

Division Impacts to Key Community Priorities:

CITY MANAGER:

High Performing Governance

- Hired and onboarded the City Clerk Administrative Specialist to improve workflow and operations
- Successfully completed the third year of Priority Based Budgeting, utilizing the new PBB Budgeter tool to incorporate new budget requests into the PBB process
- In collaboration with the Clerk's office, Carbon Neutrality Plan information is now incorporated into the Staff Summary template, improving transparency and data tracking
- Brought forward a major Regional Plan Amendment to align the Flagstaff Regional Plan with the Carbon Neutrality Plan
- Flagstaff was recognized as an A-List City by the CDP, an international non-profit, for its commitment to and work on climate action



Safe & Healthy Community

- Created numerous communications products for residents impacted by Museum post-fire flooding, including a dedicated website, e-newsletters, and mailers
- Co-hosted with Stormwater three pre-monsoon and post-monsoon debris clean-up events in Flagstaff watersheds
- Organized Make a Difference Day in collaboration with Stormwater, Open Space, and Coconino County to help those impacted in the Museum Fire flooding area by removing debris on properties
- Partnered with the Flagstaff Police Department and Hazardous Products Center to host two Drop-off Days. The event diverted 19,000 pounds of e-waste, medical waste, paper shredding, and hazardous items from the landfill

Inclusive & Engaged Community

- Hired and onboarded a Community Engagement Specialist who is dedicated to increasing the City's presence on social media, improve our website and produce high-quality videos
- Expanded the City's social media presence to Instagram and NextDoor to reach a broader audience
- Created communication outputs including videos, print and online ads to increase awareness of the Citizen Bond Committee

- Continued to refine and improve the City’s platform to host hybrid Council meetings, allowing for both in person and online public participation
- Developed Climate Advisory Groups (Youth, Business, and Equity) to bring local voices into climate action and decision-making
- Distributed \$50,000 in Neighborhood Sustainability Grants to eleven community projects focusing on either climate action, food systems, waste reduction, building energy, public health, or transportation
- Hosted Climate Ambassadors trainings workshops to provide the knowledge, tools, and resources to discuss climate change and inspire action in the community
- Trained 15 community members to be Flagstaff Sustainability Leaders during an 8-week intensive course; participants learned about climate engagement, electrification, land use planning, and other sustainability topics

Sustainable, Innovative Infrastructure

- Worked with the City’s lobbyist to secure millions of dollars in federal funding for sustainable infrastructure, including flood mitigation, bike and pedestrian projects and much-needed equipment
- The Residential Food Scraps Drop-off pilot diverted 15,000 pounds of food waste from the landfill. In total, 388 households participated in the program
- Secured a \$100,000 grant from MetroPlan for training and tool development to support Flagstaff’s transportation transformation, incorporating greenhouse gasses and new strategies into transportation planning and engineering (trainings are scheduled for May 3rd and 4th)
- Completed a formal Request for Proposals and selected Noresco as the Energy Services Company to conduct energy conservation audits of all municipal facilities; initial site audits have concluded, recommended energy conservation measures will be presented for consideration, and if approved financing will be secured to implement measures

Livable Community

- Created communications products to highlight the work of the Neighborhood Liaison, including a high-quality video and an online training module for students living off campus
- Facilitated the Indigenous Commission in creating a Land Acknowledgement that is now read at the beginning of all City Council meetings
- Rented 92% of the community garden plots at Bonito, Isabel, and Southside community gardens. Engaged 133 gardeners and hosted 18 volunteer events
- Coordinated clean-up efforts of 111 miles of trails and avenues, with more than 1,200 volunteers donating 1,500 hours of their time and collecting over 900 bags of trash and recycling
- Led six Home Energy Efficiency Workshops for community members. Attendees were provided with supplies to make their homes more energy and water-efficient

- Hosted two Fix-it Clinics where volunteers fixed items such as lamps, toaster ovens, clothing, and bikes for free, saving 789 pounds of waste from the landfill

Environmental Stewardship

- Completed a second year as a signatory of the Mayor's Monarch Pledge; the actions taken to help save the monarch butterfly this year have been centered around the implementation of a sustainably built greenhouse to assist with the propagation and growth of several species of pollinator-friendly plants including milkweed, hundreds of plants were implemented this past spring throughout City parks with the help of Parks staff

Resilient and Robust Economy

- Distributed all Energy Rebate Funds for FY 2021-2022; added rebates for electric heat pumps and wood stoves to this year's eligible upgrades and began providing an Income Qualified Rebate Supplement for lower-income households
- Hosted Flagstaff's first Ride and Drive Electric Car Guest Drive event with APS; participants could drive an electric vehicle without the pressure to purchase and the event resulted in 198 test drives
- Partnered with Economic Vitality and Moonshot to host the Moonshot Innovate Waste and Carbon Neutrality Challenge

HUMAN RESOURCES:

High Performing Governance

- Recruitment
 - Innovative outreach partnership with Economic Vitality
 - NeoGov online platform for applicants, employees and hiring leaders
 - Electronic fingerprints
- Benefits
 - Wellness programs
 - Online enrollment platform
 - HR Manager, leaves management platform
 - Northern Arizona Public Benefits Trust (NAPEBT)
- Performance Management
 - NeoGov PERFORM platform
 - Performance Evaluations
 - Employee development

- Track check-ins between employee and leader throughout the year
- Learning and Development
 - NeoGov LEARN platform
 - Support career enrichment and development
 - Compliance training
- Tuition Assistance
- Compensation
 - Competitive compensation structure and philosophy
 - Market benchmarks pay ranges
 - Key organizational priority
 - Technology
 - Enhance services, access to information and efficiency
 - NeoGov Suite

INFORMATION TECHNOLOGY:

High Performing Governance

- Focus on improving staff efficiencies through technology
- Continued overhaul of our aging network infrastructure
- Fiber project
- Transition staff to a hybrid work environment including conference room upgrades and office technology enhancements

CITY ATTORNEY'S OFFICE:

High Performing Governance

- Draft, negotiate, and/or review all City contracts, deeds, easements, leases, etc., for approval
- Assist with public records requests and records production
- Provide legal advice to City staff, City Council, and boards and commissions
- Assist divisions in drafting new ordinances and administrative policies, as well as revising and amending existing ordinances and policies

- Negotiate, mediate, and litigate in-house when able, and as required, any claims and litigation by or against the City of Flagstaff (may be in conjunction with outside counsel)
- Represent City in Section 1983 claims/litigation in-house when able (may be in conjunction with outside counsel)

Safe & Healthy Community

- Prosecute violations of city ordinances, state statutes, and civil traffic matters
- Collaborate with Veteran’s Administration and mental health providers to conduct Veteran’s Court and Mental Health Court
- Pre-Rule 11 Diversion - collaborate with jail, mental health providers, and public defender to reduce jail days and recidivism
- Actively participate in the Criminal Justice Coordinating Council (CJCC)
- Provide victims’ rights notifications per state statutes and comply with Attorney General’s Office of Victim Services for grant funding
- Provide public safety legal advice and ongoing legal training to officers on legal issues and developments in the law

MUNICIPAL COURT:

High Performing Governance

- Court Support Services
 - Funding for bailiff positions and increased facility costs
- Judicial Services
 - Funding for use of on-call magistrates to address case backlog due to Covid-19 Pandemic
- Public Defender Contract
 - Legal representation for indigent clients
- Court Case Processing
 - Criminal Justice Integration Project

MANAGEMENT SERVICES:

High Performing Governance and Environmental Stewardship

- Currently implementing an automated time entry system
- All formal procurements are managed electronically
- Municipal Billing and Miscellaneous Accounts Receivable customers may receive electronic billing and pay online
- Partnering with NORESCO for meter replacement program

High Performing Governance

- Extremely successful Grants Management Program
- Budget and financial report awards for 27 consecutive years
- 11 consecutive years for the national procurement award

FIRE:

Safe & Healthy Community

- Regional Training Coordinator, add a full-time 24-7 rescue unit, equipment replacement, increased funding for EMS equipment, special operations certification training

High Performing Governance

- Increased overtime, added cancer initiative testing, acting pay, facility repair funding, increased fund for apparatus maintenance and repair, updated reporting and analytics software platform, apparatus replacement

Inclusive & Engaged Community

- Alternative response mobile unit, Lexipol training and policies software, recruit academy funding

Environmental Stewardship

- Approved new fee-based process to sustain the wildfire management section ongoing, funding for hazard tree removal, reorganized wildfire management to a more efficient (smaller) year-round configuration

POLICE:

High Performing Governance

- Emergency and non-emergency uniform response
 - Increased overtime budget, replacement of expired bulletproof vests, body camera program

Sustainable, Innovative Infrastructure

- 911 communications regional call taking dispatch
 - Radio system maintenance, backup power supply for server room

Inclusive & Engaged Community

- Police training
 - Lexipol training policies and virtual reality training platform

COMMUNITY DEVELOPMENT:

High Performing Governance

- Citizen's Access Portal – development and permit review
- Contract services

Safe & Healthy Community

- Building Safety and Code Compliance

Inclusive & Engaged Community

- Regional Plan update collaborative process and facilitation
- Facilitation Services (non-Regional Plan)

Robust Resilient Economy

- Land Availability and Suitability Assessment

Livable Community

- Real Estate services
- Regional Plan update scenario planning
- Housing Emergency
- 10-year Housing Plan implementation
- Consultant review of codes, process, and fees

- Community Homebuyer Assistance Program (CHAP)
- Employer Assisted Housing (EAH)
- Affordable Housing Developer Incentives
- Flagstaff Housing Authority
 - Maintenance
 - Housing Assistance Payments and Vouchers

Environmental Stewardship

- Dark Sky Specialist
- Implementation of Zoning and Building Codes

PUBLIC WORKS:

Environmental Stewardship

- Solid Waste has partnered with an environmental services consultant to assist in the transition of the Material Recovery Facility (MRF) to a transfer station.
- Electrification of fleet is evaluating all the latest technology and implantation in various sections and programming

Sustainable, Innovative Infrastructure

- Sequence D excavation is complete, final design of the lining and cell infrastructure is underway
- Landfill road
 - National Environmental Protection Act (NEPA) study will conclude by late summer
 - Final design and construction are expected Spring 2023

Safe & Healthy Community

- Enhanced community response efforts to Museum post wildfire flooding
 - Completed feasibility and modeling work
 - Killip regional detention basins delivered prior to summer of 2022
 - Established stronger roles with emergency operations and incident management teams
 - Secured equipment to improve response to events
 - Sweeper, loader, traffic control, siren system

ECONOMIC VITALITY:

Robust and Resilient Economy

- Business incentives for attraction, retention, and expansion
- Economic Development Master Plan
- Airport maintenance and infrastructure upgrades
- Tourism marketing expanded
 - Fire safety, Winter Wonderland, 4th of July changes and more

Sustainable, Innovative Infrastructure

- Library ADA project completion
- Airport projects – hold room expansion and scheduling areas

WATER SERVICES:

High Performing Governance

- Legal representation to protect water rights for the City of Flagstaff
- Separate servers and vulnerability management system to protect water system

Safe and Healthy Community

- Watershed investment and stormwater maintenance are added protections to community

Inclusive and Engaged Community

- Strong water conservation ethic; communications program efforts

Sustainable, Innovative Infrastructure

- Infrastructure and water resource planning, technology investments, Regional Plan and CAAP
- Water quality sampling and compliance, distribution and collections, highly trained staff

Environmental Stewardship

- Wastewater treatment and compliance to the highest State standard; stormwater protections

ENGINEERING AND CAPITAL IMPROVEMENTS:

High Performing Governance

- Ensure well trained, team oriented staff
- Adhere to budget/program

- Consistent objective communication
- Records retention

Inclusive and Engaged Community

- Enhance community outreach and engagement opportunities
- Released the Active Transportation Master Plan for public review
- Coordinate use of right-of-way with Franchise Utility Companies
- Inter-agency relationships
 - ADOT, NAU, MetroPlan, Mountain Line, Flagstaff Unified School District, Coconino County and BNSF Railway

Safe and Healthy Community

- Electronic plan review and permitting
- 352 permits issued
- 13,954/3,114 inspections/tests performed (coordinate with private sector)
 - Very low amount of warranty work
- Ensure safety on all projects in the right-of-way
- Coordinate with Police Department for neighborhood traffic safety enforcement
- Fair and consistent administration of the Engineering Standards
 - Ensures well-built, long-lasting infrastructure
- Completed 59 studies and work orders to enhance the transportation system

Robust Resilient Economy

- Work with consultants and contractors to improve our Engineering Standards
- Participated in the Chamber of Commerce's development listening tour

Sustainable, Innovative Infrastructure

- Operate 56 traffic signals and pedestrian actuated crossings
- Worked to identify and submit an Intelligent Traffic Systems grant
- Capital Projects Delivery
 - 419 & 420 Transportation projects
 - Replacement of aging infrastructure (water/sewer)
 - 6 projects in FY21-22

- 9 projects in FY22-23
- Continue facilitation of the capital planning process and five-year capital program to assure the most effective allocation of the City’s capital resources

Environmental Stewardship

- Rio de Flag flood control project
- Dark Skies Street lighting
- Museum Fire Flood Mitigation

Livable Community

- Establish a Right-of-Way Lane/Sidewalk Use Policy
- Align Engineering Standards with Regional Plan, Carbon Neutrality Plan and Active Transportation Master Plan
- Capital Projects Delivery
 - Road Repair & Street Safety (nearing completion)
 - Replacement of aging infrastructure (water/sewer)
 - Continue delivery of bicycle/pedestrian projects
 - Beautification
- Support Transportation Commission
 - Bicycle Advisory Committee
 - Pedestrian Advisory Committee

PARKS, RECREATION, & OPEN SPACE:

High Performing Governance

- Serve the public through high customer service with our recreation centers and public lands (parks and open space)
- Encouraging public participation in the Thorpe Park Annex planning and the Observatory Mesa area trail and access plan

Safe and Healthy Community

- PROSE sponsors health and wellness by providing indoor and outdoor recreation, athletic and events opportunities, and multi-modal transportation (FUTS) that are community essential services

Inclusive and Engaged Community

- Engaging indigenous public participation in the Thorpe Park Annex planning and future community events

Sustainable, Innovative Infrastructure

- Continued operational excellence with organic compounds for park grounds and open spaces
- Providing effective management of the FUTS through a grant at Buffalo Park making the trail accessible for all

Robust Resilient Economy

- By providing athletic and event opportunities on City owned properties, PROSE strengthens responsible tourism opportunities

Livable Community

- Through 4 recreation centers, 700-acres of maintained park grounds and over 3,000-acres of open space, PROSE amenities and activities promotes a healthy lifestyle in our community

Environmental Stewardship

- PROSE naturally promotes, protects and enhances a healthy, sustainable environment; trending examples are forest thinning in open spaces and park grounds and water conservation with a smart irrigation system