in the council conference room, or other location identified in the agenda.
- C. An electronic copy of all Change Orders should be submitted to the Committee Chair by noon on Monday to be scheduled for the following Thursday's meeting. However, urgent requests may be brought before the Change Order Committee as walk-on items.
- D. Three original Change Orders signed by the Project Manager and Department Head shall be given to the Committee Chair after the Change Order has been approved. The Committee Chair will obtain all other necessary signatures including the contractor or consultant and distribute copies to the Project Manager.

ARTICLE 26 *AWARD OF CONTRACT*

The City Council shall award all contracts for materials, services and construction that meet or exceed the formal procurement limit as set forth in Article 7(B), "Formal Procurement Limit." The Purchasing Director shall award all contracts less than the formal procurement limit.

Section 26.1 *Notice of Intent to Award*

- A. Contracts requiring Council award shall be summarized in a staff summary and posted for at least five days on the City's website prior to award.
 - 1. After Council award, Purchasing shall issue a Notice of Award, along with any associated supplemental Agreement. The Notice of Award shall require that all applicable documents (e.g., insurance certificates, performance and payment bonds and signed Agreement) be submitted to the City within ten (10) days.
 - 2. The Purchasing Agent shall issue a Notice to Proceed for construction and service contracts upon receipt of the, insurance certificates, signed agreement and any applicable bid, performance and payment bonds.

ARTICLE 27 *SPECIFICATION GUIDELINES*

The Director shall establish guidelines governing the review and approval of specifications for materials, services and construction required by the City as secured through the formal or informal procurement process.

Section 27.1 *Content of Specifications*

The Director shall establish guidelines governing the content of specifications used in City procurements to ensure adequate competition.

Section 27.2 *Samples/Demonstrations*

- A. Samples of materials, when required during the solicitation process, shall be submitted in accordance with the instructions in the solicitation.
- B. Samples shall be furnished, free of charge, to the City submitted with the solicitation and must be accompanied by descriptive memorandum.
- C. Bid samples may be held for comparison with deliveries pursuant to a contract award.
- D. Samples will be returned according to the time frame included in the solicitation at the Bidder's risk and subject to his expense. The City will not reimburse the vendor for any expendable/consumable items that were consumed during the bid evaluation process.

Section 27.3 *Specification Approval*

The Purchasing Agent retains the authority to approve or disapprove all specifications to be used in a solicitation.

Section 27.4 *Specifications Guidelines*

- A. A specification may provide alternate descriptions of materials, services, or construction items where two or more design, functional, or performance criteria will satisfactorily meet the City's requirements.

- B. To the extent practicable, a specification shall not include any solicitation term or condition, or any contract term or condition.
- 3. To the extent practicable, if a specification for a common or general use item has been developed, or a qualified products list has been developed for a particular material, service, or construction item, it shall be used.
- D. To the extent practicable, specifications shall emphasize functional or performance criteria. When using performance specifications all brands bid shall be evaluated after receipt of bids to determine those meeting specifications.
- E. To the extent practicable, specifications shall be written as minimum standards.
- F. Unless otherwise specifically stated in the solicitation, any equipment or materials specified shall be standard, new, and state-of-the-art in quality and design, and shall comply fully with all applicable federal and Arizona laws and regulations.

Section 27.5 *Maximum Practicable Competition; Brand Name or Approved Alternate; Qualified Products List*

- A. ***Maximum Practicable Competition.*** All specifications shall seek to promote overall economy for the purposes intended and encourage competition in satisfying the City's needs and shall not be unduly restrictive.
 - 1. To the extent practicable and unless otherwise permitted by this section, all specifications shall describe the City's requirements in a manner that does not unnecessarily exclude a specific material, service or construction item.
 - 2. Proprietary or brand name specifications shall not be used unless the Director determines in writing that such specifications are required and demonstrate technological justification and that it is not practicable or advantageous to use a less restrictive specification.
 - 3. To the extent practicable, the City shall use accepted commercial specifications and shall procure standard commercial materials and avoid proprietary specifications whenever practicable.
- B. ***Brand name or approved alternate.*** A brand name or approved alternate specification shall only be used when the Director determines in writing that use of a brand name or approved alternate specification is advantageous to the City and the solicitation provides for the submission of equivalent products. The solicitation document shall state that "the City reserves the right to determine what is considered an equivalent product."
 - 1. A brand name or approved alternate specification shall designate as many different brands as are practicable or approved alternate specifications.
 - 2. A brand name or approved alternate specification shall include a description of the particular design, functional, or performance characteristics that are required, unless the Director determines in writing that the essential characteristics of the brand names designated in the specifications are commonly known.

3. A solicitation that uses a brand name or approved alternate specification shall explain that the use of a brand name is for the purpose of describing the standard of quality, performance, and characteristics desired and is not intended to limit or restrict competition. The solicitation shall state that products substantially equivalent to those brands designated shall qualify for consideration.
- C. **Qualified products list.** A qualified products list may be prepared and utilized, if the Purchasing Agent determines in writing that testing or examinations of the material or construction items prior to the issuance of the solicitation is desirable or necessary in order to best satisfy the City's requirements. As many potential suppliers as practicable shall be solicited to submit products for testing and examination to determine acceptability for inclusion on a qualified products list. Any potential supplier, even though not solicited, may offer its products for consideration in accordance with the schedule or procedure established for this purpose. The qualified products list shall not be modified after the solicitation is issued.

Section 27.6 *Inspections and Tests*

- A. The inspection or testing of any material to verify specification adherence or qualify for a products list, shall be performed in a manner established on a case by case basis.
- B. If testing is required, the requirements shall be included in the solicitation.
- C. The City reserves the right to require testing or inspection by a recognized testing laboratory or consultant selected by the City.
- D. The cost of testing or inspection shall be borne by the Bidder submitting a bid for the products the City is requesting.

Section 27.7 *Proprietary Specifications*

Proprietary specifications are not justified by past success in performance, the inconvenience of writing specifications, or the desire to maintain a single brand that is not supported by technological justification.

Section 27.8 *Product Testing Guidelines*

City Staff may test materials or services in a manner agreed upon with the material or service supplier provided the following guidelines are applied:

- A. City Staff is not required to test solely for supplier's benefit;
- B. City Staff may not accept materials for testing unless those materials have been purchased through purchasing procedures provided by this Procurement Code Manual;
- C. Any testing shall be at the direction and convenience of City staff;
4. The City's name may not be used by any person in connection with any advertising sale, or promotion of any product tested by the City staff; and

- E. Any materials testing shall be pursuant to industry standard testing of materials and a written testing agreement shall be in place between the City and the supplier. The Director must be notified of all testing agreements prior to commencement of testing.

Section 27.9 Specifications Prepared by Architects; Engineers; Consultants

All specifications prepared for City contracts shall seek to promote overall economy for the purposes intended and encourage competition in satisfying the City's needs and shall not be unduly restrictive. In the event that suitable specifications cannot be developed by City staff, the Director may retain a specification consultant for the purpose of assisting with the writing of the specifications. The consultant shall be selected pursuant to either Section 7.1, "Informal Procurement Process", or Article 11, "Formal Procurement Process—Request for Proposals".

Section 27.10 Preparation of Specifications by Persons Other than City Personnel

- A. The City may contract for the preparation of specifications with persons other than City personnel including, but not limited to, consultants, architects, engineers, designers, manufacturers, and others.
- B. The requirements of Article 27, "Specifications Guidelines" shall apply to all specifications prepared by vendors, including, but not limited to, those prepared by consultants, architects, engineers, designers, and other draftsmen of specifications for public contracts. Contracts for the preparation of specifications by other than City personnel shall require the specification writer to adhere to such requirements.
- C. The preparer of specifications is not eligible to submit a bid or proposal on the solicitation for which the specification was prepared nor is the preparer eligible to supply any product to a Bidder or Proposer on the solicitation for which the specification was prepared; provided however, the Director may make an exception to this provision when justified by the business practices of the applicable industry or it is otherwise in the best interest of the City. The Purchasing Agent shall place in the solicitation file, a written determination, including all relevant facts in any case where an exception is made.
- D. The terms and conditions of contracts for preparation of specifications shall reference the rule in Subsection C above.

Section 27.11 Recycled and energy consumptive materials; life cycle costing; environmental procurement.

Guidelines shall be established governing the review and approval of specifications for the procurement of selected materials based on considerations of recycling, energy conservation, life cycle costing and other environmental considerations.

Section 27.12 Environmental/Sustainable Procurement Policy

- A. A Sustainable Purchasing Policy, hereinafter referred to as Policy, has been established to ensure the procurement of products and services that reduce the consumption of resources and the production of waste, minimize adverse health effects and reduce costs to the City.

The principles of the Policy are rooted in resource efficiency, life cycle perspective, and pollution prevention. Resource efficiency incorporates preference to reusable content and recycled materials over virgin materials, as well energy and water conservation. Life cycle perspective considers the environmental impact of a product or service over its lifetime (raw material extraction, manufacturing, packaging, transport, energy consumption, maintenance and disposal). Pollution prevention incorporates processes and practices that prevent the creation of pollution and wastes, rather than managing these after they have been created.

The Policy requires the City to:

1. Strongly promote the purchase and use of materials, products and services that are fiscally responsible, reduce resource consumption and waste, promote local business opportunities, and promote human health and well-being.
 2. Minimize the consumption of non-replaceable natural resources by reviewing current and proposed future usage and evaluating the pros and cons of alternatives.
 3. Maximize the reuse and recycling of materials. Require a minimum 50% post-consumer waste recycled content for paper. Require recyclability of products in compliance with the City's recycling program, reusability, and performance consistent with City standards to the extent practicable.
 4. Use and require contractors and consultants to use products manufactured with maximum practical amount of recovered material, especially post-consumer material.
 5. Stimulate demand for products and services supporting the Policy by letting manufacturers and suppliers know the performance the City expects.
- B. The Sustainability Program staff shall provide support to Purchasing and Division Staff in their efforts to meet the requirements of the Policy.
- C. Procedures and Guidelines may be established as necessary to ensure the continuation of a strong Sustainable Procurement Program.

ARTICLE 28 *DISPOSITION OF SURPLUS PERSONAL PROPERTY*

A. Surplus Personal Property Disposition

The City Council or designee, may sell, trade, transfer between offices, Divisions or otherwise dispose of surplus personal property pursuant to Article 8, "Contracts", Sections 4, "Transfer and Sale of property Within City Government", and Section 10, "Sale of City Property", number 1 and 3 of the Flagstaff City Charter. Each sale shall be made to the highest responsible Bidder after published notice of the sale in accordance with the following schedule:

1. Informal Process: Personal property having a value of \$500.00 or less may be sold without published notice, but written advice of such sale or disposal shall be given to the City Council.

2. **Formal Process:** Personal property valued in excess of \$500.00 shall be sold after published notice of the sale for at least once, but not less than five (5) days prior to the published notice. .
 - 2.1 All personal property disposition under a formal process, shall be sold by public on-site auction, public on-line bidding process or through a formal competitive sealed bid sale process.
 - 2.2 Any surplus property shall be sold through a formal competitive sealed bid sale, when it is more advantageous to the City than holding it for public on-site auction or public on-line bidding.
 - 2.3 All formal sealed bid sales shall be conducted in a manner substantially similar to the procedures established in Article 10, "Formal Procurement Process—Invitation For Bids" and shall include a description of the property for sale and all terms and conditions applicable to the sale.
 - 2.4 Public notice of any sealed bid sale shall be published at least once in the official newspaper, not less than five (5) days prior to the opening of the bids.
 - 2.5 Any surplus property sold under this formal competitive sealed bid sale process, shall be sold to the person making the highest responsive, responsible, offer most advantageous to the City.

Property seized during the course of a police investigation shall not be subject to this Procurement Code Manual until such time as any State and Federal laws have been complied with and the property is declared surplus by the Police Department.

B. *Declaration Regarding Surplus Property*

The disposition of all City owned surplus property shall be determined and handled by the City's Central Warehouse. Divisions shall be responsible for property in their possession and as necessary, may declare such property as surplus and shall complete a surplus property form with all required signatures. This form is available on the City of Flagstaff CityNet and shall accompany all items taken to the Warehouse as surplus property and need to reflect whether the item(s) are operational or not, so the information can be given to Bidders.

Section 28.1 *Organizational Need*

Prior to pursuing any method for disposal of surplus property, the Division or end-user shall first determine that it is of no use to any other Division. Divisions shall review inventories of personal property to determine the existence of excess or obsolete items that could be declared surplus property and shall notify the Central Warehouse Manager.

Section 28.2 *Surplus Property Listing*

A listing of surplus property shall be maintained by each Division and such property shall be transferred between Divisions as needed prior to any other disposition method handled by the Central Warehouse. The Central Warehouse shall maintain a surplus property list of all items that

are located at the Central Warehouse and scheduled to be sold either through a public on-site auction or public on-line bid sale.

Section 28.3 Surplus Property Trade-In Allowance

Prior to trading for credit against a new purchase or service, the Purchasing Agent shall determine the fair market value and document the disposal in the surplus item file with reference to the Purchase Order for the new materials or services.

Section 28.4 Proceeds From Sales

All proceeds from the sale of surplus property shall be deposited in an established revenue account of the City determined by the Finance Director.

Section 28.5 Donation of Surplus Property

Surplus personal property may be donated to organizations in exchange for services that would benefit the local Flagstaff community, where such value would exceed the revenues generated from a sale through an auction or sealed bid, as determined in writing by the Director. For donations valued in excess of \$50.00, the receiving organization shall execute a receipt or contract according to how the donation will be used. Any donation, exceeding \$500.00 in value, shall be approved by the City Council.

ARTICLE 29 PROTESTS

An actual or prospective Bidder or Proposer, who is aggrieved in connection with the solicitation or award of a contract, may protest any aspect of a solicitation prior to award of a contract.

Section 29.1 Time for Filing Protests

- A. Protests based upon alleged improprieties in a solicitation that are apparent before the solicitation due date shall be filed not less than five (5) working days before the solicitation due date. Contracts shall be final and no protest pursuant to this section may be filed after award.
- B. In cases other than alleged improprieties in a solicitation, protests shall be filed within ten (10) days after the aggrieved person knows or should have known the facts and circumstances upon which the protest is based. However, in no event, shall the protest be filed later than ten (10) days after issuance of notification of award.

Section 29.2 Filing of a Protest

- A. A protest shall be submitted, in writing, to the Director and shall include the following information:
 - 1. The name, address, telephone number and e-mail address of the Protester;
 - 2. The signature of the Protester or its representative;
 - 3. Identification of the solicitation and contract number;

4. A detailed statement of the legal and factual grounds of the protest, including copies of relevant documents; and
 5. The form of relief requested.
- B. The Director, without waiving the City's right to dismiss the protest for lack of timeliness, may consider any protest that is not filed timely.
 - C. The Director shall give notice of the protest to the successful vendor if award has been made, or if no award has been made, to all actual or prospective Bidders or Proposers.
 - D. The Director shall review the formal protest and issue a written ruling within fourteen (14) days of receiving the formal protest in accordance with Section 29.1, "Time for Filing Protests", and Section 29.2, "Filing of a Protest". The Director may also give notice of the ruling to any other persons involved in the solicitation whose interests may be affected by the ruling requested from the Director.

Section 29.3 *Stay of Procurements During the Protest*

In the event of a timely protest under Section 29.1, "Time for Filing Protests", the City may proceed further with the solicitation or with the award of the contract unless the Director makes a written determination that there is a reasonable probability that the protest will be sustained or that the stay of procurement is not contrary to the substantial interests of the City.

Section 29.4 *Confidential Information*

- A. Material submitted by a Protester shall not be withheld from an interested party except to the extent that the withholding of information is permitted or required by law or as determined pursuant to Procurement Code Manual provisions for confidential material.
- B. If the Protester believes the protest contains material that should be withheld, a statement advising the Director of this fact shall accompany the protest submission.

Section 29.5 *Remedies*

- A. If the Director sustains the protest in whole or part and determines that a solicitation or proposed contract award does not comply with the procurement statutes and regulations, the Director shall implement an appropriate remedy.
- B. In determining an appropriate remedy, the Director shall consider all the circumstances surrounding the procurement or proposed procurement including, but not limited to, the seriousness of the procurement deficiency, the degree of prejudice to other interested parties or to the integrity of the procurement process, the good faith of the parties, costs to the City, the urgency of the procurement and the effect of the relief.
- C. An appropriate remedy may include one or more of the following:
 1. Reissue the solicitation and award a contract consistent with this Procurement Code Manual; or

2. Such other relief as is determined necessary to ensure compliance with the City Charter, City ordinances and/or this procurement Code Manual.

ARTICLE 30 SUSPENSION, DEBARMENT

- A. The Director may suspend or debar any person from consideration for award of a contract pursuant to this Procurement Code Manual. Suspension of any person shall not exceed six (6) months. A debarment shall not exceed three (3) years.
- B. The causes for suspension or debarment may include, but are not limited to, the following:
 1. Conviction of any person or any subsidiary or affiliate of any person for commission of a criminal offense arising out of obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract.
 2. Conviction of any person or any subsidiary or affiliate of any person under any statute of the Federal Government, this State or any other state for embezzlement, theft, fraudulent schemes and artifices, fraudulent schemes and practices, bid rigging, perjury, forgery, bribery, falsification or destruction of records, receiving stolen property or any other offense indicating a lack of business integrity or business honesty which affects responsibility as a City contractor.
 3. Conviction or civil judgment finding a violation by any person or any subsidiary or affiliate of any person under state or federal antitrust statutes.
 4. Violations of contract provisions of a character which are deemed to be so serious as to justify debarment action, such as either of the following:
 - a. Knowingly failing without good cause to perform in accordance with the specifications or within the time limit provided in the contract.
 - b. Failure to perform or unsatisfactory performance in accordance with the terms of a contract, except that failure to perform or unsatisfactory performance caused by acts beyond the control of the contractor shall not be considered to be a basis for debarment.
 5. Any other cause deemed to affect responsibility as a City contractor, including suspension or debarment of such person or any subsidiary or affiliate of such person by another governmental entity for any cause listed in the established rules.
- C. Before imposing a suspension or debarment, the Director shall give the affected party written notice of the grounds for suspension or debarment and shall afford such person an opportunity for hearing.

Section 30.1 Resolution of Contract Controversies - Materials, Services and Construction Contracts

- A. The Purchasing Agent and the end-user shall have the authority and responsibility to enforce all performance and terms under all contracts where they are named as Administrator.

- B. If any issue regarding performance under the contract cannot be resolved by mutual agreement between the Purchasing Agent/end-user and the Vendor/Contractor shall, through the City Attorney's Office, pursue resolution as provided in the terms of the original contract or under applicable law. The Purchasing Agent shall prepare a written decision informing the vendor of the required performance.

1. Final written decision shall include:

- a. A description of the controversy;
- b. A reference to the pertinent contract provision;
- c. A statement of the factual areas of agreement or disagreement;
- d. A statement of the decision, with supporting rationale; and
- e. Instructions for appeal

After preparation of the decision, the Contract Administrator shall send the decision to the Director who shall deliver the decision to the Vendor/Contractor by certified mail, return receipt requested, or by any other method that provides evidence of receipt.

- C. If the Vendor/Contractor fails to comply with all terms of the notice of final decision, the Vendor/Contractor may be declared in default and the contract may be terminated based upon the review and procurement/legal opinion from the Director and City Attorney's Office.

The Vendor/Contractor may be suspended or debarred under the provision of Article 31, "Suspension, Debarment". The Director may render a decision for the suspension and debarment of the Vendor/Contractor if violations of contract provisions of a character which are deemed to be so serious as to justify debarment action, such as either of the following:

- a. Knowingly failing without good cause to perform in accordance with the specifications/scope of work or within the time limit provided in the contract.
- b. Failure to perform or unsatisfactory performance in accordance with the terms of a contract, except that failure to perform or unsatisfactory performance caused by acts beyond the control of the Vendor/Contractor shall not be considered to be a basis for debarment.

ARTICLE 31 **ARIZONA CERTIFIED NON-PROFIT BUSINESSES THAT SERVE OR EMPLOY INDIVIDUALS WITH DISABILITIES**

- A. The City may purchase or contract for any products, materials, and services directly from Arizona Certified non-profit agencies that serve or employ individuals with disabilities without competitive bidding if the delivery and quality of the products, materials, or services meet the City's reasonable requirements, as determined by the Director and the requesting department.

- B. The City may set aside, at minimum, a percentage of its purchases or contracts for any products, materials and services directly from Arizona certified non-profit agencies that serve or employ individuals with disabilities without competitive bidding if the delivery and quality of the products, materials, or services meet the City's reasonable requirements, as determined by the Director and the requesting department.

Procurement Code Manual

PROPOSED AMENDMENTS TO
ARTICLE 1 through 7

Council Presentation: June 27, 2023





Procurement Code Manual Amendments

Overview

➤ Resolution Amendments:

- Prelude to presentation
- Staff recommended changes to Articles 1 through 7.
 - Article 1 – *Purpose: Purpose; Director Authority and Duties; Delegation*
 - Article 2 – *Applicability*
 - Article 3 – *Supplementary General Principals of Law (no revisions)*
 - Article 4 – *Definitions*
 - Article 5 – *Unauthorized Purchase*
 - Article 6 – *Determinations (no revisions)*
 - Article 7 – *Informal and Formal Procurement Limits; Quote File Requirements*
- Future Revisions/Amendments



Procurement Code Manual Amendments

Prelude

- Articles with Amendments
 - Not all articles have revisions
 - Revising the Procurement Code Manual in sections
 - Articles 3 and 6 do not have any revisions
- Proposed Amendments
 - Details; see attached Procurement Code Manual
- Substantive Amendments
 - Only presenting those revisions that may be of substance and of higher interest



Procurement Code Manual Amendments



Article 1 – Purpose; Director Authority and Duties; Delegation

Section C – Delegation of Authority

- The Director hereby delegates **PROCUREMENT** the powers and duties of the Director authorized by this Procurement Code Manual to the Purchasing Section Staff **HIS/HER STAFF, TO INCLUDE, THE PURCHASING MANAGER, SENIOR PROCUREMENT SPECIALIST, PROCUREMENT SPECIALIST, OR BUYERS.**

Article 2 – Applicability

Section E(2)

- Agreements negotiated by the Risk Management Manager or the City Attorney for the settlement of litigation or threatened litigation,; and **CONTRACTS ENTERED INTO ON BEHALF OF THE CITY ATTORNEY RELATED TO** ~~for the settlement of litigation or threatened litigation~~ **INVOLVING THE CITY OF FLAGSTAFF**



Procurement Code Manual Amendments

Article 4 – Definitions

- **COMPETITION IMPRACTICABLE** MEANS THE PROCUREMENT OF A MATERIAL OR SERVICE WHERE THERE IS AN UNUSUAL OR UNIQUE SITUATION THAT MAKES COMPLIANCE WITH THE PROCUREMENT CODE MANUAL IMPRACTICABLE, UNNECESSARY, OR CONTRARY TO PUBLIC INTEREST, BUT WHICH WOULD NOT JUSTIFY AN EMERGENCY PROCUREMENT DEFINED BY THE PROCUREMENT CODE MANUAL.
- **COOPERATIVE PURCHASE CONTRACT** MEANS A CONTRACT ENTERED INTO BY THE CITY TO PROVIDE MATERIALS, SERVICES, PROFESSIONAL SERVICES, EQUIPMENT LEASES, OR CONSTRUCTION SERVICES WHERE ANOTHER PUBLIC PROCUREMENT UNIT HAS PARTICIPATED IN, SPONSORED, CONDUCTED OR ADMINISTERED A COMPETITIVE AND OPEN PUBLIC PROCUREMENT PROCESS. TO RECEIVE THE BENEFITS, THE CONTRACT BETWEEN THE SEPARATE PUBLIC PROCUREMENT UNIT AND THE CONTRACTOR PROVIDING THE MATERIALS, SERVICES, PROFESSIONAL SERVICES, CONSTRUCTION, OR CONSTRUCTION SERVICES MUST CONTAIN PROVISIONS AUTHORIZING A COOPERATIVE PURCHASE BY ANOTHER ENTITY.
- **ELECTRONIC TRANSACTION** MEANS A TRANSACTION AUTHORIZED BY THIS PROCUREMENT CODE MANUAL INVOLVING AN ELECTRONIC RECORD OR ELECTRONIC SIGNATURE.



Procurement Code Manual Amendments

Article 4 – Definitions continued...

- **EMERGENCY PURCHASE** MEANS A MATERIAL OR SERVICE PROCURED WHERE THERE IS AN IMMEDIATE AND SERIOUS NEED IN WHICH THE CITY'S BEST INTERESTS WILL NOT BE MET THROUGH THE USE OF OTHER SOLICITATION METHODS. THE NEED MUST MEET A CONDITION DESCRIBED IN THIS PROCUREMENT CODE MANUAL AND FOLLOW THE DEFINED PROCEDURE.
- **GRANT** MEANS THE PROVIDING OF FINANCIAL OR OTHER ASSISTANCE, INCLUDING, BUT NOT LIMITED TO, STATE, FEDERAL, FOUNDATION OR PRIVATE GRANT FUNDS TO THE CITY.
- **ONLINE BIDDING** MEANS A PROCUREMENT PROCESS IN WHICH PUBLIC AGENCIES RECEIVE BIDS FOR THE PURCHASE OF MATERIALS, SERVICES, LEASES, OR CONSTRUCTION SERVICES ELECTRONICALLY, OVER THE INTERNET IN A REAL-TIME, COMPETITIVE BIDDING EVENT.



Procurement Code Manual Amendments

Article 4 – *Definitions continued...*

- **Invitation for Bids (IFB)** means **A SOLICITATION CONTAINING A DESCRIPTION OF THE MATERIAL OR SERVICES NEEDED WHERE THE CONTRACT IS AWARDED TO THE BIDDER WITH THE LOWEST RESPONSIVE AND RESPONSIBLE BID AS DEFINED BY THE** Procurement Code Manual. ~~all documents, whether attached or incorporated by reference, which are used for soliciting formal bids in accordance with the procedures prescribed in this.~~
- **Request for Proposals (RFP)** means **A FORMAL SOLICITATION FOR THE AWARD OF MATERIALS, SERVICES, LEASES, OR CONSTRUCTION SERVICES WHERE PRICE IS NOT THE SOLE DETERMINING FACTOR AND THE CONTRACT WILL BE AWARDED BASED ON A COMBINATION OF COST AND EVALUATION CRITERIA** ~~all documents, whether attached or incorporated by reference, which are used for soliciting formal proposals in accordance with procedures prescribed in this Procurement Code Manual.~~
- **Request for Statements of Qualifications (RSOQ)** means **A FORMAL SOLICITATION WHERE NO COST INFORMATION (FEES, PRICE, MAN-HOURS, ETC.) SHALL BE CONSIDERED BY THE CITY OR EVALUATION COMMITTEE AT ANY POINT IN THE SELECTION PROCESS AND THE CONTRACT WILL BE AWARDED BASED ON DEMONSTRATED COMPETENCE AND QUALIFICATIONS TO PROVIDE THE TYPE OF SERVICES REQUIRED** ~~all documents, whether attached or incorporated by reference, which are used for soliciting formal statements of qualifications in accordance with procedures prescribed in this Procurement Code Manual.~~



Procurement Code Manual Amendments

Article 5 – *Unauthorized Purchase*

- **Section B(4)** - All requisitions for materials, services, **LEASES**, and **OR** construction **SERVICES** that are below **THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER**, ~~fifty thousand dollars (\$50,000)~~ shall be subject to an informal competitive solicitation process
- **Section B(5)** - All requisitions for materials, services, **LEASES**, and **OR** construction **SERVICES** at **THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER** ~~fifty thousand dollars (\$50,000)~~ and higher, shall be subject to a formal competitive solicitation process



Procurement Code Manual Amendments

Article 7 – *Informal and Formal Procurement Limits; Quote File Requirements*

• Section A. *Informal Procurement Limit*

- 1. Procurement of a **ANY** material~~S~~, service~~S~~, leases, or construction **SERVICES less than THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER, ~~fifty thousand dollars (\$50,000)~~** shall be made by informal procedures
- 2. Procurements **less than THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER, ~~fifty thousand dollars (\$50,000)~~** may be made utilizing a formal procurement process if:
 - a. ~~d~~Deemed by the Director to be in the best interest of the City; **OR**
 - b. **DEEMED BY THE CITY MANAGER AS A MATTER OF HIGH COMMUNITY INTEREST AND/OR POTENTIAL CONTROVERSY, OR IN INSTANCES THAT THE CITY MANAGER DEEMS NECESSARY.**



Procurement Code Manual Amendments

Article 7 – *Informal and Formal Procurement Limits; Quote File Requirements*

- Section A. *Informal Procurement Limit*
 - 3. Procurements less than **THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER, fifty thousand dollars (\$50,000)** are not required to be approved and awarded by City Council.
 - 4. **THE CITY MANAGER RESERVES THE AUTHORITY TO BRING ANY CONTRACT RESULTING FROM AN INFORMAL PROCUREMENT TO THE CITY COUNCIL TO OBTAIN INPUT IN MATTERS OF HIGH COMMUNITY INTEREST AND/OR POTENTIAL CONTROVERSY, OR IN INSTANCES THAT THE CITY MANAGER DEEMS NECESSARY.**



Procurement Code Manual Amendments

Article 7 – *Informal and Formal Procurement Limits; Quote File Requirements*

- Section B – *Formal Procurement Limit*

- 1. Procurement of a **ANY** material**S**, service**S**, leases, or construction **SERVICES AT THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER OR AT HIGHER AMOUNTS, ~~fifty thousand dollars (\$50,000)~~** shall be made by formal procedures
- 2. Procurements of **ANY MATERIALS, SERVICES, LEASES, OR CONSTRUCTION SERVICES AT THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER, OR AT HIGHER AMOUNTS, ~~fifty thousand dollars (\$50,000) and higher,~~** are required to be approved and awarded by City Council.



Procurement Code Manual Amendments

Article 7 – *Informal and Formal Procurement Limits; Quote File Requirements*

- Section 7.1 – *Informal Procurement Process*
 - B. Purchases at ~~Five~~ **TWENTY-FIVE** Thousand Dollars (~~\$5,000~~ **\$25,000**) or Less
 - **SHALL BE MADE IN ACCORDANCE WITH THE FOLLOWING PROCEDURES:**
 - 1. For purchases at or less than five **TWENTY-FIVE** thousand dollars (~~\$5,000~~ **\$25,000**), the Purchasing Agent or requesting Division or Section may direct select the vendor of choice for the purchase of any materials, services or construction requested....
 - C. Purchases at ~~Fifteen~~ **TWENTY-FIVE** Thousand and One Dollars (~~\$15,001~~ **\$25,001**) up to **ONE DOLLAR LESS THAN THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER** ~~Forty Nine Thousand Nine Hundred and Ninety Dollars (\$49,999).~~
- ~~For purchases at fifteen thousand and one dollars (\$15,001) up to forty nine thousand nine hundred and ninety nine dollars (\$49,999),~~
 - *C1 (Minimum 3 written quotes)*



Procurement Code Manual Amendments

Article 7 – *Informal and Formal Procurement Limits; Quote File Requirements*

- Section 7.4 – *Quote File Requirements*

- ~~A. Verbal and written quote files shall be set up, within the Purchasing Section, to retain for record keeping purposes.~~
- ~~B. Verbal quote files shall be set up by the Purchasing Section for each purchase over five thousand dollars (\$5,000) and up to fifteen thousand dollars (\$15,000).~~

Written quote files shall be set up by the Purchasing Section for each purchase **OVER TWENTY-FIVE THOUSAND DOLLARS AND ONE DOLLARS (\$25,001) AND UP TO THE FORMAL THRESHOLD, AS DESCRIBED IN THE CITY CHARTER.** ~~over fifteen five thousand dollars (\$15,000) and up to forty nine thousand nine hundred and ninety nine dollars (\$49,999).~~



Procurement Code Manual Amendments

Future Revisions – Climate Action/Carbon Neutrality

- Multi-tiered approach to update and enhance the Sustainable Purchasing Policy, i.e.
 - Guiding principles
 - Policy objectives
 - Environmental impacts
 - Social equity impacts
 - Economic impacts
 - Roles and responsibilities
 - Procedure review



Procurement Code Manual Amendments

Future Revisions – Climate Action/Carbon Neutrality

- Purchasing working with Sustainability to:
 - Research best practices in other leading public agencies
 - Develop a framework and identify appropriate PCM Article
 - Conduct peer and public review
 - Establish a timeline



Procurement Code Manual Amendments

Future Revisions – Climate Action/Carbon Neutrality

- Tentative Timeline
 - Purchasing/Sustainability Kick Off – Mid July
 - Research Other Municipalities – August
 - Develop Team – Early September
 - Sustainable Colleagues – Both Public Agency and Private Sector
 - Procurement Colleagues – Both Public Agency and Private Sector
 - Legal Colleague
 - Establish a Timeline – Mid September
 - Bring to Council 1st Quarter of 2024 (calendar)



Procurement Code Manual Amendments

Future Revisions – Housing Emergency

- Purchasing will explore possibilities for adding policy to assist with Housing emergency
 - Consult with Housing staff
 - Research other municipalities
 - Research what vendors/contractors might be seeing
 - Timeline undetermined



Procurement Code Manual Amendments



QUESTIONS?