

**COMBINED WORK SESSION/SPECIAL MEETING AGENDA**

**CITY COUNCIL COMBINED WORK  
SESSION/SPECIAL MEETING  
TUESDAY  
SEPTEMBER 22, 2020**

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

**ATTENTION**

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

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

**PUBLIC COMMENT PROTOCOL**

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

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

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

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

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

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

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

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

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**WORK SESSION**

1. **Call to Order**

**NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION**

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

2. **Pledge of Allegiance and Mission Statement**

**MISSION STATEMENT**

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

3. **ROLL CALL**

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

MAYOR EVANS

VICE MAYOR SHIMONI

COUNCILMEMBER ASLAN

COUNCILMEMBER MCCARTHY

COUNCILMEMBER ODEGAARD

COUNCILMEMBER SALAS

COUNCILMEMBER WHELAN

4. **Public Participation**

*Public Participation enables the public to address the council about items that are not on the prepared agenda. Public Participation appears on the agenda twice, at the beginning and at the end of the work session. You may speak at one or the other, but not both. Anyone wishing to comment at the meeting is asked to fill out a speaker card and submit it to the recording clerk. When the item comes up on the agenda, your name will be called. You may address the Council up to three times throughout the meeting, including comments made during Public Participation. Please limit your remarks to three minutes per item to allow everyone to have an opportunity to speak. At the discretion of the Chair, ten or more persons present at the meeting and wishing to speak may appoint a representative who may have no more than fifteen minutes to speak.*

5. **Beautification and Public Art Commission Update**

6. **Commission on Diversity Awareness Update**

7. **Commission on Inclusion and Adaptive Living Update**

8. **Discussion:** Possible strategies and timelines for the re-implementation of the pay-to-park and permit programs for the ParkFlag District including the Downtown and Southside areas.

9. **Priority Based Budgeting Public Engagement Plan**

10. **Adjournment**

## SPECIAL MEETING

1. **Call to Order**

**NOTICE OF OPTION TO RECESS INTO EXECUTIVE SESSION**

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2. **Consideration and Approval of Lease Amendments:** Amendment of Flagstaff Airport Leases to extend rent abatement for a minimum of three (3) months or a maximum of six (6) months, due to the ongoing economic impacts of the COVID-19 pandemic; and provide direction related to rent abatement for hangar permittees.

**STAFF RECOMMENDED ACTION:**

1. Approve lease amendments to extend rent abatement for all airport tenants for three (3) months
2. Approve lease amendments to extend rent abatements for all airport tenants for six (6) months
3. Not approve any further extension, or direct staff to take other action
4. Provide direction to Airport Manager related to rent abatement for hangar permittees

3. **Public Participation**

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

5. **Adjournment**

**CERTIFICATE OF POSTING OF NOTICE**

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

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2020.

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

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Stacy Fobar, Deputy City Clerk  
**Co-Submitter:** Eliza Kretzmann  
**Date:** 09/14/2020  
**Meeting Date:** 09/22/2020



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**TITLE:**  
**Beautification and Public Art Commission Update**

**DESIRED OUTCOME:**

Deliver an update to Mayor and Council on the Beautification and Public Arts Commission with time for questions and feedback.

**EXECUTIVE SUMMARY:**

Mayor and Council requested periodic updates from Boards and Commissions to occur during special work sessions during months that contain five Tuesdays.

**INFORMATION:**

Goal CC.5: Support and promote art, science, and education resources for all to experience.  
Council Goal: Economic Development: Grow and strengthen a more equitable and resilient economy.  
Council Goal: Community Outreach: Enhance public transparency and accessibility.

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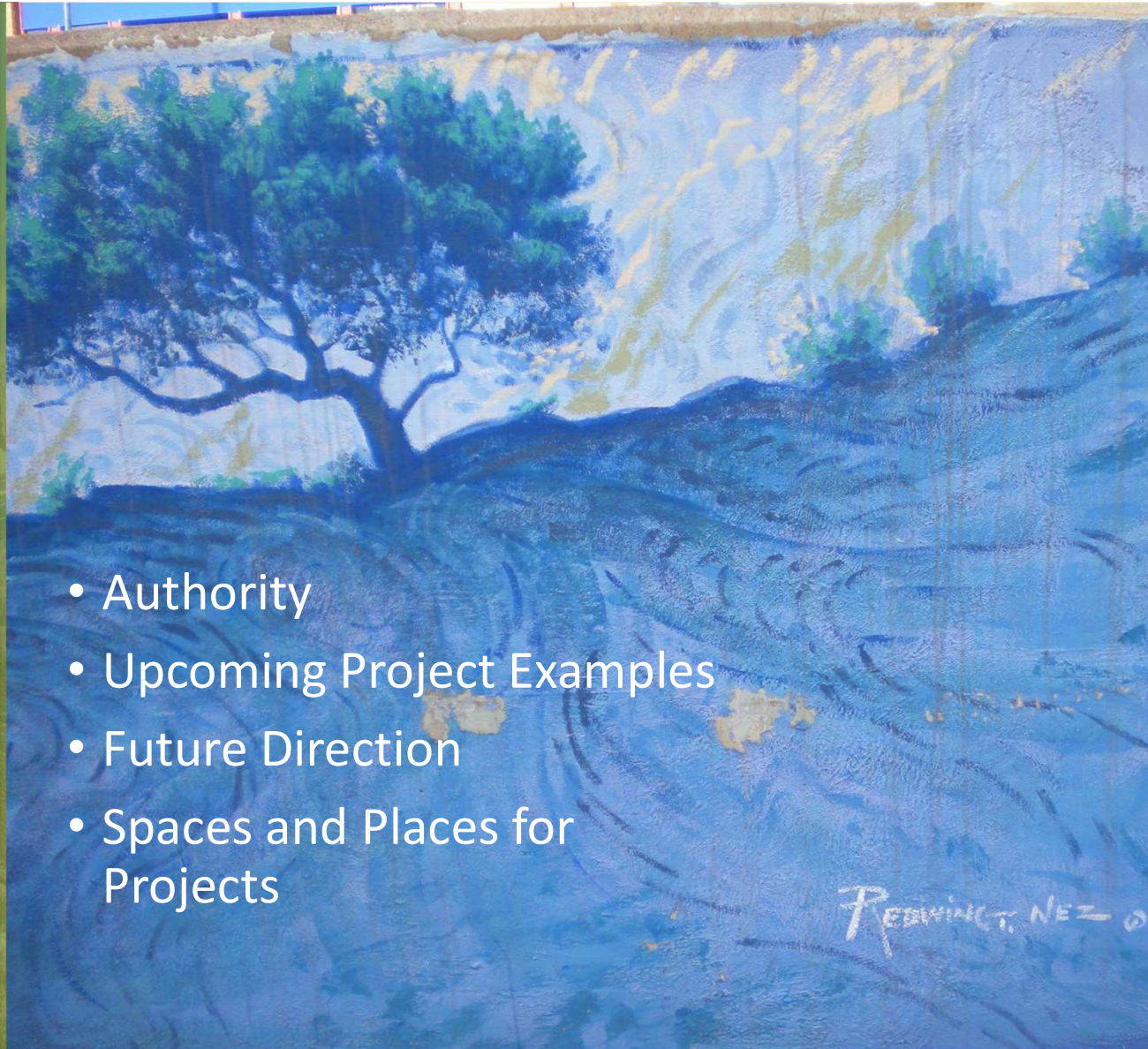
**Attachments:** [BPAC Update](#)

# Beautification & Public Art Commission

Update to Council  
Anthony Garcia, BPAC Chair



# Beautification and Public Art Commission



- Authority
- Upcoming Project Examples
- Future Direction
- Spaces and Places for Projects





# Authority



*The Beautification and Public Arts Commission is an advisory body created to consider and recommend items for the expenditure of the beautification and arts and sciences portions of the BBB Tax.*

## **Examples of Duties:**

- Beautification of buildings, facilities streetscapes and gateways
- Recommend the purchase, installation or modification of landscaping
- Commission public art projects
- Develop and support Flagstaff arts, scientific and cultural activities





# General Updates



## General Program and Commission Updates:

- A new Beatification, Arts and Sciences Project Administrator was hired in February, Jana Weldon
- Two new commissioners recently welcomed, J. Michael Cruz and Carla McCord
- Staff is working to bring in artists earlier to larger projects to be part of the design team, for example on the Library Entry and the Downtown Connection Center



# Recently Complete Project Examples



Donated mural at Boys and Girls Club by Isaac Caruso, part of Children's book



# Recently Complete Project Examples



Route 66 Historic Trail Monument near McAllister Ranch



# Recently Complete Project Examples



Downtown Flower Pilot Project

# East Flagstaff Community Library

- East Flagstaff Community Library Mural for the 'Tween' Section
- The text is in Hopi, Navajo and Spanish, and translates to:

***“Hope through Kinship”***

***“To come together to help and benefit one another with no expectation of reward”***

***“We are united in the hope of the world”***





# Upcoming Project Examples



- Art piece on the New Courthouse Building
- Downtown Library Entry & Art Base
- Downtown Connection Center Integrated Art
- Beautification elements at the new Airport Parking Lot



# The Future: Capacity and Direction

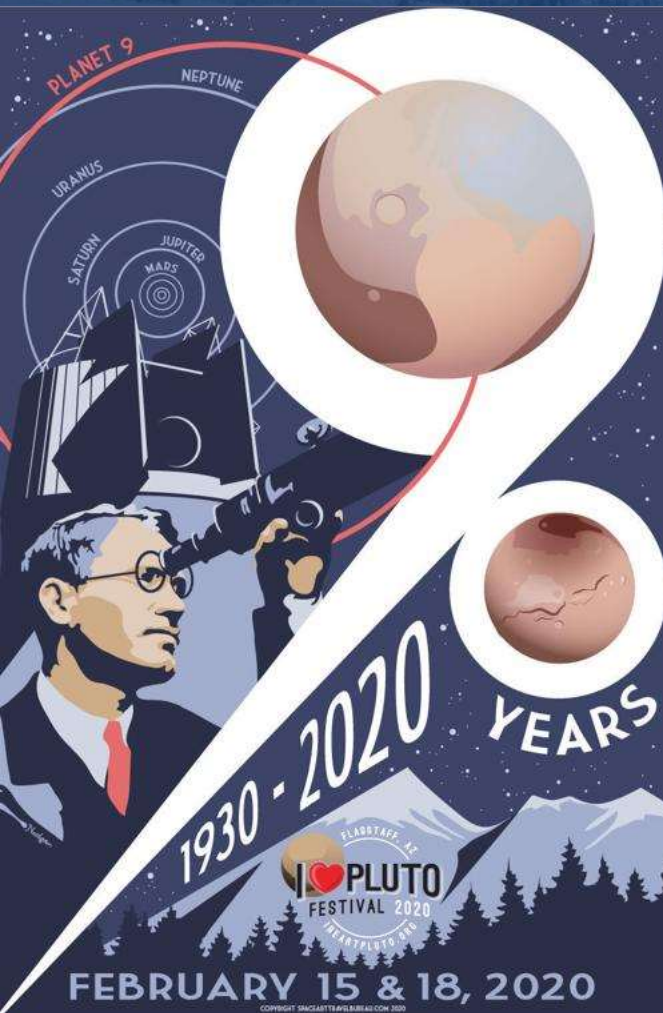


- Increasing outreach and community engagement
- Increasing number of community Beautification in Action Grants
- BPAC Strategic Direction Meetings in early 2021
- Early involvement of artists in projects





# Finding Spaces and Places



- Greatest challenge sometimes is finding the right space or place for new projects
- Example of project idea that needs a location:
  - Pluto Piece – one potential location is Thorpe Park
- With much art - projects can start with location, and the project takes shape informed by that place
- Welcome input on site ideas



# Thank you!



*Anthony Garcia  
BPAC Chair*



**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Stacy Fobar, Deputy City Clerk  
**Co-Submitter:** Denise Thompson  
**Date:** 09/15/2020  
**Meeting Date:** 09/22/2020



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**TITLE:**  
**Commission on Diversity Awareness Update**

**DESIRED OUTCOME:**  
Deliver an update to Mayor and Council on the Commission on Diversity Awareness with time for questions and feedback.

**EXECUTIVE SUMMARY:**  
Mayor and Council requested periodic updates from Boards and Commissions to occur during special work sessions during months that contain five Tuesdays.

**INFORMATION:**  
Council Goal: Community Outreach: Enhance public transparency and accessibility.

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**Attachments:** [CODA Presentation](#)  
[Survey Results](#)

# Commission on Diversity Awareness (CODA)

2020 Council Update  
September 22, 2020





# CODA Authority

- Established in 2000 through City of Flagstaff Ordinance 2000-26
- Authority/Functions
  - Foster mutual understanding, tolerance, respect and awareness among all citizens within the City of Flagstaff
  - Develop recommendations for the Mayor and City Council to assist in developing any policies required to respond to the concerns and needs of those in the community in promoting diversity awareness
  - Advise and assist the City Council on ways to educate the community on diversity awareness and develop ways to disseminate such information
  - Develop and provide public forums to identify and discuss issues of interest relating to the area of diversity awareness
  - Act as an information or referral group to assist individuals, organizations and employers in an effort to aid the community towards greater understanding and respect for diversity awareness among all individuals



# Current Commission Members

- Deborah Corey
  - First full term ends September 2022
- Dan (Robert) Duke – (Chair)
  - Second full term ends September 2022
- Pamela Malone
  - First partial term Ends September 2020
- Jean Toner
  - First full term Ends September 2021
- DeAnn Wegwert – (Co-Chair)
  - First full term Ends September 2022
- Daniel Williamson
  - First full term Ends September 2020
  
- Denise Thompson – Staff Liaison

# Activities of the Commission

November 2017 –  
August 2020



- Proclamations
  - 2017 Native American Heritage Month
  - 2018 Black History Month
  - 2018 Hispanic Heritage Month
  - 2019 Black History Month
  - 2019 Martin Luther King Day
  - 2019 LGBTQ Proclamation
- 2019 Diversity Awareness Survey Completed 154 of responses
- Advocated for a Women's Rights Commission
- Advocated for a Permanent Diversity Flagpole

# Next Steps for the CODA Commission

- Discuss 2019 Diversity Survey Results
- Plan for a Strategic Retreat
  - Develop an action plan during the retreat
- Plan for FY20-21 Proclamations



# QUESTIONS



**Climate for Diversity in Flagstaff, AZ:  
Findings from Survey by Commission on Diversity Awareness**

Jean Toner, Ph.D., MSW

DeAnn Wegwert, MS, RN

February 17, 2020

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## Executive Summary

### Background and methods

In May of 2018 discussions were held within the Commission on Diversity Awareness about the need to have a clearer view of the climate for diversity in Flagstaff, AZ. The Commission recognized that there was a dearth of data-derived information concerning the views of citizens of Flagstaff on diversity issues ranging from sense of inclusion, sense of safety, levels of comfort in various venues, and inclusivity of city services. The Commission recognized that to fulfill their mandate to provide recommendations to City Council, they needed to have a deeper understanding of the views of citizens of Flagstaff regarding diversity. The purpose of the survey project was to address the need for data-derived understanding of the city's diversity climate in order to fulfill our Commission charge. A detailed description of the methodology follows in the report.

### Key findings

*Demographics of respondents were roughly representational.* In spite of the convenience sampling strategy of survey delivery via the City Commission on Diversity Awareness homepage, the rate of response was respectable and the demographics were fairly representative of the Flagstaff's population.

*People report an experience of a generally welcoming climate.* Respondents reported a sense of a generally welcoming climate for diversity in Flagstaff that was consistent across questions. While respondents did not shy away from critique, they expressed views indicating strengths in multiple sectors, venues, and fields within the city.

## CODA Diversity Survey Report

*People reported significant structural, attitudinal, and behavioral challenges and barriers.*

Structural barriers and challenges to a welcoming climate included lack of affordable housing, increasing wealth disparity within Flagstaff, high cost of living, employment market limitations, concerns about transportation and healthcare.

Attitudinal challenges and barriers included racism, heterosexism and homophobia, limitations with disability accessibility, political tension, and “town and gown” tensions between the city and the university (NAU).

Behavioral challenges and barriers included surveillance of persons of color (particularly indigenous people) by law enforcement and by businesses. Microaggressions were mentioned in multiple sites and venues.

*Recommendations.* The report concludes with recommendations for the City for ways to build upon aspects of a positive climate for diversity reported in the survey, and actions that can be taken to address challenges and barriers to a welcoming climate for diversity. Two appendices follow with the sample survey and the raw data from the collection via SurveyMonkey.

## **Introduction**

In May of 2018 discussions were held within the Commission on Diversity Awareness about the need to have a clearer view of the climate for diversity in Flagstaff, AZ. The Commission recognized that there was a dearth of data-derived information concerning the views of citizens of Flagstaff on diversity issues ranging from sense of inclusion, sense of safety, levels of comfort in various venues, and inclusivity of city services. The Commission recognized that to fulfill their mandate to provide recommendations to City Council, they needed to have a deeper understanding of the views of citizens of Flagstaff regarding diversity. The purpose of the survey project was to address the need for data-derived understanding of the city's diversity climate in order to fulfill our Commission charge.

The Commission convened a working group of Commissioners (Jean Toner, DeAnn Wegwert, and Emily Devalos) to draft and deliver a survey measuring the climate for diversity in Flagstaff. Since there was not available funding for research, the working group designed a survey that could be delivered for “free” through the webpage for the Commission on the City of Flagstaff website, utilizing the City's existing subscription to SurveyMonkey software. Additionally, the survey was translated into Spanish and was hand-distributed in paper form (both English and Spanish) to designated public places. This survey was intended to be a starting point only, and the decision was made to not include one-on-one interviews or focus groups at this initial step in a more robust research process. Instead, this starting point of measuring climate for diversity was intended to provide insight to guide further research and exploration.

## **Methodology**

### Research questions

The research questions focused on climate for diversity are four-fold: 1) discover the general climate toward diversity among city residents, 2) gain insight into how that climate expressed in specific settings and venues, 3) investigate any association between residents' demographics and experience of climate for diversity, and 4) field suggestions respondents have for the Commission on Diversity Awareness for future work. Unfortunately, because of the unavailability of cross tabs analysis in the version of SurveyMonkey in use at the City, research question #3 could not be addressed.

### Research Design

An exploratory 15-question survey was developed by the working group, incorporating questions that directly asked about welcome and comfort levels in selected settings and venues in Flagstaff, and barriers to welcome and comfort. The questions asked respondents to rate their comfort and sense of welcome on a scale from very comfortable to very uncomfortable. The scale questions were followed by an open-ended question exploring specific occurrences or phenomena that engendered a sense of welcome and/or comfort. Questions about diversity-related experiences, either personal or witnessed, were asked. Each question had a follow-up open-ended question inviting respondents to describe experiences they (or family members or other significant persons) have had relative to the scale questions. The comfort and experiences questions were followed by a request for suggestions for the Commission and by demographic profile questions. A copy of the survey as delivered appears in Appendix A.

## CODA Diversity Survey Report

### Sample Strategy

In keeping with the exploratory nature of this first effort at surveying for diversity climate, the sample was a non-probability, convenience model (Schutt, 2012). Non-probability sampling acknowledges that not all persons in the relevant population (all Flagstaff residents) have an equal opportunity to respond. Such a model is useful for early stages of research, where clarification of issues is sought, but a rigorous representative and generalizable sample is not achievable or necessary for the exploratory nature of the research (Schutt, 2012). The specific non-probability sample method employed was convenience sampling, wherein the survey is conducted with respondents who are available and able to participate. This model allows for data to be collected quickly, reasonably easily, and at low cost. The limitations of the model are the lack of representativeness and generalizability to larger populations (Schutt, 2012).

### Data collection

The 15-question survey was entered into the City of Flagstaff SurveyMonkey software ([www.surveymonkey.com](http://www.surveymonkey.com)). An announcement and invitation to participate was posted on the Commission webpage (<https://www.flagstaff.az.gov/2783/Commission-on-Diversity-Awareness>) and was subsequently picked up and published by the Daily Sun. Social media announcements were also posted (<https://www.facebook.com/CityofFlagstaff/posts/the-citys-commission-on-diversity-awareness-wants-feedback-from-the-community-to/2253127198050467/>).

Unfortunately, Commission survey was not approved to appear on the Flagstaff Community Forum page (<https://www.flagstaff.az.gov/3284/Flagstaff-Community-Forum>), which may have affected the level of survey response. Commission funds were used to provide professional translation services for the survey and paper copies were distributed to select public locations;

## CODA Diversity Survey Report

the completed paper surveys were collected by a Commissioner and the surveys were entered into the SurveyMonkey software by a City staff-person. The survey was conducted between the dates of August 2018 and August 2019.

### Data analysis

A total of 154 people responded to the online survey. Once the data collection was completed, SurveyMonkey analytics tools were used for analysis. Frequencies were run for all quantitative, scaled questions, and graphic representations of the data were created to accompany numeric reports. Ranges (high and low) response sets were accounted for and missing data responses were calculated. Unfortunately, cross tab analysis could not be utilized to display associations between demographic variables and comfort and welcome variables to determine possible relationship because that analytic tool is not available on the City's version of SurveyMonkey. Investigating the cost of the software upgrade required for more powerful analytics was said to exceed \$900, which was outside our CODA budget (Commission meeting, January 21, 2020). Tests for statistical significance were not appropriate, and therefore were not run. Full text of survey raw data are presented in Appendix B, with bar graph, frequencies, and percentages.

Thematic analysis was performed by two Commissioners, separately coding the qualitative (open-ended) question responses, and comparing coding to arrive at themes from the qualitative responses.

## Quantitative Findings

### *Demographics*

The demographic profiles of respondents were compared to the demographics for the city of Flagstaff as reported by the US Census Quick Facts, 2018 when comparisons were available (<https://www.census.gov/quickfacts/fact/table/flagstaffcityarizona,US/PST045219>). It is notable that the greatest number of missing data/non-responses occurred in the demographic questions.

Table 1

### *Race/ethnicity of Respondents*

Race/ethnicity	respondents	City 2018	Frequency
	percentage	percentage	
Caucasian/white	57	77	78
African American	.75	2.3	1
Latino/a	20	19	27
Native American	16	8.5	21
Asian/Pacific	3	2.7	5
Two+	7	4.6	10
Not listed	3		5

Missing 14

## CODA Diversity Survey Report

White respondents occurred at less than the City population, as did African-American respondents. Latino/a percentages were roughly equal to the City population, and Native American respondents occurred somewhat higher than the City population. Mixed race also occurred somewhat higher than City population. The question of race had the largest number of “missing” responses at 14.

The gender profile is as follows:

Table 2  
*Gender of Respondents*

Gender	respondents	City 2018	frequency
	percentage	percentage	
Female	63	50.5	88
Male	31		43
Intersex	1		1
Genderqueer	1		2
Transgender	2		4

Missing 13

The survey responses skewed higher for female respondents. As with race, missing responses were high, reported to be 13.

The next demographic reports on age range of respondents.

Table 3  
*Age of Respondents*

age	respondents	City 2018	Frequency
	percentage	percentage	
18-25	11	36	16
26-40	40	28	57
41-60	41	20	60
61+	9	8.3	13

Missing 12

Response percentages skewed somewhat older than the City population. Again, missing responses number 12. The responses reflect a normal bell curve for adult population.

## CODA Diversity Survey Report

Primary language spoken is reported as English, with Navajo, Spanish, and American Sign Language (ASL) reported by some respondents. As with earlier questions, there were 12 missing responses.

Table 4

*Primary Languages of Respondents*

Primary Language	respondents	City 2018	Frequency
	percentage	percentage	
American Sign	.5	n/avail	3
English	96	n/avail	137
Hopi	0	n/avail	0
Navajo	.5	n/avail	2
Spanish	1	n/avail	5

Missing 12

Living situation reflects a large majority either of respondents own or rent a home, with owning predominant in this particular sample.

Table 5  
*Living Situation of Respondents*

Living situation	respondents	City 2018	Frequency
	percentage	percentage	
Own home	50	77	71
Rent home	37	19	52
Live with family	10	n/avail	14
Temporary with family/frie	.7	n/avail	1

Missing 12

As with other demographic questions, there were 12 missing.

Finally, respondents recorded their length of residence in Flagstaff, with most residing in Flagstaff for 15 years or more. This finding indicates that respondents were significantly stable, long-term residents. That response factor could be explained by the fact that access to the survey was via the City website, so that persons would need to be knowledgeable with accessing the site.

Table 6

*Length of Residence in Flagstaff: Reported in Years*

Years residing in Flagstaff	respondents	City 2018	Frequency
	percentage	percentage	
1-4	20	n/avail	29
5-9	10	n/avail	15
10-14	15	n/avail	21
15-19	11	n/avail	16
20+	44	n/avail	62

Missing 12

*Welcoming Climate*

Respondents reporting feeling generally welcome at most places, services, and venues around Flagstaff, with the majority rating very welcome or somewhat welcome at the identified categories of city sponsored events, city facilities, businesses/shops, universities and post-secondary, healthcare, social services, and arts and theater. The notable exceptions to a generally sense of welcome were in social services, K-12 education, and Aquaplex. (Missing data: 2).

*Specific Barriers to Welcoming Climate*

There was an overwhelming response identifying lack of housing as the key barrier to a welcoming climate. Close behind housing, discrimination was identified a key barrier to welcoming climate. These key responses to the scaled question were elaborated upon in open-

ended questions, which will be discussed under Qualitative Findings later in this report. Lack of transportation, childcare, and language diversity were also identified as barriers (missing data: 2).

*Feelings, Experiences, and/or Witnessed Events or Occurrences*

This question asked respondents to rate their experiences in regard to feeling valued relative to race, gender identity, and ethnicity. The question was posed in three contexts: 1) personal feelings and experiences of being valued, 2) family or friends being valued, and 3) witnessing incidents of hostility or devaluing because of race, gender identity, or ethnicity. The findings were striking in that respondents' rates personal or family experiences of discrimination or devaluing as relatively low (less than 50%), but witnessing discrimination or devaluing toward others as very high (over 50%). Without cross tabs analysis, it is impossible to associate racial, ethnic, or gender identities with these responses. But one can speculate that the divide validates the presence of discriminatory behavior in Flagstaff, if not personally experienced, then witnessed. Deeper description of these experiences will be presented in the Qualitative Findings. (Missing 3-4).

*Most Important Issues for the Commission to Focus Upon*

There were very clear responses to the question of issue focus for the Commission. The highest response rate identified affordable housing as the most needed focus. Second to housing, respondents identified anti-discrimination efforts. Finally, respondents identified advocacy on behalf of accessibility for persons with disabilities as a key need. Other scaled responses emphasized needs for language diversity accommodation, readily available information

regarding laws and governmental policies, and educational programs on diversity. (Missing data: 2)

*Suggested City Activities to Encourage Cultural Exchange*

Cultural events such as dance and art were the most frequently recommended activity to encourage cultural exchange. Second to cultural celebrations and events were food-offering events. The least identified event was Unity events. While Unity events were the least suggested, one could speculate that there was not sufficient definition for what exactly a Unity event entails and might therefore contribute to a less robust response. (Missing data: 7).

*Best Communication Method with City and Commission*

Respondents identified social media communication as the most favored method of communication. Second to social media, respondents identified flyers in public places as effective. Third rated methods were tied between English-speaking radio announcements and notifications from social services agencies. Nominal responses mentioned city website, non-English radio announcements, and via faith communities. (missing data: 3-5)

## Qualitative Findings

The themes drawn from thematic analysis of qualitative questions and supplemental, clarifying answers to survey questions arranged into three categories: structural concerns, attitudes, and concerns about behaviors. Within each of the three categories, several sub-themes emerged, including notable strengths, limitations, challenges, and barriers in Flagstaff's climate for diversity. Under structural concerns those sub-themes included strengths, wealth diversity, housing, transportation, cost of living, employment, and healthcare. Under attitudes, sub-themes included strengths, racism, heterosexism, accessibility for persons with disabilities, political tensions, and "town and gown" tensions (tensions between the university and the town). Finally, under behaviors, sub-themes include strengths, surveillance (law enforcement and retail businesses) and the occurrence of microaggressions. Microaggressions are defined by diversity expert Dr. Derald Wing Sue as "everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership" (Sue, 2010.)

### *Structural*

#### Strengths

The most prominent finding in terms of strengths is the identification of the climate for diversity as generally welcoming. This was highlighted in key finding from the quantitative data. However, respondents took the time to provide detailed descriptions of challenges and barriers faced in regard to a welcoming climate.

#### Challenges and Barriers

## CODA Diversity Survey Report

Respondents' comments regarding structural concerns underly the climate for diversity through the context they create for people's lived experience. The most frequent structural issue mentioned was housing and the impact of the limited availability of affordable or low-income housing. This not only affects young families, service sector workers and first-time home buyers, but our entire community served by persons needing housing. This theme is related to a second structural theme mentioned several times, the fundamental wealth diversity in Flagstaff and the impact it has upon the citizenry. Some respondents referred to gentrification and others bemoaned the increasing wealth disparity as a process of "turning Flagstaff into Aspen." Further related to the housing and wealth disparities was the increasing cost of living in Flagstaff that is literally driving people away. It may be noted that these findings are consistent with the Lone Tree Study prepared for the City by National Research Center, Inc. in 2013

(<https://www.flagstaff.az.gov/DocumentCenter/View/43854/Survey-Flagstaff-Report-of-Results-2013?bidId=> ).

Finally, two related structural issues identified by respondents were employment and healthcare. Employment was mentioned as Flagstaff's challenging employment market and expensive healthcare.

### *Attitudes*

#### Strengths

One respondent said that, "people are generally friendly in Flagstaff" and another said that "I feel pretty welcome everywhere." A respondent said that, "The fact that I know many officials in Flagstaff encourage, defend, and respect diversity helps me to feel comfortable across Flagstaff."

One respondent commended the activities available in Flagstaff by stating that "One thing that

## CODA Diversity Survey Report

makes me feel comfortable in the city is how much there is to do that is free or at a low cost.”

These comments and other similar comments speak to the welcoming attitude that many people in the survey reported.

### Challenges and Barriers

However, many respondents went to great lengths to discuss the challenges and barriers they encountered to a welcoming attitude toward diversity. The most frequent attitude limiting a welcoming diversity climate was identified as racism. Across various questions respondents made statements similar to this one: “I have personally experienced racism,” And “police trespass on my elderly neighbor’s property without warrants,” and “I have witnessed so much discrimination and hostility toward POC (person of color) – downtown, at restaurants, at the hospital, and many places of business.” Discrimination against Native American/indigenous people was repeated throughout the survey in answer to multiple questions. Negative assumption made about indigenous persons were identified as particularly distressing, and profiling by police and business owners were identified as problematic many times.

Other respondents identified heterosexism as prominent, including comments about the move of PRIDE in the Pines away from downtown to Thorpe Park, when Hullabaloo (heterosexual) was allowed to stay downtown in Wheeler Park. Multiple respondents noted that they were stared at or cat-called when in public with a same-sex partner. It is interesting to note that a microaggression against LGBTQ+ persons was expressed by a survey respondent’s statement that there are “too many gays here.”

A repeated concern expressed by respondents was that of accessibility for persons with disabilities. Many comments identified an unwelcoming climate for persons with disabilities that

## CODA Diversity Survey Report

spanned city facilities, schools, downtown in general, employment practices, and attitudes in general. One respondent addressed the City in their comment, saying “But even YOU exclude disabilities from your own concern.” Another specifically addressed the difficulty of negotiating downtown in a wheelchair, especially in the winter. One respondent stated that “Discrimination in this town is hidden . . . this discrimination is real and I would rate accessible employers as being the most significant barrier I have encountered.” Another stated “I most often feel welcome – my young adult son does not feel this way. He is on the spectrum (autism).” Another simply said, “Disability access.” Multiple respondents noted the lack of ASL interpreters at City events and meetings.

Political tensions were mentioned as a limitation to a welcoming climate. Comments referring negatively to ideological stances on either side of the political spectrum from conservative to progressive were cited. Some comments, reflecting the national political climate, were rude and without actionable substance. Some of the comments regarding tensions included frustration with the way NAU and City policy have changed the landscape of Flagstaff for the worse, reflecting a “town and gown” tension.

### *Behaviors*

#### Strengths

Some behavioral or action strengths mentioned included the diversity of low cost or free activities provided for Flagstaff residents and visitors. Other behavioral strengths identified included the diversity awareness of City officials and the generally useful methods of communication provided by the City. Helpful actions of healthcare providers were also identified as behavioral strengths.

## CODA Diversity Survey Report

### Challenges and Barriers

Racism emerged from the data as a key behavioral challenge or barrier to a welcoming diversity climate. There were many comments and stories about racially motivated surveillance by law enforcement and by local merchants and businesses. Several stories were reported that specifically illustrated incidents of racism from law enforcement or business owners, such as this one in which the respondent stated that “having four police officers to handle one brown teenager.” Several respondents reported stories of being welcome as a white person, but surveilled by business staff when with a friend or family member of color.

The second behavioral challenge or barrier was identified as the practice of microaggressions. As the above definition indicated, microaggressions can be defined as “everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership” (Sue, 2010). Some examples included stories of not being served in businesses as a person of color or being followed around the store. Stories were shared of witnessing persons of color being targeted by businesses for the same behaviors for which white college kids do not get removed from an establishment. Similarly, in regard to welcoming behaviors, persons of color reported being ignored when going into an establishment, while white persons were greeted. One respondent said this: “I’ve been in multiple situations with African American friends where servers, cashiers, and other customer service employees seem to deliberately misunderstand their requests.”

### Limitations

As earlier stated, the limited reach of this survey because of its placement on the Commission homepage, requiring multiple “clicks” to get to, is a significant limitation in response rate. In spite of that fact, a response level of 154 completed surveys is respectable. Additionally, the demographic percentages of the respondents were closely consistent with the demographic percentages of the general population of Flagstaff is encouraging. That fact speaks to the value and usefulness of the survey’s findings. The greatest limitation to the study was the absence of cross tab analysis that would have enabled more depth in data analysis.

### **Discussion**

The key findings show a mixed picture of the climate for diversity in Flagstaff. While there were over half of respondents that report feeling that the climate for diversity is welcoming, there were a large percentage who found the climate unwelcoming. Without the availability of cross tab analysis we cannot determine if there are associations with demographic groups or determine where the most effective targeting of intervention can be initiated. But some facts very clearly emerge.

First, housing continues to be identified as the most critical barrier to a positive diversity climate. Many people simply cannot live in Flagstaff because the expense and scarcity of appropriate housing. Second, racism is prominent in Flagstaff in structural factors, overt behaviors, and subtle microaggressions. Third, a sizable respondent pool reported significant failures in accessibility for persons with disabilities, including physical access, employment barriers, interpreter needs unmet, and educational services. Fourth, reports of heterosexism and

homophobia were significant. Finally, all of this is embedded in a context of increasing wealth disparity, which is not sustainable if we are to be a city that vibrantly diverse.

## **Recommendations**

First, recommendations from survey respondents will be reported, then recommendations from the authors. Respondents repeatedly said the City need to focus on the housing crisis. One respondent said “You want real diversity in Flagstaff, implement rent control.” Respondents further suggested that the City must acknowledge that there is racism and other oppressions in the City. One respondent said, “quite pretending it’s not here.” Another suggestion from a respondent was “put people from oppressed communities in positions of power currently occupied by privileged people.” Another suggestion was to sponsor more forums such as the Indigenous Circle, or other venues in which citizens can speak directly with City staff.

As researchers, the authors believe that “modeling matters.” The City can model behaviors that are anti-oppressive, as they have already been doing (proposal for Diversity Flagpole, new Commission on Housing, conversation about Commission for Women). One respondent stated that City Hall is sterile and not welcoming. Modeling more warmth could be considered.

Building on a respondent’s suggestion for more forums in the model of Indigenous Circle, the authors believe there is urgent and deep need for dialog in the community among various groups regarding racism, surveillance, and microaggressions, in the model of Community Roundtable or Roundtable for Inclusion and Diversity. It will be of particular interest to create a robust dialog with the law enforcement community. Talking to each other in a meaningful way is the starting point of every voice in Flagstaff being heard.

## CODA Diversity Survey Report

The City, possibly through the Commission on Inclusion could be empowered to study a prioritized plan for greater accessibility, if that is not already underway. One of the most consistent findings of this survey was the need for more robust accessibility for persons with disabilities.

Finally, future research into the climate for diversity in Flagstaff, with robust research design that includes focus groups, key stakeholder interviews, and more powerful data analytics is recommended to build upon the work begun with this exploratory inquiry. The authors recommend contracting with a research service such as National Research Center, Inc. or NAU Social Research Lab to conduct a comprehensive diversity climate study.

## References

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City of Flagstaff Community Forum Website:

<https://www.flagstaff.az.gov/3284/Flagstaff-Community-Forum>)

City of Flagstaff social media: <https://www.facebook.com/CityofFlagstaff/posts/the-citys-commission-on-diversity-awareness-wants-feedback-from-the-community-to/2253127198050467/>

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Appendix A:  
Survey Questionnaire



City of Flagstaff Commission on Diversity Awareness  
Comisión para la concienciación de diversidad en la Ciudad de Flagstaff

City of Flagstaff Commission on Diversity Awareness Survey  
Encuesta por la comisión para

The City of Flagstaff created the Commission on Diversity Awareness in 2001 for the purposes of advising the City Council on issues of diversity and advocating for the fostering of a climate of inclusion in Flagstaff. The full ordinance can be found at: <http://www.flagstaff.az.gov/DocumentCenter/View/41733/Diversity-Awareness-Commission-Authority>

Your answers to this survey are very important. We are working to gain feedback from all parts of our community, so we can set our priorities as a Commission and best advise the City Council. Please take this survey and help us make Flagstaff the best place for all of us to live!

All responses are optional, and your responses to this survey are anonymous. You can skip any question you do not want to answer. This survey should take approximately 10 minutes. Thank you for taking time to be part of this exciting opportunity. You must be over 18 years of age and a Flagstaff resident to participate.

En 2001 la ciudad de Flagstaff creó la comisión para la concienciación de diversidad a los efectos de asesorar al Concejo Municipal en temas de diversidad y para promover la instauración de un clima de inclusión en Flagstaff. La ordenanza completa se puede leer en: <http://www.flagstaff.az.gov/DocumentCenter/View/41733/Diversity-Awareness-Commission-Authority>

Sus respuestas a esta encuesta son muy importantes. Estamos trabajando para recaudar comentario de todos aspectos de nuestra comunidad de tal manera que podamos establecer nuestras prioridades como comisión y para proporcionar las mejores recomendaciones al Concejo Municipal. Le agradecemos sus respuestas a la encuesta, para que podamos hacer la ciudad de Flagstaff el mejor lugar para vivir ¡para todos!

Todas las respuestas son opcionales y sus respuestas son anónimas. Puede omitir cualquier pregunta que no quiere contestar. Esta encuesta le tomará aproximadamente 10 minutos. Gracias por tomar el tiempo para ser parte de esta gran oportunidad. Se requiere que sea mayor de 18 años de edad y residente de Flagstaff para participar.

1. How welcome do you feel at/¿Cómo se ha sentido usted en...?:

	Very Welcomed/Muy bienvenido	Somewhat Welcomed/Algo bienvenido	Not Very Welcomed/No muy bienvenido	Not Welcomed/No siento bien recibido	N/A
City sponsored events and activities/Actividades y eventos patrocinados por la ciudad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
City Facilities and municipal facilities/Instalaciones municipales a través de la ciudad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Businesses/shops/Empresas /Tiendas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
K - 12 Schools/Escuelas K - 12	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Universities and Community Colleges/Universidades y colegios universitarios de la comunidad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Healthcare facilities/Instalaciones de salud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social services facilities/Servicios sociales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Art and theater venues/Instalaciones de arte, teatros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other places not mentioned/Otros lugares no mencionados:

2. What makes you feel comfortable or uncomfortable?/¿Qué es lo que le hace a Ud. sentirse cómodo o incómodo?

3. Rate specific barriers to a welcoming climate you are aware of/Según su conocimiento, indique las barreras específicas a un ambiente hospitalario:

	Very Important/Muy importante	Somewhat Important/Algo importante	Slightly Important/Poco importante	Not Important/Nada importante	N/A
Lack of childcare at venues/Falta de guarderías para niños en los lugares de eventos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
English-only spoken and written materials/Comunicación oral y materiales exclusivamente en inglés	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of transportation options/Falta de opciones para transporte	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of housing options/Falta de opciones para vivienda	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Discrimination/Discriminación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please describe specific barriers chosen above/Sírvase describir sus razones por elegir cualquier barrera citada arriba:

4. Other barriers not mentioned above (please describe and rate)/Otras barreras no mencionadas arriba (favor de describir y asignar una valoración):

5. The following questions refer to your feelings, experiences, or things you have witnessed in Flagstaff/Las siguientes preguntas se refieren a los sentimientos, experiencias o incidentes que Ud. haya presenciado en Flagstaff:

Frequently/Con frecuencia      Sometimes/A veces      Once in awhile/De vez en cuando      Seldom/Raramente      Never/Nunca

Have you personally *felt*, at any time, that you were not valued, based upon race, ethnicity, gender identity/Ud. personalmente ¿ha sentido que no fue valorado(a), basado en motivos de raza, origen étnico, identidad de género?

Have you or a family member *experienced* an incident of hostility or discrimination, based upon race, ethnicity, gender identity/Ud. o un miembro de su familia ¿ha experimentado un incidente de hostilidad o discriminación basado en motivos de raza, origen étnico, identidad de género?

Have you personally *witnessed* an incident of hostility or discrimination directed at somebody based upon race, ethnicity, gender identity/Ud. personalmente ¿ha presenciado un incidente de hostilidad o discriminación contra alguien basado en motivos de raza, origen étnico, identidad de género?

Can you describe any of the incidents or situations referred to in the previous three questions?/¿Puede Ud. describir cualquier de los incidentes o situaciones mencionadas en las tres preguntas anteriores?

6. What are the most important issues for the Commission on Diversity Awareness to focus upon?<sup>1</sup>  
 ¿Cuáles son los temas más importantes en que debería concentrarse la comisión para la concienciación de diversidad?

	Very Important/Muy importante	Important/Algo importante	Somewhat Important/Poco importante	Not Important/Nada importante	N/A
Availability of information in languages other than English/Disponibilidad de información en idiomas distintos del inglés	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Readily available information and help with affordable housing/Información y ayuda fácilmente disponible con la vivienda asequible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to affordable transportation options/Acceso a opciones para transporte asequible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Anti-discrimination efforts by City/Esfuerzos de antidiscriminación por parte de la Ciudad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about City fair laws, policies, and practices/Información sobre las leyes, políticas y prácticas equitativas de la Ciudad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very Important/Muy importante	Important/Algo importante	Somewhat Important/Poco importante	Not Important/Nada importante	N/A
Educational programs related to diversity awareness, equity, and inclusion/Programas educativos sobre la concienciación de la diversidad, la equidad y la inclusion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Advocacy services for persons lacking equal access to services and resources/Servicios de apoyo para las personas que carecen de acceso equitativo a servicios y recursos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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Other issues for Commission on Diversity Awareness to focus on not mentioned above/Otros temas no mencionados arriba en que podría concentrarse la comisión para la concienciación de diversidad:

7. What activities could the City of Flagstaff offer to encourage and enhance a cultural exchange?/1. ¿Cuáles actividades podría la Ciudad de Flagstaff ofrecer para alentar y fortalecer un intercambio cultural?

- Cultural Celebrations/Celebraciones culturales
- Unity Events/Eventos de unidad / solidaridad
- Food Festival/Festival de comidas

Please suggest and describe other activities/Sírvase hacer sugerencias para otras actividades:

8. How could the City best communicate with you?/¿Cómo podría la ciudad mejor comunicarse con usted?

	Very Important/Muy importante	Important/Importante	Somewhat Important/Algo importante	Not Important/No importante	N/A
Via social media/A través de los medios sociales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very Important/Muy importante	Important/Importante	Somewhat Important/Algo importante	Not Important/No importante	N/A
Via non-English speaking Radio and TV stations (Spanish, Hopi, Navajo)/A través de estaciones de radio y televisión que transmiten en español, hopi o Navajo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Via English-speaking radio stations/A través de estaciones de radio que transmiten en inglés	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Via social services and healthcare agencies and facilities/A través de agencias e instalaciones de servicios sociales y de salud	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Via City website/A través del sitio web de la ciudad	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Via flyers on public transportation and public venues/A través de volantes informativos, haciéndolos disponibles en el transporte público y lugares públicos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Via faith communities/A través de las comunidades de fe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other methods of communication/Otros métodos de comunicación:					



**Optional Demographic Section**  
**Información demográfica ~ opcional**

**These questions are optional for you to complete regarding your demographic information.**

**Estas preguntas son opcionales para contestar con respecto a su información demográfica.**

**9. Race/ethnicity/Raza/origen étnico:**

- |   |   |
|---|---|
| <input type="checkbox"/> African American/Black/Africano-americano /Negro | <input type="checkbox"/> Asian or Pacific Islander/Asiático o de las islas del Pacífico                             |
| <input type="checkbox"/> Caucasian/White/Caucasiano/Blanco                | <input type="checkbox"/> Two or More, please specify below/Dos o más, especifique a continuación                    |
| <input type="checkbox"/> Latino/Hispanic/Latino/Hispano                   | <input type="checkbox"/> Please specify if not listed below/Especifique a continuación si no se enumera en la lista |
| <input type="checkbox"/> Native American/Indígena-norteamericano          |   |

Please specify race/ethnicity if you checked two or more races or not listed above./Por favor proporcione más detalle si Ud. marcó dos o más razas o si su raza no está enumerada arriba.

**10. Gender and identity/Género e identidad:**

- |   |   |
|---|---|
| <input type="checkbox"/> Female/Femenino      | <input type="checkbox"/> Genderqueer/No conformista a base de género (en inglés, Genderqueer) |
| <input type="checkbox"/> Intersex/Intersexual | <input type="checkbox"/> Transgender/Transgénero  |
| <input type="checkbox"/> Male/Masculino       |   |

Please specify if not listed/Por favor especifique si no aparece en la lista:

11. Age/Edad:

- 18 - 25
- 26 - 40
- 41 - 60
- 61+

12. Primary language/Idioma principal:

- American Sign Language/Lengua de signos Americana (ASL)
- Navajo
- English/Inglés
- Spanish/Español
- Hopi

Please specify if not listed/ Por favor especifique si no aparece en la lista:

13. Current living situation/Situación actual de vivienda:

- Own my own home/Mi propia casa
- Temporarily staying with family or friends/Temporalmente con familiares y/o amigos
- Rent my home/Pago renta/alquiler
- Staying at a shelter or hotel/Alojado en un albergue o un hotel
- Live with spouse or partner/Vivo con cónyuge o pareja
- Living in vehicle/Vivo en un vehículo
- Live with family and friends/Vivo con familiares y amigos
- Currently homeless/Actualmente indigente

Please specify if not listed/ Por favor especifique si no aparece en la lista:

14. Years residing in Flagstaff/Número de años de residencia en Flagstaff

- 1 - 4 years/años
- 15 - 19 years/años
- 5 - 9 years/años
- 20 or more years/años o más
- 10 - 14 years/años

15. Have you heard of the City of Flagstaff Commission on Diversity Awareness prior to this survey? If so, where?/Antes de esta encuesta, ¿había oído Ud. de la comisión para la concienciación de diversidad para la Ciudad de Flagstaff? Y si es así, ¿dónde?

Yes/Sí

No

If yes, where?/Si es así, ¿dónde?



**Thank you for taking the time to complete this survey.**

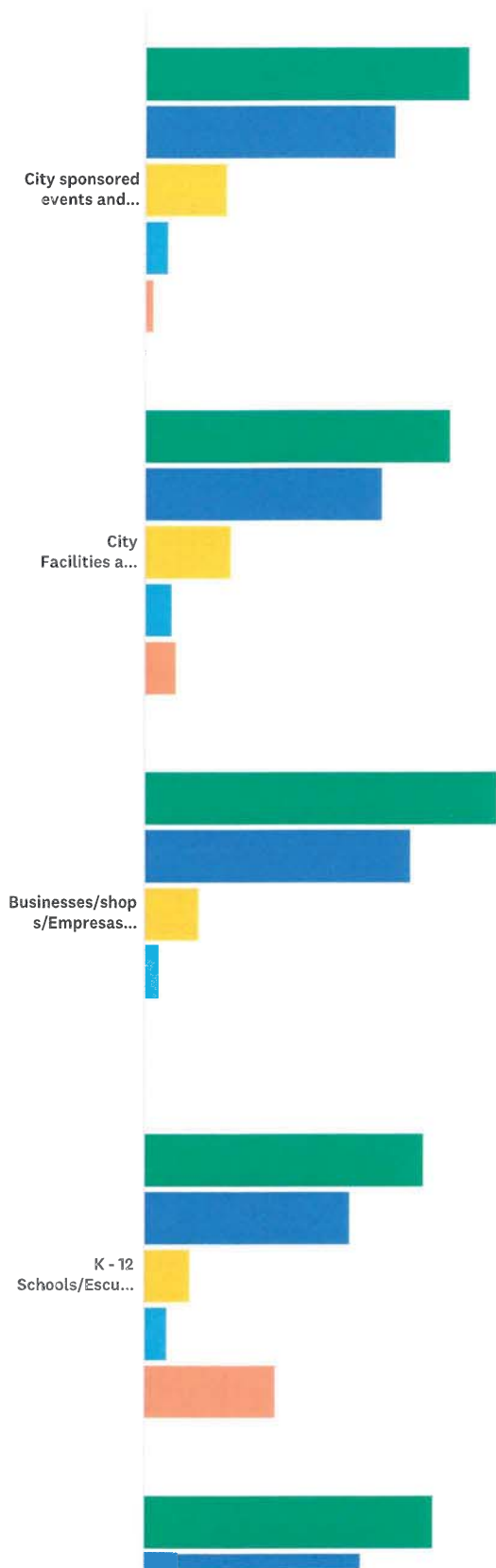
**Gracias por tomarse el tiempo para completar esta encuesta**

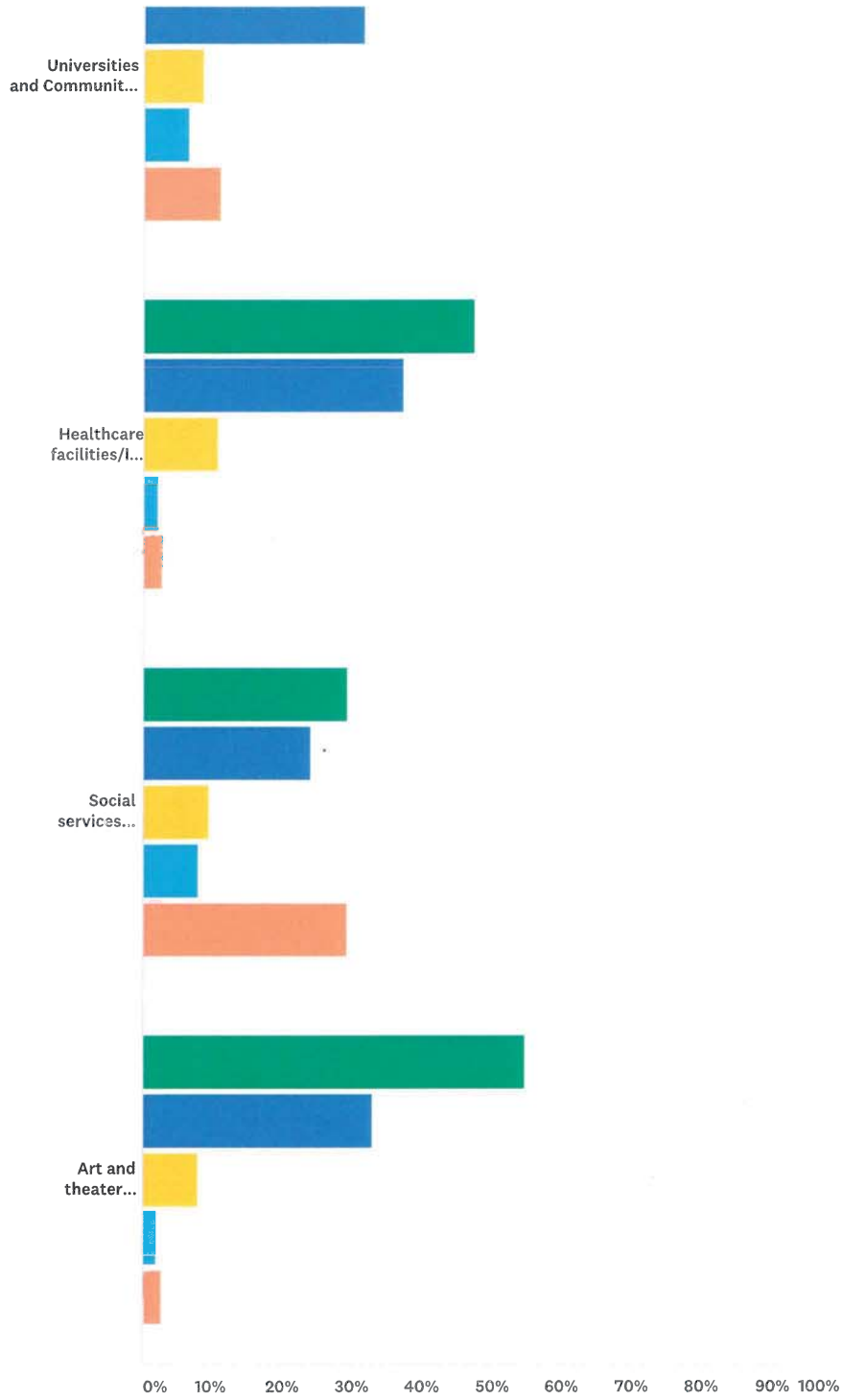
Appendix B:

Raw Data

### Q1 How welcome do you feel at/¿Cómo se ha sentido usted en...?:

Answered: 152 Skipped: 2





■ Very Welcomed/Muy bienvenido    ■ Somewhat Welcomed/Algo bienvenido  
■ Not Very Welcomed/No muy bienvenido  
■ Not Welcomed/No siento bien recibido    ■ N/A

VERY WELCOMED/MUY BIENVENIDO	SOMEWHAT WELCOMED/ALGO BIENVENIDO	NOT VERY WELCOMED/NO MUY BIENVENIDO	NOT WELCOMED/NO SIENTO BIEN RECIBIDO	N/A	TOTAL
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City sponsored events and activities/Actividades y eventos patrocinados por la ciudad	47.02% 71	36.42% 55	11.92% 18	3.31% 5	1.32% 2	151
City Facilities and municipal facilities/Instalaciones municipales a través de la ciudad	44.37% 67	34.44% 52	12.58% 19	3.97% 6	4.64% 7	151
Businesses/shops/Empresas /Tiendas	51.33% 77	38.67% 58	8.00% 12	2.00% 3	0.00% 0	150
K - 12 Schools/Escuelas K - 12	40.67% 61	30.00% 45	6.67% 10	3.33% 5	19.33% 29	150
Universities and Community Colleges/Universidades y colegios universitarios de la comunidad	42.11% 64	31.58% 48	8.55% 13	6.58% 10	11.18% 17	152
Healthcare facilities/Instalaciones de salud	47.33% 71	37.33% 56	10.67% 16	2.00% 3	2.67% 4	150
Social services facilities/Servicios sociales	29.33% 44	24.00% 36	9.33% 14	8.00% 12	29.33% 44	150
Art and theater venues/Instalaciones de arte, teatros	54.61% 83	32.89% 50	7.89% 12	1.97% 3	2.63% 4	152

#	OTHER PLACES NOT MENTIONED/OTROS LUGARES NO MENCIONADOS:	DATE
1	The AquaPlex is the least welcoming facility. I have been a resident of Flagstaff since 1996. I was a "rec center kid" My oldest children spent countless hours at Cogdill prior to its closing. I have great love for the City of Flagstaff and most programs put on by the City. The staff at the Aquaplex are disconnected, unorganized and unperson able. The Pod is dirty and the whole place feels out of touch and mismanaged. I have had unpleasant interactions over the phone and seen the mistreatment of staff and public by management.	8/2/2019 6:39 AM
2	Restaurants. In flagstaff are welcoming with the exception of a few mom and pop places	1/23/2019 10:39 AM
3	On the city streets, as a cyclist. - Not welcome at all. Especially on Milton Rd.	1/22/2019 11:46 PM
4	Church	1/22/2019 11:01 PM
5	Soc sec office security is horrendously rude and condescending.	1/22/2019 11:38 AM
6	None that I can think of.	1/22/2019 10:47 AM
7	Improvement of staff training at the Aquaplex. Understandably they are young staff with a high turnover, however i have observed and heard of incidences of less than courteous interactions from staff and have seen a lack of understanding of how free passes work/the payment system they have. It contributes to not wanting to support this facility, especially as the cost of the facility has increased over the years.	1/22/2019 10:47 AM
8	Downtown. It seems like people deemed undesirable are policed downtown.	1/14/2019 12:22 PM
9	All.	11/27/2018 9:34 AM
10	You spelled diversity wrong in the title	9/4/2018 1:24 PM
11	In Public spaces & especially downtown, I am made to feel that I need to "move along" and "go back to the Rez". The attitudes of police officers is also scary. I only feel welcomed in the Sunnyside.	9/4/2018 12:11 AM
12	Orpheum downtown.	8/31/2018 9:38 AM
13	I feel welcome anywhere in Flagstaff.	8/29/2018 2:11 PM
14	Churches? N/A with me but could be a good addition.	8/29/2018 1:44 PM
15	I speak as a person with disabilities. Many open establishments still have inaccessible sales floors and bathroom ingress egress not wide enough. Some stores still have so many racks I cannot get through.	8/28/2018 6:54 AM

16	Although generaiiy i feel weicome in Flagstaff, there is a iack of engagement, programming it inclusion for Latinos in Flagstaff. At some places, they just assume that I don't speak English and dismiss me. Recently, at the local Youth Arts and Music festival put on by the city at Bushmaster Park, they forgot to include Ballet Folklorico de Colores, a local non profit, all inclusive dance group for kids in Flagstaff. This happened last year and the year before and I personally spoke to the organizers both years. It's the subtle things and oversight that makes one not feel a bit welcome here.	8/28/2018 12:07 AM
17	Just wanted to mention that we have had Pride at Thorpe park for years now. We wer initially told that we needed to change venues because of noise, etc. But Hulabaloo has been at Wheeler for a while now. It is things like these that show us there is something wrong.	7/19/2018 10:37 PM
18	Parks and trails Gas stations Restaurants	7/19/2018 4:18 PM
19	Apariment complexes – Somewhat welcomed	7/19/2018 3:11 AM
20	south side neighborhood is being gentrified. people of color and older residents are not feeling welcome. we are being oppressed by the construction of 3-4 story buildings, the increased amount of traffic, the inability to park in front of our own houses, the noise of parties. you can argue that flagstaff is growing, but our neighborhood is being destroyed for this growth.	7/14/2018 1:22 AM
21	Parks: Somewhat welcome Felt not very welcome as a teenager/young adult of color.	7/12/2018 3:44 AM
22	The reason I don't feel welcomed at these establishments is because people assume my gender and then make assumptions based on that. The people who work at these facilities need to go through gender 101 classes and understand that the people who need services the most tend to be minorities, including gender minorities such as transgender, nonbinary, and gender non conforming folx.	7/11/2018 8:07 AM

## Q2 What makes you feel comfortable or uncomfortable?/¿Qué es lo que le hace a Ud. sentirse cómodo o incómodo?

Answered: 118 Skipped: 36

#	RESPONSES	DATE
1	That I'm talked too. Not saying anything to me.	8/2/2019 6:31 AM
2	The response of some non-minority business owners and venues. (Their level of comfortability)	8/2/2019 6:27 AM
3	People are generally friendly in Flagstaff	8/2/2019 6:18 AM
4	Drugs/Violence Unfriendly service professionals	8/2/2019 6:15 AM
5	Most often I feel welcome - my young adult son does not feel this way. He is on the spectrum.	8/2/2019 6:12 AM
6	friendly/employees helpful	8/2/2019 5:56 AM
7	Not knowing people or knowing people	8/2/2019 5:52 AM
8	The way people are is always a determining factor. Attitude is key.	8/1/2019 6:43 AM
9	Healthcare tends to be a place than can be intimidating to people in the LGBTQ+ community.	6/25/2019 9:58 AM
10	I felt uncomfortable when I tried to apply for help with my heater, the lady was very demeaning and I felt like she was looking down on me. Instead we used portable heaters to heat the house she didn't seem to care that we are raising a grandchild and at the time had two one was 16 and the other 9	1/25/2019 2:40 AM
11	Sometimes people can get carried away with their talk about cis white men. I've seen people be told not to speak and to be silent during discussion both online and in person just because they are white males. I think its important we work to lift up marginalized groups and we should do so without maligning another.	1/24/2019 1:40 AM
12	??	1/23/2019 2:02 PM
13	Happy, safe, kind, helpful people.	1/23/2019 1:53 PM
14	Flagstaff used to be a down home American community. The current City Council is trying to complete the socialist transformation that all the California transplants started.	1/23/2019 12:33 PM
15	A smile or lack of one with the look and the why are you here attitude	1/23/2019 10:39 AM
16	Snotty retail people	1/23/2019 10:14 AM
17	The staff	1/23/2019 6:30 AM
18	Eye contact & greet	1/23/2019 3:09 AM
19	Awareness of events before they happen (usually via social media or newspaper) and being a community member for 20 years makes me feel comfortable.	1/23/2019 2:15 AM
20	rude people? i don't know	1/23/2019 2:04 AM
21	I feel comfortable when people approach me and speak my language or when I can speak my language and not feel ashamed or out of place.	1/23/2019 1:49 AM
22	Rude behavior, comments indicating immigrants are not welcome	1/23/2019 1:00 AM
23	The openness of the place or event makes it comfortable. Police presence makes it uninviting and uncomfortable. Police should not be patrolling events.	1/22/2019 11:53 PM
24	I feel welcome when my friends feel welcome. I'm white, straight, and cisgender, and relatively financially stable, but many of my friends are not. I also feel welcome at events when public transportation connects me to them.	1/22/2019 11:46 PM
25	Uncomfortable: Walking into a venue and knowing no one.	1/22/2019 11:01 PM
26	I am racially profiled for entertaining a facility	1/22/2019 10:53 PM
27	I feel uncomfortable with the left leaning bias of our City Council and their supported activities.	1/22/2019 2:40 PM
28	Disability accessibility	1/22/2019 2:19 PM
29	The greeting I get from the first people I meet in a place. It sets the tone.	1/22/2019 1:05 PM

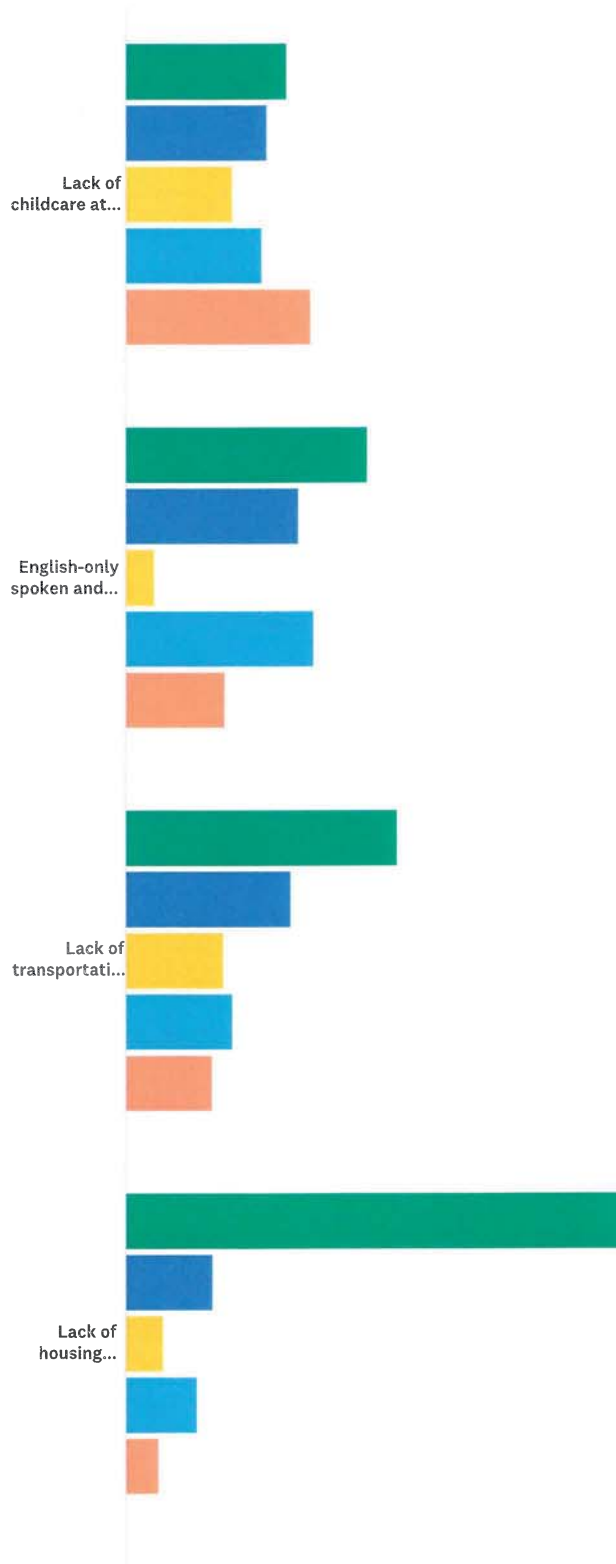
30	I come from California where Mexican Americans are generally well accepted. I contrast that to Phoenix, where I lived for 10 years, where we've had negative experiences that I attribute to racism. Flsgstaff is much more closely to California than Phoenix in that regard. I am glad we moved here. I love Puente de Hozho bilingual magnet school and I wish there were more schools like it.	1/22/2019 1:01 PM
31	Friendly people	1/22/2019 12:46 PM
32	It's more about noticing how one is treated compared to others in same situation. Ex: Rainbows End store-i have noticed over years of experience, degrees of my attire fr casual to dressed up and I always get followed by sales poeple- i've watched for customers to see if same happens to them-doesn't happen unless they look like me. I have been with anglo friends and that is only time this behavior is minimized. it's never absent.	1/22/2019 11:38 AM
33	As a gay man, being with my partner in public often garners stares or comments.	1/22/2019 11:18 AM
34	People being friendly	1/22/2019 10:47 AM
35	I feel pretty welcome everywhere. The arts/theater scene is just not my type of environment.	1/22/2019 10:47 AM
36	Racism	1/14/2019 12:22 PM
37	Homeless make me uncomfortable.	1/14/2019 12:14 PM
38	Mostly, I think it's because I am and appear to be a white, middle class, middle aged man.	11/27/2018 9:34 AM
39	Uncomfortable with the improper use of pronouns	9/20/2018 8:43 AM
40	I feel out of place on school campuses, it's not that I'm not welcome necessarily. And some medical places use the wrong name or pronouns for me if I'm on the phone.	9/18/2018 5:33 AM
41	The affect of those staffing the venues	9/14/2018 3:26 PM
42	Kindness makes me feel safe and comfortable. (Same for the opposite)	9/13/2018 4:39 PM
43	The tone of people's voices.	9/13/2018 3:08 PM
44	Smiles & eye contact	9/13/2018 2:19 PM
45	In general there is a sense that as a person of color I am "the Other" anywhere I go. Whether this is presented as a positive or negative, it's still a sense of not quite belonging here.	9/11/2018 3:37 PM
46	xxxx	9/11/2018 12:44 AM
47	Why would you leave this as free response? I could put that this survey makes me uncomfortable.	9/9/2018 3:03 PM
48	Body language, tone of voice, facial expression and interrelations with staff, people .	9/9/2018 4:37 AM
49	Staff members are caring and accommodating.	9/7/2018 4:58 PM
50	Government makes me feel uncomfortable.	9/6/2018 9:51 AM
51	The fact that I know many officials in Flagstaff encourage, defend, and respect diversity helps me to feel comfortable across Flagstaff.	9/5/2018 6:06 AM
52	Nothing really in flagstaff	9/4/2018 2:36 PM
53	Being stared at or being followed in public spaces & stores. People are talking loudly about what a nuisance 'Indians' are when they're drunk, whilst looking at me.	9/4/2018 12:11 AM
54	Acknowledgement of presence, welcome greeting, connection	9/3/2018 9:21 PM
55	Son is disabled. FUSD not inclusive and this town supports them without question.	9/3/2018 2:45 PM
56	Small businesses are suffering from then minimum wage. This town is not friendly at all. Police revenue enhance all the time and the city council only works on there own personal agenda. Flagstaff is turning into an Aspen, Colorado.	9/3/2018 1:52 PM
57	I am new to Flagstaff and have yet to experience some of these questions.	9/3/2018 1:22 PM
58	I am comfortable with most businesses whether it is government, institution, or other public gatherings including congregation.	9/3/2018 5:02 AM
59	Lack of community in this town. Its all about gaining profits from tourists and university students. The local residents dont matter.	9/2/2018 8:16 AM
60	Friendly smiles and communication	9/2/2018 3:37 AM
61	Intolerant Liberals	9/2/2018 1:22 AM
62	Eye contact and a smile	9/2/2018 12:40 AM
63	When I as a brown person enter a business or government facility and nobody greets me yet they greet white people who come in after me - this is uncomfortable.	8/31/2018 3:46 PM
64	Comfortable - smiles, greetings, good lighting. Uncomfortable - glares, harsh tones, tight spaces.	8/31/2018 1:25 PM
65	Atmosphere of racial profiling, especially in businesses.	8/31/2018 11:32 AM

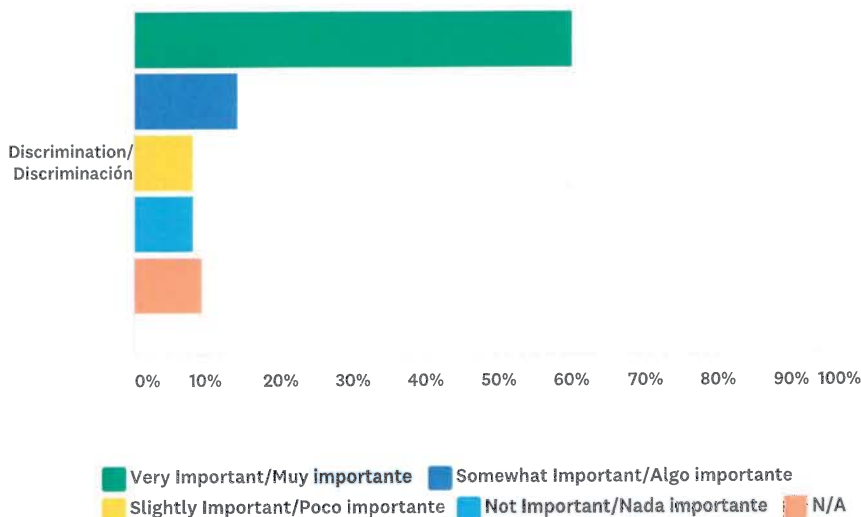
66	Went to a show downtown and every person getting escorted out of the venue, Orpheum, was a Native American. There were other folks causing a ruckus but they only given warnings while the security team grabbed the Native Americans with no warnings. Not fair, and I was not under the influence.	8/31/2018 9:38 AM
67	When people hate or treat people differently only because they have an opposing view.	8/31/2018 8:13 AM
68	Comfortable: Being in a familiar situation/environment Uncomfortable: Being with people who are very different from me.	8/31/2018 7:18 AM
69	The pressure to interact with humans.	8/30/2018 6:11 PM
70	Rude people and folks that do not look both ways when crossing streets in downtown.	8/29/2018 8:40 PM
71	One thing that always makes me feel comfortable in the city is how much there is to do that is free or at a low cost. I think it really helps brings the community together when everyone can participate! Would like more family-based events as well, sometimes it can feel uncomfortable to be a non-college-aged Flagstaffian.	8/29/2018 3:32 PM
72	Nothing	8/29/2018 2:11 PM
73	I feel comfortable and welcomed when i am greeted with a sincere smile when i enter a business. Uncomfortable if i feel i am being ignored. I usually leave if no one offers to help me within the first 5 minutes.	8/29/2018 1:44 PM
74	Homeless, intoxicated, and pan handlers make me feel uncomfortable.	8/29/2018 8:02 AM
75	For healthcare & schools, there are more minorities working there. So, you feel more welcome. City Hall is stale and unwelcoming. There is little diversity there.	8/29/2018 7:37 AM
76	Some businesses have displays of right-wing symbology such as flags that indicate the support of police officers indiscriminately murdering people of color.	8/29/2018 1:40 AM
77	Comfortable- a smile, eye contact, being helpful without being overbearing Uncomfortable- avoiding eye contact, avoiding interaction, ignoring people that don't appear important.	8/29/2018 1:25 AM
78	smiles	8/28/2018 1:59 PM
79	I'm a Republican President Trump supporter.	8/28/2018 12:47 PM
80	There is a very comfortable feeling in almost every establishment I find myself in.	8/28/2018 10:16 AM
81	uncomfortable that we r restricted from carrying firearms in the open. and that there are too many liberal socialist in town	8/28/2018 9:16 AM
82	Calm, smiling greeters; eye contact; a person to answer questions	8/28/2018 7:44 AM
83	The personal preferences of others being forced upon me. We are all different. Respect that.	8/28/2018 7:12 AM
84	Going into a business where they have thought about me as a customer. Grocery stores have the lowered wheelchair writing surface but the walkway between registers isn't wide enough for a chair. That's just ADA "lip service".	8/28/2018 6:54 AM
85	Overt patriotism currently and hate speech make me feel uncomfortable. Representation from lots of different groups makes me feel comfortable.	8/28/2018 4:27 AM
86	I've never felt uncomfortable.	8/28/2018 4:18 AM
87	Lack of programming or having to translate as a patient for other patients in a healthcare setting.	8/28/2018 12:07 AM
88	Being treated fairly and equitably.	8/4/2018 11:15 AM
89	I have always been welcome at all venues in Flag. On the other hand, I have felt unwelcome at some places in other states, especially the South.	7/24/2018 8:39 AM
90	I find Flagstaff to be a fairly safe city, and enjoy living here. I would like to see more venues and options and social events for those of us that identify within the broad LGBT spectrum. Having Pride in the Pines once a year isn't exactly a full support system as that is a one time event. We don't need events of the caliber of Pride in the Pines, but consistent city events would be nice to see. Things like small groups, or even a library day to read to folks queer children's books or things like that. Being able to interact in everyday life is more important that huge once a year signature events.	7/23/2018 4:14 AM
91	Depends on the situation	7/20/2018 11:27 AM
92	I'm in fear of being berated for conservative political views.	7/20/2018 8:47 AM
93	when people assume something about me and when they state the obvious about my physical appearance	7/20/2018 6:59 AM
94	Uncomfortable as an LGBT person: weird looks when my partner and i are holding hands, "Trump/Pence" signs (it doesn't mean the person hates LGBT, but it means they support someone who actively doesn't support LGBT), dark allies downtown at night.	7/20/2018 3:40 AM

95	I often feel uncomfortable when I walk in to a place of business because it feels like I am being watched. It feels like I am being watched because I am Native American. But, growing up in Flagstaff, I've learned to just deal with it	7/20/2018 3:20 AM
96	Ah, the feels. Seriously? People are too sensitive these days and get their precious feelings hurt over the most trivial of things.	7/20/2018 1:00 AM
97	When people leave threatening notes aty family's door	7/19/2018 10:37 PM
98	I've never felt uncomfortable. What makes me feel comfortable is when I am greeted with a hello and smile, and that when I ask for help/assistance I am treated how I expect to be treated.	7/19/2018 10:10 PM
99	being judged on my cover.	7/19/2018 6:12 PM
100	I feel comfortable when I feel represented, and am with people who share similar interests.	7/19/2018 4:24 PM
101	Free parking, family friendly- Changing tables in men's and women's restrooms, people greet you, clean steets, sidewalk, no dog poop everywhere in the grass, affordable things to do and see.	7/19/2018 4:18 PM
102	People in cliques.	7/19/2018 4:15 PM
103	Too many gays here	7/19/2018 4:00 PM
104	Being treated with respect and kindness.	7/19/2018 3:56 PM
105	Flag waving MAGA supporters that support the division Trump and the GOP espouse	7/19/2018 3:55 PM
106	Acceptance makes me feel comfortable! People with big trucks and confederate flags make me feel uncomfortable!	7/19/2018 3:50 PM
107	Diverse attendees, many familiar faces	7/19/2018 3:28 AM
108	People are generally friendly and welcoming	7/14/2018 7:16 AM
109	feeling welcomed, safe and secure in any place. at this time I do not know if my neighborhood will even be here in ten years	7/14/2018 1:22 AM
110	Acknowledged. Hello. How are you. Have a nice day	7/12/2018 12:59 PM
111	It depends on the group I'm with, but physical accessibility, and access to information or translation can be important to our group experiences. Disrespect or appropriation for local indigenous culture quickly turns us away.	7/12/2018 3:44 AM
112	It's hit and miss at most places. Arizona is a very racist state so sometimes or some people are cool and some are not.	7/12/2018 12:58 AM
113	Smiles and attitude	7/12/2018 12:47 AM
114	I feel some people may feel a little intimated by me because of the way I look and dress. I feel it's pretty obvious that I was raised in a lower income environment	7/11/2018 12:38 PM
115	Not always accepting of minorities with tattoos but little know with two degrees	7/11/2018 12:37 PM
116	Being invited	7/11/2018 11:33 AM
117	How people stare. The uncomfortable body language. Sometimes the blatant disgust on faces. The way police stare, watch and way overly pay attention almost waiting for us to do something.	7/11/2018 11:02 AM
118	It makes me feel comfortable when people ask me my pronouns or when there are more than two (boy/girl) options for gender on these forms.	7/11/2018 8:07 AM

### Q3 Rate specific barriers to a welcoming climate you are aware of/Según su conocimiento, indique las barreras específicas a un ambiente hospitalario:

Answered: 152 Skipped: 2





	VERY IMPORTANT/MUY IMPORTANTE	SOMEWHAT IMPORTANT/ALGO IMPORTANTE	SLIGHTLY IMPORTANT/POCO IMPORTANTE	NOT IMPORTANT/NADA IMPORTANTE	N/A
Lack of childcare at venues/Falta de guarderías para niños en los lugares de eventos	22.00% 33	19.33% 29	14.67% 22	18.67% 28	25.33% 38
English-only spoken and written materials/Comunicación oral y materiales exclusivamente en inglés	33.11% 49	23.65% 35	4.05% 6	25.68% 38	13.51% 20
Lack of transportation options/Falta de opciones para transporte	37.33% 56	22.67% 34	13.33% 20	14.67% 22	12.00% 18
Lack of housing options/Falta de opciones para vivienda	68.21% 103	11.92% 18	5.30% 8	9.93% 15	4.64% 7
Discrimination/Discriminación	60.14% 89	14.19% 21	8.11% 12	8.11% 12	9.46% 14

#	PLEASE DESCRIBE SPECIFIC BARRIERS CHOSEN ABOVE/SÍRVASE DESCRIBIR SUS RAZONES POR ELEGIR CUALQUIER BARRERA CITADA ARRIBA:	DATE
1	I have see the Aquaplex maintained better but the other centers have better, nicer, friendly, more welcoming staff.	8/2/2019 6:39 AM
2	Information in English	8/2/2019 6:31 AM
3	Children often have to translate for their parents and it makes sense for us to provide literature in Spanish as well as English	8/2/2019 6:27 AM
4	Training and awareness re: diversity and tolerance (gender and Bias awareness training for individuals who work with students and public) Disability awareness training.	8/2/2019 6:07 AM
5	Housing - I think that the housing is outrageously ridiculous. If you make enough money you don't qualify for assistance but you can't really afford anything else.	8/2/2019 6:01 AM
6	Cost of living. Flagstaff needs more housing but cheaper at the same time. Change zoning to allow micro homes on small lots.	1/24/2019 1:40 AM
7	Poverty and housing crisis in the area are forcing families, elders, nurses, teachers, counselors and other essential people out of the community. If we keep it up all the caring "Flagstaff" people will be gone replace with rich college kids, tourists(who leave trash in the woods, and rich people from other places. At what point do we protect the essential people in our community. Flagstaff is ruined because the gentrification is complete. It's a sad thing to watch your beloved community members leave to greener pastures while you know you will soon need to leave as well.	1/23/2019 1:53 PM
8	Quit taxing the hell out of the citizens of this community.	1/23/2019 12:33 PM
9	Stereotypes or presumed illegal	1/23/2019 10:39 AM
10	Age	1/23/2019 10:14 AM

11	I don't understand the wording of the question. I'd like to think we have an exclusive community. However, some city functions the attendees are primarily white. I don't know if that's discrimination or not. Lack of housing is important but it doesn't really relate to the topic. Transportation is fine with the option of the bus and uber. Events will be primary English, i dont suppose that doesn't include Navajo and Spanish speakers, but realistically there can't be interpreters at every event. Childcare is the responsibility of each individual parent, not necessarily a community issue.	1/23/2019 2:15 AM
12	It is hard to go to events when childcare isn't available. Also having child activities during the week after 5p would be really beneficial to the community. Events in the am are only attended by those who don't work. We should absolutely have multi-lingual written and spoken materials at events...beyond just spanish also navajo, chinese, etc. The bus system desperately needs to be expanded. We need to increase property taxes in order to fund a free city-wide bus system for residents that goes to the outskirts of the city. People in Kachina, Doney Park, Baderville, Lake Mary need to be able to take the bus. We desperately need housing in the \$200K or less range, that is affordable housing. We do not need more apartments in this city. We need to create a city that people can live and work in. We need working family neighborhoods where people can afford to buy a home not just rent one. I feel that people in Flagstaff discriminate heavily against Native Americans, that needs to change. I would love to see more native peoples at city events, you hardly ever see them and their families attend city events.	1/23/2019 2:04 AM
13	Affordable housing is Flagstaff's biggest problem.	1/23/2019 1:00 AM
14	Communication is key to breaking down barriers.	1/22/2019 11:53 PM
15	The lack of affordable housing options is making things tough for folks in Flagstaff. One measure I've chosen in order to make more room in my budget for housing is to get rid of my car. For the most part, I think the bus system in town is fantastic, but there are some limitations. As a car-free single mom, there are some things we just can't do realistically without paying for a taxi or rideshare app. For example, the lack of bus service to DeMiguel School. My son has several after-school activities that meet there (AYSO soccer, Boy Scouts, etc.), and I usually have to pay about \$20 round trip for a ride or ask friends/co-parent for help with transportation to those events. We mostly bike, walk, and take the bus, but the hill in that neighborhood and the late evening timing of the activities make this unrealistic. It would be really great if the buses served all of the public schools in town. I know that for some families, these transportation issues exclude them entirely from some after-school activities. We've had to opt out of some activities, simply because of transportation challenges.	1/22/2019 11:46 PM
16	Having materials translated for Spanish speakers is important.	1/22/2019 11:01 PM
17	Little to no housing. The City caters to wealth and NAU	1/22/2019 10:53 PM
18		1/22/2019 1:05 PM
19	I wish there were more housing developments in the mid 200,000s, just like you can find in Phoenix and other places.	1/22/2019 1:01 PM
20	If things are only available in English it leaves a major part of our community that is not represented. The same with housing affordability, it is an automatic discriminatory practice. It stops making our community diversified. All you end up promoting is a wealthy white community.	1/22/2019 10:47 AM
21	There is a lack of affordable housing.	1/14/2019 12:22 PM
22	Housing is a huge issue in Flagstaff. Not enough affordable.	1/14/2019 12:14 PM
23	I have friends and colleagues who have described each of these barriers to me.	11/27/2018 9:34 AM
24	Flagstaff is a very expensive place to live, and they keep building more apartments which helps, except they're all luxury apartments that const too much. We need affordable housing!	9/18/2018 5:33 AM
25	Flagstaff is very unwelcoming to those who aren't incredibly wealthy	9/14/2018 3:26 PM
26	Flagstaff needs to consistently work to make its self more accessible to more people. When there is snow and ice it is often a physical and mental barrier to leave home. Sidewalks and drive ways become less accessible. Living downtown with a child ina wheelchair I have felt very uncomfortable as of late with the combination of increasing traffic with things like the hub I feel trapped inside my neighborhood. I was more comfortable in this town 5 years ago. I am uncomfortable as a counselor to children constantly helping families who are losing homes due to our housing crisis. I am very uncomfortable as I have also lost many coworkers due to our housings crisis and need to now work harder while letting families down.	9/13/2018 4:39 PM
27	Numerous POC tell me how discrimination in Flagstaff is significant. Particularly my Native American friends. Housing is a problem and we all know it. Families don't live in shared living spaces, we're tired of seeing student housing built where low-income housing should be.	9/13/2018 3:08 PM
28	I feel very welcome in Flagstaff	9/13/2018 2:19 PM
29	I have a vehicle so transportation is not a barrier for me. Flagstaff housing rental rates!!!!....	9/9/2018 4:37 AM
30	Native & Indigenous people are simply barred from these places by silence, or people telling us their is no room, or they are closing, etc. we are silenced and made to feel extremely uncomfortable, so we leave on our own.	9/4/2018 12:11 AM

31	it is expensive to live here in,Flagstaff. Traffic is horrible. City council is so terrible	9/3/2018 1:52 PM
32	No comment.	9/3/2018 5:02 AM
33	How can someone pay \$1950 in rent when they are paid \$1650 here? The rent is out of control here for families, especially when the university employees so many families and doesnt have to keep up with national wages. I started a position that was 10k below the last university I worked at (same title) and haven't received a cost of living increase in over 5 years, though the rent and utility costs go up regularly. The rentals near That uni go for half the rate here. That makes it impossible to participate in local businesses and events.	9/2/2018 8:16 AM
34	Childcare - not a parent so unable to really give input regarding childcare. It does seem to be an issue though for many families. English-only - I'm open to people being able to speak in their language freely. Being multilingual is a skill many overlook. I think having written materials in other languages help as well. Let's people really understand what is being communicated. Transportation and Housing options - lack of these can make keeping people in the city of Flagstaff difficult. Housing right now is crazy being unaffordable and having people move away. Flagstaff is pretty good with transportation options allowing people to get around. Discrimination - can be found anywhere, especially in the current political climate of our country. Need to find ways that promote inclusion and understanding instead of fear and judgment.	8/31/2018 1:25 PM
35	Getting emergency dental care, appt when u have no vehicle. Lack of timely emergency dental care due to type of insurance. Lack of means to get new glasses because insurance doesn't cover.	8/31/2018 11:32 AM
36	There are hundreds of homes for sale in the Flagstaff area, for over \$300K, however renting or purchasing a home for a family of four is overpriced for working families in Flagstaff. Lack of housing = discrimination against working families. There are too many "businesses" for lease and not enough housing for working families and single adults.	8/31/2018 9:38 AM
37	This question is confusing, what are you actually asking for? None of the above effect me personally.	8/31/2018 8:13 AM
38	I think transportation and housing are very large barriers in our community particularly. I have watched the families in our complex and the surrounding building slow be pushed out by students over the years, and in fact, we are moving further out of the city soon, because the students are so insufferable to live with. More affordable housing is important to keep the base of Flagstaff here and working. Students come and go, but Flagstaffians are what will keep the town running. Similarly for the buses, I have heard so many families that have to live far from the center of town that wish they could be more involved and support local businesses more, but are put off by having to take an hour plus bus ride for what would usually be a 15 minute car ride.	8/29/2018 3:32 PM
39	Lack of reasonably priced housing	8/28/2018 12:47 PM
40	The lack of affordable housing in this community is one of the glaring needs that needs to be addressed in the very near future. "haves" will almost always feel welcome, and "have nots" will almost undoubtedly feel the opposite.	8/28/2018 10:16 AM
41	the downtown parking is a crap shoot....shouldnt have to pay for it. council waste our on those dumb art in the street and mass of junk metal that decorates 4th street	8/28/2018 9:16 AM
42	Housing os unaffordable for most. Stop pandering to NAU and apartment developers.	8/28/2018 7:12 AM
43	NAIPTA buses are disability friendly and there's also mountain lift. However, bus passengers are resistant to move from the special seats and the left drivers show up so EARLY for scheduled pick ups that I am in fear of being left behind as I cannot move quickly enough to get out the door. Section 8 housing may or may not be ADA compliant.	8/28/2018 6:54 AM
44	I have a young child, so I do feel excluded when I do not have childcare readily available because I never know how my child will react to a situation. Having things on hand to entertain my child does help with this. Having English-only spoken and written materials is a huge barrier to non-English speaking people and I would like to see more opportunities for translators, including ASL translators at public events. I put transportation as somewhat important, because Flagstaff is walkable most of the year. Housing is a definite issue in Flagstaff, and the cost of housing and lack of opportunity is not just forcing out minorities, but the younger generation in my opinion. I have faced some discrimination in Flagstaff for what I am, but it is minor in comparison to what I left in Georgia. I would say discrimination has gotten more pronounced in the last two or three years, but I still feel that Flagstaff is better than a lot of places and is more of the less discriminatory towns in Arizona.	8/28/2018 4:27 AM
45	If materials are only presented in one language in a healthcare facility, how does a person know what they're signing. There is a crisis in affordable housing in this town and we are pushing locals out for college students.	8/28/2018 12:07 AM
46	Although I recognize the importance of providing languages other than English, I also recognize that when this IS provided, it is usually just English and Spanish. There are many other languages spoken in our community and it would be difficult or impossible to provide spoken and written materials at all events in all languages.	8/4/2018 11:15 AM

47	Our bus system is pretty good in the sense that it is well connected and convenient. However, it can be challenging to make the bus system an integral part of your life. Many people choose to drive instead of bus because it's faster and more convenient. Maybe a way to promote using buses more, I'm not sure. Housing is likely the biggest issue in Flagstaff. It's a great town to live in, but is also prohibitively pricey, especially since wages in the area do not match cost of living. I'm sure city folks are already aware of this and are working on solutions.	7/23/2018 4:14 AM
48	Money I think it's the biggest barrier in Flagstaff societal invitations	7/20/2018 11:27 AM
49	I feel like the city is only concerned about NAU students and housing them instead of the City's own local population.	7/20/2018 6:59 AM
50	I see public meetings and such at MNA or all on the west side. That means that group is unlikely to have low income folks attending. More events should also have an east side venue. Housing is a huge issue in that I think it is discriminating against income all the time and income aligns with minority groups so much.	7/20/2018 3:40 AM
51	Lack of transportation and housing is a large issue for Flagstaff. The bus system runs okay, but there are large gaps in service times so it makes it difficult to be on time. Housing is a major concern as I would like to live here and purchase a home or an apartment but there is often a lack of affordable and adequate housing.	7/20/2018 3:20 AM
52	So addressing the English only option... We live in the USA. English is our language. If you're here, at least try and speak it. Not sure how many other countries you've been to, but all of them I've visited (and that's a lot) don't cater to English speakers. They actually appreciate it if you try and speak their language, as they see it an attempt to relate to them. Discrimination... This is a natural human thing. At our very core we are animals and we inherently run with our like kind and look down on others.	7/20/2018 1:00 AM
53	I haven't experienced the 3 I marked N/A, however, even with a high paying job in Flagstaff and being the only person in my household that I am responsible for, my house options were limited due to high cost and the type of dog I own (husky-Rotweiler mix).	7/19/2018 10:10 PM
54	I think more signs should include Spanish. It would help not only our Spanish speaking neighbors but also tourists. Maybe even mandarin. Our public transportation is good but it could be improved. Shuttles from doney, munds Park. Extended weekend hours. More buses to have more runs per hour. These things make the bus system unusable and under utilized for a good majority of people. There is no affordable housing in this town. You either are week off financially or you work too much and still struggle. Creates classism. U	7/19/2018 4:24 PM
55	The barriers are cost of living and affordable options for families, single income, and elderly. Also having more businesses that meet the needs of people of color. Flagstaff needs more opportunities for ethnic food, shopping, art, and culture! The Native American culture should be more present and prodominate in Flagstaff.	7/19/2018 4:18 PM
56	Rent too high and forcing families to leave	7/19/2018 4:00 PM
57	Better transportation with infill projects on the east side for low income housing	7/19/2018 3:55 PM
58	The bus schedule makes it difficult to attend events that last late into the evening, especially on weekends, when the buses stop running very early.	7/19/2018 3:28 AM
59	These have not been barriers for me personally, but I imagine they are major barriers for others. This question is a little vague.	7/14/2018 7:16 AM
60	we must include in this lack of good paying jobs. we must invest in affordable housing. if developers want to build, they must include more affordable housing. what ever the current percentage is right now needs to be increased significantly.	7/14/2018 1:22 AM
61	Attitude of staff in certain service areas	7/12/2018 12:59 PM
62	We have a high cost of living here in flagstaff. If money is an issue in something as simple as affordable housing than of course child care and transportation are also issues. Those are extra expenses for people that are living on the poverty line. Affordability is very important in flagstaff and allows for diverse neighborhoods. Gentrification breeds environments of segregation and socioeconomic conformity. Flagstaff is not very language accessible considering proximity to native lands & languages. Spanish language options should also be available. Access to gender friendly bathrooms can prove to be a barrier	7/12/2018 3:44 AM
63	Lack of housing options: well, it's getting worse and worse!! You guys are little by little, actually it's starting to happen a bit more and faster these days catering to the students of NAU and to only the wealthy!	7/12/2018 12:58 AM
64	Same as I said before, I feel it's pretty obvious I'm was raised in a lower income environment and it feels as though it triggers some negative stereotypes in the average middle class white persons mind	7/11/2018 12:38 PM
65	All of the above are seriously lacking in FLG, I would emphasize the lack of housing options is seriously homogenizing the kind of people that can live in FLG (i.e. only rich, white people can afford to live here, thus we get very little cultural diversity)	7/11/2018 8:07 AM

### Q4 Other barriers not mentioned above (please describe and rate)/Otras barreras no mencionadas arriba (favor de describir y asignar una valoración):

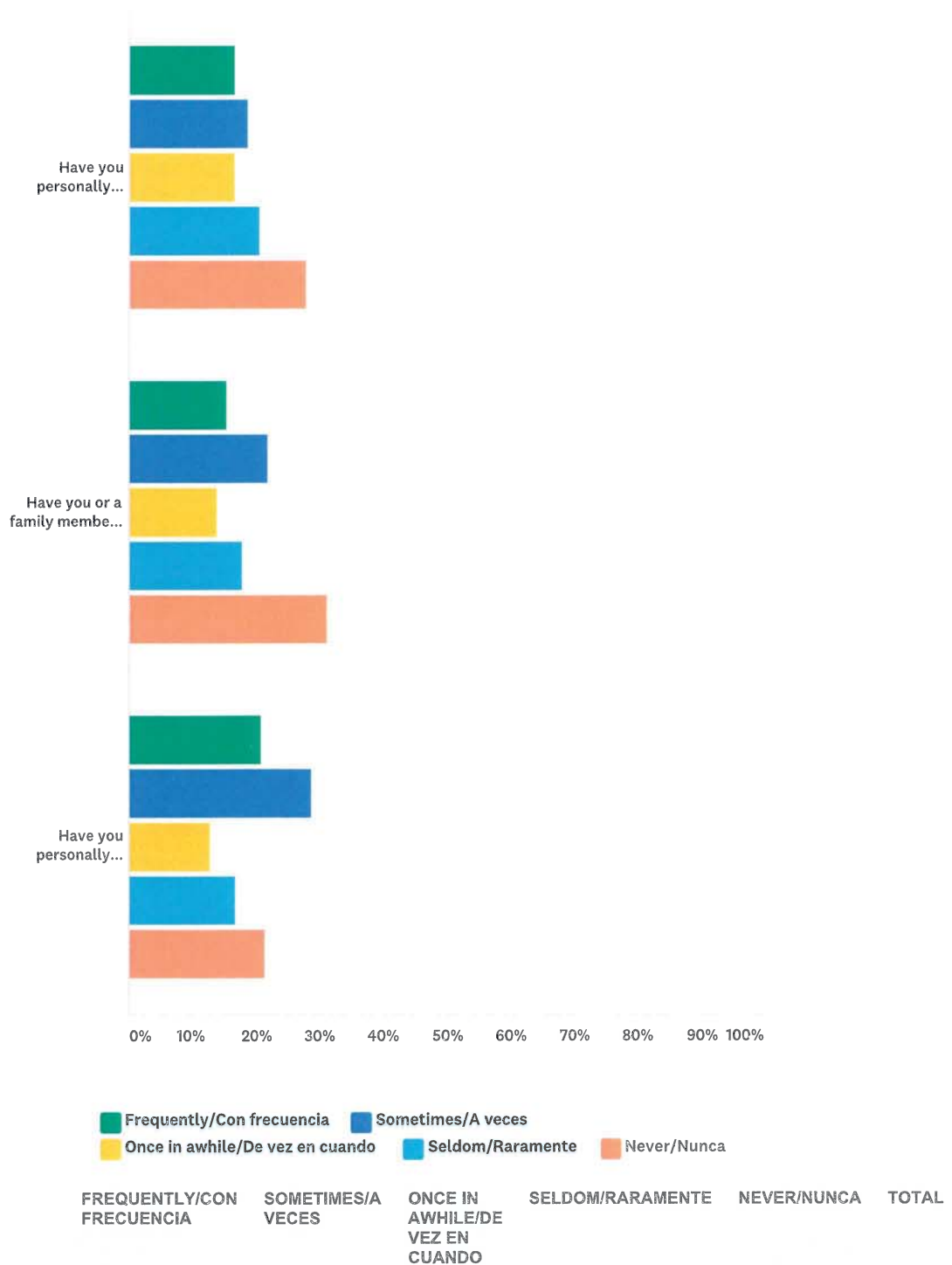
Answered: 52 Skipped: 102

#	RESPONSES	DATE
1	Lack of cultural sensitivity and education	8/2/2019 6:27 AM
2	Lack of access to social services (limited resources) - mental health	8/2/2019 6:12 AM
3	Being a Christian	8/2/2019 5:52 AM
4	Employment opportunities. The city needs to project a more business friendly attitude so we can attract more employers	1/24/2019 1:40 AM
5	That is all	1/23/2019 1:53 PM
6	Looked down at certain events	1/23/2019 10:39 AM
7	The way staff treats you	1/23/2019 6:30 AM
8	N/a	1/23/2019 2:15 AM
9	Lack of interpreters or interpreters that are fluent not just in the language but in the culture/origin/traditions/expectations of the person needing translations.	1/23/2019 1:49 AM
10	Access to all for drivers license, voting(including prisoners and ex felons), and credit/bank loans. All are Very Important	1/22/2019 11:53 PM
11	My partner is deaf. I've NEVER seen a sign language interpreter at any city events, city-approved festivals, or any of the other local concerts, plays, or art events. We often skip these events, because there's no way for him to participate. When we've called to request an interpreter, most organizers say that they can't afford it. Which I'm pretty sure is illegal. I'd love to see the city require ASL interpretation for permits at large events in town that include public speaking. The deaf community is big in Arizona, and the community is well-connected. More people would travel to more events in Flagstaff from around the state if this was a regular part of those events.	1/22/2019 11:46 PM
12	NAU is out of control	1/22/2019 10:53 PM
13	The higher minimum wage is a huge barrier to small businesses	1/22/2019 2:40 PM
14	Disability accessibility	1/22/2019 2:19 PM
15	Just the continued lack of cultural and humanity respect to the diversity of this city, the people and it's Border town customers. Ignorance is not bliss, it's a teachable opportunity.	1/22/2019 11:38 AM
16	Lack of middle-income jobs; Very Important. Lack of accommodations for people with physical disabilities (this becomes exponentially more problematic in the winter); Very Important. Lack of viable mental health facilities. Very Important.	11/27/2018 9:34 AM
17	The cost of simply existing in this area is suffocating	9/14/2018 3:26 PM
18	Housing crisis, lack of economic resources and industry, poverty statistics in relation to flagstaff children, economic instability	9/13/2018 4:39 PM
19	Overall, I do not appreciate the direction the city is heading, but I understand this is a tourist-based city.	9/13/2018 3:08 PM
20	Venues for large community events are very expensive and always booked	9/9/2018 4:37 AM
21	Working at NAU... I feel barriers to town. I understand the town's resentment--but I wish there was a way to make that relationship better.	9/5/2018 6:06 AM
22	high cost for parking in town and on campus; high cost of entry to events.	9/3/2018 9:21 PM
23	Lack of access....not wheelchair compatible	9/3/2018 2:45 PM
24	Don't bring race into living here in Flagstaff. That is out of line.	9/3/2018 1:52 PM
25	None. If I am discriminated, I make it known to what ever the situation might be. Good.	9/3/2018 5:02 AM
26	None	9/2/2018 12:40 AM
27	Retail/Food Establishment placement (Very Important) - I feel keeping these type of business on one side of town causes traffic congestion and doesn't promote economic equality.	8/31/2018 1:25 PM
28	Only allopathic medicine somewhat uses most insurance but alternative options are unavailable to this as viable choice.	8/31/2018 11:32 AM

29	If the city can build for university students, they can build housing for students in the community college too, teaching, and afford to live here.	8/31/2018 9:38 AM
30	Parking - very important Cost - very important	8/31/2018 8:13 AM
31	None	8/29/2018 2:11 PM
32	Transient and intoxicated persons in city parks make me feel uncomfortable	8/29/2018 8:02 AM
33	na	8/28/2018 1:59 PM
34	None I can think of.	8/28/2018 10:16 AM
35	the fact that the city paid 96k in hush money to a certian individual but we cant pay parks and streets employee any money or give them pay	8/28/2018 9:16 AM
36	NA	8/28/2018 7:12 AM
37	Discrimination in this town is hidden. For example: Farmers Market on 4th street refuses to hire folks with disabilities. You have to fight with her to get a job application. Fratellis pizza tosses out applications from folks with disabilities and the dining rooms are not accessible. The hospital will not let anyone volunteer who has a stutter. Its subtle but exclusion is all over flagstaff. This discrimination is real and I would rate accessible employers as being the most significant barrier I have encountered.	8/28/2018 6:54 AM
38	Employment opportunities and low salaries	8/28/2018 4:27 AM
39	Inequity in educational opportunities	8/4/2018 11:15 AM
40	Businesses and functions are often during normal business hours of operation so it's impossible to go to several places I'd like because they're closed when I'm off work and able to get places around 6pm like most people.	7/20/2018 11:27 AM
41	Gendered bathrooms. Homophobia. Transphobia. Racism. Police racism and aggression.	7/20/2018 3:26 AM
42	.	7/20/2018 3:20 AM
43	N/A	7/19/2018 10:10 PM
44	There is a lot of racism, gentrification, and harrasment happening in Flagstaff, but the local government and police don't seem to address it. Also there are tons of drugs and no enforcement.	7/19/2018 4:18 PM
45	UK	7/19/2018 4:15 PM
46	Housing, a second time.	7/19/2018 4:01 PM
47	n/a	7/19/2018 3:28 AM
48	increase home ownership programs like habitat for humanity. no one can afford to live here. if you an afford to buy a house (\$300,000 and up) in flagstaff you don't need any help from programs. but most people in flagstaff don't make that kind of money.	7/14/2018 1:22 AM
49	I think having police accountability is important in a town that is quickly growing into a city. I think that issues such as racial profiling and excessive violence have been present in flagstaff PD for a long time and should be addressed.	7/12/2018 3:44 AM
50	Discrimination: I am a native to New Mexico and when I grew up it was predominantly "Brown". I moved to Flagstaff in 1995 and it was a huge culture shock for me. I ran into and still run into racist comments and looks!	7/12/2018 12:58 AM
51	Political beliefs and assumptions	7/11/2018 12:38 PM
52	Price	7/11/2018 11:33 AM

**Q5 The following questions refer to your feelings, experiences, or things you have witnessed in Flagstaff/Las siguientes preguntas se refieren a los sentimientos, experiencias o incidentes que Ud. haya presenciado en Flagstaff:**

Answered: 151 Skipped: 3



Have you personally felt, at any time, that you were not valued, based upon race, ethnicity, gender identity/Ud. personalmente ¿ha sentido que no fue valorado(a), basado en motivos de raza, origen étnico, identidad de género?	16.56% 25	18.54% 28	16.56% 25	20.53% 31	27.81% 42	151
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Have you or a family member experienced an incident of hostility or discrimination, based upon race, ethnicity, gender identity/Ud. o un miembro de su familia ¿ha experimentado un incidente de hostilidad o discriminación basado en motivos de raza, origen étnico, identidad de género?	15.23% 23	21.85% 33	13.91% 21	17.88% 27	31.13% 47	151
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Have you personally witnessed an incident of hostility or discrimination directed at somebody based upon race, ethnicity, gender identity/Ud. personalmente ¿ha presenciado un incidente de hostilidad o discriminación contra alguien basado en motivos de raza, origen étnico, identidad de género?	20.67% 31	28.67% 43	12.67% 19	16.67% 25	21.33% 32	150
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#	CAN YOU DESCRIBE ANY OF THE INCIDENTS OR SITUATIONS REFERRED TO IN THE PREVIOUS THREE QUESTIONS?/¿PUEDE UD. DESCRIBIR CUALQUIER DE LOS INCIDENTES O SITUACIONES MENCIONADAS EN LAS TRES PREGUNTAS ANTERIORES?	DATE
1	in a restaurant eating and the customer was waiting longer than I was and he left.	8/2/2019 6:31 AM
2	Parents being looked down at for using the reduced user programs. racial profiling, ageism	8/2/2019 6:27 AM
3	Witnessed 3 to 4 afro American youth boys being questioned by police because of clothing they were wearing.	8/2/2019 6:21 AM
4	I have a gay family member - he has been mistreated in public/businesses in Flagstaff. He is very conservative.	8/2/2019 6:12 AM
5	Just some racial epithets during arguments. And of course anti-caucasian rhetoric is often seen on campus and protests.	1/24/2019 1:40 AM
6	Lived here for a long time and things that happened happened many years ago.....in the 70's and 80's.	1/23/2019 2:02 PM
7	I have personally experienced racism. I work in the community actively helping those experiencing racism. It's a hard life living in the wild Wild West. I hate to say it but this is a racist town.	1/23/2019 1:53 PM
8	You are forgetting age	1/23/2019 10:14 AM
9	N/a)	1/23/2019 2:15 AM

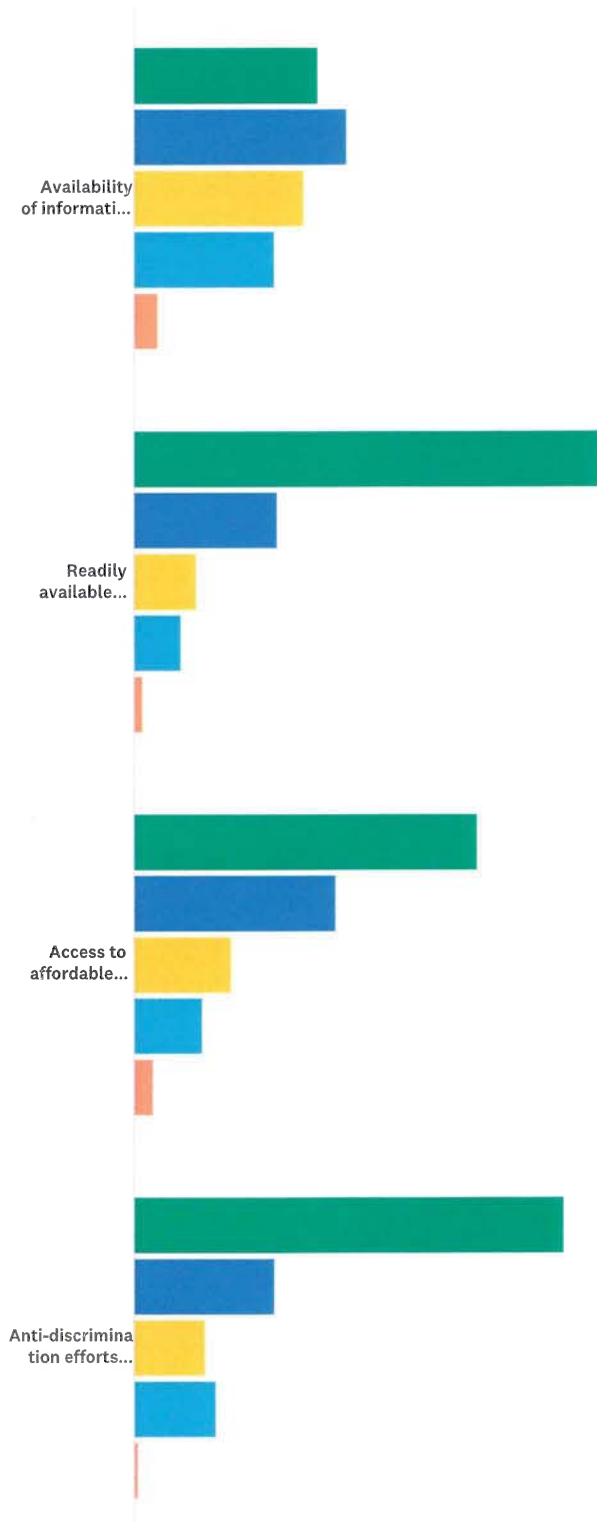
10	i am a white middle class woman so I don't have specific experience with discrimination BUT I have experienced people's assumptions based on my skin color and dress. I dress and act well but I come from a drug addicted home and grew up poor most of my life. My skin color and the way I act and dress makes people assume that I don't know where they are coming from but that is not the case. People assume my life is wonderful but it hasn't always been. I think we need to look beyond the color of skin, we should not leave white people out in the code. This isn't a race issue, this is an equality issue and an issue of class. Yes there are people that discriminate based on race but I don't think that is underlying issue. The underlying issue is that there are too many people in this world that make way too much money and our middle class is shrinking. We need to pull our poor and working class families up into the middle class and we need to tax the rich in this city heavily in order to accomplish that. We need less millionaires in the Flagstaff. We need to send a statement that if you want to buy a second home or a million dollar home here, then you are going to pay high taxes so that we can take care of the people that live and work here every day. Let's take care of the systemic issues in Flagstaff rather than creating a group or issuing a statement that has absolutely no meaning whatsoever and will do nothing other than say Flagstaff as a city is against discrimination.	1/23/2019 2:04 AM
11	About five years ago I was working as a cashier at a local Circle K, a white elderly man came in and bought some items, as he was leaving he asked me about my accent and wanted to know where I was from. I informed him that I was from Mexico, born in Mexico, and that English was not my first language, he then proceeded to ask me if I had a "green card", I told him that I didn't. He then asked if I didn't have a green card how was it that I was working at Circle K. I then told him that if he knew his own country's immigration laws he would know what to ask me next, he did not.	1/23/2019 1:49 AM
12	Police trespassing on my elderly neighbors property without warrants, threatening them and refusing to leave the property. A stor owner refusing service to a Native American.	1/22/2019 11:53 PM
13	I've been in multiple situations with African American friends where servers, cashiers, and other customer service employees seem to deliberately misunderstand their requests for very normal customer requests. A few times, I've stepped in to try to advocate for my friend, and then suddenly everyone understands exactly what's needed. It's never overt like, "I won't serve you," but it's more like, not engaging, listening, or taking the person seriously enough to understand what they're asking. I've seen this in situations with Flagstaff Police as well when asking an officer for information (NOT during a traffic stop or other situation involving a violation of some kind). Same with parking enforcement. My friend was asking one of the enforcement folks about something related to the new parking rules (neither of us had a car parked downtown, so it was purely informational - not disputing a ticket), and the uniformed parking enforcement officer ignored my friend's question until I asked exactly the same question in exactly the same words and got an answer.	1/22/2019 11:46 PM
14	My work site ushered a drunk Native American man from the building without offering assistance even though that's one of our programs we offer. Overheard staff say derogatory comments about the person.	1/22/2019 10:53 PM
15	People don't call 911 when they see transient residents unconscious or being harassed.	1/22/2019 2:19 PM
16	Trans person being harassed at mall by young people. I've seen more harassment based on religion, political choices. The above incident was a mixed racial group of kids shouting Bible quotes.	1/22/2019 1:05 PM
17	Being followed at stores. My college students have told me stories about part time jobs where business managers tell them to watch out for brown people because they tend to steal. This matches my experiences at some places as a customer.	1/22/2019 1:01 PM
18	At the Xmas Light parade 2018. Nice anglo couple to my right, a ma, pa & kids on my left. Young blonde (high sch or college age) is passing out coupons for Himilayan Grill. She hands coupons to my left, gives a split second side glance toward me, steps past and hand family on my left coupons as well.	1/22/2019 11:38 AM
19	There are common stereotypes of Native Americans within Flagstaff, especially individuals who are homeless or frequent the downtown area. While there is an issue with people who are transient downtown, this is not exclusive to the NA population but stereotypes of that group are prevalent and openly verbalized in the downtown area. I have witnessed hostile reactions and comments often directed toward homeless individuals in the downtown area.	1/22/2019 10:47 AM
20	White kids asked my white kid why he hang out with some native kids.	1/14/2019 12:14 PM
21	I have seen business owners chase away potential customers who are Native American. Restaurants refuse to serve people who "look homeless." Some residents are strongly opposed to affordable housing solutions and that opposition has come out as prejudices that include a "fear of increased crime."	11/27/2018 9:34 AM
22	I have witnessed so much discrimination and hostility toward POC - downtown, at restaurants, at the hospital, and many other places of business.	9/20/2018 2:59 PM
23	Discrimination at job, more county than city.	9/20/2018 8:43 AM
24	Open your eyes and you will see. Pay attention.	9/14/2018 3:26 PM

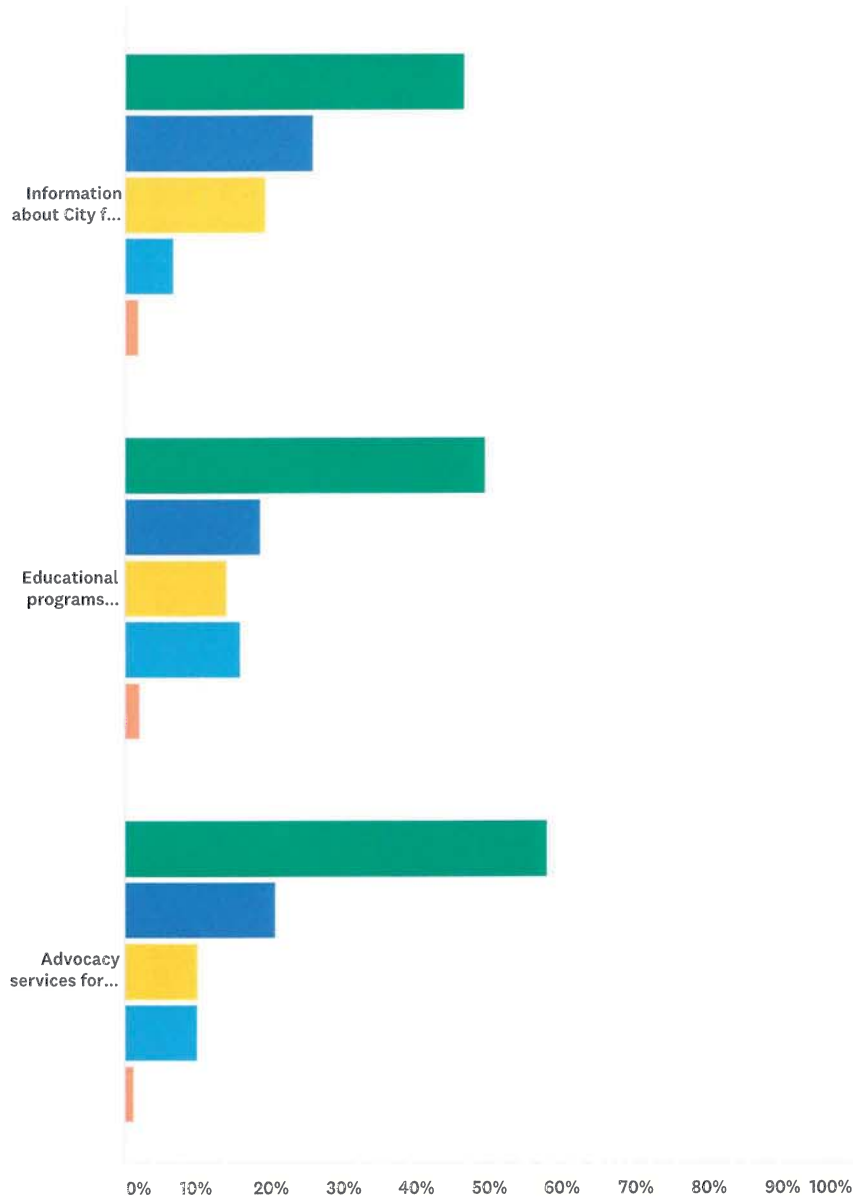
25	In a select few mom & pop restaurants, poor customer service & slow to be waited on. Glad department store staff seem more diverse. Before my siblings were always watched, as if they were going to steal something..	9/9/2018 4:37 AM
26	Every time I visit a government facility.	9/6/2018 9:51 AM
27	I have felt "unnecessary" (as I should) at Tribal meetings. I have witnessed discrimination against Native Americans and non-English speakers.	9/5/2018 6:06 AM
28	Being downtown we are regularly discriminated against. Last to be served, ignored, treated or talked to badly, stared at, and have to hear discriminatory views about Native people. Often we are asked to confirm we are not drunk, or won't fight.	9/4/2018 12:11 AM
29	Why are you concerned with race. Stop this.	9/3/2018 1:52 PM
30	None.	9/3/2018 5:02 AM
31	The schools saying they can't offer services needed to children because they only have enough money to assist the children coming from the reservation.	9/2/2018 8:16 AM
32	Conservatives are being attacked daily	9/2/2018 1:22 AM
33	This is still a male dominated society	9/2/2018 12:40 AM
34	A few incidents have occurred. One involved a police officer that was very demeaning in the tone of his voice and words used. I feel it was based due to my family being Native American and Hispanic. Another involved a physician in the Emergency Room. The physician stereotyped me as an alcoholic knowing I was Native American. When trying to ask questions or find info regarding being drugged, it was brushed off that those tests are expensive. Made me feel uncomfortable and sad.	8/31/2018 1:25 PM
35	Frys market- young lady before me in line. Watched checker greet, chat pleasantly with 2 customers in a row, then with this young Indigenous woman, the checker went cold, treated the lady cooly and curtly. I reported it to manager, and so did this young woman. See this too often around town at so many businesses. Been here in Flag 29 yrs and still going on.	8/31/2018 11:32 AM
36	Yes, i went to a music show at the Orpheum theater last week, and the security team kept escorting out the Native American folks, which had a huge turnout, but only gave warnings to the non-native american folks. I also think, the venue was over serving alcohol to everyone, including those that looked out of it and did not get kicked out. Flagstaff needs some serious training on positive cultural diversity, gender, and racial understanding. More than cultural awareness but cultural communication, beyond just words but body language too.	8/31/2018 9:38 AM
37	Many Native Americans hate white people (understandably) but I personally have not harmed them and have had derogatory things said in my direction about being white. And the same directed at other people. I wish we could all celebrate our backgrounds, but that race wasn't even a thing.	8/31/2018 8:13 AM
38	Youth girls softball does NOT get treated the same as boys baseball. They may get equal playing time, but the priority has always fallen with boys baseball vs. girls softball. Boys baseball even has fields that have been built specifically for their exclusive use.	8/31/2018 7:18 AM
39	Intoxicated homeless people down town pestering and shouting at foreigners	8/29/2018 8:02 AM
40	My hispanic 12 year old cousin regularly experiences hostility when I take her shopping, because shop keepers assume she is stealing. I am white and have a very different experience when I shop with her vs alone.	8/29/2018 1:40 AM
41	I witness blatant and overt hostility towards Native Americans on a regular basis	8/28/2018 12:47 PM
42	Women bicyclists could be more respected. <a href="http://bikeface.com/2014/04/23/asking-for-it/">http://bikeface.com/2014/04/23/asking-for-it/</a>	8/28/2018 7:44 AM
43	I am a conservative, white Male. I do not flaunt it, or advertise my political beliefs. Yet, I no longer go downtown due to the open hostility I have seen and experienced from activists, or those who ASSUME they know what I think, feel and believe.	8/28/2018 7:12 AM
44	Why does THIS survey exclude disability from THIS question? You ask about race, ethnicity, and gender..... But even YOU exclude disabilities from your own concern.	8/28/2018 6:54 AM
45	I have seen a lot of hostility towards Navajo people when downtown in emergency situations, and I feel that I have had to diffuse it. For example, I was downtown with some friends and we saw a Navajo girl get attacked in the street. My friend had just received his wilderness first responder certification, and was first on the scene. The girl had several head lacerations and we called 911 to get help for her. When the police and EMTs arrived, they would not believe my friends when they stated they did not know the girl who had been attacked since my friends were Navajo as well until I spoke to them (I felt that they listened to me only because I was an older white woman). They then started thanking my friend for his help and stopped questioning him on the girl's identity since she did not want to self identify for fear of medical bills. Also, as a Jewish America, I have heard some antisemitic rhetoric around town, but I fear that's a sign of the times lately.	8/28/2018 4:27 AM

46	When I first moved to Flagstaff 20 years ago, I was pulled over 7 times in a year. Not once was I cited or even given a ticket. Once the officer even called my employer to verify that I worked at the building I was at because it was at night. I've had to translate for patients when I myself have been a patient in healthcare facilities.	8/28/2018 12:07 AM
47	As a teacher, I have witnessed several incidents of hostility and discrimination in our local schools. Mostly between students, but occasionally involving teachers and/or parents.	8/4/2018 11:15 AM
48	The one that comes to mind is someone called President Obama a "nigger." I gave him a lecture you would not believe. I told him that he was old and that I would be glad when he died because his prejudice would die with him.	7/24/2018 8:39 AM
49	Age discrimination is something I've seen a lot of in Flagstaff and should be included in this list of discrimination.	7/20/2018 11:27 AM
50	I hear people talk about the drunk natives all the time. I had someone publicly bemoan how government spending on ambulances goes towards picking up drunk natives. First of all, not cool to say—we also get our own ambulance care and those people have a right to it even if its repetitive and exhausting. .... but what else are we doing to work on this with innovative ideas?	7/20/2018 3:40 AM
51	Police target natives and people of color. Citizens often are more likely to call the police on native men. I've been homophobically harassed by NAU students downtown several times. I've been kicked out of bars downtown for kissing my partner.	7/20/2018 3:26 AM
52	Police have been somewhat of an issue on the east side of Flagstaff. Whether it is a suspicious look or having 4 police officers to handle one brown teenager. Its hard to trust that police will not stop you for no reason and if they do they assume you have drugs or a weapon. One officer was pressed hard to find drugs in our vehicle that he continually questioned us and it felt like we had to say yes just to get out of the situation. Thankfully we did not because you can't admit to something you don't have. Now, not all police are an issue but it's troublesome the majority I have encountered have had this less than attitude when interacting with myself or other Natives or minorities I know.	7/20/2018 3:20 AM
53	It take a LOT to hurt my feelings. Why? Because I'm not a pansy baby. Life isn't fair. It never has been and never will be. The sooner you learn that, the easier your life will be.	7/20/2018 1:00 AM
54	Everytime we go into a store. Everytime, I see faces looking at me like I shouldn't be there.	7/19/2018 10:37 PM
55	This has been evident at some area parks	7/19/2018 9:36 PM
56	My car has been damaged several times here in Flagstaff. People are not friendly downtown. Many times I have seen brown families treated differently at shops, stores, and restaurants.	7/19/2018 4:18 PM
57	See #metoo for starters then multiply for LGBTQ	7/19/2018 3:55 PM
58	Natives in this area	7/19/2018 3:50 PM
59	NAU has big problems with how they hold their students accountable for behaviors on and especially off campus. safeway on 89a is a glimpse of what discrimination looks like here in flagstaff. ask the employees of color how they are treated. I have witnessed a woman using her ebtc card and being told that bread and sandwich meat was not food. and bless another customer for buying the food for her.	7/14/2018 1:22 AM
60	Staff at city looking down at citizens. Better that you attitude	7/12/2018 12:59 PM
61	I've had people ignore me, follow me, speak with hostility and make personal assumptions towards my family, friends, and self.	7/12/2018 3:44 AM
62	I ALWAYS receive looks that are not very welcoming. When I first moved here I was fired from a job because I punched a kid because he was non stop making very racist comments to me. I put up with it for weeks but I had enough. I worked at another place answering phones and I received awesome reviews of my courtesy, professionalism and outstanding customer service. I was later put into an outside sales position and about 70% of my customers all changed their minds about me based on my race!	7/12/2018 12:58 AM
63	Nothing to outstanding but I find it to be very common in my personal experiences, that it is hard from me to interact with the common middle class person, at first anyways, because both mine and their preconceived ideas of each other	7/11/2018 12:38 PM
64	My son being questioned when he was walking home after work in his work uniform (Starbucks) because he is brown. The police pulled out in front of him in the vehicle to stop him from walking. Then asked what he was doing. When my son said walking home, which was only 2 houses away at that point, the officer said "we have a description similar to you of someone vandalizing" My son said I'm not I'm just going home. The officer proceeded to ask what gang he affiliates with. Mind you he is wearing a green polo that says Starbucks.	7/11/2018 11:02 AM
65	I constantly CONSTANTLY see the police harassing people of color for doing the same things white college kids do, (i.e. being drunk and belligerent on the streets)	7/11/2018 8:07 AM

### Q6 What are the most important issues for the Commission on Diversity Awareness to focus upon?1. ¿Cuáles son los temas más importantes en que debería concentrarse la comisión para la concienciación de diversidad?

Answered: 152 Skipped: 2





■ Very important/Muy importante   
 ■ important/Algo importante  
■ Somewhat important/Poco importante   
 ■ Not important/Nada importante  
■ N/A

	VERY IMPORTANT/MUY IMPORTANTE	IMPORTANT/ALGO IMPORTANTE	SOMEWHAT IMPORTANT/POCO IMPORTANTE	NOT IMPORTANT/NADA IMPORTANTE	N/A	TOTAL
Availability of information in languages other than English/Disponibilidad de información en idiomas distintos del inglés	25.17% 38	29.14% 44	23.18% 35	19.21% 29	3.31% 5	151
Readily available information and help with affordable housing/Información y ayuda fácilmente disponible con la vivienda asequible	63.82% 97	19.74% 30	8.55% 13	6.58% 10	1.32% 2	152

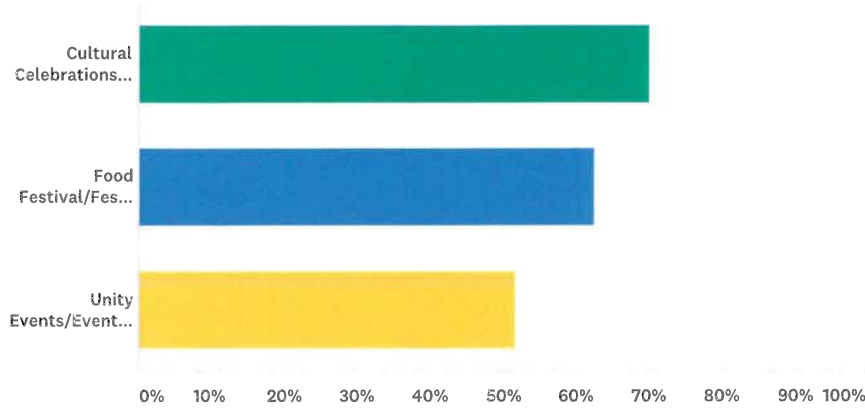
Access to affordable transportation options/ Acceso a opciones para transporte asequible	46.98% 70	27.52% 41	13.42% 20	9.40% 14	2.68% 4	149
Anti-discrimination efforts by City/ Esfuerzos de antidiscriminación por parte de la Ciudad	58.94% 89	19.21% 29	9.93% 15	11.26% 17	0.66% 1	151
Information about City fair laws, policies, and practices/ Información sobre las leyes, políticas y prácticas equitativas de la Ciudad	46.36% 70	25.83% 39	19.21% 29	6.62% 10	1.99% 3	151
Educational programs related to diversity awareness, equity, and inclusion/ Programas educativos sobre la concienciación de la diversidad, la equidad y la inclusión	49.33% 74	18.67% 28	14.00% 21	16.00% 24	2.00% 3	150
Advocacy services for persons lacking equal access to services and resources/ Servicios de apoyo para las personas que carecen de acceso equitativo a servicios y recursos	58.00% 87	20.67% 31	10.00% 15	10.00% 15	1.33% 2	150

#	OTHER ISSUES FOR COMMISSION ON DIVERSITY AWARENESS TO FOCUS ON NOT MENTIONED ABOVE/ OTROS TEMAS NO MENCIONADOS ARRIBA EN QUE PODRÍA CONCENTRARSE LA COMISIÓN PARA LA CONCIENCIACIÓN DE DIVERSIDAD:	DATE
1	The gentrification is complete in Flagstaff. Do whatever you can do to fix that please. I would think 10 to 15 years ago would have been a good place to start. But start today. Do whatever you can. People are hurting.	1/23/2019 1:53 PM
2	If the commission on diversity is supposed to help us all feel like Americans instead of a bunch of hyphenated bunch of different races, I support you. If your job is to get us to dwell on how different we are (DIVERSE) then you are wasting money and time trying to divide us and your organization should be dissolved. We do not need a government to teach us who we are.	1/23/2019 12:33 PM
3	Inclusiveness of people with mental health issues and more support getting them comfortable within the community.	1/23/2019 2:15 AM
4	I don't think this Commission will accomplish much other than to state the obvious that we don't discriminate in Flagstaff. We need the city council to actually do something about it. Raise property taxes and tax the wealthy so we can actually live in Flagstaff rather than just survive in Flagstaff.	1/23/2019 2:04 AM
5	Bilateral education degrees, if someone has a professional degree from another country, accept it and reissue a similar degree based on credit transcripts and exams.	1/23/2019 1:49 AM
6	More meetings are fine but take some action	1/22/2019 10:53 PM
7	Disability awareness	1/22/2019 2:19 PM
8	Being inclusive. People are weird about programs to help others who are not them. The "why are my taxes being given to them for free and nobody is helping me with what I need?" mindset. Be open. Explanations are great Be mindful.	1/22/2019 1:05 PM
9	It's good to gather info, feedback but if nothing is actually done, what's your purpose. Be the change, step up, stand up, call it out. All this I've share is fr 29 yrs in flag and it's worse now. I've only recounted recent events. The outright brazen behavior in this city now is up-had a maga type almost hit me crossing st downtown in Nov 2018 when I clearly had the right of way before he could make his turn. Had another Anglo man walk into and slam me sideways on sidewalk-i was on right and he refused to give way even tho he was on wrong side of walkway. He saw me coming fr way off and had plenty of time to get into his line of pedestrian traffic zone. I even attempted to move off cement at last moment when i realized he wasn't going to move over. He hit me pretty good and when I turned around he made no attempt to apologize or acknowledge what happened.	1/22/2019 11:38 AM
10	To partner with local non profits in connection to similar goals	9/20/2018 8:43 AM

11	Maybe the commission can begin by looking at how gentrified our town is and the systemic reasons for this.	9/13/2018 4:39 PM
12	Yes, need a multicomplex to hold big cultural events that have all services, like a full kitchen. Low cost to rent.	9/9/2018 4:37 AM
13	It should not exist because government is the sole body able to act on racism and fascism.	9/6/2018 9:51 AM
14	Native Americans are not simply a diverse population, we are a political group. Although we are a minority, we are Members of sovereign nations. Our tribal leaders must be consulted and included in these studies or efforts.	9/4/2018 12:11 AM
15	None.	9/3/2018 5:02 AM
16	Making sure WHO you hire for this commission is really Aware and supportively pro-active to the issues.	8/31/2018 11:32 AM
17	Folks need an office to go to when they are discriminated against, or targeted for civil rights violations.	8/31/2018 9:38 AM
18	I really do not see much discrimination in my day to day life in Flagstaff specifically, so I can't give issues to focus on. However, I do think if someone is being descriminated on, they should have an easy avenue to report on it, and it should be addressed. As far as diversity, I don't quite know how to tackle it. Everyone backgrounds are equally as important, however if you are going to celebrate one group of people (Black Pride, Gay Pride, etc....) then you should also celebrate everyone, even if that includes the less favorite, white people. At the end of the day we are ALL people, and WE are who create the community as a whole, and I feel like a lot of time these things cause bigger wedges between people when they were intended to bring them together. Maybe celebrating the things we ALL have in common. It also seems like the whole town hates NAU, but NAU is a big part of us. The community should be more involved in NAU events. Tucson is a great example of this, every store you walk into has UofA swag, some places offer discounts if the football team wins a game, etc! Hope this helps, I love Flagstaff dearly.	8/31/2018 8:13 AM
19	we shouldnt be paying for housing for those that cant afford housing on thier own because they want to live off the government tit	8/28/2018 9:16 AM
20	How about you guys redesign this Commission to Include disabilities?	8/28/2018 6:54 AM
21	Perhaps partnering with local schools to make sure teachers get appropriate training about how to handle discrimination and bullying in the classroom and also speakers to talk to students about the importance of diversity and tolerance so that all students feel welcome, safe and valued.	8/4/2018 11:15 AM
22	There should be an LGBT specific work force or focus group. Although LGBT people face a ton of the same barriers as other minority people, there are very specific barriers that LGBT people face that others will not. For example, health care for trans people, mental health resources for LGBT youth, and the lack of social venues for LGBT people to go and know that they will be surrounded by other LGBT people.	7/23/2018 4:14 AM
23	I believe our legal system is very flawed in Flagstaff as it's very motivated by money and less motivated by justice, which is terrible. AWD is ran now by someone solely caring for his own advancement and not motivated by making large, positive differences in the community. They do some beneficial with but it's based on financial gains.	7/20/2018 11:27 AM
24	Criminalizing homelessness. Lack of access to healthcare and legal aid for opteaad communities.	7/20/2018 3:26 AM
25	How about working on helping people realize life isn't fair? Or maybe try teaching folks that failing isn't negative, but a positive thing, as it's a tool to help you learn, try harder, and succeed the next time?	7/20/2018 1:00 AM
26	There is a lot of work to be done. Maybe trach out ti the larger businesses? Gore, NAU and others should be involved.	7/19/2018 10:37 PM
27	There needs to be some community events at NAU for free for the Flagstaff community. There needs to be more coordination between the city and University. Look at Tucson for ideas! The University of Arionza and the city are one community. Flagstaff seems like an overpriced dying city.	7/19/2018 4:18 PM
28	AFFORDABLE HOUSING!	7/19/2018 4:15 PM
29	Supporting a living wage for all people in Flagstaff	7/19/2018 3:28 AM
30	discrimination of the poor	7/14/2018 1:22 AM
31	Hiring for upper management in city government. Look at stats.	7/12/2018 12:59 PM
32	Non gendered bathrooms. Inclusive programs for kids in low income housing.	7/12/2018 3:44 AM
33	Police training on diversity awareness, equity, and inclusion	7/11/2018 11:02 AM
34	I would love to see all facets of the city government go through gender 101 classes so that they can be better servants to people in FLG. The police really need to do more about gender and racial discrimination. They are horrible to our indigenous population. It's disgusting.	7/11/2018 8:07 AM

## Q7 What activities could the City of Flagstaff offer to encourage and enhance a cultural exchange?/1. ¿Cuáles actividades podría la Ciudad de Flagstaff ofrecer para alentar y fortalecer un intercambio cultural?

Answered: 147 Skipped: 7



**ANSWER CHOICES**

**RESPONSES**

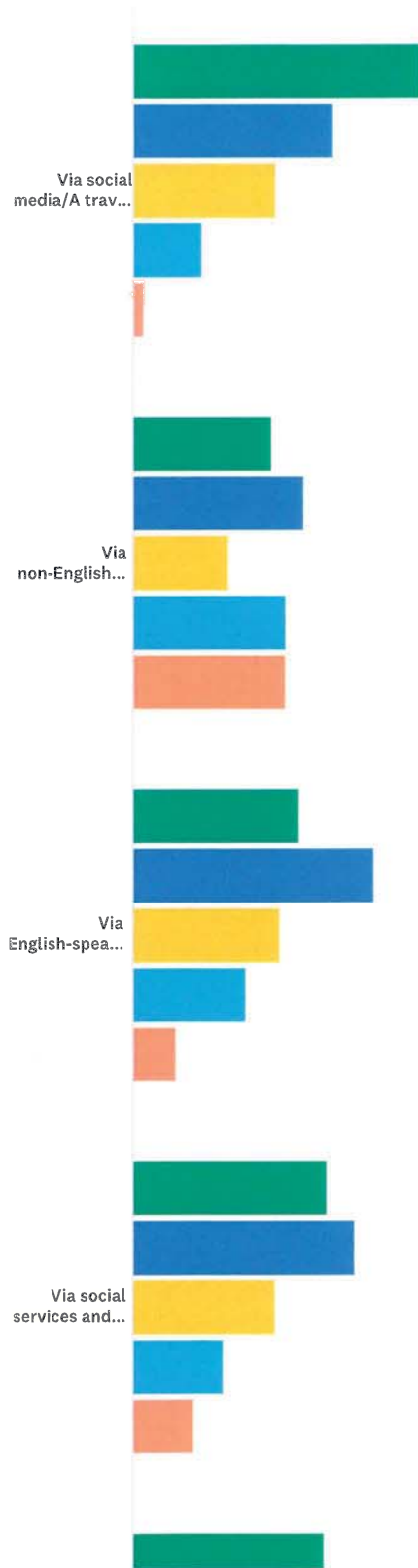
Cultural Celebrations/Celebraciones culturales	70.07%	103
Food Festival/Festival de comidas	62.59%	92
Unity Events/Eventos de unidad / solidaridad	51.70%	76
Total Respondents: 147		

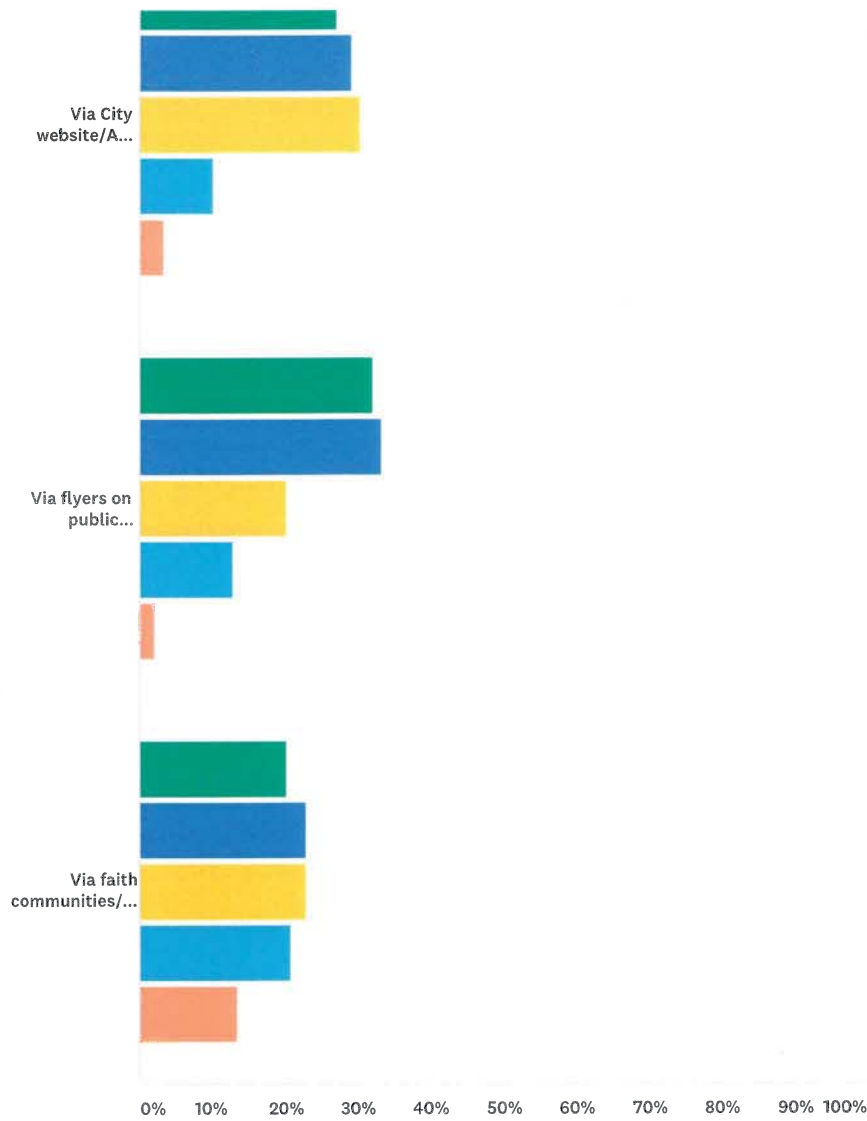
#	PLEASE SUGGEST AND DESCRIBE OTHER ACTIVITIES/SÍRVASE HACER SUGERENCIAS PARA OTRAS ACTIVIDADES:	DATE
1	training staff and longtime employees - connecton to community	8/2/2019 6:39 AM
2	Education for people in power positions, training on cultural sensitivity for supervisors	8/2/2019 6:27 AM
3	All of the above	8/2/2019 6:12 AM
4	Informational cultural events/lectures	8/1/2019 6:51 AM
5	Art exhibits. Cultural musical performances.	1/24/2019 1:40 AM
6	Great ideas!	1/23/2019 2:15 AM
7	Latin American Festival-Fiestas Mexicanas Festival	1/23/2019 1:49 AM
8	Eating tacos is not going to help me understand Latinx culture. Rather than token events, actual practices need to change. I'd rather see the city spend money on education and inclusivity programs.	1/22/2019 11:46 PM
9	We have tons of activities already	1/22/2019 10:42 PM
10	Any of the above	1/22/2019 1:05 PM
11	Museum expos, art, music, interactive activities celebrating cultures	1/22/2019 1:01 PM
12	These are available and still not much exchange happens. How about you each attend already established cultural events in town? How about u all reaxh out to a liason to educate u on these events and do a live-feed. Share your learning moments to invite others in. Remember, let the cultural speaker have the mic, do some research, avoid white privelage/savior behaviors-now now, look that up before you shut down. Be uncomfortable and embrace the teaching moments. U are definitely NOT going to gather those you seek when your behavior repels said goal.	1/22/2019 11:38 AM
13	Events that further justice rather than pretending injustice does not exist.	1/14/2019 12:22 PM
14	A dia de Los muertos celebration in downtown flagstaff would be nice	9/13/2018 4:39 PM
15	I think the city does fine.	9/13/2018 2:19 PM
16	A multicultural festival like Salt Lake City's May event	9/9/2018 4:37 AM

17	Getting rid of the City of Flagstaff Government.	9/6/2018 9:51 AM
18	Creating a Native American community center!	9/4/2018 12:11 AM
19	Stop the race card. This is what causes division.	9/3/2018 1:52 PM
20	Recreational activities.	9/3/2018 5:02 AM
21	I think people need to see City Leaders promote/lead/participate in these type of activities.	8/31/2018 1:25 PM
22	City, county, and state officials attend a diversity training specific to flagstaff and northern arizona.	8/31/2018 9:38 AM
23	more that promotes Pride in being an American and citizen of this great country	8/28/2018 9:16 AM
24	.	8/28/2018 7:12 AM
25	How about a Diversity Prom?	8/28/2018 6:54 AM
26	I would love to see some LGBT seminars dealing with anything from how to engage with a person who is trans and what pronouns to use to sexual health.	8/28/2018 4:27 AM
27	Other LGBT events other than Pride in the Pines. Things like a queer children's book reading day at the library, a LGBT community member mixer hosted by the city, various days to raise awareness of the LGBT community, things like that	7/23/2018 4:14 AM
28	World and Cultural Awareness & Outreach Day	7/20/2018 11:27 AM
29	More international performances that are low cost. CCfA events tend to be \$25. I would like to see African dancing in Heritage sq, erthiopian food for purchase in the back. I would like to see irish dancing. I would like to see things I don't even know exist!?	7/20/2018 3:40 AM
30	Put people from oppressed communities in positions of power currently occupied by privileged people	7/20/2018 3:26 AM
31	More parades and street parties	7/19/2018 4:24 PM
32	Music concerts, cultural movies/ documentary, book clubs with diverse authors, party with NAU Arab students! There are so many opportunities to do little things. Native American Art and crafts fair!!!	7/19/2018 4:18 PM
33	These three suggestions are extremely weak. You want real diversity in Flagstaff, implement rent control.	7/19/2018 4:01 PM
34	Festival that aren't centered around drinking alcohol	7/19/2018 4:00 PM
35	Crawl through glass if needed to vote this midterm	7/19/2018 3:55 PM
36	Educational events. Something along the lines of the "human library" that took place at Cline Library this past year would be great.	7/19/2018 3:28 AM
37	Similar to the model/opportunities for students on NAU's campus to have a plethora of groups/club to join and engage with, the City of Flagstaff might consider efforts towards making more organizations/groups for the greater Flagstaff population to participate in.	7/19/2018 3:11 AM
38	because of the political divide in our nation, we must focus on what is important to all of us. family oriented events	7/14/2018 1:22 AM
39	Art and culture expos	7/12/2018 12:59 PM
40	History/cultural awareness lessons at the square.	7/12/2018 3:44 AM
41	Mandatory diversity training for the population of flagstaff	7/12/2018 12:58 AM
42	Forums that allow members of the community to speak directly to city staff, like the indigenous circles of flagstaff forums, those were awesome	7/11/2018 8:07 AM

### Q8 How could the City best communicate with you?/¿Cómo podría la ciudad mejor comunicarse con usted?

Answered: 152 Skipped: 2





■ Very Important/Muy importante   
 ■ Important/Importante  
■ Somewhat Important/Algo importante   
 ■ Not Important/No importante   
 ■ N/A

	VERY IMPORTANT/MUY IMPORTANTE	IMPORTANT/IMPORTANTE	SOMEWHAT IMPORTANT/ALGO IMPORTANTE	NOT IMPORTANT/NO IMPORTANTE	N/A	TOTAL
Via social media/A través de los medios sociales	40.69% 59	28.28% 41	20.00% 29	9.66% 14	1.38% 2	145
Via non-English speaking Radio and TV stations (Spanish, Hopi, Navajo)/A través de estaciones de radio y televisión que transmiten en español, hopi o Navajo.	19.46% 29	24.16% 36	13.42% 20	21.48% 32	21.48% 32	149

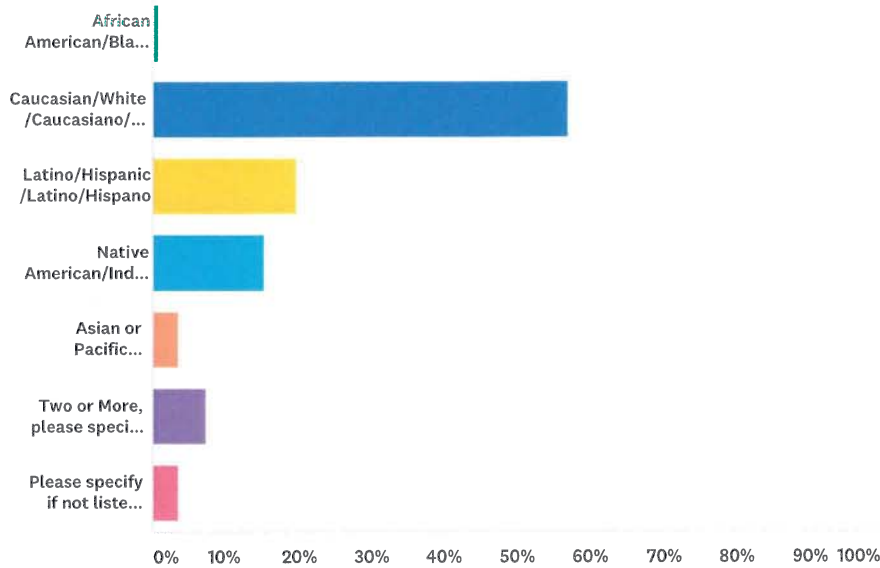
Via English-speaking radio stations/A través de estaciones de radio que transmiten en inglés	23.33% 35	34.00% 51	20.67% 31	16.00% 24	6.00% 9	150
Via social services and healthcare agencies and facilities/A través de agencias e instalaciones de servicios sociales y de salud	27.33% 41	31.33% 47	20.00% 30	12.67% 19	8.67% 13	150
Via City website/A través del sitio web de la ciudad	27.03% 40	29.05% 43	30.41% 45	10.14% 15	3.38% 5	148
Via flyers on public transportation and public venues/A través de volantes informativos, haciéndolos disponibles en el transporte público y lugares públicos	32.00% 48	33.33% 50	20.00% 30	12.67% 19	2.00% 3	150
Via faith communities/A través de las comunidades de fe	20.13% 30	22.82% 34	22.82% 34	20.81% 31	13.42% 20	149

#	OTHER METHODS OF COMMUNICATION/OTROS MÉTODOS DE COMUNICACIÓN:	DATE
1	Community forums, face to face interactions n various places and neighborhoods throughout the community	8/2/2019 6:27 AM
2	K-12 and University	8/2/2019 6:07 AM
3	Everyone is on social media and it's free. Put flyers around the community. Limit your paper waste. (It's 2019)	1/23/2019 1:53 PM
4	Local television station. Oh, that right, we don't have one here any more!	1/23/2019 12:33 PM
5	There needs to be more of an openness to information. Break down the stigma and fear of communication on this issue.	1/22/2019 11:53 PM
6	Newspapers!	1/22/2019 11:46 PM
7	Businesses in the community helping to spread the word. Mail and door flyers still work. Mostly social media though.	1/22/2019 1:05 PM
8	I would caution over extending the attempt here. Until the city does it's own soul searching, repatriation, healing and willingness to face the hurdles of racism, discrimination, racial profiling, it will be diversity and not in a good way.	1/22/2019 11:38 AM
9	Schools, bus advertising, banners, flyers, word of mouth, banners that hang downtown	9/13/2018 4:39 PM
10	I think the city does fine.	9/13/2018 2:19 PM
11	Community town hall	9/9/2018 4:37 AM
12	Don't wast my money trying to propagandize me.	9/6/2018 9:51 AM
13	Word of mouth!	9/4/2018 12:11 AM
14	Newspaper.	9/3/2018 5:02 AM
15	Email list-servs	9/2/2018 8:16 AM
16	We need our own tv station like NBC channel 2, we are not part of the phoenix or tucson valley. our politics and news differ than the news stations 100-150 miles away. Give us our tv station back, or try to an provide information on it for northern az. not prescott valley either.	8/31/2018 9:38 AM
17	Email, Facebook, Instagram, Twitter, radio	8/31/2018 8:13 AM
18	Flagstaff365 website	8/29/2018 8:40 PM

19	Banners on the banner sign support structures have been very helpful.	8/28/2018 4:27 AM
20	I believe every public institution in Flagstaff should display a well designed/clear sign to show opportunities within the businesses, so that all townspeople can see offerings and opportunities.	7/20/2018 11:27 AM
21	I'm actually a fan of "Live and let live". The current city government and staff are the opposite of this. They feel the need to inject themselves into my life in ways that are, quite frankly, offensive. You all are a lot like Microsoft; you seem to know what I want better than I do. I despise Microsoft.	7/20/2018 1:00 AM
22	I keep noticing questions about other languages but this survey monkey is english. I didn't see another option.	7/19/2018 10:37 PM
23	Newspaper and NAU, public library, billboard	7/19/2018 4:18 PM
24	flyers in mail. older citizens check their mail	7/14/2018 1:22 AM
25	Cityscape	7/12/2018 12:59 PM
26	forums	7/11/2018 8:07 AM

### Q9 Race/ethnicity/Raza/origen étnico:

Answered: 137 Skipped: 17



ANSWER CHOICES	RESPONSES
African American/Black/Africano-americano /Negro	0.73% 1
Caucasian/White/Caucasiano/Blanco	56.93% 78
Latino/Hispanic/Latino/Hispano	19.71% 27
Native American/Indígena-norteamericano	15.33% 21
Asian or Pacific Islander/Asiático o de las islas del Pacífico	3.65% 5
Two or More, please specify below/Dos o más, especifique a continuación	7.30% 10
Please specify if not listed below/Especifique a continuación si no se enumera en la lista	3.65% 5

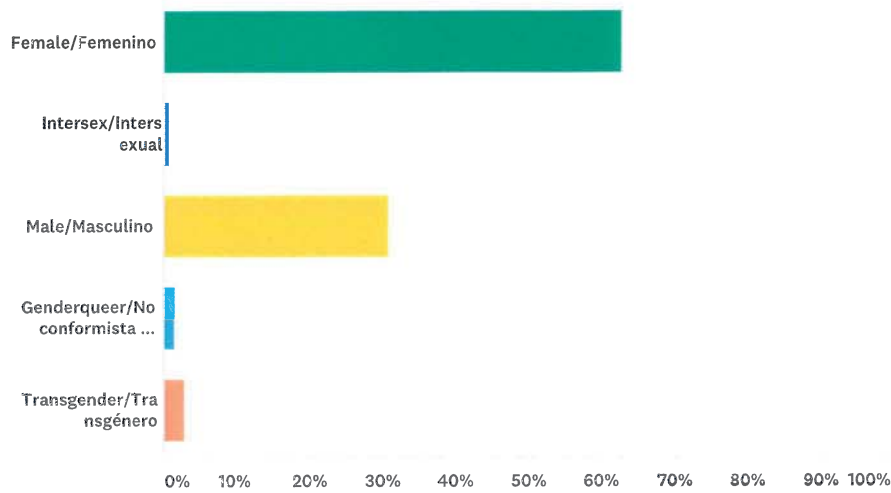
Total Respondents: 137

#	PLEASE SPECIFY RACE/ETHNICITY IF YOU CHECKED TWO OR MORE RACES OR NOT LISTED ABOVE./POR FAVOR PROPORCIONE MÁS DETALLE SI UD. MARCÓ DOS O MÁS RAZAS O SI SU RAZA NO ESTÁ ENUMERADA ARRIBA.	DATE
1	White, African-American	8/1/2019 6:52 AM
2	American mutt.	1/24/2019 1:42 AM
3	I am an American! I am offended that you have not included this option under your heading of race and ethnicity. You should be fired!	1/23/2019 12:38 PM
4	Biracial	1/23/2019 2:17 AM
5	Mexican and Mexican-American	1/23/2019 1:50 AM
6	Pass.	1/22/2019 11:41 AM
7	Jewish	9/6/2018 9:52 AM
8	Irish American	9/4/2018 2:38 PM
9	Race should not be an option.	9/3/2018 1:53 PM
10	Caucasian, NA	9/2/2018 8:18 AM
11	Filipino, French, Irish	9/2/2018 2:39 AM
12	Irish	9/2/2018 1:23 AM
13	Very mixed race: Native American, Caucasian, Irish, Austrian, Canadian, etc.	7/20/2018 11:39 AM

14	Race White/Ethnicity American and Jewish	7/20/2018 3:41 AM
15	I prefer to identify as an homogeneous badass.	7/20/2018 1:03 AM
16	First nation, indigenous, of the land. Nahual	7/19/2018 10:40 PM
17	Asian/caucasian	7/19/2018 9:37 PM
18	I don't know Spanish and I am a fourth generation Arizona Hispanic	7/11/2018 12:42 PM
19	Chicano, Native	7/11/2018 11:03 AM
20	german, mexican	7/11/2018 8:09 AM

### Q10 Gender and identity/Género e identidad:

Answered: 140 Skipped: 14

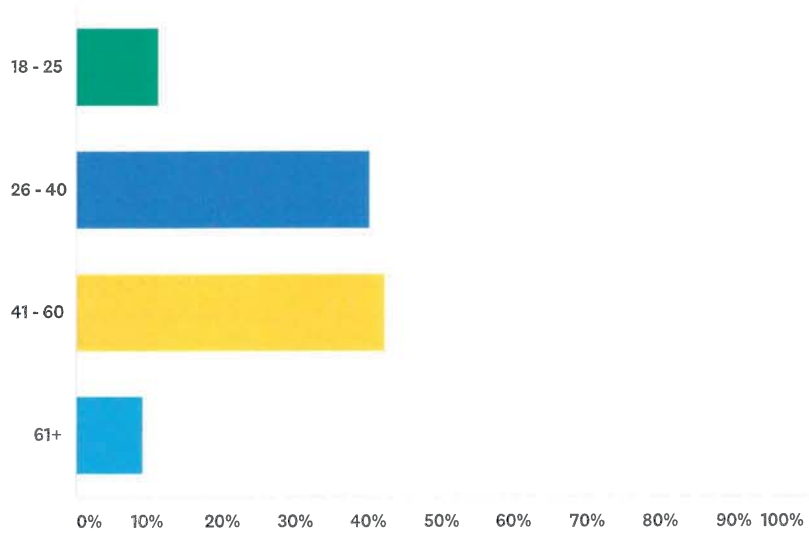


ANSWER CHOICES	RESPONSES	
Female/Femenino	62.86%	88
Intersex/Intersexual	0.71%	1
Male/Masculino	30.71%	43
Genderqueer/No conformista a base de género (en inglés, Genderqueer)	1.43%	2
Transgender/Transgénero	2.86%	4
Total Respondents: 140		

#	PLEASE SPECIFY IF NOT LISTED/POR FAVOR ESPECIFIQUE SI NO APARECE EN LA LISTA:	DATE
1	Pass	1/22/2019 11:41 AM
2	Why so many gender questions. Male of female period. Penis or vagina	9/3/2018 1:53 PM
3	man	9/3/2018 5:08 AM
4	There are only 2 Genders	9/2/2018 1:23 AM
5	Prefer no answer	8/31/2018 11:34 AM
6	There are only two sexes. The rest are seriously, scientifically false.	7/20/2018 1:03 AM
7	Asexual - there really isn't a community here for it.	7/19/2018 10:11 PM
8	genderless	7/11/2018 8:09 AM

### Q11 Age/Edad:

Answered: 142 Skipped: 12



**ANSWER CHOICES**

18 - 25

26 - 40

41 - 60

61+

Total Respondents: 142

**RESPONSES**

11.27%

40.14%

42.25%

9.15%

16

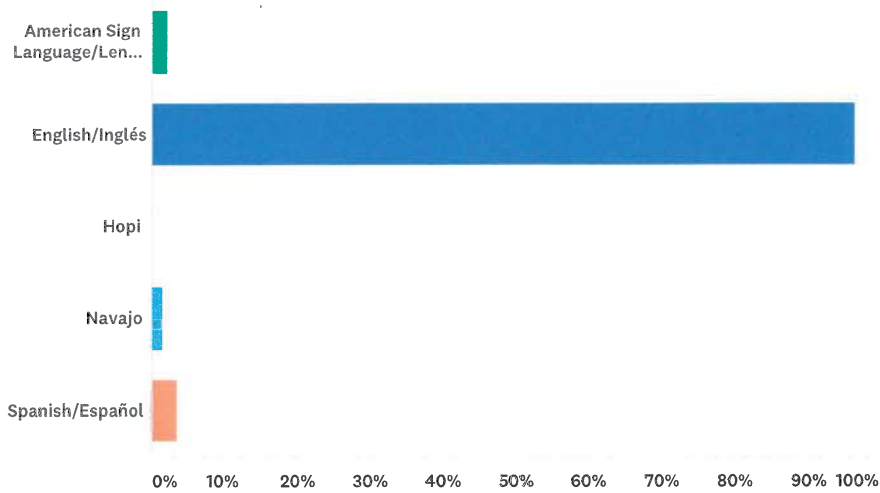
57

60

13

### Q12 Primary language/Idioma principal:

Answered: 142 Skipped: 12



**ANSWER CHOICES**

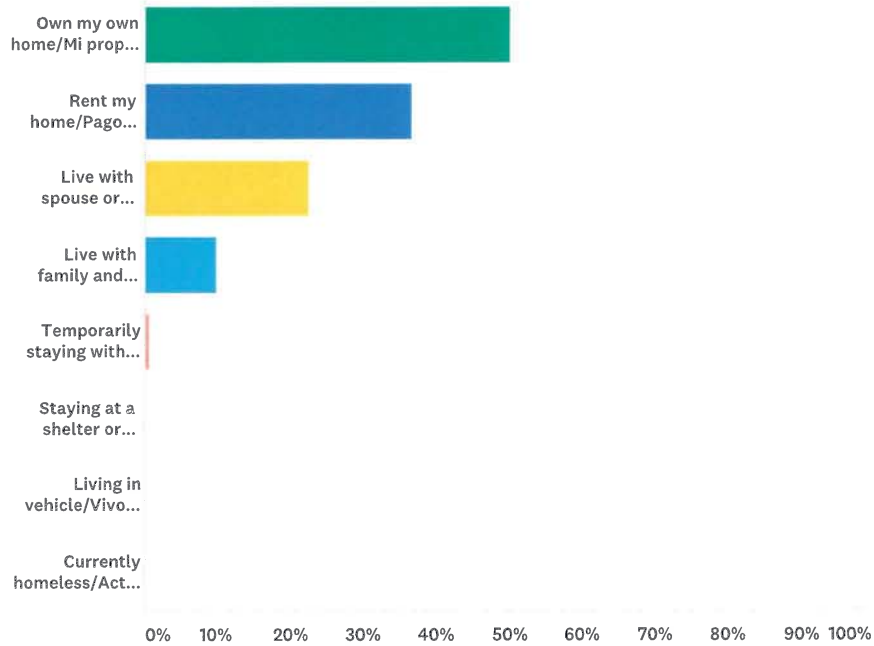
**RESPONSES**

American Sign Language/Lengua de signos Americana (ASL)	2.11%	3
English/Inglés	96.48%	137
Hopi	0.00%	0
Navajo	1.41%	2
Spanish/Español	3.52%	5
Total Respondents: 142		

#	PLEASE SPECIFY IF NOT LISTED/ POR FAVOR ESPECIFIQUE SI NO APARECE EN LA LISTA:	DATE
1	Ebonics	1/24/2019 1:42 AM
2	Hindi	1/23/2019 1:01 AM
3	Pass	1/22/2019 11:41 AM
4	Hebrew	9/6/2018 9:52 AM
5	(I speak some Spanish tambien)	7/24/2018 8:41 AM
6	It is rare that I speak Spanish in public	7/19/2018 10:40 PM
7	Armenian	7/19/2018 6:14 PM

### Q13 Current living situation/Situación actual de vivienda:

Answered: 142 Skipped: 12



**ANSWER CHOICES**

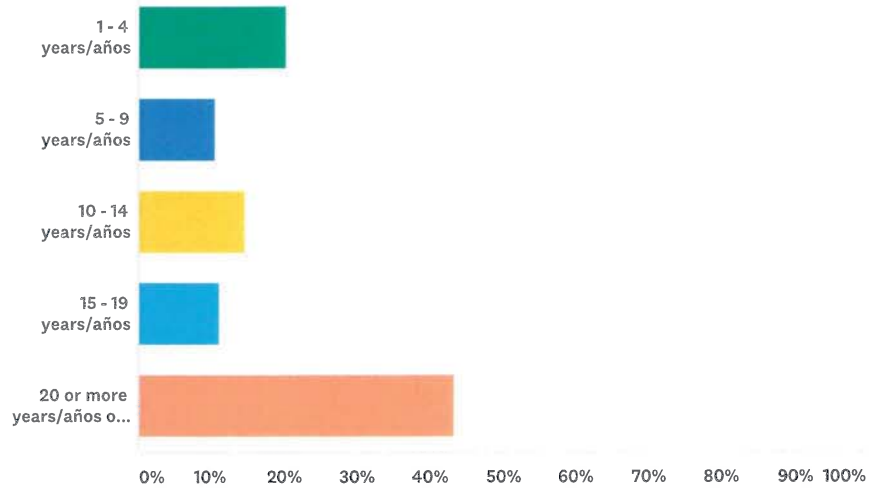
**RESPONSES**

ANSWER CHOICES	RESPONSES	
Own my own home/Mi propia casa	50.00%	71
Rent my home/Pago renta/alquiler	36.62%	52
Live with spouse or partner/Vivo con cónyuge o pareja	22.54%	32
Live with family and friends/Vivo con familiares y amigos	9.86%	14
Temporarily staying with family or friends/Temporalmente con familiares y/o amigos	0.70%	1
Staying at a shelter or hotel/Alojado en un albergue o un hotel	0.00%	0
Living in vehicle/Vivo en un vehículo	0.00%	0
Currently homeless/Actualmente indigente	0.00%	0
Total Respondents: 142		

#	PLEASE SPECIFY IF NOT LISTED/POR FAVOR ESPECIFIQUE SI NO APARECE EN LA LISTA:	DATE
1	I rent an apartment	8/2/2019 6:02 AM
2	My tree house.	8/1/2019 6:37 AM
3	Pass	1/22/2019 11:41 AM
4	We live with our kid in a one bedroom home. We both have great jobs, so it isn't a lack of drive.	7/19/2018 10:40 PM
5	-Renting apartment	7/19/2018 3:12 AM
6	I rent a room in an apartment	7/11/2018 8:09 AM

### Q14 Years residing in Flagstaff/Número de años de residencia en Flagstaff

Answered: 143 Skipped: 11



**ANSWER CHOICES**

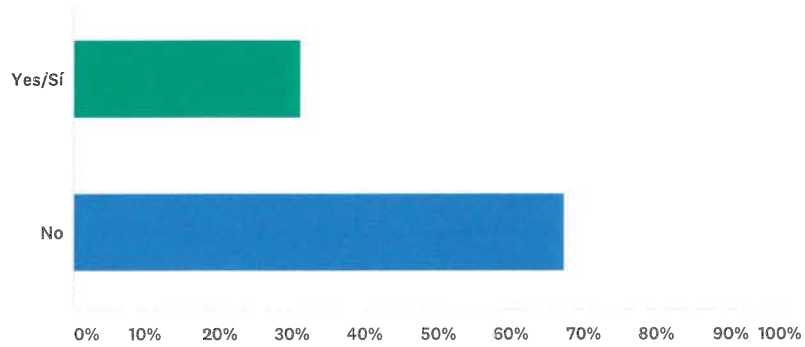
**RESPONSES**

1 - 4 years/años	20.28%	29
5 - 9 years/años	10.49%	15
10 - 14 years/años	14.69%	21
15 - 19 years/años	11.19%	16
20 or more years/años o más	43.36%	62

Total Respondents: 143

**Q15 Have you heard of the City of Flagstaff Commission on Diversity Awareness prior to this survey? If so, where?/Antes de esta encuesta, ¿había oído Ud. de la comisión para la concienciación de diversidad para la Ciudad de Flagstaff? Y si es así, ¿dónde?**

Answered: 144 Skipped: 10



ANSWER CHOICES	RESPONSES	
Yes/Sí	31.25%	45
No	67.36%	97
Total Respondents: 144		

#	IF YES, WHERE?/SI ES ASÍ, ¿DÓNDE?	DATE
1	I used to serve on the commission	8/2/2019 6:28 AM
2	Growing up in Flagstaff	8/2/2019 6:21 AM
3	Daniel Williamson	8/2/2019 5:53 AM
4	Facebook	1/24/2019 1:42 AM
5	Have been to a meeting along time ago	1/23/2019 10:40 AM
6	Newspaper	1/23/2019 10:15 AM
7	Last yeae	1/23/2019 3:10 AM
8	Friends	1/22/2019 10:54 PM
9	Social media	1/22/2019 2:40 PM
10	See, and I saw it on FB.	1/22/2019 1:07 PM
11	Vaguely	1/22/2019 11:41 AM
12	Through social media	1/22/2019 10:49 AM
13	City Council meetings and etc.	11/27/2018 9:35 AM
14	Common partners	9/20/2018 8:44 AM
15	Social media & newspapers	9/13/2018 2:20 PM
16	Facebook	9/11/2018 12:44 AM
17	A little	9/9/2018 4:38 AM
18	When it was first publicized, years ago in Flagstaff, AZ.	9/3/2018 5:08 AM
19	City of Flagstaff website	8/31/2018 3:47 PM
20	Maybe, but not any real event or issues that help me remember them	8/31/2018 11:34 AM
21	I listen to City Council meetings and read information on the City's website	8/29/2018 3:33 PM
22	its a socialist town they have commision comittity for everything	8/28/2018 9:18 AM
23	In a posting looking for Commission Members	8/28/2018 6:55 AM

24	City website	8/28/2018 4:28 AM
25	I heard about this survey on social media and that was the first I've heard of the Commission.	8/4/2018 11:17 AM
26	My wife is in a wheelchair so I met some commission members because of that.	7/24/2018 8:41 AM
27	LGBTQIA Commission at NAU	7/23/2018 4:17 AM
28	Based upon searching available resources for loved ones in trouble.	7/20/2018 11:39 AM
29	Sadly. It's a huge waste of time and my tax money. People just need to realize that life's not fair.	7/20/2018 1:03 AM
30	But I would love to know more	7/19/2018 10:40 PM
31	Dan Duke does a fabulous job on Facebook promoting it.	7/19/2018 10:11 PM
32	Heard of it but have not seen any movement from it.	7/19/2018 4:16 PM
33	Juneteenth Celebration at the Murdoch Center	7/14/2018 7:17 AM
34	Attended meeting	7/12/2018 1:00 PM
35	One of my friends is on the Commission	7/11/2018 8:09 AM

**CITY OF FLAGSTAFF  
STAFF SUMMARY REPORT**

**To:** The Honorable Mayor and Council  
**From:** Stacy Fobar, Deputy City Clerk  
**Co-Submitter:** Denise Thompson  
**Date:** 09/15/2020  
**Meeting Date:** 09/22/2020



---

**TITLE:**  
**Commission on Inclusion and Adaptive Living Update**

**DESIRED OUTCOME:**  
Deliver an update to Mayor and Council on the Commission on Inclusion and Adaptive Living with time for questions and feedback.

**EXECUTIVE SUMMARY:**  
Mayor and Council requested periodic updates from Boards and Commissions to occur during special work sessions during months that contain five Tuesdays.

**INFORMATION:**  
Council Goal: Community Outreach: Enhance public transparency and accessibility.

---

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

# Commission on Inclusion and Adaptive Living



# Commission on Inclusion and Adaptive Living

Presentation to

**Flagstaff City Council**

September 22, 2020



## Commission on Inclusion and Adaptive Living

- Jamie Martinez, chair
- Russell Randall, vice chair
- Monica Attridge
- Christina Leland
- Three vacancies

Denise Thompson, staff liaison



# Authority



It is the Commission's duty to advise the City Council on all issues affecting the City of Flagstaff in relation to individuals with disabilities and shall include, but not be limited to:

- A. Review of City compliance with the Americans with Disabilities Act and the Arizonans with Disabilities Act.
- B. Review of City programs, activities, services and procedures to ensure all citizens are afforded equitable access to same and to collaborate with other city commissions.
- C. Develop and transmit recommendations to the City Council to assist the City Council in

developing policies to respond to the concerns and needs of those with adaptive living challenges.

- D. Provide a public forum for identifying and discussing issues of interest in support of individuals who have disabilities and to act as an information and referral group to assist individuals, organizations, and employers in efforts to aid members of the community to optimize independence and inclusion.
- E. Provide recognition for those in the community who further the goals of disability awareness and inclusion.



# Community liaisons

- Citizen liaisons provide monthly reports addressing critical needs and issues for differently abled citizens of our community.
- Community liaisons allow the Commission to broaden its outreach, its accessibility, and its representation.
- **Transportation:**  
Estella Hollander, Mountain Line
- **Youth:**  
Kelly Arnold, Northern Arizona Community of Practice Transition Team  
Joe Goitia, Division of Developmental Disabilities
- **Community accessibility:**  
Sherri Peralta



# Community outreach



- Commission members engage in outreach through their leadership and participation with other advocacy groups within the Flagstaff community.
- Allows Commission members to more fully represent the community of citizens who are differently abled.
- Mr. Martinez is the current Chair of the Coordinated Mobility Council for Transportation.
- Mr. Randall is a founding member, a past Chair, and currently participates on the Northern Arizona Community of Practice Transition Team.



# Downtown Mile Wheelchair Race

- Wheelchair division included in annual Fourth of July Downtown Mile race
- Started in 2018, expanded in 2019
- Coordinated with race organizer, Vince Sherry of Run Flagstaff



Photo credit: Arizona Daily Sun



# Thorpe Park playground

- New accessible playground equipment at Thorpe Park
- Response to community request and need
- Adaptive equipment uses wheelchair accessible rubberized surfaces
- Sets playground equipment at various heights and includes seats allowing for transfer from personal devices
- Ribbon cutting ceremony on June 19, 2017





# Aquaplex concerns

- Aquaplex pool is used therapeutically by many differently abled community members
- Aquaplex hosts functional fitness hour on Friday afternoons for unique needs participants, coached by Marty Heilman



Photo credit: Barker Rinker Seacat



# Aquaplex concerns



- Frequently closed due to staff issues, equipment and chemical concerns
- Worked with Parks and Recreation staff on potential solutions, better notification



# Annual awards



- The Commission annually honors members of our community who perform exceptional service within the differently abled community of Flagstaff.
- The Commission facilitated Award Recognition Receptions in June 2018 and February 2020 at Flagstaff City Hall with city dignitary presence.

# Making FUTS accessible to all

## Presenters...

- Kaitlyn Verfuwerth, former chair
- Martin Ince, COF staff





# Context



- This year marks the 30th anniversary of the Americans with Disabilities Act (July 26, 1990)
- ADA is a civil rights law that prohibits discrimination on the basis of disability, requires accommodation





# Context

- About 10 percent of Flagstaff's population identifies as having a disability... mobility, sight, hearing, cognitive
- Our population is aging... by 2030, 1 in 5 Americans will be 65 or older





# Universal design

- Universal design... accessible to all, regardless of age, ability, or situation, without special adaptation
- Universal design benefits everyone
- Doing what we can to be accessible is better than doing nothing, even if it is not perfect





# FUTS accessibility audit



- Conducted by the Commission on Inclusion and Adaptive Living
- 2016 to present
- Includes all 57 miles of FUTS





# FUTS trail issues

- Surface...
  - Aggregate material
  - Drainage/washouts/erosion
  - Cracks/deflections
- Grade...
  - Hills
  - Cross slope
- Crossings...
  - Wash crossings
  - Gravel road crossings





# Foxglenn – Sinclair Wash Trails



Deep sand on trail crossing at Switzer Wash. Impossible for wheelchairs, difficult to walk/bike through



# Foxglenn – Sinclair Wash Trails



Concrete or asphalt crossings eliminate sand problem, make it accessible



# Route 89 Trail



Left: Cross slope at driveway crossings are difficult for wheelchairs  
Right: smoother concrete joints are better for all wheels



# Route 66 Trail



Cracks in asphalt trails are difficult for wheelchairs, bikes, strollers, scooters, all wheels

Tripping hazard for pedestrians in low light



# Winifred Lynch Trail



Very difficult if using a wheelchair. Could be easier if gravel was hard-packed and if pathway was cleared better.



# Sinclair Wash Trail - through NAU



- Difficult surface for wheelchairs, bikes
- Very steep hills, with little railing for support
- Erosion ruts
- Cross slope



# Mars Hill-Tunnel Springs Trails



Adding more railings or allowing room for a shelf could allow for the Mars Hill Trail to be more wheelchair friendly.



# Mars Hill-Tunnel Springs Trails



Easy to roll on with a wheelchair that has knobby tires.



# Sinclair Wash Trail



No accessible parking to access the trail

No curb ramp to sidewalk



# Buffalo Park



There are a few spots where the gravel is really loose making it difficult for a wheelchair user to roll through.



# Buffalo Park



Buffalo Park surface



**Easier to roll on**



Aggregate surface at Fort Tuthill



# Buffalo Park



Example of accessible parking at nature preserve in Sedona.



# Buffalo Park



- Rest areas, rail would allow for a wheelchair user to climb the hill
- Informational signage about grades
- Directional signage for accessible cutoff



# Buffalo Park



Removing the railroad ties would allow a wheelchair user to participate in some of the advanced challenge course.



# Options for accessibility

## Aggregate surface



- New FUTS mix with smaller aggregate
- Packs tighter, no large stones, better rolling surface for small wheels
- Used on all new trails
- Trails are resurfaced with new material as part of regular maintenance



# Options for accessibility

## Steep grades



- Set max standards for maximum grades
- Pave steep grades
- Provide pull-outs, level spots, railing



# Options for accessibility

## Cracks and deflections



- Min concrete thickness has been increased to 6 inches to reduce cracking
- New standards for control and expansion joints for smoother surface
- No more asphalt trails



# Options for accessibility

## Erosion/ruts/wash-outs



- Drainage problem spots have been inventoried
- Repaired as part of regular maintenance
- Set-aside funding to repair
- Guidelines/standards for better drainage
- Pave steep sections



# Options for accessibility

## **Other issues**

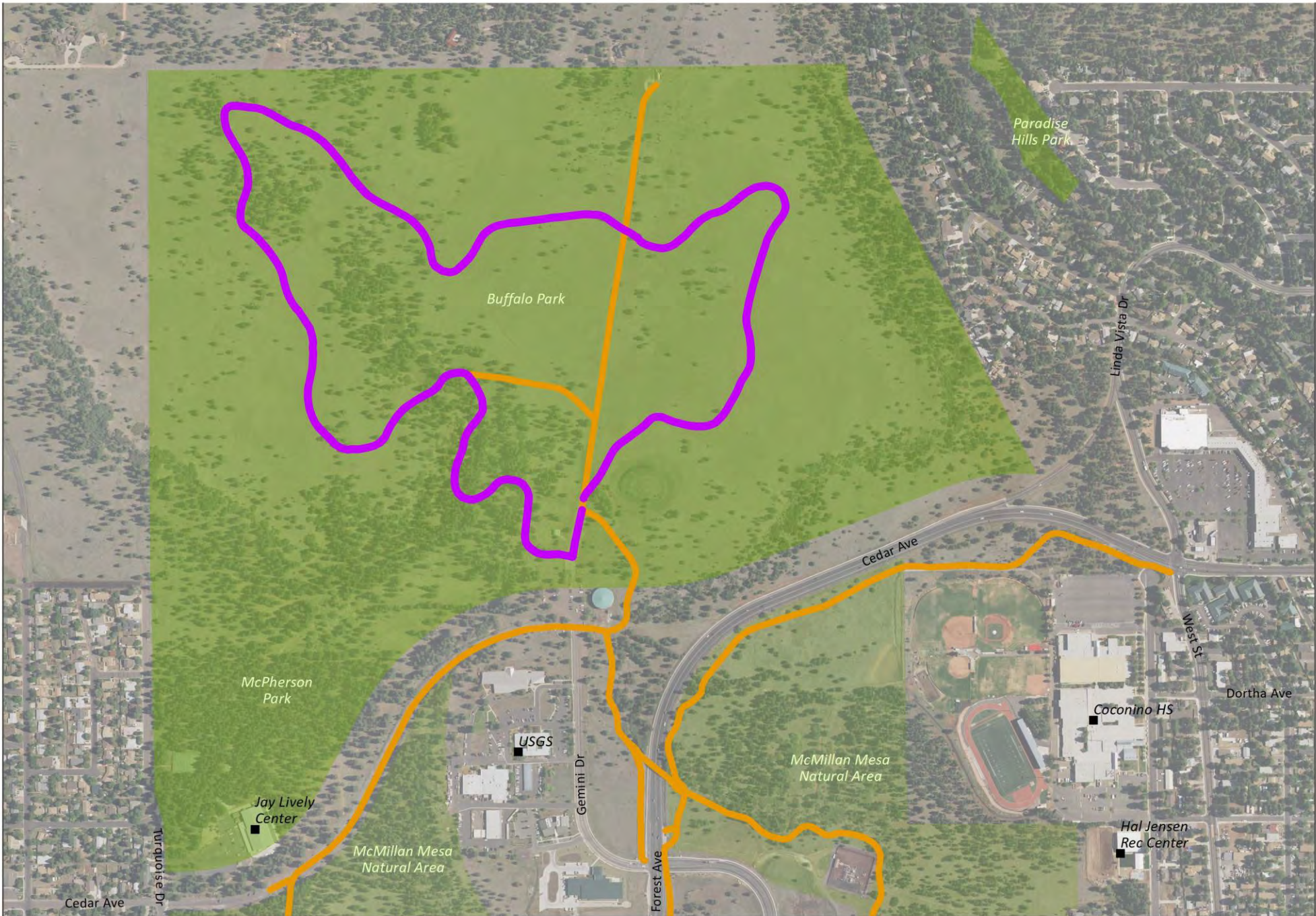
- Wash crossings
- Missing curb ramps
- Gravel road crossings
- Develop standard and guidelines
- Inventory problem spots
- Set aside funding to reconstruct



# Buffalo Park accessibility grant



- City staff/CIAL are working on grant application
- Recreational Trails Program (RTP) admin by AZ State Parks
- Grants up to \$80,000
- 5.7% local match
- Eligible projects include ADA-accessibility improvements





Site Map

**Buffalo Park**

-  Nate Avery Trail
-  Existing FUTS



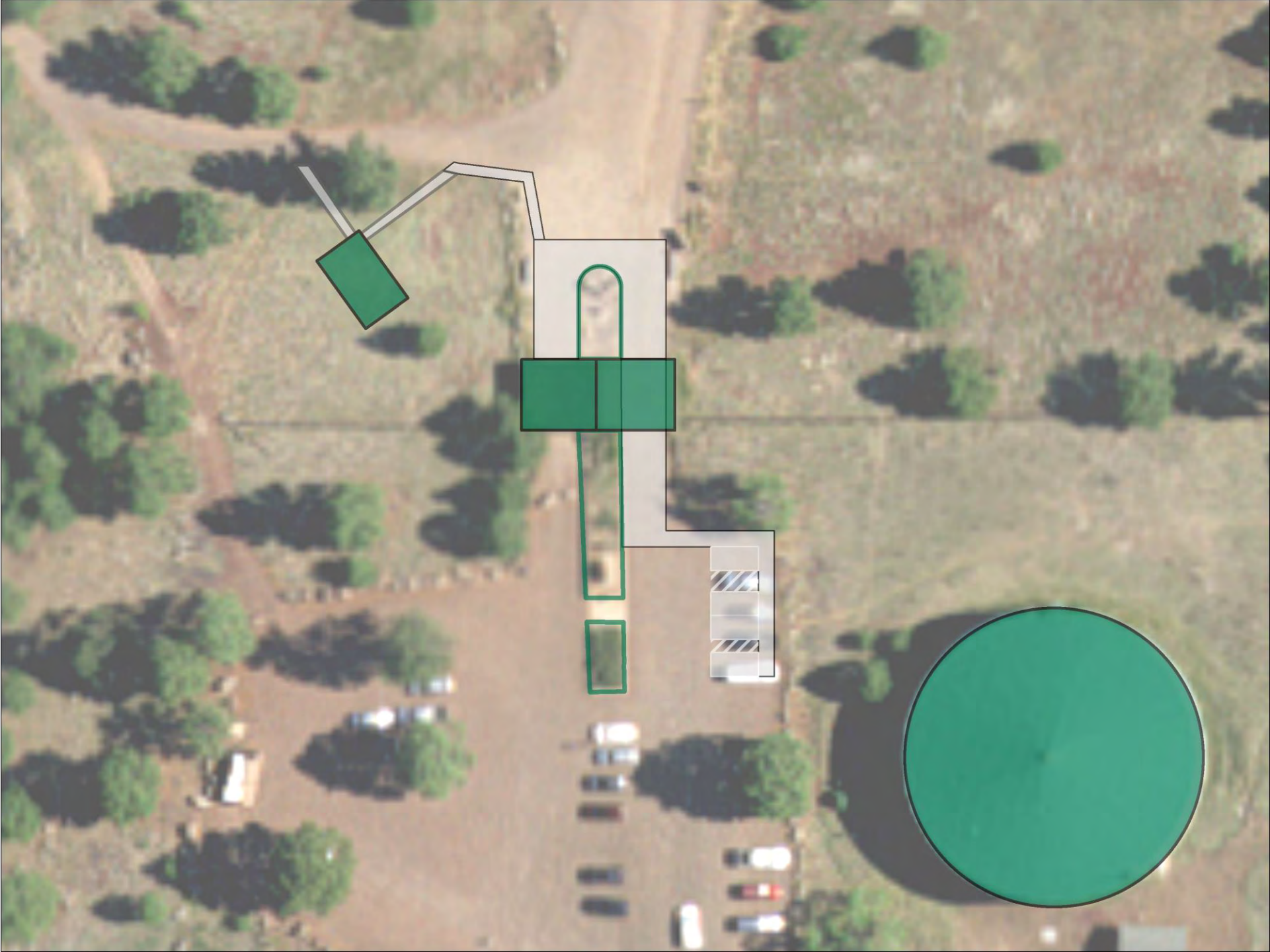
City of Flagstaff  
September 2019



# Buffalo Park accessibility grant

## Project scope...

- Accessible (concrete) parking and access
- Resurface trail with new aggregate material
- Directional signing for accessible cut-off
- Information at trailhead
- Remove railroad, replace surface at fitness stations
- Replace (6) fitness stations with universal access



## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** David McIntire, Community Investment Director  
**Co-Submitter:** Gail Brockman  
**Date:** 07/30/2020  
**Meeting Date:** 09/22/2020



### TITLE

**Discussion:** Possible strategies and timelines for the re-implementation of the pay-to-park and permit programs for the ParkFlag District including the Downtown and Southside areas.

### STAFF RECOMMENDED ACTION:

Listen to strategies and options, and discuss the most favorable methodology and timeline for the re-implementation of the pay-to-park and permit portions of the ParkFlag program.

### EXECUTIVE SUMMARY:

The pay-to-park and permit portions of the ParkFlag program were suspended by emergency proclamation on March 16, 2020, in response to the Covid-19 pandemic. ParkFlag staffing was reduced by half, and remaining staff has worked to maintain carry-out zones for businesses, enforce Title 9 of the Parking Code (ie ADA parking, parking in bike lanes, unsafe parking, etc), sanitize high-touch public spaces in the Downtown, plant flowers, and prepare sanitizer wipes for outdoor tables.

The City has received numerous requests to bring back the pay-to-park and permit program in the ParkFlag District. After discussion with the Downtown Business Alliance (DBA), their Master Plan consultant Progressive Urban Management Associates (PUMA), and other stakeholders, staff is bringing this information and these options forward for Council discussion.

The number of options and possibilities for re-implementation involve significant detail. Thus the intention is to address the discussion in three focus areas.

1. ParkFlag since March 16, 2020 - what has been occurring in the past months
2. ParkFlag initial return - what is the most favorable way to re-implement the program in the short term
3. ParkFlag ongoing - what is the most favorable way to maintain the program ongoing

### INFORMATION:

ParkFlag Parking Management Program priorities are: 1) the management of parking in both the Southside and in the Downtown to enhance the resident experience and to further the prosperity and activation of the Downtown commercial area and, 2) the generation of revenues for use in developing more parking inventory and to pay for necessary enforcement.

### February 2020 changes to ParkFlag program:

In February 2020, Council approved several changes in the ParkFlag program. These changes were not fully implemented because affected programs were suspended in March.

The Council directed the following reduced paid parking hours, designed to be easier to remember:

Sunday - Thurs: 9 AM - 5 PM

Friday and Saturday: 9 AM - 8 PM

Council also approved reducing the cost of employee permits from \$45/month to \$10/month.

Plans are moving forward for two new surface lots providing parking inventory before the end of the year.

### **ParkFlag since March 16:**

ParkFlag has been operating with half staff, but has been helping the community by::

- Responding to customer concerns about poor parking behavior in the ParkFlag District;
- Providing customer service and receiving comments and information;
- Enforcing Title 9 of the code which addresses ADA parking, parking in bike lanes, unsafe parking, and other violations not related to the pay-to-park and permit programming;
- Maintaining parking infrastructure such as painting red curbs, changing signs, and providing ongoing maintenance to the kiosks;
- Attending court as needed for citations;
- Sanitizing high touch areas throughout the Downtown to assist in public safety;
- Designating and maintaining "Carry-out Zones" on block faces as requested and appropriate to facilitate the increase in take-out service during the pandemic;
- Planting flowers and helping maintain the infrastructure for the expanded use of the rights-of-way;
- and doing occupancy counts for the ParkFlag District parking spaces.

Over the past few months visitors and locals have been returning to enjoy the downtown both for carry-out and for more conventional experiences; employees are once again taking many of the prime spaces for long periods of time; students have joined the community again; and there are fewer parking spaces available due to the successful implementation of carry-out zones and street closures on Aspen Avenue to allow for outdoor dining.

Parking inventory counts have shown occupancies in the 70-90% range. Optimal parking is often understood to have occupancy of 80% which allows for the public to have access to available spaces but with a high number of people in the space. In fact, a number of businesses have mentioned that it has gotten back to or worse than before the program was originally implemented.

Discussions with PUMA and the DBA have led staff to believe that re-implementation of the pay-to-park and permit parking earlier rather than later would be beneficial. PUMA reports that all other communities they are working with have re-implemented their pay-to-park programs already. While not everyone appreciates the parking program, it has been, and will continue to be, beneficial for the prosperity of the district. Further discussions with DBA and a brief presentation to the board in late June with a request for feedback showed some diversity of opinion on how and when to start the program back up, but to wait a bit longer than August. Changes to the course of the pandemic and the business cycle are quite concerning and hard to predict, but the return of visitors and students along with other changes are leading to the need for managed parking.

While not comprehensively surveyed, Southside residents who have been asked, or who have reached out proactively, have generally stated they would prefer parking management sooner rather than later.

Since the ParkFlag program was suspended in March, the program has been losing almost \$100,000 a month in revenue. This revenue is used to pay for ParkFlag operational expenses. Also, a portion of the

monthly revenue is set-aside for inventory development (often referred to as the lock-box). The lock-box fund has \$700,000 in reserves and would be close to, or above, \$800,000 if not for the pandemic. While the program funding is not the main reason to re-implement, it is important to note that lack of revenue will make it difficult to not only build additional parking, but also to pay the debt service and other long-term costs that are the City's responsibility. More extended lack of revenue could also lead to further program reductions which will make it much more difficult to re-implement.

## **ParkFlag - The Initial Return**

While some businesses have asked for ParkFlag to return as soon as possible, others feel it is important to wait until the pandemic is over or until a time in the Spring. Major concerns expressed have been that parking needs to be managed and that the current situation is detrimental to residents and businesses, but that the business environment remains fragile and some businesses feel a concern that local residents may be less likely to come Downtown if the pay-to-park portion of ParkFlag returns.

### **Some options include:**

1. Implement the current program in October including the February 2020 changes;
2. Implement the current program at a later date (after the holidays, in the Spring, etc). March 1 at latest without risking structural financial concerns;
3. Implement the program in October with a free time provided at the beginning of a visit;
  1. 30 minutes
  2. 1 hour
4. Implement the program at a later date with a free time period. January 1 at latest without risking structural financial concerns.

There are benefits and concerns with each version:

**1. Implementing the current program in October** is simple and effective. It allows parking to be effectively managed and follows the Administrative Guidelines and previous Council policy. It may have an impact on local participation at businesses in a time when the Summer crowds are less significant and the expanded use of the right-of-way is being removed.

**2. Implementing the current program at a later date** is also simple. It uses the current model but waits until a future date to avoid any possible unintended impacts on business. One consideration is that without revenue the ParkFlag program will not be able to continue sustaining its infrastructure and make its necessary debt payments indefinitely. It is believed funds can sustain the program until March 1 if we begin collecting full revenue at that point.

**3. Implementing the program with the free time period in October** works to begin effectively managing the parking inventory and correcting parking behaviors while continuing to welcome locals downtown with a free parking time period. People will still need to use the kiosks, but a free portion of time will be provided with additional time requiring payment. This will begin to generate revenue again, but will not likely be enough to sustain the program long term.

**4. Implementing the program with a free time period at a later date** also seeks to manage the inventory, but allows for another period of time with ParkFlag suspended. This could be through the holiday shopping season or even into the Spring. This would potentially support shopping as Fall and the holidays approach and avoid the perception that ParkFlag re-implementation results in declining sales which may have naturally occurred in the Fall regardless. According to current recession plans the program would need to be implemented by January 1, 2021 to avoid risking structural financial concerns.

## **ParkFlag Ongoing**

- 1) Should the Council choose to implement in October as the program is the program is anticipated to be

self-sustaining.

2) Should the Council choose to implement at a later date the program should be self-sustaining if that re-implementation occurs in the Spring prior to fund balances becoming too low. There is risk of structural financial concerns if the program has not been re-implemented before March 1.

3) Should the Council choose to implement in October with a free time period, the funds will provide additional time before the program has structural issues, but likely additional changes would be required at some point to be self-sustaining:

- The program could revert back to the current structure (paying from the beginning) on a specific date
- The program could revert back to the current structure when analysis deems it best after considering
  - the pandemic
  - the business cycle
  - the pro-forma
- the program could look at other ways to maintain the free time period such as increasing the price

4) Should Council choose to implement at a later date with free time periods the program will be in more difficult situation which will impact the analysis, but the same choices will exist:

- The program could revert back to the current structure (paying from the beginning) on a specific date
- The program could revert back to the current structure when analysis deems it best after considering
  - the pandemic
  - the business cycle
  - the pro-forma
- the program could look at other ways to maintain the free time period such as increasing the price

The program will need to be functional by January in order to avoid financial risk if there is a free hour provided.

In summary, there are numerous options for how and when is best to re-implement the ParkFlag program and many factors involved. Many stakeholders believe management needs to occur as soon as possible. Others fear it will harm their already fragile business. It is not clear when the pandemic will no longer be a factor, but until then Fall and Winter will have reduced business for the Downtown because the weather will impact outdoor seating. Resources exist to continue without revenue into the Winter, but the ongoing costs and the debt cannot be maintained indefinitely and projections show significant concerns if the program does not return before March 1.

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**Attachments:**     [ParkFlag Council Presentation 92220](#)

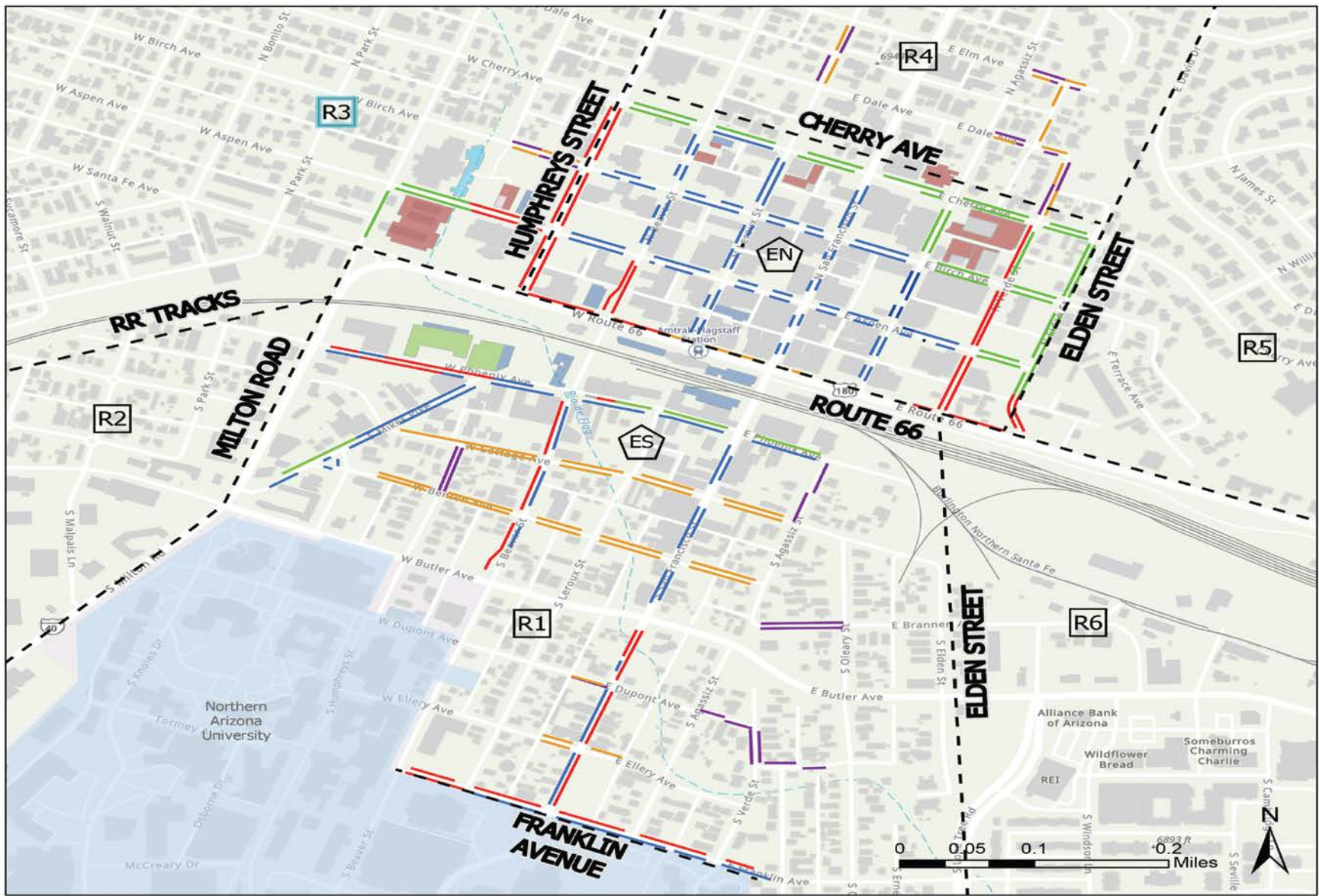
# ParkFlag Options

September 22





# Managed Area Map



### On Street Parking

- Loading
- Metered
- Metered - EN Permit Exempt
- Metered - ES Permit Exempt
- Metered - Motorcycle
- No Parking
- Residential
- Time Limited - 2 hour
- Time Limited - Short term

### Parking Lots

- ADA Accessible - 2 Hour Time Limited
- ADA Accessible - Metered
- ADA Exempt from Permit
- Amtrak 15 Day Permit Parking
- C Permit Required
- Facility Permit Parking Lot - F1 Permit Required
- Facility Permit Parking Lot - F2 Permit Required
- Facility Permit Parking Lot - F3 Permit Required
- Facility Permit Parking Lot - F5 Permit Required
- Metered
- Metered - ES Permit Exempt
- Time Limited - 2 hour
- Time Limited - 30 min

### Parking Zones

- - - Zone Boundary
- ⬡ Employee Permit Parking (Also D Permitted)
- Residential Permit Parking (Also GX Permitted)

Validation Codes: Valid for on-street, Pay-to-Park only. Not valid for F1 Zones. F1 Zones are free to park without permit after 5pm weekdays.

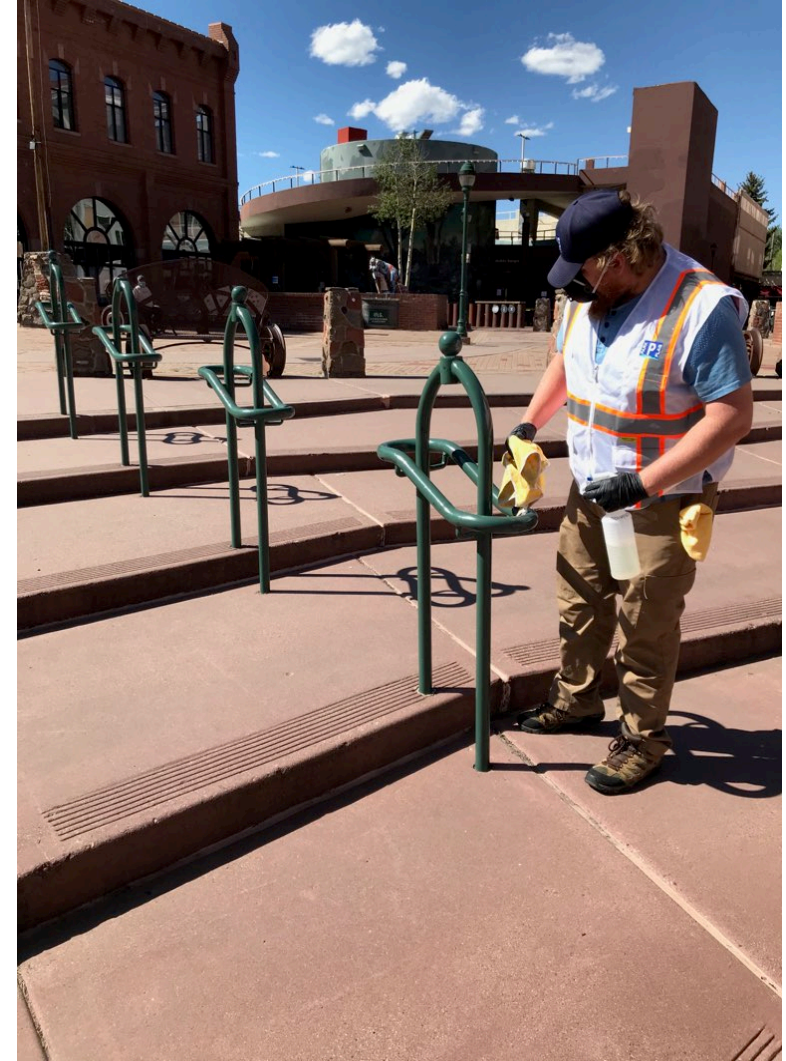


# Introduction



**ParkFlag pay-to-park and permit programs were suspended due to the pandemic**

- Suspension supported the business community in unprecedented times
- ParkFlag staff worked with the DBA to create carry-out zones and sanitize high touch areas
- ParkFlag staff enforce other Title 9 violations (such as ADA)





# Introduction



## Implemented Program changes

- Changes had been approved prior to suspension including reduced hours and reduced permit fees
- New parking lots are anticipated for the Fall
- Staffing is currently less than half the budgeted amount

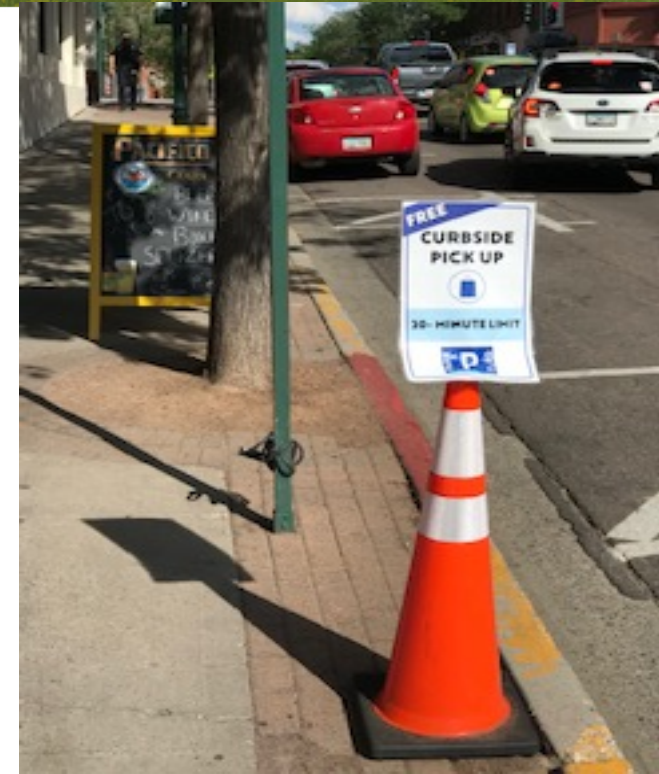




# ParkFlag since March 16

## Changing dynamics

- Occupancy has returned to the downtown
- Employees are filling available parking spaces
- Visitation has increased and students are returning
- Currently less parking inventory (loading zones, etc.)





# ParkFlag since March 16

## Some businesses and residents are requesting a return to parking management

- Conversations with residents / businesses / consultants
- Other cities' programs are back in place
- Occupancy counts





# ParkFlag Initial Return

## **Staff has considered numerous options:**

- 1) Re-implementation of the full program in Oct
- 2) Re-implementation in October with a free time period
- 3) Re-implementation of the full program later
- 4) Re-implementation later date with a free time period



# Re-implementation of Full Program

## ParkFlag implemented again with previous changes

- Encourages behavior change
- Manages parking effectively
- Generates revenue for building new inventory and program expenses
- Simple – no phased approach



# Phased Re-implementation

- Allows permit management

## Free Time

- Requires kiosk use

- 30 min

- Intended to encourage locals

- 60 min

- Prevents all day parkers



# Phased Re-implementation

- Program could have a defined time to return to previous style of management
- Program could wait to assess impacts before defining a date
- Program could assess whether it is preferable to keep a free hour even if it means raising prices



# Selected Costs in FY 2021

- Anticipate between \$75,000 and \$100,000 per month in revenue not collected (\$15K-\$20K from the lockbox)
- Existing debt remaining: \$677,000
- Required savings already \$190,000
- Required revenue to avoid structural problems \$320,000



# ParkFlag Ongoing



## Staff has considered numerous options:

- 1) Re-implementation of the full program in Oct should be self-sustaining
- 2) Re-implementation in October with a free time period – not likely self-sustaining but allows time before full implementation



# ParkFlag Ongoing



## continued:

3) Re-implementation of the full program later will be self-sustaining – needs to occur on or before March 1 to avoid financial structural concerns

4) Re-implementation later date with a free time period – not likely self-sustaining and would need to be in place on or before January 2.



# Thank you!

- Questions?
- Thank you for the discussion.



# ParkFlag Return

## Recap options with additional detail:

- 1) Full program is implemented in October.
- 2) Program with temporary free time period in Oct. Full program returns before Memorial Day.**
- 3) Full program no later than March 1<sup>st</sup>.
- 4) Program with temporary free time period by January 2<sup>nd</sup>. Full program before Memorial Day.**

## CITY OF FLAGSTAFF

### STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Sarah Langley, Management Analyst  
**Co-Submitter:** Shane Dille, Deputy City Manager  
**Date:** 09/14/2020  
**Meeting Date:** 09/22/2020



#### TITLE

**Priority Based Budgeting Public Engagement Plan**

#### STAFF RECOMMENDED ACTION:

Give feedback on the PBB Public Engagement Plan and approve staff to proceed with the deployment of the community input survey.

#### EXECUTIVE SUMMARY:

In May of 2019, the City of Flagstaff embarked on a journey to implement Priority Based Budgeting (or PBB). PBB is a leading best practice in municipal government budgeting and allows cities to re-envision how they utilize their budgets. Specifically, PBB enables cities to measure investments in priorities, create programmatic insights, and identify opportunities for future action. PBB also offers an array of opportunities for public engagement in the city's budgeting process.

In order to achieve a greater public understanding of PBB and involvement in the City's budgeting process, the PBB Project Team has drafted a 3-part plan to elicit meaningful and diverse input from Flagstaff residents.

1. The first phase of the PBB Public Engagement Plan will be comprised of animated videos that provide an educational overview of what PBB is and how it will improve the City's budgeting process. These videos will be disseminated widely to the public and will help to create a foundational knowledge of PBB within the community. Council will be able to view a clip of these videos during the Council meeting. The final videos will be completed by the end of September.

2. Building on this foundational knowledge, the second phase of the PBB Public Engagement Plan is comprised of a community input survey intended to both inform and provide an opportunity to update the objectives under each of the seven Key Community Priorities that the Council established in September of 2019. This survey will be hosted on Community Forum and will allow residents to suggest edits to existing objectives or suggest new objectives to be added. An extensive dissemination plan has been created for the survey, including a Community Forum announcement, social media posts, an email to over 180 community organizations (the full Community Stakeholders Email Distribution List is attached to this agenda item), business license holders with an email on file, municipal billing customers with an email on file, the distribution of paper copies of the survey accompanied with stamped and addressed return envelopes and a newspaper advertisement. The survey will also be translated into Spanish.

Staff has also made edits to the objectives to reflect prominent recent events and significant Council

discussions (i.e. Council's declaration of a climate emergency, discussions on policing practices, and general considerations of equity). These edits will be detailed for Council's approval during the meeting.

In order to prioritize the objectives, Staff first needs to launch the PBB community input survey, gather feedback from the public, and take the updated objectives back to Council for approval (scheduled for November 10). After final approval of the updated objectives, the Council can prioritize the objectives and this data can be used to further guide budgetary decision-making.

3. Utilizing the updated objectives, the third phase of the PBB Public Engagement Plan will entail a small group of Flagstaff residents participating in the "peer review" process of PBB. This step will enable participating residents to sit alongside staff and collaboratively review, and if necessary, change, the scores of each City program. These scores make up the dataset used to prioritize the City's programs and services rendered to the community.

It is envisioned that the PBB Public Engagement Plan, comprised of the three phases specified above, will provide Flagstaff residents with multiple avenues for education on and participation in the City's budgeting process. PBB is also part of a longer journey to Higher Performing Governance. After the implementation of PBB, City leadership envisions creating a strategic plan and continue to expand the use of the PBB tool in the alignment of budgeted dollars with Key Community Priorities and Objectives.

#### **INFORMATION:**

- At the January 16, 2019, Council Budget Retreat, staff presented the topic of High Performing Government. This included consideration for changing budget processes to a priority-based system.
- At the April 2019 Council Budget Retreat, staff presented a budget which included funding for Priority Based Budgeting.
- At the May 2019 Council Meeting, Council approved the Sole Source License and Host Agreement with Resource Exploration, LLC for Priority Based Budgeting.
- At the September 2019 Council Retreat, Council provided input on the PBB Priorities and Objectives.
- At the October 2019 Council Meeting, Council provided further input on the PBB Priorities and Objectives and agreed upon a final version.
- At the December 2019 Council Meeting, Council heard an update on the progress of implementing PBB, specifically focusing on the Program Inventory and Program Costing phases.
- At the January 2020 Council Meeting, Council heard an update on the progress of implementing PBB, specifically focusing on the Program Scoring phase.
- At the February 2020 Budget Retreat, Council heard an overview of the online PBB tools that would be available for future use in analyzing Flagstaff's PBB data.
- At the August 2020 Council Meeting, Council heard an initial overview of the PBB Public Engagement Plan.

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**Attachments:**     [Presentation](#)  
                              [Community Stakeholders Email Distribution List](#)  
                              [Council Approved Priorities & Objectives](#)

# Priority Based Budgeting

Public Engagement Plan





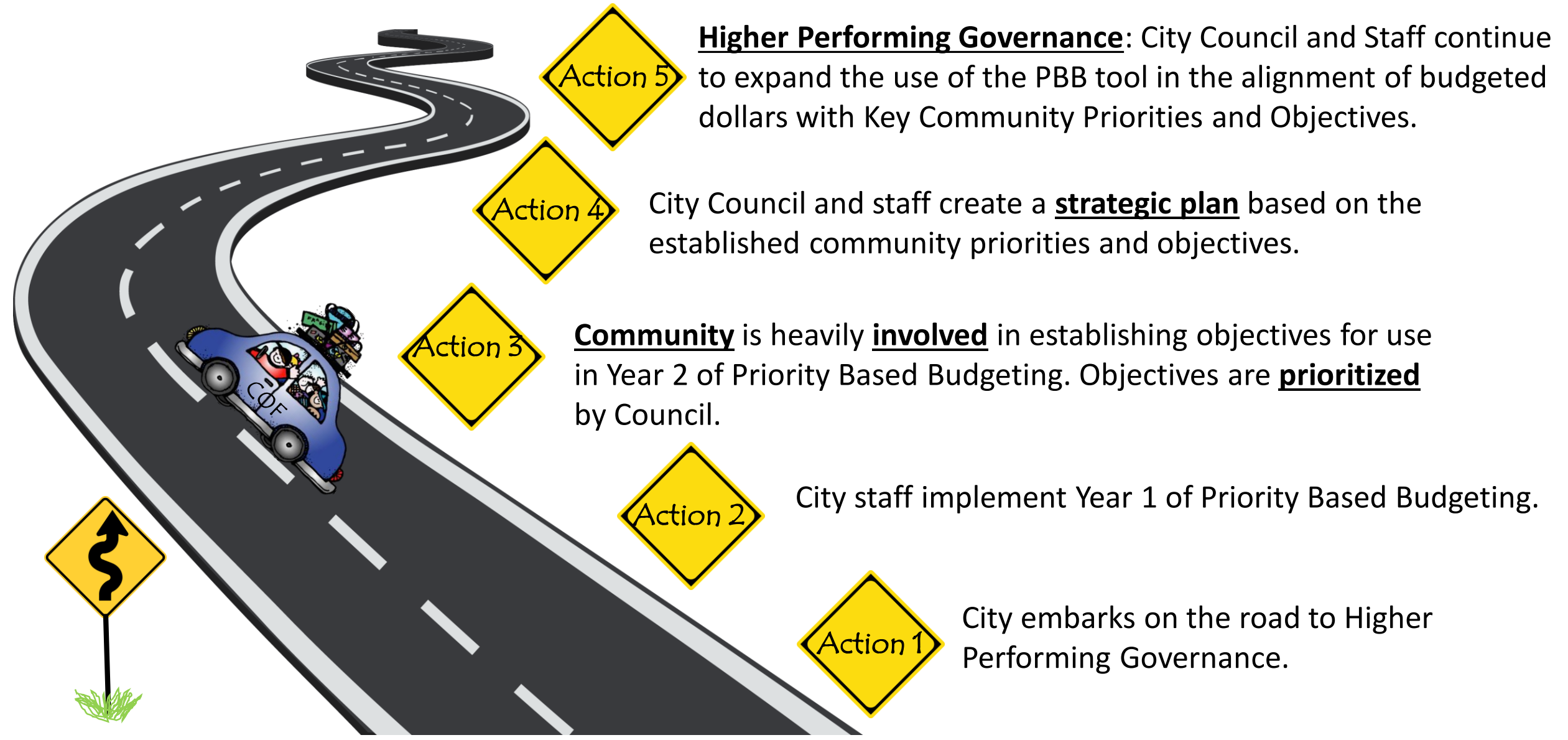
# Agenda



- High Performing Governance Roadmap
- Public Engagement Plan
  - Educational videos
  - Community input survey
  - Community participation in peer review
- Suggested changes to objectives
- Next steps



# The Road to Higher Performing Governance



Action 5

**Higher Performing Governance:** City Council and Staff continue to expand the use of the PBB tool in the alignment of budgeted dollars with Key Community Priorities and Objectives.

Action 4

City Council and staff create a **strategic plan** based on the established community priorities and objectives.

Action 3

**Community** is heavily **involved** in establishing objectives for use in Year 2 of Priority Based Budgeting. Objectives are **prioritized** by Council.

Action 2

City staff implement Year 1 of Priority Based Budgeting.

Action 1

City embarks on the road to Higher Performing Governance.



# PBB Public Engagement Plan

Phase 1

Public  
Education  
Videos

Phase 2

Community  
Input Survey  
& Follow-up  
Prioritization

Phase 3

Community  
Participation  
in Peer  
Review



# Public Education Videos

- Video 1
  - General overview of PBB.
- Video 2
  - Call for public participation.
  - How to get involved?

# Community Input Survey

## Flagstaff's Key Community Priorities and Objectives



CITY OF FLAGSTAFF						
Key Community Priorities and Objectives						
High Performing Governance	Safe & Healthy Community	Inclusive & Engaged Community	Sustainable, Innovative Infrastructure	Robust Resilient Economy	Livable Community	Environmental Stewardship
Serve the public by providing high quality internal and external customer service	Foster a safe, secure, and healthy community	Foster community pride and civic engagement	Deliver outstanding services to residents through a healthy, well maintained infrastructure system	Grow and strengthen a more robust, diverse, and resilient economy	Create a welcoming community through partnerships, strong neighborhoods, civic engagement, and resident participation	Actively manage and protect all environmental and natural resources
Foster clear and consistent communication strategies and products	Provide public safety with the resources, staff, and training to respond to community needs	Advance social equity and social justice in Flagstaff	Utilize existing long-range plan(s) that identify the community's future infrastructure needs and all associated costs	Maintain and enhance an effective business recruitment, retention, and expansion program	Provide amenities and activities that support a healthy lifestyle	Provide environmental community outreach, education, and volunteer opportunities
Encourage public trust through transparency, accessibility and use of the City's public participation policy	Enhance community engagement and community policing efforts	Facilitate and foster diversity and inclusivity	Identify smart traffic management, multi-modal transportation, and alternative energy opportunities	Enhance understanding between the development community, the City and Flagstaff residents	Provide educational opportunities for Flagstaff residents of all ages	Implement sustainable building practices and alternative energy and transportation options
Enhance the organization's fiscal stability and increase efficiency and effectiveness	Provide support programs for victims of crimes	Enhance community outreach and engagement opportunities	Support the community's social infrastructure needs; assist those partner organizations that provide services the City does not	Attract employers that provide high quality jobs and have a low community impact	Support the development of attainable and accessible housing	Increase the private sector's participation in environmental stewardship efforts
Implement innovative local government programs, new ideas and best practices; be recognized as a model for others to follow	Develop alternative diversion programs	Ensure city facilities, services, and programs are accessible for all residents		Enhance the community's workforce development programs and higher education opportunities	Support diverse employment opportunities that provide residents with a living wage	Implement, maintain and further the Climate Action and Adaptation Plan (CAAP)
Become an employer of choice and provide employees with the necessary tools, training, and support	Ensure the built environment is safe through the use of consistent standards, rules and regulations, and land use practices	Promote environmental justice & the fair distribution of environmental benefits		Embrace and invest in tourism opportunities to promote economic development	Achieve a well-maintained community through comprehensive and equitable code compliance	

THE OBJECTIVES LISTED IN THIS DOCUMENT ARE SUBJECT TO CHANGE PENDING COUNCIL APPROVAL OF COMMUNITY INPUT

Phase 2



# Community Input Survey



## Dissemination

- Community Forum announcement (2,000 subscribers)
- Social media posts
- Email to Community Stakeholders
- Paper copies & stamped envelopes
- Postcard with survey link for distribution
- Newspaper advertisement
- Spanish translation of survey

## Community Stakeholders

Associations	Neighborhood Associations
Boards	Non-profits
Coalitions	Political Organizations
Commissions	Religious Organizations
Committees	Schools
Foundations	Sports Groups
Property Owners Associations	Student Organizations
Municipal Billing Customers	Business Licensees

Phase 2



# Community Input Survey

## Recent Events & Updating the PBB Objectives

- Due to recent points of discussion, such as the climate emergency, policing practices and equity considerations;
  - Staff have made suggested updates to the PBB Objectives using input from Sustainability, Police and Fire
- Seeking Council approval of suggested changes before survey launch

# Community Input Survey

Updated Objectives

Council Approved Text  
Suggested Change



## Safe & Healthy Community

<p><del>Develop alternative diversion programs</del> Provide alternative responses, resources &amp; programs for the most vulnerable populations</p>	<p>Provide public safety with the resources, staff, and training to respond to community needs</p>
<p>Provide support programs for victims of crimes</p>	<p>Foster a safe, secure, and healthy community</p>
<p>Ensure the built environment is safe through the use of consistent standards, rules and regulations, and land use practices</p>	<p>Enhance community engagement and community policing efforts</p>

# Community Input Survey

Updated Objectives

Council Approved Text  
Suggested Change



	Inclusive & Engaged Community
<p>Enhance community <del>outreach and engagement opportunities</del> <b>involvement, education and regional partnerships to strengthen the level of public trust</b></p>	<p>Ensure city facilities, services, and programs are accessible for all residents</p>
<p>Advance social equity and social justice in Flagstaff</p>	<p>Foster community pride and civic engagement</p>
<p>Promote environmental justice &amp; the fair distribution of environmental benefits</p>	<p>Facilitate and foster diversity and inclusivity</p>

# Community Input Survey

Updated Objectives

Council Approved Text

**Suggested Change**



## Sustainable, Innovative Infrastructure

Deliver outstanding services to residents through a healthy, well maintained infrastructure system

**Provide** ~~Identify~~ smart traffic management, multi-modal transportation, & ~~alternative energy opportunities~~ **carbon-neutral energy opportunities**

Utilize existing long-range plan(s) that identify the community's future infrastructure needs and all associated costs

Support the community's social infrastructure needs; assist those partner organizations that provide services the City does not

# Community Input Survey

## Updated Objectives

Council Approved Text  
Suggested Change



## Robust, Resilient Economy

Embrace and invest in tourism opportunities to promote <b>responsible</b> economic development	Maintain & enhance an <b>equitable &amp;</b> effective business recruitment, retention, and expansion program <b>throughout the community</b>
Enhance understanding between the development community, the City and Flagstaff residents	Attract employers that provide high quality jobs and have a low community impact
Grow and strengthen a more robust, diverse, and resilient economy <b>in ways that reflect community values</b>	Enhance the community's workforce development programs and higher education opportunities

# Community Input Survey

## Updated Objectives

Council Approved Text  
Suggested Change



## Livable Community

<p>Create a welcoming community through partnerships, <b>resilient</b> <del>strong</del> neighborhoods, <b>&amp;</b> civic engagement <del>and</del> <del>resident participation</del></p>	<p>Provide <b>equitable and inclusive</b> educational opportunities for Flagstaff residents of all ages</p>
<p>Provide amenities and activities that support a healthy lifestyle</p>	<p>Support the development of attainable and accessible housing</p>
<p>Support diverse employment opportunities that provide residents with a living wage</p>	<p>Achieve a well-maintained community through comprehensive and equitable code compliance</p>

# Community Input Survey

## Updated Objectives

### Council Approved Text Suggested Change



## Environmental Stewardship

~~Actively manage and protect all environmental and natural resources~~

Promote, protect and enhance a healthy and sustainable environment

~~Provide environmental community outreach, education, and volunteer opportunities~~

Engage community members through education and volunteer opportunities

Implement, maintain and further the Climate Action and Adaptation Plan (CAAP)

Increase the private sector's participation in environmental stewardship efforts

Implement sustainable building practices, enhance waste diversion programs, alternative energy programs and multi-modal transportation options

Strengthen Flagstaff's resilience to climate change impacts on built, natural, economic, health, and social systems

# Community Input Survey

Updated Objectives

Council Approved Text  
Suggested Change



## High Performing Governance

Serve the public by providing high quality internal and external customer service	Enhance the organization's fiscal stability and increase efficiency and effectiveness
Become an employer of choice and provide employees with the necessary tools, training, and support	Implement innovative local government programs, new ideas and best practices; be recognized as a model for others to follow
Encourage public trust through transparency, accessibility and use of the City's public participation policy	Foster clear and consistent communication strategies and products



# Community Participation in Peer Review

- Peer review is a process where program scores are reviewed to make sure they accurately reflect their alignment with Priorities and Objectives
- Flagstaff residents and staff will work together in teams to review program scores
- This allows residents to directly influence how City programs are prioritized
- Similar model implemented successfully in Fort Collins, CO



# PBB Implementation Schedule

## Next Steps

Release of PBB Public Education Videos & <b>Community Input Survey</b>	September 28
Final Council approval of Objectives	November 10
PBB - Costing and Scoring Complete (Staff)	Early December
PBB - Peer Review Complete (Staff / Public)	Mid/ Late December
PBB - Data complete	Early January

# Thank you



## Community Stakeholders Email Distribution List

<b>Boards/ Commissions/ Committees/ Councils</b>	
City of Flagstaff Boards and Commissions	Coconino County Coconino Hispanic Advisory Council
Coconino County Indigenous Peoples Advisory Council	Coconino County Parks and Recreation Commission
Coconino County Planning & Zoning Commission	Coconino County Workforce Development Board
Flagstaff Police Department Community Liaison Committee	NAU Commission for Native Americans
NAU Commission on Disability Access and Design	NAU Commission on Ethnic Diversity
NAU Commission on the Status of Women	NAU LGBTQIA Commission
<b>Business License Holders</b>	
1,965 email addresses available (approximately 52% of all business license holders)	
<b>Neighborhood Associations</b>	
Fort Valley Neighborhood Association	La Plaza Vieja Neighborhood Association
Southside Community Association	Sunnyside Neighborhood Association
Townsite Neighborhood Association	
<b>Municipal Billing Customers</b>	
10,259 accounts with email addresses available (approximately 38% of all customers)	
<b>Non-profits/ Foundations/ Associations/ Coalitions</b>	
Anew Living	Artists Coalition of Flagstaff
Assistance League of Flagstaff	Boys & Girls Club of Flagstaff
Catholic Charities Community Services	Coconino Coalition for Children and Youth
Coconino County Sustainable Economic Dev. Initiative	Flagstaff Arts Council
Flagstaff Community Coalition	Flagstaff Dark Skies Coalition
Flagstaff Downtown Business Alliance	Flagstaff Family Food Center
Flagstaff Family YMCA	Flagstaff Leadership Program Inc
Flagstaff Lodging & Restaurant Association	Flagstaff Shelter Services
Friends of Flagstaff's Future	Friends of the Rio de Flag
Goodwill of Central and Northern Arizona	Grand Canyon Conservancy
Grand Canyon Trust	Greater Flagstaff Chamber of Commerce
Habitat for Humanity of Northern Arizona	Housing Solutions of Northern Arizona
Hozhoni Foundation	Indigenous Circle of Flagstaff
Kinlani Dormitory	Military Order of the Purple Heart
NARBHA Institute	Native Americans for Community Action, Inc.
Northern Arizona Association of Realtors	Northern Arizona Building Association
Northern Arizona Climate Change Alliance	Northern Arizona Council of Governments
Northern Arizona Healthcare Foundation	Northland Family Help Center

Quality Connections	Rotary International
Southwest Behavioral Health Services	St. Mary's Food Bank
St. Vincent de Paul	Stronger as One
Sunshine Rescue Mission/ Hope Cottage	The Guidance Center
The Salvation Army Flagstaff	Tynkertopia, Inc.
United Way of Northern Arizona	
<b>Political Organizations</b>	
Coconino County Democratic Party	Coconino County Republicans
<b>Property Owners Associations</b>	
62 email addresses available (approximately 44% of all POAs in Flagstaff)	
<b>Schools</b>	
Flagstaff Unified School District	
Cromer Elementary School	De Miguel Elementary School
Kinsey Elementary School	Knoles Elementary School
Marshall Elementary School	Puente de Hozho Elementary School
Sechrist Elementary School	Thomas Elementary School
WF Killip Elementary School	Mt. Elden Middle School
Sinagua Middle School	Coconino High School
Flagstaff High School	Summit High School
BASIS Flagstaff	Flagstaff Arts and Leadership Academy
Flagstaff Community Christian School	Flagstaff Junior Academy
Mountain Elementary School	Northland Preparatory Academy
Pine Forest Charter School	Ponderosa High School
The Montessori Charter School of Flagstaff	The Peak School
Haven Montessori	
<b>Sports Groups</b>	
Alliance Youth Sports North	American Youth Soccer
Continental Little League (East Flagstaff)	Flagstaff Adult Baseball League
Flagstaff Adult Hockey League	Flagstaff Disc Golf
Flagstaff Figure Skating Club	Flagstaff Girls Softball Little League
Flagstaff National Junior Basketball	Flagstaff Rangers Football and Cheer
Flagstaff Soccer Club (7-18)	Flagstaff Tennis Association
Flagstaff Ultimate Frisbee	Flagstaff Women's Soccer League (18+)
Flagstaff Youth Hockey Association	Men's Soccer League (18+)
Micro Soccer (4-7)	Prime Time Athletics – Flagstaff
Southwest Fencing Club	West Flagstaff Little League






<b>Student Organizations</b>	
Associated Students of NAU (ASNAU)	Black Student Union
Graduate Student Government	Hermanas, United for Change
Latinx Student Union	LGBTQA Resources & Support
Miss Indigenous NAU Organization	NAU Office of Indigenous Student Success
<b>Religious Organizations</b>	
Breath of Life Church	Bridge Church Flagstaff
Calvary Bible Church	Calvary Flagstaff
Canterbury Episcopal Campus Ministry in Flagstaff	Canyon Ministries
Chabad Jewish Community Center	Christ's Church of Flagstaff
Christ's Church of Flagstaff	Church for the Nations Flagstaff
Church of the Resurrection	Congregation of Lev Shalom
Episcopal Church of the Epiphany	First Baptist Church
First Congregational Church	First Congregational Church Flagstaff
FlagNaz Community Church	Flagstaff Bible Church
Flagstaff Christian Fellowship	Flagstaff Church of Nazarene
Flagstaff Federated Community Church	Flagstaff Fellowship
Flagstaff Insight Meditation Community	Flagstaff Ministry
Flagstaff Tabernacle	Grace Community Church
Grace Fellowship Church	Greenlaw Baptist Church
Harvest Bible Church	Hope Community Church
Islamic Center of Flagstaff	Kingdom Heirs Flagstaff
Life Church of Flagstaff	Living Christ Community Church
Lord of Life Lutheran Church	Mountain View Baptist Church
Mountain View Church	Nativity of the Blessed Virgin Mary
Northern Arizona Interfaith Council	Northland Baptist Church
Northland Baptist Church	Northland Christian Assembly of God
Northern Arizona Church of Christ	Our Lady Guadalupe Chapel
Peace Lutheran Church	Ponderosa Baptist Church
Redemption Church Flagstaff Office	Revive Flagstaff
Riverside Church	San Francisco de Asis Roman Catholic Church
Shepherd of the Hills Lutheran Church	Spring Hill Baptist Church
The Door Flagstaff Christian Center	Unity of Flagstaff
Victorious Life Christian Center	

# Key Community Priorities





# Key Community Priorities and Objectives

 <b>High Performing Governance</b>	 <b>Safe &amp; Healthy Community</b>	 <b>Inclusive &amp; Engaged Community</b>	 <b>Sustainable, Innovative Infrastructure</b>	 <b>Robust Resilient Economy</b>	 <b>Livable Community</b>	 <b>Environmental Stewardship</b>
<p>Serve the public by providing high quality internal and external customer service</p>	<p>Foster a safe, secure, and healthy community</p>	<p>Foster community pride and civic engagement</p>	<p>Deliver outstanding services to residents through a healthy, well maintained infrastructure system</p>	<p>Grow and strengthen a more robust, diverse, and resilient economy</p>	<p>Create a welcoming community through partnerships, strong neighborhoods, civic engagement, and resident participation</p>	<p>Actively manage and protect all environmental and natural resources</p>
<p>Foster clear and consistent communication strategies and products</p>	<p>Provide public safety with the resources, staff, and training to respond to community needs</p>	<p>Advance social equity and social justice in Flagstaff</p>	<p>Utilize existing long-range plan(s) that identify the community's future infrastructure needs and all associated costs</p>	<p>Maintain and enhance an effective business recruitment, retention, and expansion program</p>	<p>Provide amenities and activities that support a healthy lifestyle</p>	<p>Provide environmental community outreach, education, and volunteer opportunities</p>
<p>Encourage public trust through transparency, accessibility and use of the City's public participation policy</p>	<p>Enhance community engagement and community policing efforts</p>	<p>Facilitate and foster diversity and inclusivity</p>	<p>Identify smart traffic management, multi-modal transportation, and alternative energy opportunities</p>	<p>Enhance understanding between the development community, the City and Flagstaff residents</p>	<p>Provide educational opportunities for Flagstaff residents of all ages</p>	<p>Implement sustainable building practices and alternative energy and transportation options</p>
<p>Enhance the organization's fiscal stability and increase efficiency and effectiveness</p>	<p>Provide support programs for victims of crimes</p>	<p>Enhance community outreach and engagement opportunities</p>	<p>Support the community's social infrastructure needs; assist those partner organizations that provide services the City does not</p>	<p>Attract employers that provide high quality jobs and have a low community impact</p>	<p>Support the development of attainable and accessible housing</p>	<p>Increase the private sector's participation in environmental stewardship efforts</p>
<p>Implement innovative local government programs, new ideas and best practices; be recognized as a model for others to follow</p>	<p>Develop alternative diversion programs</p>	<p>Ensure city facilities, services, and programs are accessible for all residents</p>		<p>Enhance the community's workforce development programs and higher education opportunities</p>	<p>Support diverse employment opportunities that provide residents with a living wage</p>	<p>Implement, maintain and further the Climate Action and Adaptation Plan (CAAP)</p>
<p>Become an employer of choice and provide employees with the necessary tools, training, and support</p>	<p>Ensure the built environment is safe through the use of consistent standards, rules and regulations, and land use practices</p>	<p>Promote environmental justice &amp; the fair distribution of environmental benefits</p>		<p>Embrace and invest in tourism opportunities to promote economic development</p>	<p>Achieve a well-maintained community through comprehensive and equitable code compliance</p>	

## CITY OF FLAGSTAFF STAFF SUMMARY REPORT

**To:** The Honorable Mayor and Council  
**From:** Barney Helmick, Airport Director  
**Co-Submitter:** Heidi Hansen  
**Co-Submitter:** Stacey Brechler-Knaggs  
**Date:** 09/16/2020  
**Meeting Date:** 09/22/2020




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### TITLE:

**Consideration and Approval of Lease Amendments:** Amendment of Flagstaff Airport Leases to extend rent abatement for a minimum of three (3) months or a maximum of six (6) months, due to the ongoing economic impacts of the COVID-19 pandemic; and provide direction related to rent abatement for hangar permittees.

### STAFF RECOMMENDED ACTION:

1. Approve lease amendments to extend rent abatement for all airport tenants for three (3) months
2. Approve lease amendments to extend rent abatements for all airport tenants for six (6) months
3. Not approve any further extension, or direct staff to take other action
4. Provide direction to Airport Manager related to rent abatement for hangar permittees

### Executive Summary:

On June 2, 2020 City Council approved rent abatements for all our airport lessees for rent abatements from April 1, 2020 to September 30, 2020, and approved rent abatements for hangar permittees. After consultation with the Airport Commission, the Airport Manager approved rent abatements for all hangar permittees during this time period as allowed by City Code.

Many tenants and hangar permittees are still experiencing financial hardship due to the COVID-19 impacts on the airline industry. Flagstaff Pulliam Airport has seen major decreases in enplanements which has continued to impact our commercial airlines, rental car tenants, Transportation Security Administration (TSA) staffing levels, fuel sales, and more. Air service is still down over 65% on average per week.

An example of the hardship is noted through a recent article on American Airlines where the airline is looking to cut service to 30 communities. American Airlines recently announced it will be cutting services in 15 cities to help with the revenue short falls. One way it is determining what city will lose service is lack of enplanements. The Flagstaff Pulliam Airport is currently having short falls on filling seats, but have shared with our airline partners the work we do to market the airport and fill seats. This has been a plus in our relationship, as well as the rent abatement that was already offered to our partners.

Please note that government agencies were and will be excluded. As drafted, lease amendments will require pass through of the rental abatement savings to the subleases known to be operating their businesses at the Flagstaff Pulliam Airport.

All proposed lease amendments will be attached prior to the September 22, 2020 Council Agenda, along with a sample rent abatement for hangar permittees.

**Financial Impact:**

If rent abatement for six (6) months (maximum) is approved, City staff estimates the Flagstaff Airport will not receive airport lease revenues of approximately \$400,000 and hangar/general aviation revenues of approximately \$220,000. If approved for three months, we are basically taking these figures and cutting them in half.

As you know, the Flagstaff Pulliam Airport will be receiving and \$18.1 million CARES (Coronavirus Aid, Relief, and Economic Security) Act federal grant which can be used to pay for airport operational expenses. City will have increased operation expenses as a result of the rent abatements.

The \$18.1 million CARES ACT grant award amount Flagstaff is receiving was derived from the fact we offer commercial airline service. Our commercial service is met through our airline partners, American and United Airlines and involves the increase in our overall emplanements we experienced in 2019 and hope to experience in the future. Other smaller airports in Arizona, that only do not have commercial air service, also received monies, but they were not in the realm of millions. With that said, it is important to note that having this commercial service currently has helped the Flagstaff Pulliam Airport with receiving the larger grant amount.

The Flagstaff Pulliam Airport plays a critical role in offering a multi-model transportation system in our community for both leisure and business travel. It is vital to sustain our community business partners future with air service that includes multiple destinations. This grant funding will help us pay for staff wages, benefits, terminal upgrades, hangar improvements, and much more.

Staff is brining forward the rent abatement extensions at this time as it is crucial to airport tenants in determining next steps and services they can or can't offer at the airport moving forward.

**Policy Impact:**

A decision to abate rents (including "minimum annual guarantees" and encompassing fees) is a local decision. Rent abatement will be tied to the changed circumstances caused by COVID-19 public health emergency.

**Connection to PBB Key Community Priorities/Objectives & Regional Plan:**

Goal: Transportation and Other Public Infrastructure: provide Airport infrastructure to enhance tenant and patron experience and secure second airline.

**Has There Been Previous Council Decision on This:**

Yes. at the May 19, 2020 City Council meeting staff proposed that the City abate rents for American Airlines, United Airlines, the rental car agencies, and the cafe operation out of the Flagstaff Airport. At that meeting the City received public comments from several of our hangar permittees, who pay to park their private airplanes at the Airport. Some expressed that their businesses were also suffering, and some expressed that the hangars need repairs. As a result the Council postponed the rent abatement discussions to June 2, 2020 and request that staff consider more rent abatement options. Also per Council direction the proposed lease amendments no longer include a provision allow the City Manager to extend the rent abatement period.

At the June 2, 2020 City Council meeting, City Council approved a 6 month rent abatement for all airport tenants and for hangar permittees.

### **Options and Alternatives:**

Taking into consideration business request and the continued slow return of passenger enplanements, staff is requesting City Council look at the following options.

Option 1: Approve the COVID-19 Rent Abatement for an additional three (3) months only to all airport tenants.

Option 2: Approve the COVID-19 Rent Abatement for an additional six (6) months only to all airport tenants.

Option 3: Not approve the COVID-19 Rent Abatement for all airport tenants.

### **Background/History:**

On January 31, 2020 U.S. Secretary of Health and Human Services declared a public health emergency as a result of The COVID-19 pandemic; on March 11, 2020 Arizona Governor Douglas Ducey declared a state public health emergency, and on March 15, 2020 Flagstaff Mayor Coral Evans declared a local public health emergency. In April 2020 airline passenger traffic through the Flagstaff Pulliam Airport practically ceased due to COVID-19 pandemic, causing an associated decline in flight revenues. Though there has been a small increase in passengers flying in and out of Flagstaff Pulliam Airport, the aircraft are operating at or below 39% load factors. This is not a prolonged sustainable business plan for our airline partners.

On April 4, 2020 the Federal Aviation Administration ("FAA") issued "Information for airport sponsors considering COVID-19 restrictions or accommodations" which states that "a decision to abate rent... is a local decision" and provides guidance for any abatement. The Guidance that airports are "encouraged to consider the business situation of the tenant; the changed circumstances created by the public health emergency; the desirability of having solvent tenants that can resume normal operations when the emergency ends; The availability of other governmental or insurance relief that such relief; and possible subsequent conditions that, if triggered, would end the abatement. " The FAA Guidance also "encourages sponsors to carefully balance and consider the equities between all airport users."

### **Key Considerations:**

The City of Flagstaff Economic Vitality Division has been working for years to secure a second airline for our community as well as increase routes overall. This has been accomplished through attending several airline conferences, asking for airline corporate meetings, creating three major marketing campaigns that were both inward and outward facing, and working with our top 20 employers on their continued growth. All these factors played into receiving and additional route to Dallas/Fort Worth and a seasonal route to Los Angeles from American Airlines and a route to Denver with United Airlines joining our airport family. It's important to keep these routes intact and to continue our outreach to secure additional routes with these partners. Our rental car agencies support the airlines daily and increase their hours of operation and fleet to accommodate these changes in our routes and schedules. This second rent abatement will provide much needed relief to our current tenants so when the circumstances improve, the Flagstaff Pulliam Airport can go back to normal operations and support our local businesses with much needed air service, creation of jobs, and revenues.

### **Community Benefits and Considerations:**

This rent abatement will assist our goal in keeping our tenants solvent to ensure that the airport can remain open and operating safely. The airport will continue to be ready to assist our local businesses, residents, and visitors ongoing.

### **Expanded Options and Alternatives:**

**ENPLANEMENTS:**

The Flagstaff Airport experienced a record number of passengers in 2019 (123,957) due to the addition of American Airlines service to Dallas/Fort Worth, and United Airlines adding service to Denver. Since onset of COVID-19 passenger loads dropped to an all time low of 513 passengers in the month of April. The monthly number of enplanements since April have increased but each month since the enplanements are lower than Flagstaff Pulliam Airport has experienced since 2007. It is vital for Flagstaff to be able to continue to offer several modes of transportation to our residents, business partners and the tourists that support our hotels, restaurant and various shops.

**AIRPORT TENANT FUNDING RELIEF:**

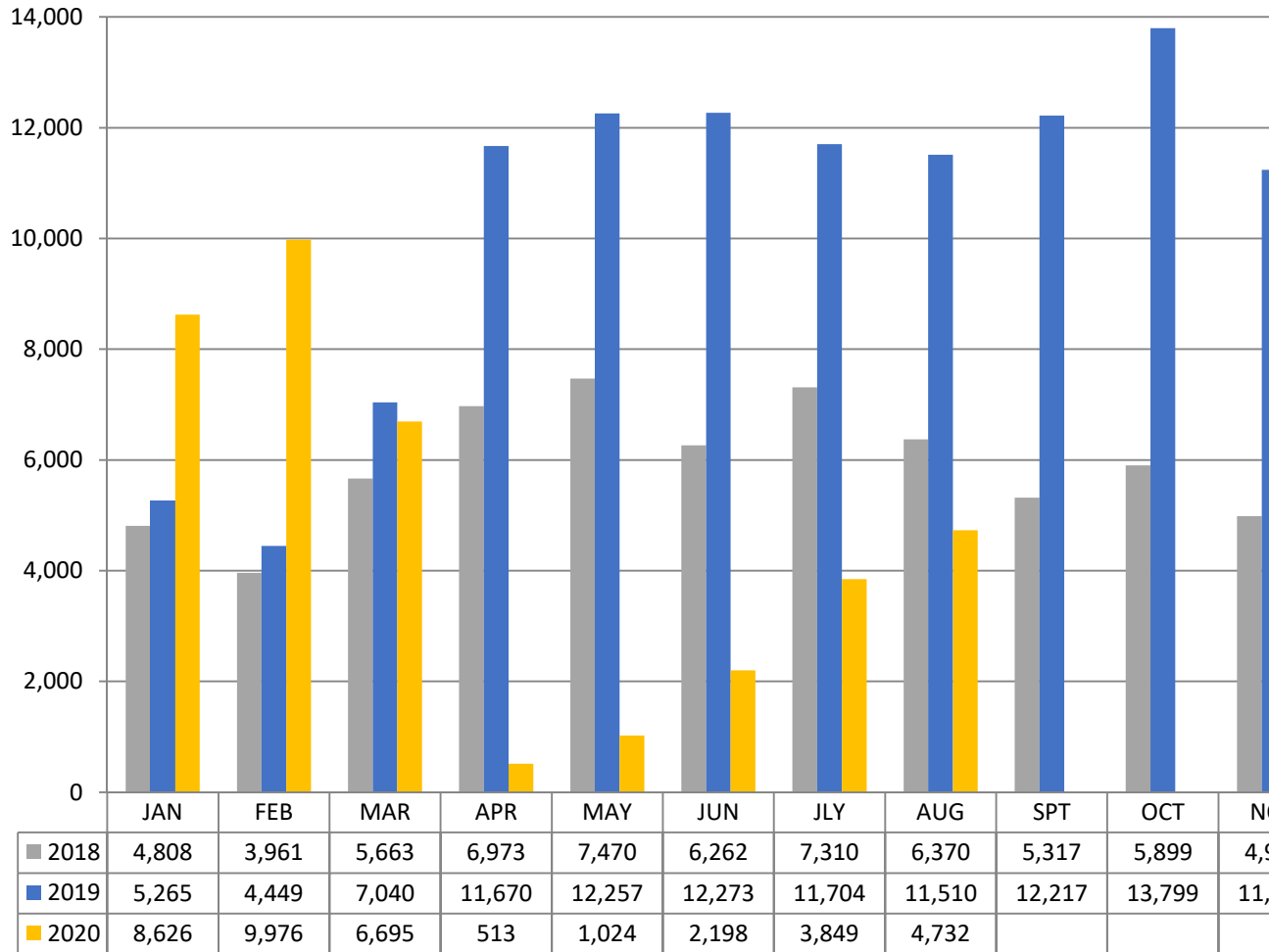
The Airlines operating out of Flagstaff Pulliam Airport did receive grant monies to cover personnel wages and benefits. Those grants will expire September 30, 2020. The airline industry has parked an estimated 64% of the worldwide fleet of aircraft. This reduces operational costs, but there are still loans, and leases to cover for these aircraft as well as for lower producing markets. The Airlines have said that rent abatements have been helpful. Our hangar tenants and other general aviation partners have expressed appreciation for the rent abatement. Rental car companies have reduced fleet and had to lay off some staff to sustain.

Nationwide, the week of Labor Day, saw enplanements had returned to about 25% of enplanements from a year ago that same week. Airlines have begun downsizing by dropping unprofitable markets. This trend will continue over the next six months. We have a responsibility to look at all options for our partners as the pandemic is still happening and this industry has not fully rebounded.

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**Attachments:**     [Enplanements Report 2020](#)  
                          [Flagstaff Pulliam Airport Rent Abatement Discussion](#)

## ENPLANEMENTS 2018-2020



**TOTALS**

**2018: 8,769** 8.5% increase from 2017

**2019: 9,714** 11% increase from 2018

# Flagstaff Pulliam Airport Rent Abatement Extension Discussion





# Airport Tenant Rent Abatement



## HISTORY:

On June 2, 2020 Council approved a six-month rent abatement for all airport tenants

April 1, 2020 – September 30, 2020



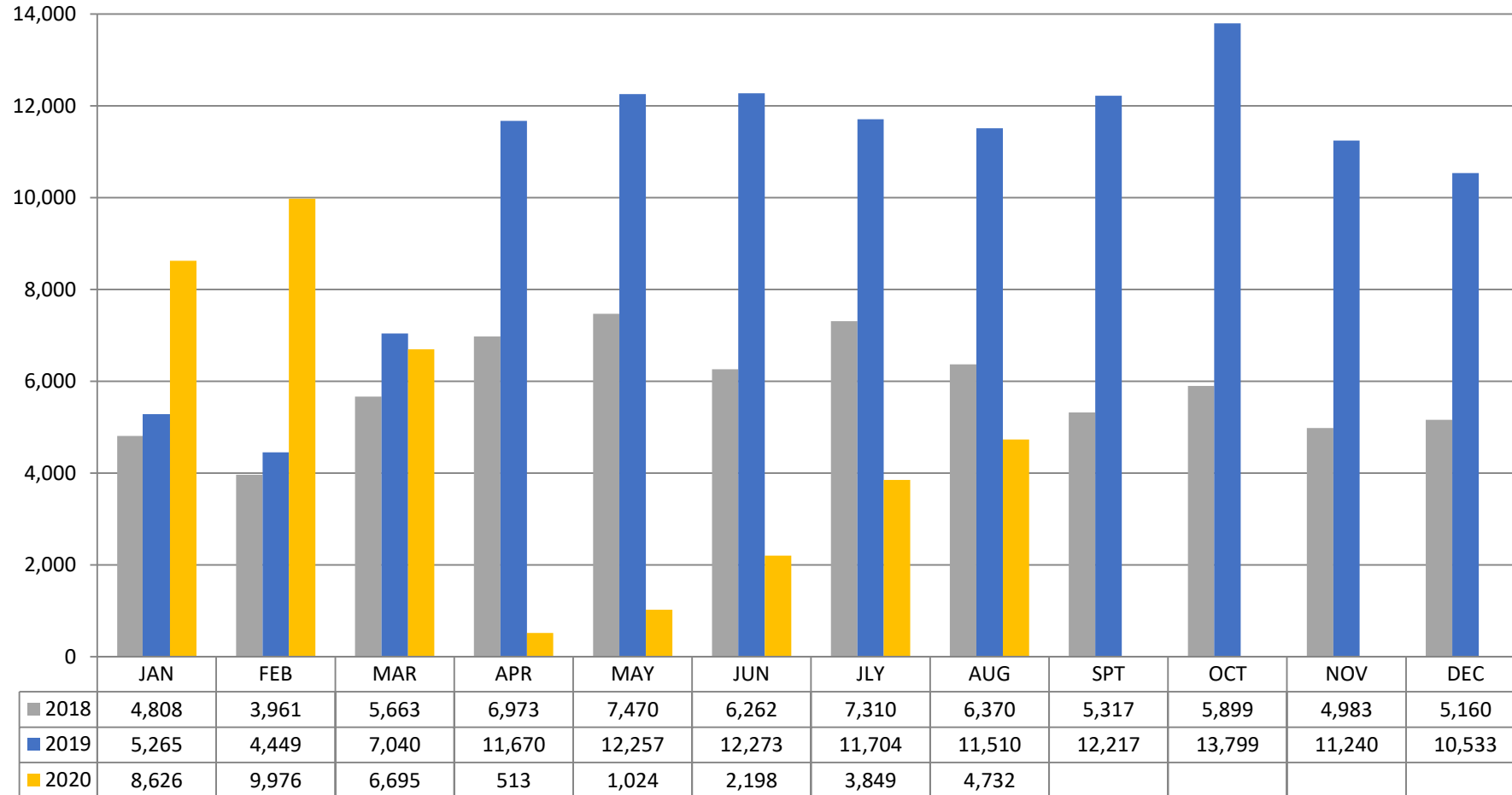
# Airport Tenant Rent Abatement



## ENPLANEMENTS SINCE COVID-19

### TOTALS

2018: 3.44% decrease from 2017  
 2019: 76.64% increase from 2018  
 2020: 69.66% decrease from 2019





# Airport Tenant Rent Abatement



The airline industry is truly struggling... lack of flying patrons, international restraints, lack of pilots, layoffs, and more

A screenshot of a web browser displaying a news article. The browser's address bar shows the URL "https://thepointsguy.com/news/american-airlines-drop-up-to-30-cities-coronavirus/". The main image is a photograph of an American Airlines aircraft on a tarmac. Below the image, the article title reads "American Airlines could drop up to 30 cities this fall because of coronavirus" by Edward Russell, dated Aug 13, 2020. To the right of the article, there are three promotional cards for credit cards: "Best for U.S. supermarkets Blue Cash Preferred® Card from American Express" offering "\$250 cash back", "Chase Sapphire Preferred® Card" offering "80,000 points", and "American Express® Gold Card". The Windows taskbar at the bottom shows the search bar, system tray, and the date/time "8:49 AM 9/18/2020".



# Airport Tenant Rent Abatement



What it costs us to extend the rent abatement:

The rent abatement for six (6) months (maximum) approximately \$400,000 and hangar/general aviation revenues of approximately \$220,000.

For (3) months – we would be basically cutting it in half.



# Airport Tenant Rent Abatement



## Council Decision:

Taking into consideration business request and the continued slow return of passenger enplanements, staff is requesting City Council look at the following options.

Option 1: Approve the COVID-19 Rent Abatement for an additional three (3) months only to all airport tenants.

Option 2: Approve the COVID-19 Rent Abatement for an additional six (6) months only to all airport tenants.

Option 3: Not approve the COVID-19 Rent Abatement for all airport tenants.

# Questions?

THANK YOU  
FOR  
**'ALWAYS FLYING  
FLAGSTAFF  
FIRST!'**

