

**City of Flagstaff, Arizona**

**2019 Key Community Results &  
Definition Map Retreat**

**Report**

**September 2019**





## City of Flagstaff Key Community Results & Draft Definitions

### Key Community Results

1. Safe & Healthy Community
2. Inclusive & Engaged Community
3. Sustainable Innovative Infrastructure
4. High Performing Governance
5. Robust Resilient Economy
6. Livable Community
7. Environmental Stewardship

### Definitions

#### Safe & Healthy Community

Flagstaff proactively works to prevent crime through community policing, establishing a visible and responsive presence, and engaging and communicating with residents. In order to respond to emergencies in a timely manner, public safety services are staffed appropriately, provided training, and allocated the necessary resources. Effective alternative diversion programs and victim support programs are in place to address community needs. In addition, the community's health and safety are supported by providing regulatory code compliance enforcement in order to abate nuisance and protect the property and lives of residents.

#### Inclusive & Engaged Community

Flagstaff is an inclusive community that encourages social equity and justice. Diversity is embraced, and residents are encouraged to get involved and engage with their local government. Residents are treated fairly, and access to city services and environmental benefits are provided to all.

#### Sustainable, Innovative Infrastructure

Flagstaff provides for the timely maintenance, repair, and replacement of its infrastructure. Adequate planning, funding, and construction are provided to ensure infrastructure remains sustainable, safe, and accessible. The City provides well-designed water, sewer, and roads, as well as smart traffic management, multi-modal opportunities, innovative waste management, and habitat connectivity. In addition to the built infrastructure, the City is committed to sustaining the community's social infrastructure and supporting partner organizations that provide services the City does not.

#### High Performing Governance

Flagstaff's leaders instill trust, demonstrate accountability and transparency, and exercise financial stewardship. The City is often an early adopter of innovative ideas and programs and uses data to drive decision making. Flagstaff provides exceptional services to its residents and works collaboratively with other community partners. The City proactively communicates with residents and provides accurate, responsive, and accessible information. In addition, the City prides itself on being a high performing organization that offers competitive benefits and compensation and can attract and retain quality employees.

### **Robust Resilient Economy**

Flagstaff has a diverse business base and has invested in infrastructure to foster economic development activity. The City capitalizes on the community's strengths of tourism, Northern Arizona University, biosciences, and technology and attracts and retains those businesses which offer high wages and minimal impact on the community. Recognizing the impact education and training has on the workforce, the City supports the public education system, higher education institutions, and workforce development programs.

### **Livable Community**

Flagstaff is a community composed of welcoming, well-maintained, and livable neighborhoods with a variety of affordable and attainable housing options for all ages and income levels. Residents have access to diverse employment opportunities at a living wage. Flagstaff offers residents diverse recreational, cultural, and educational opportunities.

### **Environmental Stewardship**

Flagstaff practices environmental stewardship by protecting the region's natural resources, including forest health, water supply, and watershed management. The City manages and preserves open spaces, safeguards the region's dark skies, encourages sustainable building practices, and utilizes alternative methods of transportation. The City provides environmental educational and volunteer opportunities for residents and youth.

**Flagstaff City Council**  
**Results & Definition Map Development Retreat**  
**Monday, September 23, 2019**  
**Flagstaff Aquaplex**  
**1702 N. 4<sup>th</sup> Street, Flagstaff, AZ 86004**

**Welcome and Introductions**

The Mayor opened the retreat at 8:30 am and turned the session over to City Manager Greg Clifton. The City Manager welcomed everyone to the retreat, introduced the facilitator, and reviewed the plan for the day. He also asked those in attendance to introduce themselves.

In addition to the Mayor and Council, the Manager, Deputy City Managers, Leadership Team, and other key staff members were present.

The City Manager explained that the goal for the morning sessions was to facilitate the development of the Key Community Results and Definitions Map that will guide the first year of Flagstaff's Priority Based Budgeting (PBB) journey.

To lay the foundation for the session, the City Manager and City staff members presented information to the Council. Copies of their presentations are included as attachments.

- Word from the City Manager – Greg Clifton
- High Performing Government and PBB; Where We are Today – Shane Dille
- An Overview of PBB – Sarah Langley
- The Need for a Results and Definitions Map for Flagstaff – Rick Tadder

After the staff presentations, the session was turned over to the facilitator who introduced herself and reiterated the goals for the session and what the Council was being asked to accomplish:

- Identify where you expect the City to deliver results for the community
- Articulate what success looks like in those areas

The facilitator reminded the Council to be mindful of the time and reviewed the session norms which included listening with respect, allowing others to finish speaking before you talk, and disagreeing agreeably. Participants were encouraged to be bold, positive, and realistic, as well as to be candid, honest, patient, and self-aware. Most importantly, the facilitator encouraged them to have fun.

Members of the City Council were asked to share their expectations for the day:

- Interesting to watch how it all unfolds – reality versus limitations
- Tool to make the process more efficient/develop priorities
- Transparency and accountability
- Get clarity around the concept/framework of priority-based budgeting
- Excited about tools
- Excited to hear the voices of colleagues
- Extremely excited and enthused

- Align resources with priorities
- Important to define success
- Trust that I'm here with an open mind

In addition to expectations, the Council had some initial conversations about the process. There was some discussion about the language being used as a part of the priority-based budgeting process – such as terms like community results instead of familiar terms like goals and objectives – and they wondered if it would confuse the public. There were questions and conversations about how the final product/document becomes sustainable and lives through different governing bodies, and how and when the public conversation/input would take place.

### **The Future of Flagstaff**

Participants were asked to identify what they hope will be true about Flagstaff in ten years. Participants were asked to reflect on two questions:

- What are three things that are true today about Flagstaff that you hope will still be true in ten years?
- What are three things about Flagstaff that are not true today, but you hope will be true in ten years?

The following chart illustrates the topics that were presented by the City Council and staff when asked what they hoped to be true about Flagstaff in 10 years. Council comments are reflected in green and staff comments are in black.

**The Future of Flagstaff – What Do You Hope to Be True in 10 Years?**

Safe & Healthy Community <sup>1</sup>	Inclusive & Engaged Community	Sustainable Innovative Infrastructure	High Performing Governance	Robust Resilient Economy	Livable Community	Environmental Stewardship
<ul style="list-style-type: none"> <li>• We support a vibrant and safe community</li> <li>• Use of diversion programs</li> <li>• Pre-arrest diversion services/facility for mentally ill individuals who need services not criminal records</li> <li>• Overall sense of safety</li> <li>• Safe community (5x)</li> <li>• Access to justice</li> <li>• Collaboration within the justice system our stakeholders and our community partners</li> <li>• Flagstaff court and prosecution facility is functional and adequate for years to come</li> <li>• Safe</li> <li>• Safe place to live</li> <li>• Flagstaff is a safe, healthy, and vibrant community</li> </ul>	<ul style="list-style-type: none"> <li>• Highly involved and engaged citizenry</li> <li>• People of Flagstaff are open-minded, inclusive, and caring</li> <li>• Community is engaged and feels represented by city leadership</li> <li>• Community understands their role and how to navigate city information</li> <li>• City better meets the population where they are</li> <li>• City better utilizes community support through volunteers and internships to not only better educate the public but better execute its role</li> <li>• Friendly</li> <li>• Welcoming</li> <li>• Inclusive</li> </ul>	<ul style="list-style-type: none"> <li>• Flagstaff’s dark skies are indeed very dark, and residents are proud of their stewardship and role in protecting this amenity</li> <li>• Transportation congestion trends noticeably and significantly downward, with more people utilizing more available transportation alternatives</li> <li>• Have an efficient and streamlined transportation system, friendly to all modes</li> <li>• Transportation infrastructure that is sustainable for the needs of the community</li> <li>• Get Southside out of the flood plain</li> </ul>	<ul style="list-style-type: none"> <li>• Good synergy between city staff, leadership and elected</li> <li>• Strong consistent core services with the idea of maintaining and creating at the forefront</li> <li>• City government continues to put people first and works hard to meet their needs</li> <li>• Bright, creative, energetic staff, leadership and council working together for the betterment of Flagstaff</li> <li>• City of Flagstaff becomes a high functioning government working efficiently and effectively for the entire community</li> </ul>	<ul style="list-style-type: none"> <li>• Robust, diversified economy – bioscience, engineering, digital, etc.</li> <li>• Reduced unemployment and underemployment</li> <li>• Cornerstone of the economy is that Flagstaff is innovative and productive</li> <li>• Thriving economy – small businesses</li> <li>• Costco, Trader Joe’s, In n’ Out</li> <li>• High tech, high wage job opportunities</li> <li>• There are a lot of small, multi-gen businesses</li> <li>• Better understanding between the development community, the community overall, and its leaders regarding</li> </ul>	<ul style="list-style-type: none"> <li>• Cost of living – especially housing – is not reasonable now; should be in the future</li> <li>• There is housing (good) for ALL income types/levels/people</li> <li>• Attainable housing that is affordable</li> <li>• Qualitatively and Quantitatively address housing shortage (5,000 units)</li> <li>• There are several generations of families living here – the families who were the original families, those that build this town</li> <li>• Walkable shopping and access to nearby green spaces and parks for all residents</li> <li>• We still have front porch neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>• Energy and water supplies are sustainable vis-à-vis climate change (not yet)</li> <li>• 100% green power</li> <li>• Electric transportation system</li> <li>• Proactively addressing climate change (CAAP)</li> <li>• Community support for forest health and restoration and watershed protection</li> <li>• We work to protect our forest health</li> <li>• Community’s emphasis on being a responsible steward of this place we call home</li> <li>• Environmentally minded</li> <li>• Forefront of environmental sustainability</li> </ul>

<sup>1</sup> Originally, “Safe, Inclusive & Engaged Community” were consolidated into one Key Community Result; then Council decided to separate it into two distinct Key Community Results

Safe & Healthy Community <sup>1</sup>	Inclusive & Engaged Community	Sustainable Innovative Infrastructure	High Performing Governance	Robust Resilient Economy	Livable Community	Environmental Stewardship
<ul style="list-style-type: none"> <li>• Less violent/safer community</li> </ul>	<ul style="list-style-type: none"> <li>• People clearly realize that the heart of Flagstaff is more than the “pretty” mountains – it’s also the people</li> <li>• Flagstaff genuinely feels like a community; when you go the grocery store, you always see someone you know, and those connections create unique opportunities for its residents to thrive, even as population trends ever upward</li> <li>• Nonprofit community – lifeline to underserved citizens</li> <li>• Social equity and inclusion</li> <li>• Strong, inclusive, diverse community</li> <li>• Engaged residents</li> <li>• Engaged citizens</li> <li>• Engaged</li> <li>• Community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of the Rio de Flag Flood Control Project</li> <li>• Flood risks are reduced through proper flood mitigation projects</li> <li>• Flagstaff has no water litigation and has a guaranteed, safe, healthy source of water for centuries to come</li> <li>• Well-funded water/wastewater utility</li> <li>• Less traffic congestion</li> <li>• Better transportation options</li> <li>• More bike lanes and public transit for students</li> <li>• Improved transportation infrastructure</li> <li>• More public transportation</li> <li>• Continued development and maintenance of the FUTS as a resource to connect the</li> </ul>	<ul style="list-style-type: none"> <li>• Proactive stance in government growing, planning, assessing, tweaking and carrying on</li> <li>• Paid down unfunded public safety pension liability</li> <li>• 80% funding for public safety pension</li> <li>• Decrease drain on General Fund by paying down pensions and stopping the bleeding and create a strong economic plan</li> <li>• Commitment to services to our community</li> <li>• Utilize an inclusive budget process with shared financial planning vision</li> <li>• We strive to retain quality employees</li> <li>• Development of a long-term financial plan that aligns to the vision and values of Flagstaff</li> <li>• Continued investment in our</li> </ul>	<p>development, the requirements, and the role of the City in the process</p> <ul style="list-style-type: none"> <li>• Diverse array of businesses, restaurants, etc.</li> <li>• Should be embracing tourism instead of bashing it (revenue producer)</li> <li>• Diversified economy (i.e., many sectors to work in)</li> <li>• Economic base diversity</li> <li>• Diverse economy base</li> <li>• Russian teahouse</li> <li>• Public fountain/water feature</li> <li>• Butterfly garden</li> </ul>	<ul style="list-style-type: none"> <li>• Cutting edge building standards</li> <li>• Flagstaff is physically limited in size (no sprawl), completely surrounded by public lands and residents in most places, enjoy quick and easy access to green spaces and natural habitats</li> <li>• Distinctive character rooted in outdoors supplemented by good music, the arts, locally-owned coffee shops, and restaurants</li> <li>• Restore and create new parks and fields and facilities</li> <li>• All children have access to a quality education starting at birth</li> <li>• Affordable housing needs to include a plan for second homeowners and students (create incentives)</li> <li>• Accessible housing</li> <li>• High cost of living</li> </ul>	<ul style="list-style-type: none"> <li>• Less than 50% wrapped in plastic</li> </ul>

Safe & Healthy Community <sup>1</sup>	Inclusive & Engaged Community	Sustainable Innovative Infrastructure	High Performing Governance	Robust Resilient Economy	Livable Community	Environmental Stewardship
	<ul style="list-style-type: none"> <li>• Improved neighborhood relations</li> <li>• Great people</li> <li>• Plans created with, accepted by, and understood by the community</li> <li>• Civil</li> <li>• Friendly and outgoing community</li> <li>• Welcoming</li> <li>• Great sense of community and charity – Nate Avery and other nonprofits to help all</li> <li>• Good place to raise a family</li> <li>• NAU continues to be a valued and integral part of the Flagstaff community</li> <li>• NAU student subcommittee of the Council</li> </ul>	<p>community and to access the forest</p> <ul style="list-style-type: none"> <li>• Improved traffic flow for all corridors</li> <li>• Another north-south road to the Grand Canyon</li> <li>• Address the historical north/south traffic circulation issues in the community</li> <li>• Mitigation of natural hazards (i.e. fire, flood)</li> <li>• Improved infrastructure (transportation, etc.)</li> <li>• Overall city connectivity</li> <li>• Challenges with growth – transportation</li> </ul>	<p>most important asset – our people and workforce</p> <ul style="list-style-type: none"> <li>• Retention of employees</li> <li>• Money available to create a competitive total compensation package</li> <li>• Excellent leadership</li> <li>• Budget capacity to address all needs to deliver service</li> <li>• Improved IT security (cybersecurity)</li> <li>• City salaries for similar positions should be above market</li> <li>• Great teamwork among city departments to problem solve complicated issues</li> <li>• Financially responsible</li> <li>• Financial stability</li> <li>• Employee salaries competitive locally</li> <li>• Good governance (transparent/ethical/fiscal)</li> <li>• Enhance data-driven decisions</li> </ul>		<ul style="list-style-type: none"> <li>• Living wage employment</li> <li>• Adequate housing resources for all economic profiles in the community</li> <li>• Affordable/livable community</li> <li>• Higher cost</li> <li>• Well-planned community: land use, water, recreation</li> <li>• Long-term planning</li> <li>• Purposeful planning</li> <li>• Small in nature but no smart growth</li> <li>• No strategy on smart growth</li> <li>• Despite growth over time, the City has been able to maintain its character and small-town feel</li> <li>• Beautiful</li> <li>• Fun place to live</li> <li>• Beautiful</li> <li>• Beautiful and clean</li> <li>• Unique and special community</li> <li>• Community character</li> </ul>	

Safe & Healthy Community <sup>1</sup>	Inclusive & Engaged Community	Sustainable Innovative Infrastructure	High Performing Governance	Robust Resilient Economy	Livable Community	Environmental Stewardship
			<ul style="list-style-type: none"> <li>• Key personnel retirement/turnover</li> <li>• Diverse workforce with the best talent</li> <li>• Continued investment in our people and the tools to provide top quality service</li> <li>• Improvements in the cost of benefits to COF employees to improve retention</li> <li>• Limited to no PSPRS unfunded liability</li> <li>• Appropriate staffing levels with suitable pay for employee retention and recruitment</li> <li>• Decisions based on facts and best practices</li> <li>• Fiscally sound governance</li> <li>• Staff and Council receive sound legal advice</li> <li>• Forward-thinking leadership</li> <li>• Caring team</li> </ul>		<ul style="list-style-type: none"> <li>• High-quality services provided</li> <li>• Great environment, four seasons, things to do that complement our city</li> <li>• Higher population</li> <li>• Healthy and enjoyable environment (forest health, recreation)</li> <li>• Sufficient public recreational facilities on the west side of town</li> <li>• Outdoor lifestyle</li> <li>• Local recreation opportunities</li> <li>• Enjoyable community (outdoor activities)</li> </ul>	

## Identifying the Key Community Results

Once the participants identified their hopes for the future of Flagstaff, there was much discussion about how the items and categories should be consolidated or split in order to begin developing the Key Community Results. The Key Community Results are those items that the City needs to deliver on for Flagstaff to be successful in the future.

There was some discussion about whether staff should have input into the process. The Council determined it was important to hear from staff and to see where there were similarities as well as differences. During discussions, the facilitator identified whether a concept or idea was presented by staff or a Councilmember. This allowed the individual who crafted the concept to provide additional information to the group if requested.

Originally, the Council came up with six Community Results with one overarching category – Safe, Healthy, Inclusive, and Engaged. After much discussion, the Council decided on the following seven Key Community Results:

1. Safe & Healthy Community
2. Inclusive & Engaged Community
3. Sustainable Innovative Infrastructure
4. High Performing Governance
5. Robust Resilient Economy
6. Livable Community
7. Environmental Stewardship

These Key Community Results will be used to structure the City Manager’s recommended budget.

## Identifying Definitions

Participants engaged in an interactive small group exercise to define what success looked like for each of the Key Community Results. Each participant had the opportunity to take part in three small-group discussions where they provided input on the definition of success for three different Key Community Results.

After the exercise, each group reported out on what success looked like for their Key Community Result. The facilitator explained that these ideas/themes would be used to develop draft definitions of what success looks like for each Key Community Result. Each group shared major themes, but all comments were recorded during the activity and are included as an attachment to this report.

The following major themes were shared:

### Safe, Inclusive & Engaged

- More community, staff, and public safety engagement
- Community policing
- Support mechanisms for victims
- Increase community engagement and policing
- Adequate response to ongoing community needs; appropriate crisis response
- Appropriately staffed and trained public safety divisions

- Alternative diversion programs
- Collaboration; best practices with fire and police and community partnerships
- ARRF – Public Safety
- Responsive code enforcement
- Built environment – safety, land use, planning, occupancy, etc.
- Sense of security
- Adequate resources for public safety initiatives
- Social equity
- Social justice
- Environmental justice
- Fair justice and fair treatment
- Inclusive opportunities for all
- Community and visitor education
- Foster effective engagement opportunities
- Foster diverse culture
- Accessible city services
- Community pride

At the end of the reporting out on this Key Community Result, the Council discussed changing the title to “Safe, Healthy, Inclusive, and Engaged.” Then discussion took place about the size and scope of the topics, and it was determined it was best to create two separate Key Community Results – “Safe & Healthy Community,” which would focus on public safety and the general health of the community, and “Inclusive & Engaged Community,” which would focus on social justice and community engagement.

#### **Safe & Healthy Community – Definition**

Flagstaff proactively works to prevent crime through community policing, establishing a visible and responsive presence, and engaging and communicating with residents. In order to respond to emergencies in a timely manner, public safety services are staffed appropriately, provided training, and allocated the necessary resources. Effective alternative diversion programs and victim support programs are in place to address community needs. In addition, the community’s health and safety are supported by providing regulatory code compliance enforcement in order to abate nuisance and protect the property and lives of residents.

#### **Inclusive & Engaged Community – Definition**

Flagstaff is an inclusive community that encourages social equity and justice. Diversity is embraced, and residents are encouraged to get involved and engage with their local government. Residents are treated fairly, and access to city services and environmental benefits are provided to all.

#### **Sustainable, Innovative Infrastructure**

- Sustainability is ensuring a sufficient level of staffing and services for programs
- Support for partner organizations that provide necessary services that the City does not
- Invest and build for future growth
- Build infrastructure with a long-term benefit to the community
- Smart traffic management and multi-modal opportunities
- Innovative waste management – 100% green power
- Habitat connectivity (natural environment)

- Well thought out, quality water, sewer, roads

### **Sustainable, Innovative Infrastructure – Definition**

Flagstaff provides for the timely maintenance, repair, and replacement of its infrastructure. Adequate planning, funding, and construction are provided to ensure infrastructure remains sustainable, safe, and accessible. The City provides well-designed water, sewer, and roads, as well as smart traffic management, multi-modal opportunities, innovative waste management, and habitat connectivity. In addition to the built infrastructure, the City is committed to sustaining the community's social infrastructure and supporting partner organizations that provide services the City does not.

### **High Performing Governance**

- Early adopters
- Cutting edge
- Willing to take risks
- Deliver innovative services to the community
- Transparent organization
- Transparency of financial services
- Competitive organization (benefits and compensation) able to attract and retain staff
- Collaborate in the community and regionally
- Clear in communication strategies
- Put resources where it matters most
- Sure foundation on planning efforts

### **High Performing Governance - Definition**

Flagstaff's leaders instill trust, demonstrate accountability and transparency, and exercise financial stewardship. The City is often an early adopter of innovative ideas and programs and uses data to drive decision making. Flagstaff provides exceptional services to its residents and works collaboratively with other community partners. The City proactively communicates with residents and provides accurate, responsive, and accessible information. In addition, the City prides itself on being a high performing organization that offers competitive benefits and compensation and can attract and retain quality employees.

### **Robust Resilient Economy**

- Businesses help foster ideas for business strategy
- Smart growth; high wages; low impact on community
- Tourism is vibrant – embrace tourism opportunities
- Attract and retain businesses
- Education – diversify education opportunities and invest in workforce development
- Capitalize on strengths
- Clarify City's development process
- Cultivate small businesses
- Enhance infrastructure (internet, roads, sewer, etc.)
- Forge public-private partnerships
- Diversify businesses

- Capitalize on businesses
- Budget set-asides
- Manage community expectations
- Invest in arts, culture, and sciences

### **Robust Resilient Economy – Definition**

Flagstaff has a diverse business base and has invested in infrastructure to foster economic development activity. The City capitalizes on the community's strengths of tourism, Northern Arizona University, biosciences, and technology and attracts and retains those businesses which offer high wages and minimal impact on the community. Recognizing the impact education and training has on the workforce, the City supports the public education system, higher education institutions, and workforce development programs.

### **Livable Community**

- Educational opportunities for adults and youth
- Recreational and community facilities
- Welcoming space; sense of place; sense of neighborhoods
- Local and healthy businesses
- Explore outside businesses
- Character and culture of the community
- Support multi-modal transportation
- Diverse recreational opportunities
- Living wage
- Economic opportunities
- Diverse employment opportunities
- Attainable and accessible housing
- Well-maintained community
- Keep dollars within Flagstaff – promote local businesses

### **Livable Community – Definition**

Flagstaff is a community composed of welcoming, well-maintained, and livable neighborhoods with a variety of affordable and attainable housing options for all ages and income levels. Residents have access to diverse employment opportunities at a living wage. Flagstaff offers residents diverse recreational, cultural, and educational opportunities.

### **Environmental Stewardship**

- Management and preservation of open space
- Protect and explore long-term water supply and conservation; watershed management
- Meaningful action under the CAAP
- Forest health; wildfire protection
- Provide amenities and activities that support a healthy lifestyle
- Youth engagement
- Dark skies
- Smart growth
- Outreach and education

- Sustainable building practices
- Volunteer opportunities
- Utilization of alternative methods of transportation

### **Environmental Stewardship – Definition**

Flagstaff practices environmental stewardship by protecting the region's natural resources, including forest health, water supply, and watershed management. The City manages and preserves open spaces, safeguards the region's dark skies, encourages sustainable building practices, and utilizes alternative methods of transportation. The City provides environmental educational and volunteer opportunities for residents and youth.

### **Parting Thoughts/Adjourn**

The facilitator thanked everyone for their participation and asked participants to share what they had enjoyed about the day's session.

- Thoughtful dialogue
- Similarities
- Shared vision
- Good event – enjoyed hearing what everyone said
- Camaraderie
- Enjoyed the process
- Connection
- Grateful
- Clear picture of sense of being and becoming
- Critical point of success
- Appreciate the conversation
- Willingness of everyone to engage and participate
- Enjoy the collaboration
- One step closer

The Manager reminded the group about the next steps in the process and thanked staff for their assistance in putting together the retreat.

The Deputy Mayor adjourned the retreat.

## **Attachment A – Identifying the Definition of Success for each of the Key Community Results**

**When asked what success looks like, the following was developed by the participants:**

### **Safe, Inclusive, and Engaged**

*(Became Healthy, Safe, Inclusive & Engaged then, ultimately, “Safe & Healthy” and “Inclusive & Engaged”)*

- Adequate response capabilities for the current and ongoing community needs
- More community, staff, and public safety engagement
- Appropriately trained, staffed public safety divisions
- Provision of the Neighborhood Service Division
- Collaboration of best practices for Fire and Police education
- Utilization of technology (technology, social media)
- Social equity
- Fair justice
- Fair treatment
- Fair justice
- Quality response time to emergency incidents
- Critical partnerships
- Communication efforts/communicate city efforts
- Walkable anytime day or night (feel safe, lighting, etc.)
- Inclusive opportunities for all – membership scholarships at the Aquaplex
- Enhanced communication inclusive of all stakeholders
- Quality equipment, ongoing training
- Support mechanism for victims of crimes
- Multi-generational
- Adequate staffed PD/emergency resources to engage in non-enforcement/low crime rate activities
- Diversion programs – alternatives to incarceration
- Implementing innovative technology
- Removal of language barriers
- Community policing
- Community resources to prevent recidivism
- Supporting vulnerable populations
- Well-informed community
- Victims’ rights, wildland fire mitigation
- Sense of security
- Accessible to all
- Timely, effective responses to natural disasters
- Bolstered transparency outreach
- Timely public safety services
- Adequate resources for public safety
- Fosters diverse culture
- Accessibility to City services for all
- Promotes public outreach and partnerships
- Promotes civil engagement

- Inclusive and engaged
- Creating pride in community
- Community meetings on important topics
- Safe
- Appropriate crisis response and resources
- Clean water; good refuse system
- Responsive code enforcement
- Appropriate staffing levels
- Community and visitor education
- Strong, engaged neighborhoods
- Safety in all aspects (i.e., water)
- Built environment – land use, planning, occupancy, etc.
- Public safety as a main pillar
- Foster effective engagement opportunities
- Healthy relationship between Council and staff
- Programs for marginalized populations; appropriate resource allocation

#### **Sustainable Innovative Infrastructure**

- Built and social infrastructure
- FUTS that are safe and experience-oriented (natural, viewshed, peaceful)
- Build infrastructure with a long-term benefit to the community
- Look for partnership opportunities when building capital (nonprofits)
- Pre-arrest diversion
- Alternatives to incarceration
- Robust/healthy non-profit infrastructure
- Health services (physical/mental)
- Smart traffic management
- Multi-modal transportation
- Longevity
- Year-round and different options for different seasons
- Electric options
- Clean water – good testing
- Innovative waste management
- City/NAU coordination
- 100% green power
- Habitat connectivity
- Environmental justice
- Best building practices
- Libraries, recreation center, programming, funding create the environment for these needs and expectations
- Look at the community
- By sustainable, we mean not only a building but also ensuring we can sustain the level of staffing and services necessary to support our community needs
- Social infrastructure
- Appropriate support for partner organizations who provide important/necessary community services and opportunities that the city does not

- Invest and build for future growth
- Efficient and connected transportation infrastructure; more roads, better planned

### **High Performing Governance**

- Early adopters
- Leader for other cities to follow
- Cutting edge
- Best practices
- Financial efficiency
- Self-auditing
- “Return on investment”
- Financial contingency planning
- Low turnover; attract/retain quality staff
- Upward mobility for staff
- Succession planning
- Competitive wages
- Accountability
- Transparency
- Community trust
- Exceptional customer service/programs
- Employee force
- Clean, quality roads/sidewalks
- Clearly communicates responsive, accurate, and accessible information and services
- National leaders in government operations
- Creating a family community with the organization
- Engaging other public sector, high-performing agencies and sharing successes
- Strengthens community and regional partnerships
- Fiscally responsible practices
- Provides data to drive decision making
- Strives for continuous improvement
- Willing to be calculated risk-takers in how we deliver services
- Deliver innovative services to the community
- Retaining and growing quality staff (educational opportunities)

### **Robust & Resilient Economy**

- Diversified revenue/businesses
- Infrastructure to bring companies here
- Capitalize on existing strengths (Tourism, NAU, STEM, etc.)
- Community investment planning (budget set-asides)
- Partnerships (public, private)
- Managing community expectations
- Smart growth
- Attracting high wage jobs
- Robust tourism environment
- Foster innovative ideas and business strategies
- Businesses communicate with City, so we can help them thrive and grow effectively

- Attract and retain quality businesses
- High wage, low impact
- Bioscience, tech, STEM
- Workforce development (Pre-K)
- Retail leakage
- Diversify higher education/university – not online
- Streamline city processes for clarity
- Forging effective partnerships (P3)
- Education
- Invest and embrace tourism (eco-tourism, astro-tourism, historical tourism, cultural tourism)
- Cultivate the growth of small business
- Grow small business (example – Mother Road Brewery)
- Internet infrastructure with greater bandwidth
- Invest in our arts and cultural scene
- Cultural
- Market natural resources responsibly to attract business

#### **Livable Community**

- City leadership by example
- Smart growth
- Maintain community character
- Diversity of employment opportunities
- Locally owned – music, arts, restaurants, and more
- Recreation opportunities – natural environment
- Livable wage – cost of living
- Housing attainable for everyone
- Happy residents
- Trusted governance
- Sense of place
- Public transit
- Living wage
- Economic opportunities
- Sense of family; strong neighborhoods
- Accepting education, diverse housing
- Arts
- Base
- Lifelong learning
- Inclusive access
- Keeping dollars within Flagstaff
- Interaction among community members
- Alternative housing models
- Accessible/enhanced quality of life
- Promoting local businesses
- Ability to recreate, use natural environment
- Sense of safety
- Good employees

- Inclusive
- Promoting local businesses
- Educational opportunities for both adults and youth
- More opportunities for parents – prioritize youth activities and facilities
- Recreational, diversity
- Community facilities (recreational)
- Creating new types of housing communities
- Attainable housing at all levels
- Character and culture of community
- General opportunities inclusive of all generations
- Develop partnerships to social services – increase accessibility to services
- Diverse recreational opportunities
- Create a connected community
- Supporting multi-modal transportation
- Explore outside business
- Promoting local and healthy businesses
- Downtown redevelopment
- Welcoming public spaces
- Walkable

#### **Environmental Stewardship**

- Management and preservation of natural areas and open spaces
- Protect and explore long-term water supply and conservation
- Increase engagement of private sector (business and non-profit) to participate and contribute in environmental stewardship efforts
- Take meaningful action under the CAAP
- Forest Health (fire prevention, watershed protection, flood mitigation, FWPP)
- Providing amenities and opportunities to support a healthy and active lifestyle for all
- Environmental quality regulations
- Solid waste
- Water quality
- Alternative energy
- Best practices in stewardship
- Outreach and education
- Public engagement – business, engagement, green businesses, green buildings
- Efficiency, energy building
- Multi-modal
- E-bikes, all other bikes
- Forest health, wildfire protection
- Quality of air
- Protection of our outdoor resources, recreation
- Good protection of natural resources
- Natural hazard mitigation
- Youth engagement
- Effective partnerships
- Education

- Shifting away from single-use culture
- Watershed management
- Forest health
- Open space
- Access to parks/fields
- Water supply protection
- Cultural sensitivity
- Sustainable building practices (energy efficiency)
- Utilize alternative methods of transportation
- Appropriate land use
- Smart growth



## **Attachment B – Presentations**



# Council Retreat

September 24, 2019



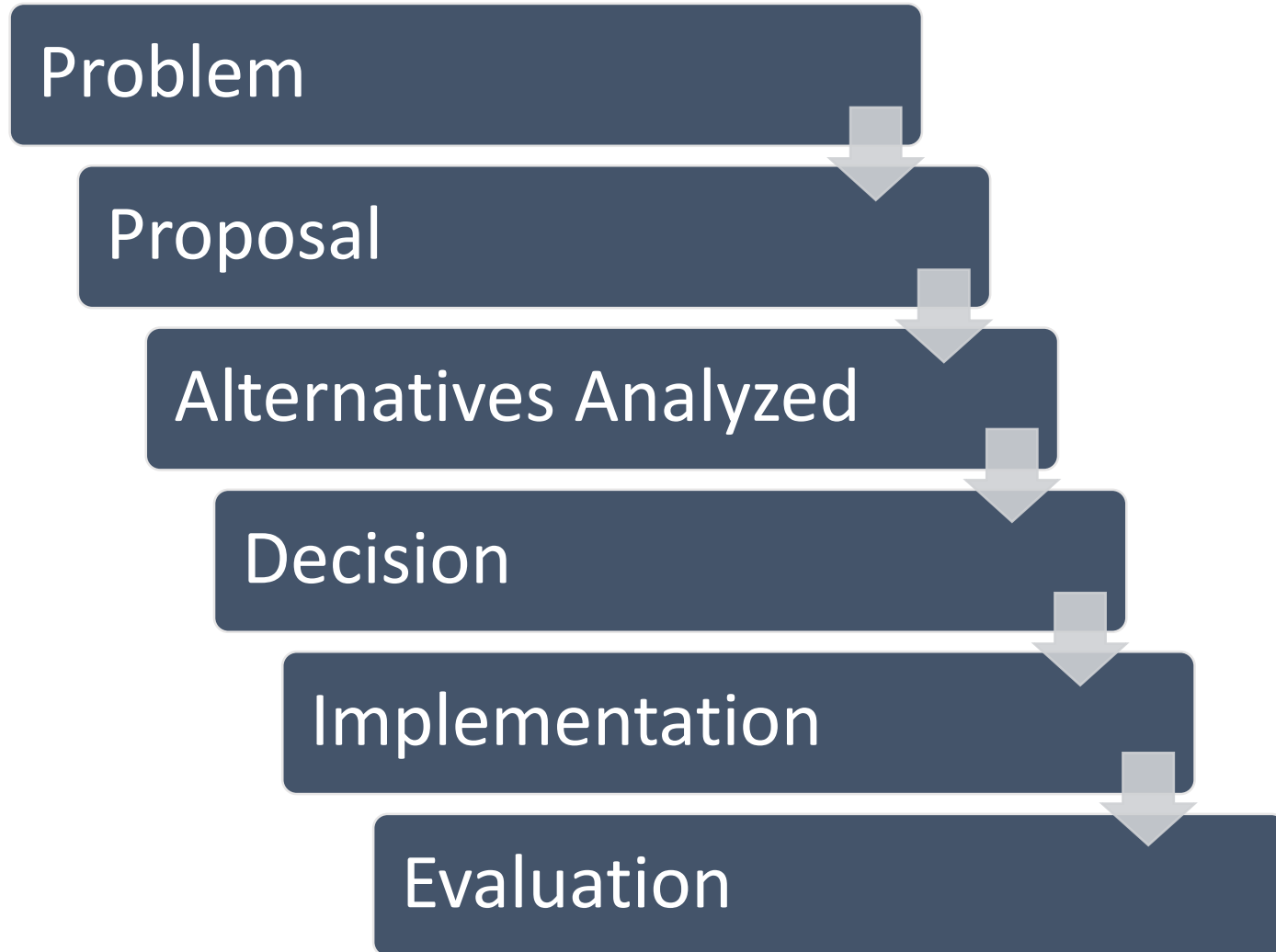


# Opening Thoughts

- The Importance of Retreats
- General Comments to Frame the Discussion
  - Proactive Process
  - Policy and Administration

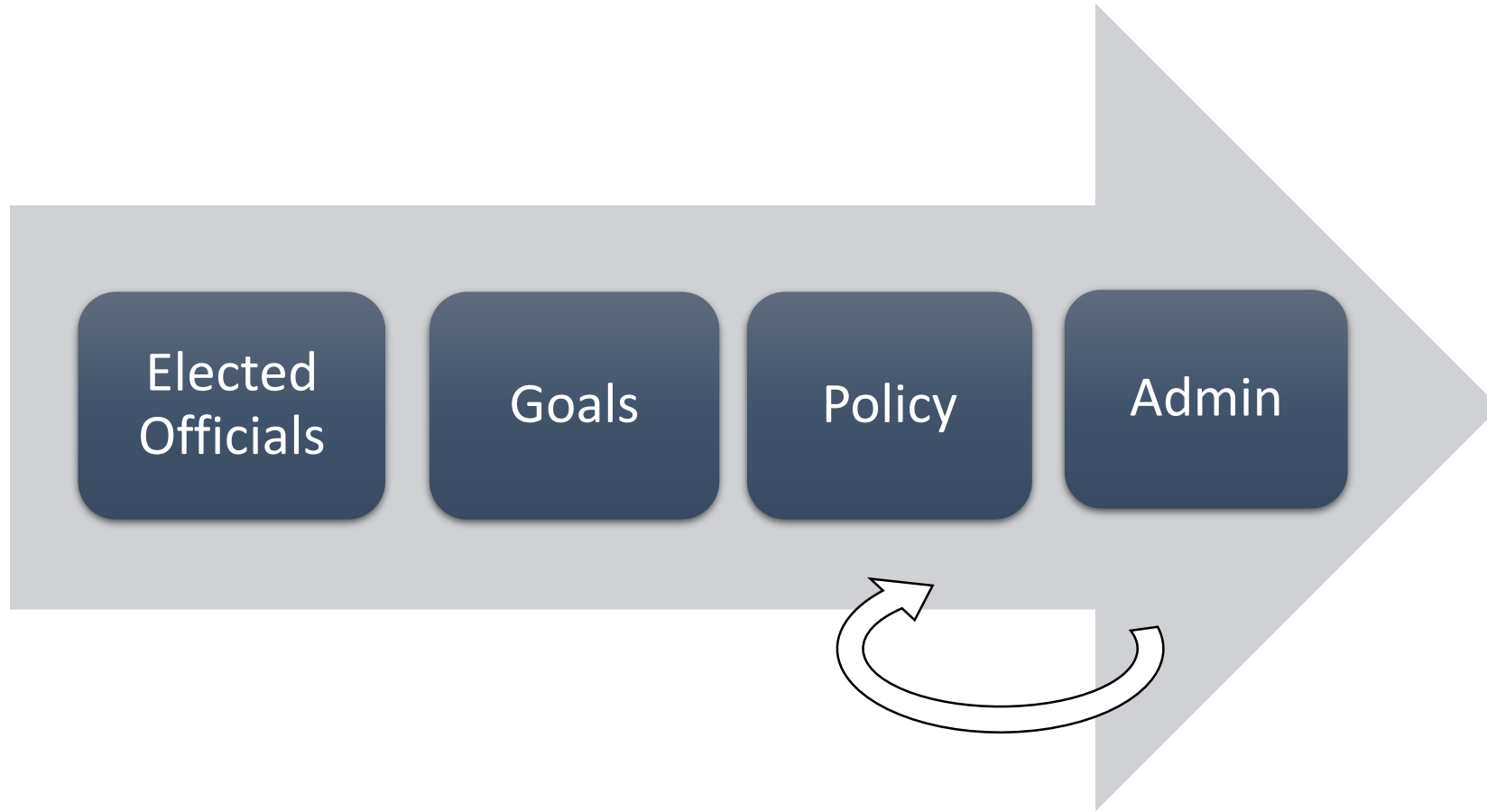


# Reactive Decision Process



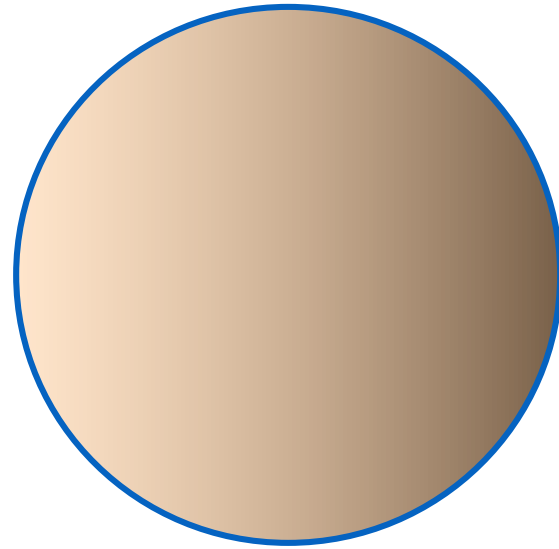


# Proactive Decision Process

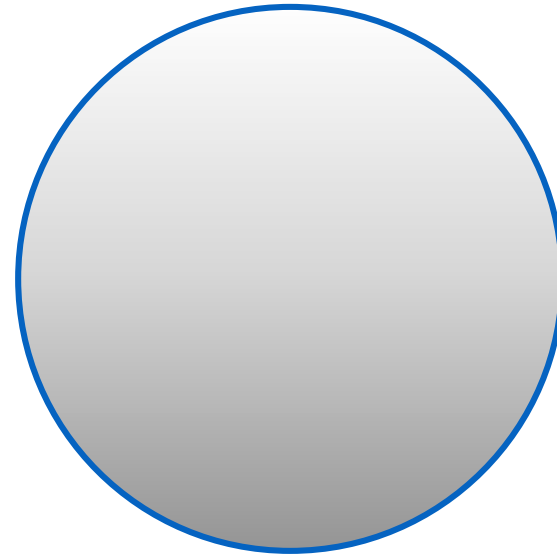




# The Dichotomy



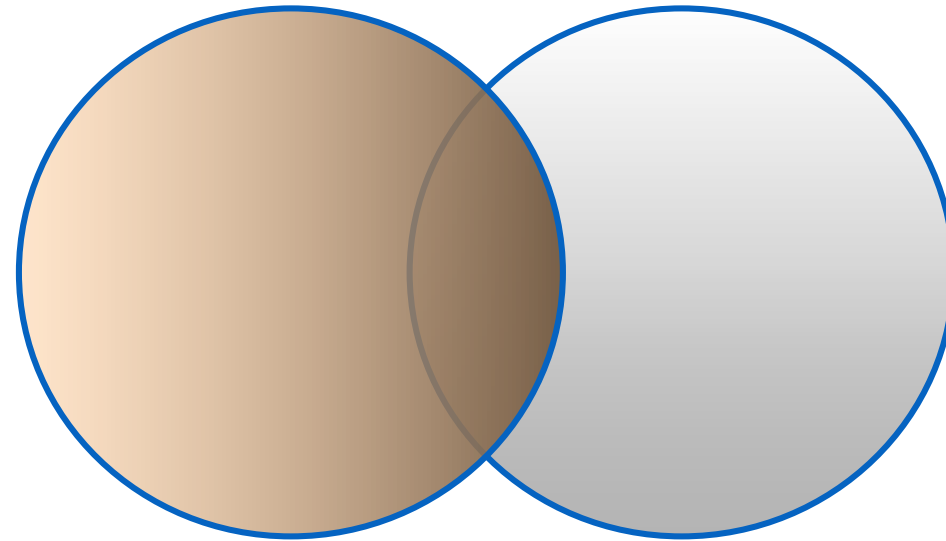
**POLICY**



**ADMINISTRATION**



# The Accepted Model

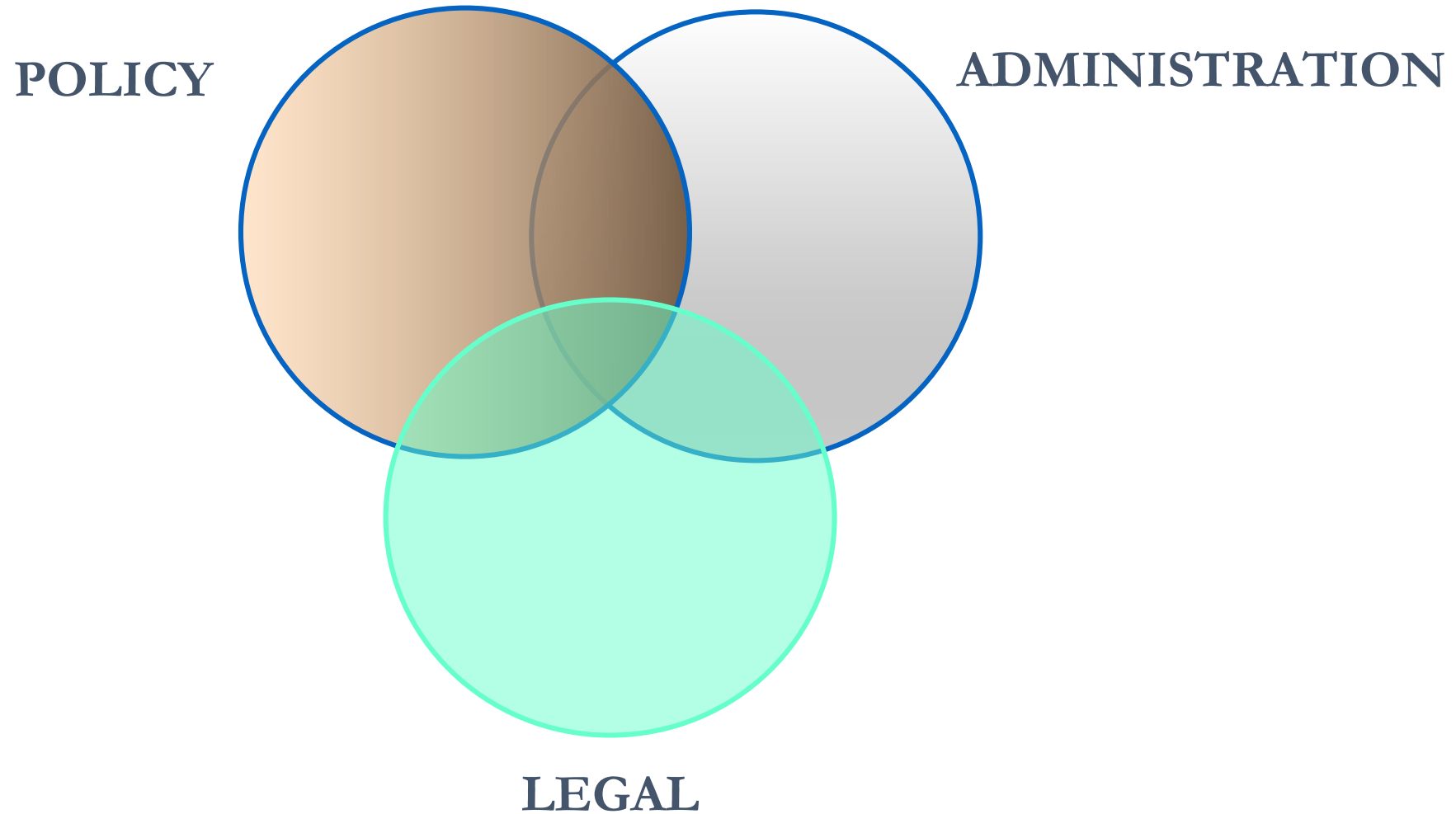


**POLICY**

**ADMINISTRATION**



# The Actual Model



# Higher Performing Governance



City of Flagstaff



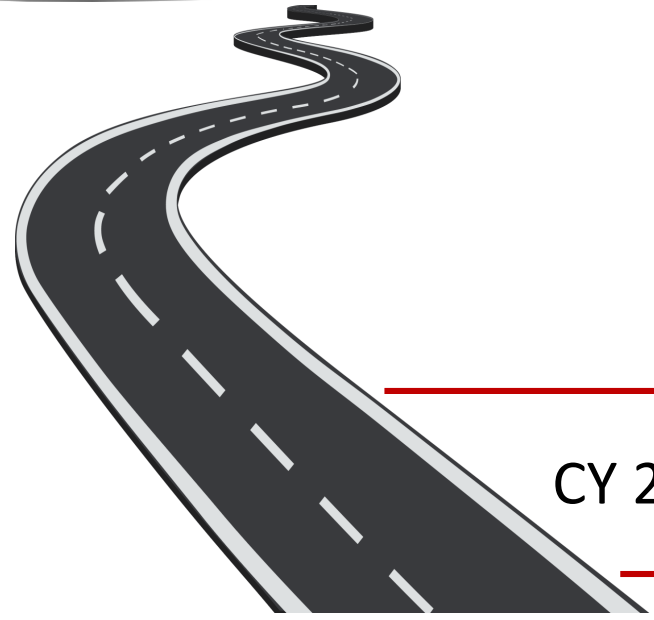
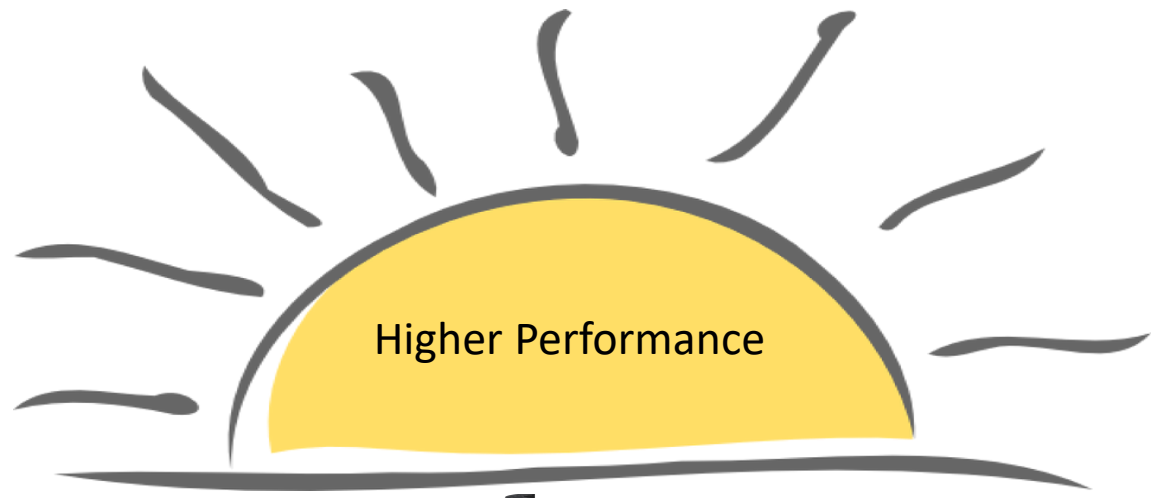


## As a prerequisite to Higher Governance, the City determined...



- There was a need for a new, data-driven budget process.
- There was a need to better align budget dollars with the services that matter most to the community.
- There was a need for enhanced transparency within the budget process.

# Higher Performing Governance



CY 2019

Implement a new PBB budget process

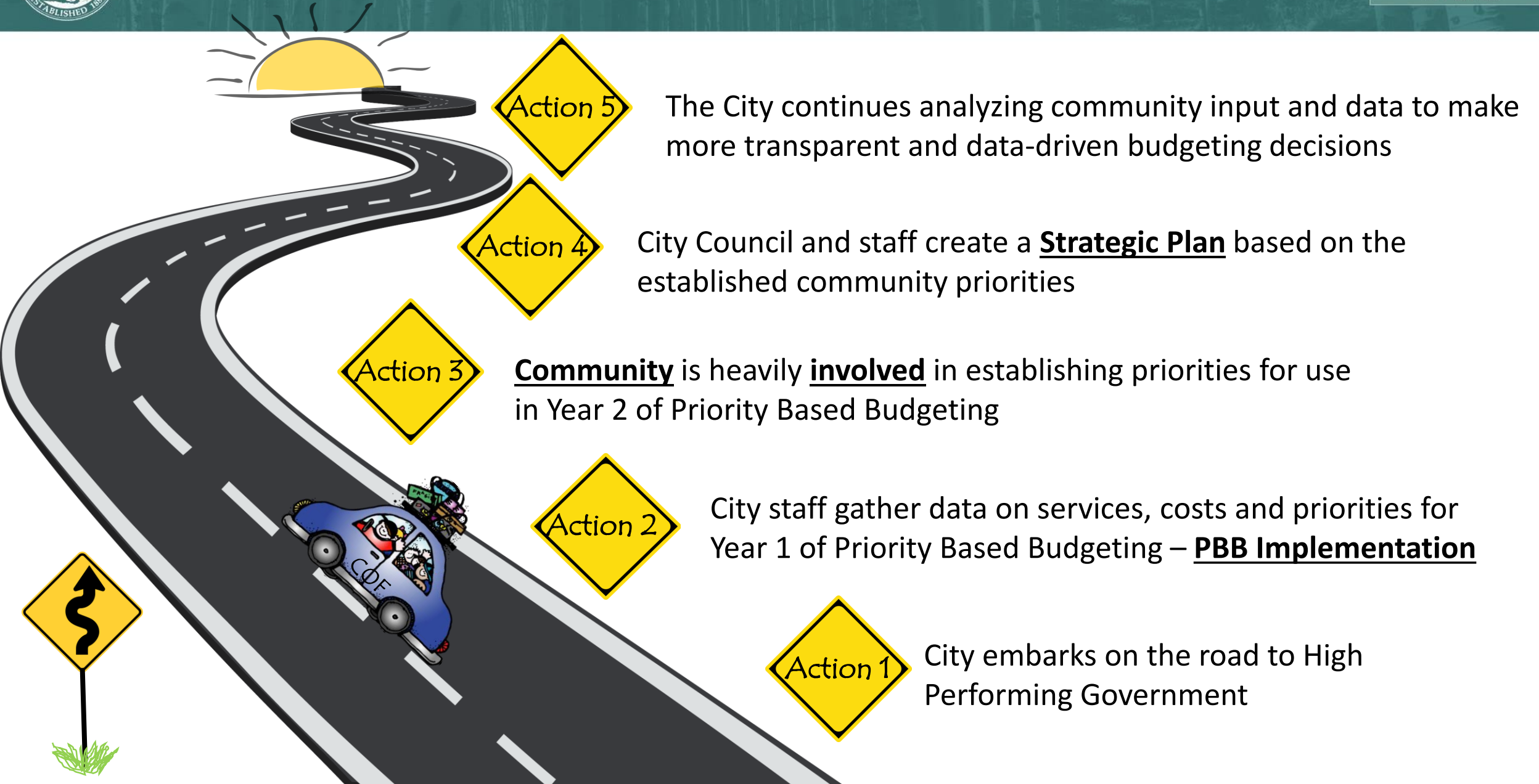


City of Flagstaff





# The Road to High Performing Government



Action 5

The City continues analyzing community input and data to make more transparent and data-driven budgeting decisions

Action 4

City Council and staff create a **Strategic Plan** based on the established community priorities

Action 3

**Community** is heavily **involved** in establishing priorities for use in Year 2 of Priority Based Budgeting

Action 2

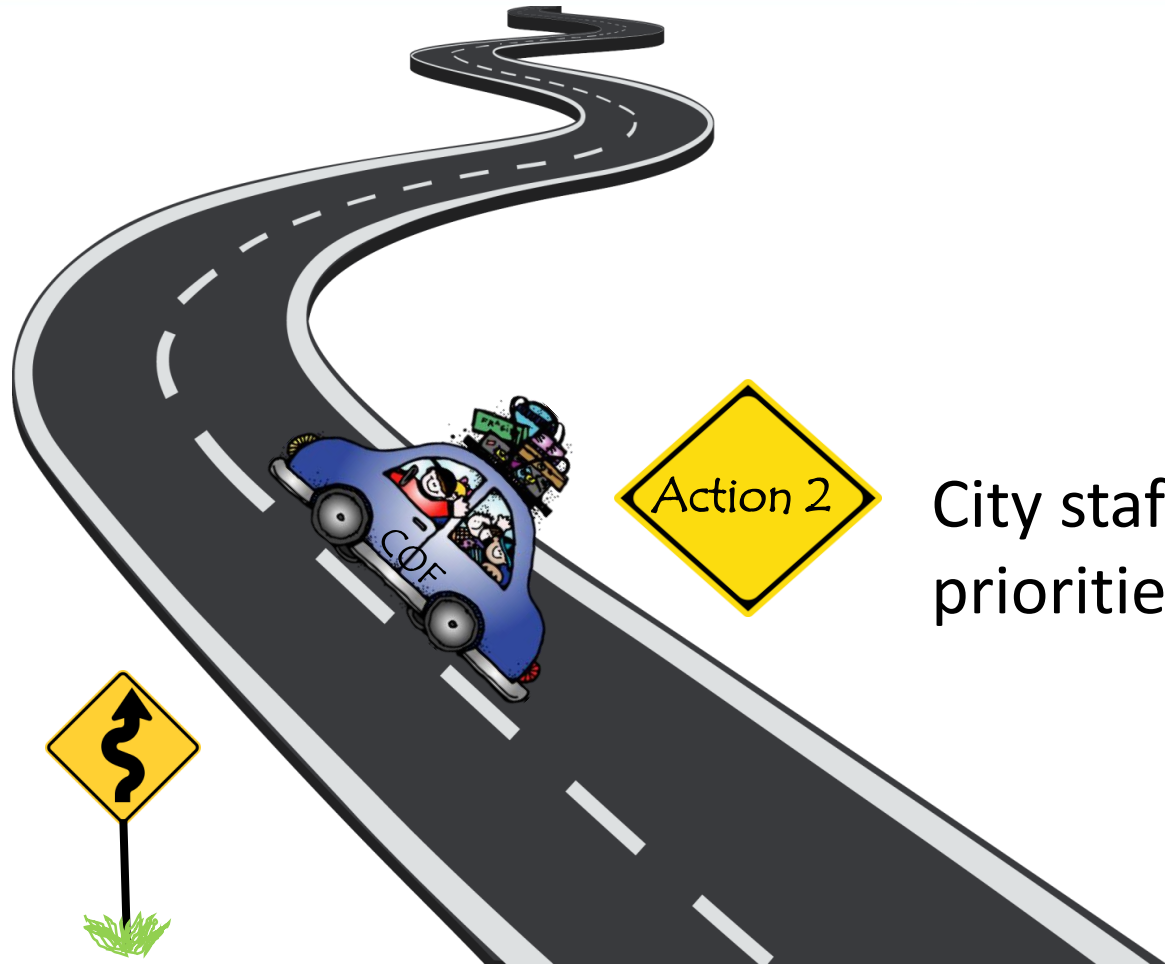
City staff gather data on services, costs and priorities for Year 1 of Priority Based Budgeting – **PBB Implementation**

Action 1

City embarks on the road to High Performing Government



# What is Priority Based Budgeting?



Action 2

City staff gather data on services, costs and priorities for Year 1 of Priority Based Budgeting





# What do we do?

## Step 1: Program Inventory

A **Program** is a group of people working together to deliver a discrete service to identifiable users

- Programs should be:
  - Easy to understand
  - Action-oriented
- Examples from COF
  - Court Security
  - Parking Enforcement
  - Wildfire Management
  - Event Permits

Inventory

Cost

Score

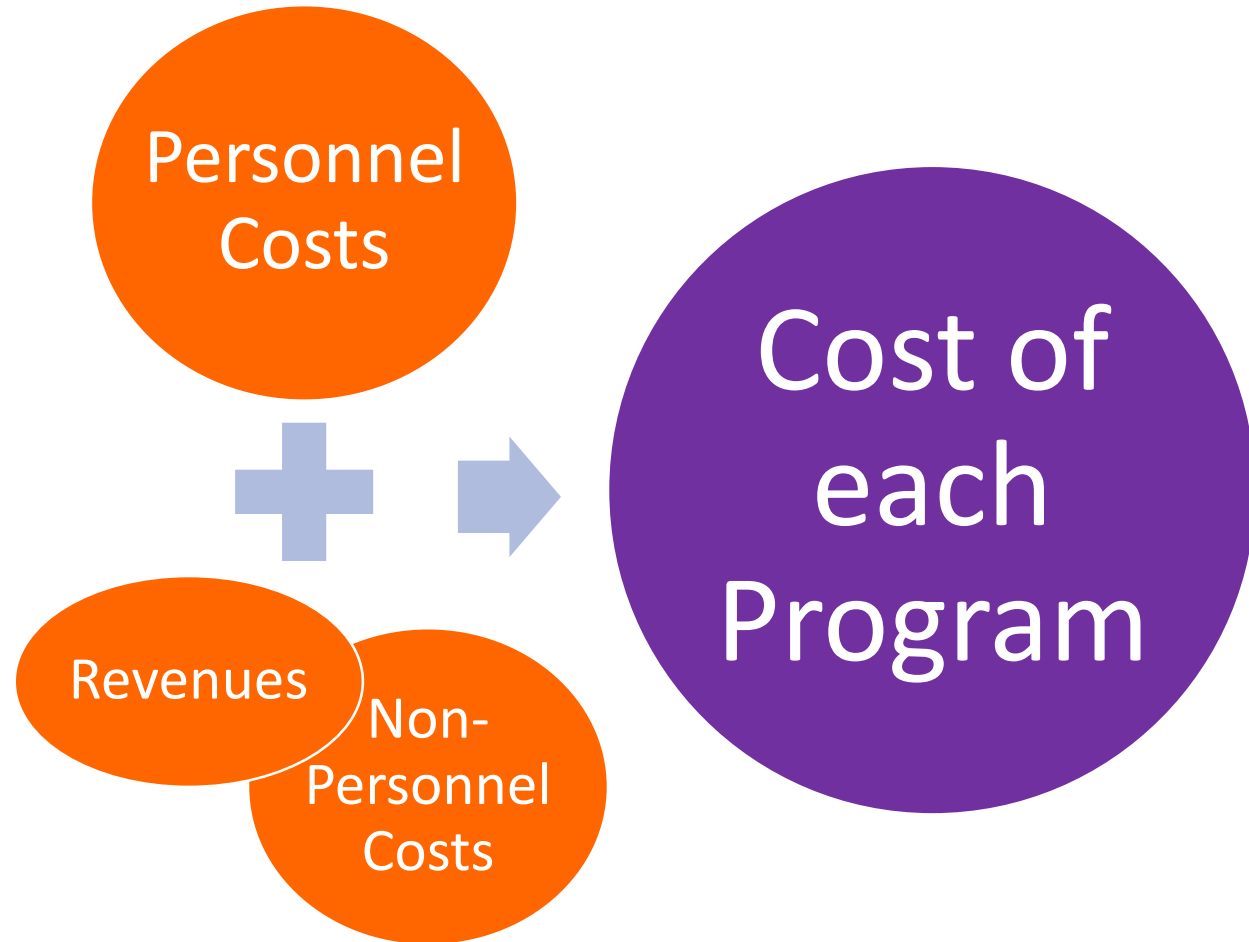
Present

Analyze



# What does it cost?

## Step 2: Program Costing



## Benefits of Program Costing

- 1**  
**TRANSPARENCY**  
Creates a better understanding of the true costs of a service
- 2**  
**UNDERSTANDING**  
Provides more meaningful comparisons for citizens and decision makers
- 3**  
**PLANNING**  
Shows how the workforce is associated with programs





# Why are we in business?

## Step 3: Program scoring

### Key Community Results

High-level, overarching goals for the City that are representative of the community's priorities

Livable Community;  
Vibrant Economy;  
Environmental Health

### Definitions

Detailed action items of what the City must do to achieve the Key Community Results

Attract quality staff;  
Advance social justice;  
Address climate change

### Basic Program Attributes

Additional details about a program

Mandate; Reliance;  
Cost recovery;  
Population served;  
Demand

Inventory

Cost

Score

Present

Analyze

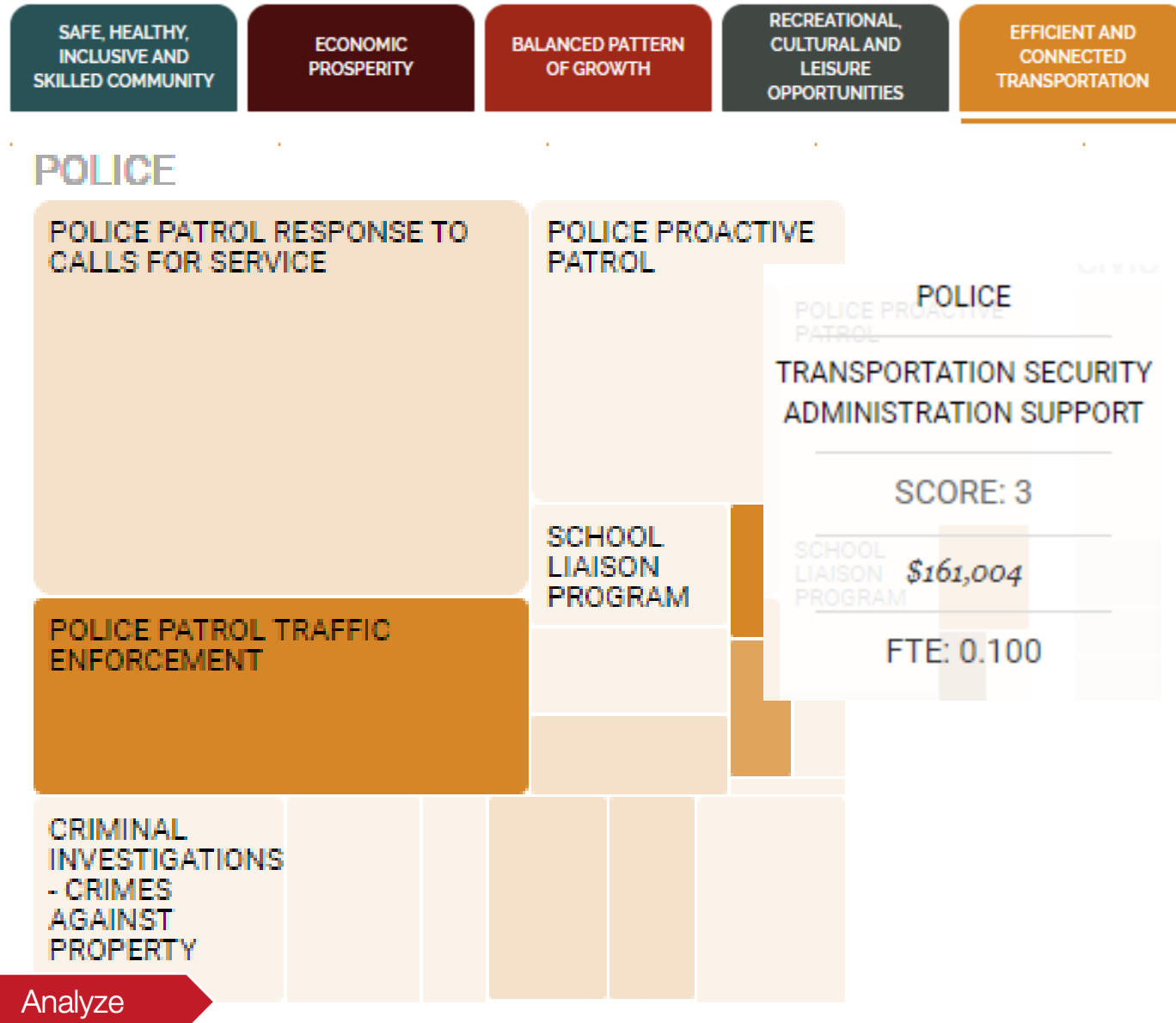


# How do we view PBB data?



## Step 4: Presenting PBB

- Each box represents a program.
  - The size of the box represents the amount of budget dollars tied to the program
  - Darker shaded boxes represent programs that scored higher





# What to do with PBB data?

## Step 5: Analyzing programs

Start by asking the right questions



Is there an opportunity for a partnership?



Is here a technology or process that can free up resources?



Is it possible to reduce service levels in one area to free them up for another?



Do our fees cover the costs of the service?



Would it be possible to increase rates or taxes?



Are we reporting the true costs of services to grant agencies?

Inventory

Cost

Score

Present

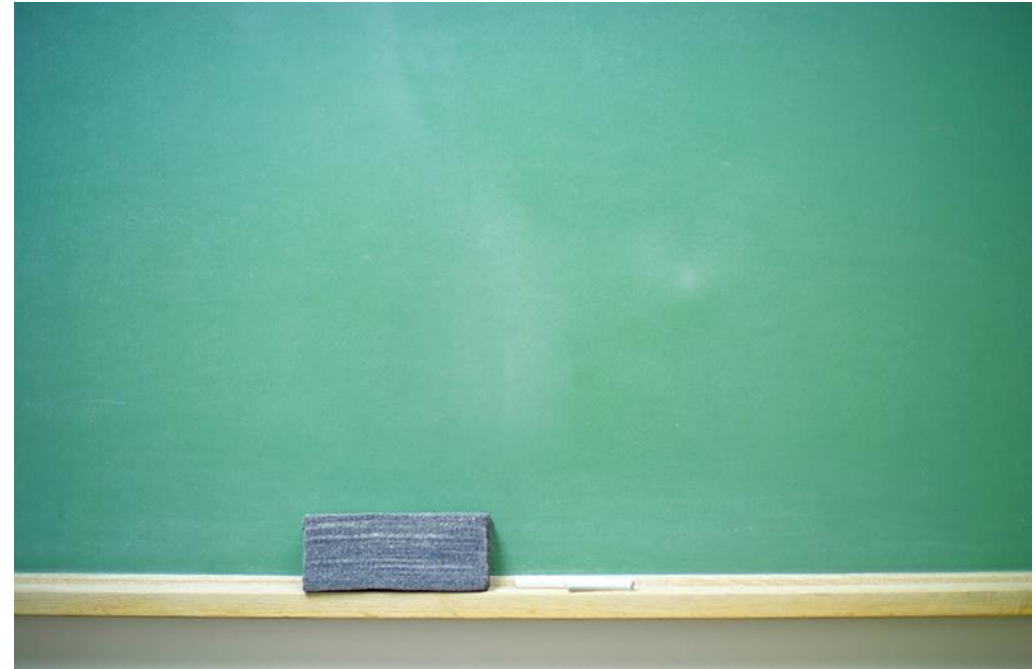
Analyze



# Today's Purpose

## Preparation for Step 3 of Priority Based Budgeting

- Key Community Results
- Definitions





# Questions?

