

Report on City Council Goals 2016



Mayor Jerry Nabours

Vice Mayor Celia Barotz

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Councilmember Karla Brewster

Councilmember Jeff Oravits

Councilmember Scott Overton

Councilmember Eva Putzova

The following report highlights progress made on the eleven goals adopted by Flagstaff City Council in 2014 and revised in December 2015. This report is a summary of progress made and is not intended to be a comprehensive report.

Executive Summary

Invest in our employees and implement retention and attraction strategies

- Achieved \$1.7 million in premium savings over the past three years.
- Provided staff training opportunities including computer training classes, national conferences, networking meetings, and extensive trainings in communications, leadership, marketing and customer service.
- Market based pay options were created in December 2014. The structures were approved and employees were placed into the structures as of July 1, 2016.
- Designed and implemented an Employer Assisted Housing Program for eligible sworn police officers and dispatch personnel.

Ensure Flagstaff has a long-term water supply for current and future needs

- Adopted Principals of Sound Water Management - Water Policies Chapter.
- ADOT and City signed a Red Gap Pipeline Right-of-Way IGA in 2016.
- Produced Class A+ with Nitrogen levels less than 10.0mg/L. at Wildcat Water Reclamation Plant.
- Added a Water Conservation Specialist to oversee a water loss control program, non-residential water conservation programming, the new Flagstaff Conserve2Enhance Program, and additional public and educational outreach efforts.

Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics

- Added Sunday hours to the Main Library which was previously closed on Sundays.
- Successfully administered elections through IGA with Coconino County for candidate elections and the following initiatives: Regional Plan, Road Repair and Street Safety, Courthouse Bond Project, transit tax renewal and two citizen-led initiatives.
- Created an Information Technology catastrophic fund for emergency replacement of hardware.
- Identified new and innovative strategies to reduce trash and increase recycling through Rethink Recycling initiative. Staff also provided in-person recycling and waste prevention outreach to over 1,100 citizens.

Explore and adopt policies to lower the costs associated with housing to the end user

- Energy Rebate Program distributed \$20,760 in rebates for efficient gas water heaters and furnaces, attic insulation, air sealing, and duct sealing to 54 households.
- The Flagstaff Housing Authority received 20 new HUD-Veterans Affairs Supportive Housing vouchers and is anticipating an additional award of 20 more.
- The Housing Section, in partnership with Habitat for Humanity of Northern Arizona, finished construction on 12th Land Trust home in the Izabel subdivision.
- Partnered with ECONA on the Community Housing Survey to better understand Flagstaff's housing needs.

Develop and implement guiding principles that address public safety service levels through appropriate staffing levels

- Flagstaff Police Department reduced patrol vacancy by 15%. Currently fully staffed in patrol as of November 2016.
- Instituted three-year contract for new hires in the Police Department.
- Authorized an additional Animal Control Officer.
- The Community Alternative Response Truck (CART) project within the Fire Department was funded for full time staffing. CART is being transitioned to a CART/Community Integrated Paramedicine mission.

Provide a well-managed transportation system

- Continued to implement Prop. 406 Road Repair and Street Safety Initiative including:
 - In 2015, total investment of \$9.1 million in 2015 resulting in 30 lane miles of Overlay, 1.2 lane miles of Repaving, and 95 lane miles of Chip Seal.
 - In 2016, total investment of \$4.7 million resulting in 15 lane miles of Overlay and 84 lane miles of Chip Seal.
- Open Space Programming completed numerous trail system improvements on City-owned protected open space.
- Installed Uninterrupted Power Supplies (UPS) at several intersections' traffic signal to ensure an intersection remains functional if a power outage happens. Initiated the process of constructing its first Intelligent Transportation Systems project and Advanced Traffic Management System on the Butler and Huntington Arterial Corridor.
- The FMPO produced a draft Regional Transportation Plan which estimates \$280,000,000 in sales tax funds; grants projected to be available 2020-2040.

Continue to implement the Flagstaff Regional Plan and focus efforts on specific plans

- A full-time Neighborhood Liaison position was created and implemented in October 2016 to foster positive relationships between long-term residents and NAU students within the Flagstaff community.
- La Plaza Vieja Neighborhood Specific Plan adopted. Funded work related to a High Occupancy Housing Plan and a Southside Neighborhood Plan.
- First major plan amendment adopted in December 2015, updated the Road Network Illustration and addressed inconsistencies in the Transportation chapter of the Regional Plan.
- Collaborated with local astronomers and dark skies advocates to discuss replacement of low pressure sodium street lighting fixtures (Street Lighting to Enhance Dark Skies - SLEDS).

Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses about City services, programs, policies, projects and developments

- Partnered on developing a community-driven engagement program focused on meaningful, positive impact in the lives of Indigenous Peoples in Flagstaff.

- Convention and Visitors Bureau staff met with 507 journalists and touched over 92 pieces of editorial content and inquiries recognizing Flagstaff.
- Launched the City's online public involvement platform, The Flagstaff Community Forum, in December 2015. To date, the forum has hosted 15 public topics, had 3,634 visitors, 764 participants and 911 subscribers.
- Performed community outreach for Prop 411 and Prop 412 open houses and community meetings with approximately 25 presentations.

Improve the economic quality of life for Flagstaff through economic diversification, and by fostering jobs and programs that grow wages and revenues

- Approved Community Investment Reinvestment Plan.
- Assisted the following businesses in new job creation: Tapa Burger, Kingdom Kids, Nestle Purina, SenesTech, Alpine Pedaler, Jimmy Johns, Symple Surgical, Historic Brewing, W.L. Gore, Joy Cone and Prent. 136 new jobs were created and all were assisted with our software data known as Buxton. Out of the 136 jobs, 33 jobs were with three new businesses.
- Increased RevPar (Revenue per available room) figure by 21%, ADR (Average daily rate) by 7% and Occupancy by 2%. The City's Bed, Board and Beverage (BBB) tax increased revenue by 7.5% to \$7.45 million.
- Funded an Arts and Economic Prosperity study to help understand the impact of the arts and science commitments in our community.

Support and assist the most vulnerable

- Recreation Services and the Flagstaff Housing Authority staffed and programmed the Siler Homes Activity Center with great success.
- The Joe C. Montoya Community and Senior Center partnered with the Arizona Attorney General's Office to provide a space for their volunteers to have regular office hours in Flagstaff.
- Maintained specialty courts at the Flagstaff Municipal Court that focus specifically on the needs of mentally ill individuals.
- Served as community lead for Coconino County Continuum of Care's annual Point-In-Time – homelessness count.
- Donated 10 acres of land to the Arizona Department of Veterans' Services for a skilled nursing facility.

Ensure that we are as prepared as possible for extreme weather events

- Facilitated Resiliency and Preparedness workshops with IT and Economic Vitality divisions.
- Continued to work on the voter approved Flagstaff Watershed Protection Project and leveraging the work with state and federal grant funding.
- Facilities established the Emergency Roof Snow Removal Schedule. The schedule prioritizes roof snow removal based on building age, structure type, and business use type/need.
- Developed the Upper Lake Mary Watershed Monitoring Program to monitor watershed hydrology conditions related to sediment into Upper Lake Mary as related to weather events and forest conditions.

Council Goal: Invest in our employees and implement retention and attraction strategies

- Achieved \$1.7 million in premium savings over the past three years.
- Implemented newly designed training program for employees in the form of: Saving our Assets, Saving our Assets 2.0, Saving our Assets 16, Leadership and Motivation, The Trilogy of Indemnification Certificate and Endorsement, and How and when to report.
- Approached litigation claims proactively to attempt to resolve the issues early with a 25% success rate.
- Hired Regional Training Coordinator in Fire Department to revise regional agreement and develop regional training coordination capacity for fire rescue and emergency medical services.
- Implemented new customer service initiative with IT Helpdesk.
- Dedicated funds for employee education, training and travel, as well as funding for memberships and opportunities to attend conferences annually.
- Provided staff training opportunities including computer training classes, national conferences, networking meetings, and extensive trainings in communications, leadership, marketing and customer service.
- Supported staff members' annual certifications.
- Staff provided 2-hr Asbestos Awareness Training to City employees who require it in accordance with OSHA 40 CFR 763.92(a)(2).
- Sustainability Program provided discounted NAIPTA bus passes to employees.
- Completed work on updates to the Employee Handbook, including the following sections: General Provisions, Leaves, EAC ordinance and Retiree Insurance. Draft policies completed for Employment and Classification & Compensation sections.
- Market based pay options were created in December 2014. The structures were approved and employees were placed into the structures as of July 1, 2016. Developed the General Fund 5-Year plan to incorporate the implementation to market based pay for employees within three years.
- Implemented communications shift differential pay, communications attraction and retention pay, the commissioned policy pay structure, 2% market increase and inclusion of paramedic pay in the Fire employee hourly rate in July 2015.
- Restored assignment pay in Police Department to 2009 levels for Emergency Response Teams and to Motor Officers.
- Implemented an additional \$200 for the officer uniform reimbursement program.
- Funded 100% of the Public Safety retirement contributions with ongoing resources.
- The Housing Section, in partnership with the Police Department, designed and implemented an Employer Assisted Housing Program for eligible sworn police officers and dispatch personnel.

Council Goal: Ensure Flagstaff has a long-term water supply for current and future needs

- Adopted Principals of Sound Water Management - Water Policies Chapter.
- Adopted new Water, Wastewater, Stormwater and Capacity Fees.
- ADOT and City signed a Red Gap Pipeline Right-of-Way IGA in 2016.
- Implemented “Friday Facts,” a proactive communication program to raise awareness about water, wastewater, stormwater and reclaimed water services and quality to stakeholders and the community at-large.
- Produced Class A+ with Nitrogen levels less than 10.0mg/L. at Wildcat Water Reclamation Plant.
- Received Arizona Department of Environmental Quality determination of compliance with Consent Order and Termination of Consent Order was issued.
- Completed a report that contained Treatment/Reuse Options for Digested Sludge from Wildcat Hill in November 2014 in regards to Methane Gas Capture.
- Conducted leak detection on 25% of the City’s distribution system annually to help minimize lost and unaccounted for water.
- Re-evaluated how to monitor and developed a plan regarding Lake Mary Water Treatment Plant operations due to changing chemistry in upper Lake Mary that caused an exceedance in disinfection byproduct water quality limits in a portion of the water distribution system. This change in operations allowed the Lake Mary water plant to increase the total percent of surface water in distribution from 0% to nearly 35% and remain in compliance with all water quality standards.
- Developed a new pilot program in Water Conservation to perform in-home water audits. Staff is tracking water savings incurred by this effort and will roll-out a Residential Water Audit Program.
- Added a Water Conservation Specialist to oversee a water loss control program, non-residential water conservation programming, the new Flagstaff Conserve2Enhance Program, and additional public and educational outreach efforts.
- Funded Project WET (Water Education for Teachers) to incorporate their Water Audit Training Module to teachers in the FUSD system for classrooms to perform their own water audits.
- Initiated a project for updating the cost-benefit analysis of various water supplies contained within the 2011 Draft Water Resources Master Plan
- Initiated a well-siting project to locate the next five water supply wells funded within the Capital Improvement Program over the next 10 years.
- Completed an analysis (groundwater flow model) of the proposed pumping of groundwater by the City and Navajo Nation in the Red Gap/Leupp area to evaluate possible impacts to base flow within Clear Creek and Chevelon Creek and the Little Colorado River.
- The City Manager’s Compounds of Emerging Concern Subcommittee received \$330,000 from the National Science Foundation in August 2014 for the project - "Relative Abundance and Diversity

of Antibiotic Resistance Genes and Pathogens in Reclaimed Versus Potable Water Distribution Systems.”

- Issued a series of public service ads on the radio to get out the message to prevent pet and automotive wastes from making their way into the City storm sewer system.
- Provided water harvesting workshops for the community.
- Conducted forest health improvement projects on Observatory Mesa Natural Area as part of the Flagstaff Watershed Protection Project. These projects directly impact the Rio de Flag watershed.
- Developed a strategic plan for improving the Water Conservation Program.
- Provided seven Do It Yourself “DIY” home energy efficiency workshops that provide free energy and water efficiency kits.
- Provided incentives to home owners and renters for energy efficient water heaters. In addition, provided water conservation education to community members, as well as workshops on high desert gardening.
- Initiated a pilot project for Fixed Base Meter Reading that would allow for timely and accurate reads from one location.
- Continued to invest in pumps and motor at water and wastewater plants that increase energy efficiency resulting in lower energy costs for FY 2016.
- Utilities Division received a permit from the Forest Service to complete test pits along the proposed alignment for Red Gap Ranch.

Council Goal: Provide sustainable and equitable public facilities, services, and infrastructure systems in an efficient and effective manner to serve all population areas and demographics

- Completed full review of Council Boards and Commissions and new ordinances adopted.
- Successfully administered elections through IGA with Coconino County for candidate elections and the following initiatives: Regional Plan, Road Repair and Street Safety, Courthouse Bond Project, transit tax renewal and two citizen-led initiatives.
- Implemented new Innoprise Permit Tracking Software.
- Secured Core Service Maintenance Facility property and Planning and Design phase of Core Service Maintenance Facility in progress with anticipated construction beginning 2017.
- Solid Waste Master Plan infrastructure planning underway at Landfill.

- Engaged employees through the development of a Strategic Plan for Team Flagstaff. This plan helps guide employees in their daily service to our community.
- Upgraded Airport terminal with charging stations and a water bottle filtration system.
- Fleet Services returned \$211,588 to internal City divisions in fiscal year 2016 from improved productivity, repairing more equipment and tracked parts inventory to 100% barcoding.
- Identified new and innovative strategies to reduce trash and increase recycling through Rethink Recycling initiative. Staff also provided in-person recycling and waste prevention outreach to over 1,100 citizens.
- Integration of the Hazardous Products Center (HPC) in coordination with Landfill by extending and matching HPC hours to coincide with Landfill hours of operation.
- Analyzed and amended Solid Waste Multi-family rates to establish a competitive rate structure to meet competitive industry demands.
- Coordinated a repurpose of a cab/chassis from Flagstaff Fire Department's restructure of its equipment replacement schedule and use of salvage and refurbished fire apparatus equipment at airport.
- Developed a facility plan that creates a single location for court services in Flagstaff area.
- Initiated planning for major repairs and improvements at all four of the City's recreation centers.
- Completed Bushmaster Park improvements in 2015.
- City of Flagstaff Cinder Lakes Landfill infrastructure planning underway. Contract approved by City Council in 2016.
- The Sustainability Program distributed more than 6,000 free reusable bags to the community.
- Sustainability Program hosted two Fix-it Clinics. 157 families brought 231 items to be fixed, with a 70% fix rate.
- Hosted two Drop-off Day events and 600 people disposed of 16,600 pounds of sensitive documents, 22 car seats, 200 pounds of medication, 241 paint containers, 499 gallons of usable paint, and 8,017 pounds of electronic waste.
- Nearly 3,000 people participated in Lights Out Flagstaff and the Flagstaff Earth Day Celebration.
- The Sustainability Program hosted eight workshops focused on food production, water harvesting, and animal keeping.
- Environmental Management abated known asbestos containing materials of Transite siding at the Lake Mary Water Treatment Plant.
- Environmental Management re-inspected eight City-owned buildings as of the second quarter of FY17 and expects to re-inspect thirty City-owned buildings by the end of FY17.
- Facilities Maintenance staff improved facility conditions through the following projects:
 - City Hall main lobby stair reconstruction (\$133,000).
 - City Court roof emulsion (\$35,000).
 - Fire Stations 3, 4 and 5 had fascia/soffit metal installation (\$31,000).
 - Hal Jensen Recreation Center roof emulsion (\$35,000).
 - USGS #3 roof emulsion (\$30,000)

- Water Conservation began water audits for City public facilities in conjunction with the Public Works Sustainability Program. The audits of the Airport and Pine Forest School were completed in 2016.
- Utilities conducted a condition assessment of City utility facilities and annually fund the update and maintenance of City buildings and treatment plants.
- Stormwater completed 100% design for the Fanning Wash Drainage Improvement Project. This is important since Fanning Wash has flooded multiple times recently causing significant damage to local residences.
- Police Department received funding to maintain technology infrastructure and upgrade current systems.
- Police Department received funding for maintenance projects and roof repairs, which is a shared cost with Coconino County.
- Purchasing utilized Alternative Project Delivery Methods through a Request for Statements of Qualifications solicitation process for more efficient and compressed construction schedules and project delivery for sustainable and equitable public facilities, services and infrastructure systems.
- Environmental Management developed Operations and Maintenance Plans to maintain compliance with EPA and OSHA regulatory standards pertaining to asbestos and public safety.
- Reviewed 63 building permits to ensure renovation and/or demolition projects are compliant with National Emissions Standards for Hazardous Air Pollutants regulations for asbestos.
- Implemented snow stipend to ensure proper workforce is available during winter storms.
- Added Sunday hours to the Main Library which was previously closed on Sundays.
- Created a Facilities Contingency Fund to assist with future needs.
- Created an Information Technology catastrophic fund for emergency replacement of hardware.
- City's new microwave network leased from Suddenlink is 95% complete.
- Approved upgrades to Route 66 - Woodlands Village Boulevard through Timber Sky Development.
- Completed the following capital construction projects:
 - Sunnyside Phase V-C
 - Lone Tree Pedestrian Separation
 - Brannen Neighborhood Phase I
 - Leroux Water and Sewer Improvements
 - Highway Safety Improvement Program Guardrails
 - Highway Safety Improvement Program Signs Phase II
 - Butler/Huntington Intelligent Transportation System
 - Fourth Street Crosswalks Phase I
 - FUTS Signage and Wayfinding
- Completed the following capital design projects:
 - Brannen Neighborhood Phase II
 - Sunnyside Phase 5-D
 - Switzer Canyon FUTS Trail
 - Sheep Crossing FUTS Trail

- Lone Tree FUTS Trail
- Lockett Road Improvements
- Grand Canyon Waterline
- Fontaine Water and Sewer Improvements
- Mike's Pike Water and Sewer Improvements
- B40 Overlay
- Industrial Drive and Fanning Wash Improvements
- Zuni Drive Improvements
- Milton Sewer Rehabilitation
- Brannen Homes Sidewalks
- Steves/Route 66 FUTS Reconfiguration
- Fourth Street Corridor Improvements
- Fourth Street Crosswalks Phase II
- Road Repair and Street Safety Bundle 1 – Aztec
- Road Repair and Street Safety Bundle 2 – Beaver/Dale
- Rio de Flag Flood Control
 - US Army Corps of Engineers (USACE) repaired Clay Basin
 - USACE / Office of Management and Budget approved Limited Reevaluation Report
 - Project reauthorized at \$102.9M - Water Resources Development Act
- Community Development Block Grant (CDBG) funds funded several public facility rehabilitation projects:
 - Flagstaff Shelter Services – Energy Efficiency Rehabilitation
 - Northland Family Help Center – Minor Shelter Rehabilitation
 - City of Flagstaff – Hal Jensen Community Center Rehabilitation
- Received Forest Service Special Use Permit to conduct test pits for Landfill Road.
- Acquired Public utility easements and right of way for development projects throughout the City.
- Right of Way acquired and recorded along Fourth Street to complete ADA ramps.
- Acquired 4 Terrace Avenue in 2016 to complete the Switzer Canyon FUTS trail.
- Abandonment of vacated easements completed.
- Continued work on acquiring Right of Way for Switzer Canyon/Turquoise Roundabout project, Marriott project, Industrial Drive, Riordan Road and survey work for Walnut Canyon Road.
- Initiated intergovernmental agreement with NAU and will be completed spring of 2017.
- APS completed vegetation mitigation in the City's right of way.

Council Goal: Explore and adopt policies to lower the costs associated with housing to the end user

- Hosted seven DIY Home Energy Efficiency Workshops, providing energy efficiency kits and education to 60 households.
- Energy Rebate Program distributed \$20,760 in rebates for efficient gas water heaters and furnaces, attic insulation, air sealing, and duct sealing to 54 households.
- Initiated the development of the Housing Committee.
- Purchasing and Flagstaff Housing Authority worked closely to identify opportunities with various capital improvement projects, to repair, maintain and increase the value of housing through necessary remodel/renovations.
- City hosted a Housing Roundtable retreat to review housing affordability issues for the Flagstaff community.
- The Flagstaff Housing Authority received 20 new HUD-Veterans Affairs Supportive Housing vouchers and is anticipating an additional award of 20 more.
- Timber Sky agreed to provide 100 permanently affordable units available for purchase to homebuyers at or below 110% Area Median Income.
- The Housing Section, in partnership with Habitat for Humanity of Northern Arizona, finished construction on 12th Land Trust home in the Izabel subdivision.
- Converted two homes to the Land Trust Program in Rio Homes.
- The City's Community Development Block Grant (CDBG) provided Housing Assistance and Counseling for first time Flagstaff homebuyers.
- Partnered with ECONA on the Community Housing Survey to better understand Flagstaff's housing needs.
- The Housing Section administered the Owner Occupied Housing Rehabilitation Program.
- Housing staff worked in partnership with local nonprofits on the Coordinated Design Effort for individuals experiencing issues and homelessness.
- Utilizing CDBG funding, Housing Solutions of Northern Arizona completed construction on three new housing units that will serve the low-income rental community.
- Housing Section issued a Request for Proposals for the sale or lease of 303 Lone Tree Road, a City-owned parcel.
- Created La Plaza Vieja Neighborhood Plan which adopted goals and policies for preserving the existing housing stock, protecting historic homes and maintaining affordability.

Council Goal: Develop and implement guiding principles that address public safety service levels through appropriate staffing levels

- Flagstaff Police Department reduced patrol vacancy by 15%. Currently fully staffed in patrol as of November 2016.
- Continued market pay for Police Department's sworn and dispatch.
- Instituted three-year contract for new hires in the Police Department.
- Implemented housing incentive program for Flagstaff police officers.
- Implemented dispatch shift differential and channel certification pay.
- Authorized an additional Animal Control Officer.
- Implemented Field Training Officer and dispatch training officer incentive pay.
- Current Flagstaff Police Department's response time within 5 minutes is 64%.
- The Community Alternative Response Truck (CART) project within the Fire Department was funded for full time staffing. CART is being transitioned to a CART/Community Integrated Paramedicine mission.
- Airport Rescue Firefighting (ARFF) Staff completed Wildlife Hazard Training.
- Utilized court safety fees to purchase new Tasers and body camera equipment for Police Department.

Council Goal: Provide a well-managed transportation system

- Continued to create outreach locally with our marketing campaign to ALWAYS FLY FLAGSTAFF FIRST.
- Continued to implement Prop. 406 Road Repair and Street Safety Initiative including:
 - In 2015, total investment of \$9.1 million in 2015 resulting in 30 lane miles of Overlay, 1.2 lane miles of Repaving, and 95 lane miles of Chip Seal.
 - In 2016, total investment of \$4.7 million resulting in 15 lane miles of Overlay and 84 lane miles of Chip Seal.
- Open Space Programming completed numerous trail system improvements on City-owned protected open space including:
 - Waterbird Trail at Picture Canyon

- Trail signs to help visitors navigate the designated trail system at Picture Canyon.
- Published a geo-referenced map of the Picture Canyon trail system for visitors to download and navigate through the Preserve.
- Installed additional kiosks at primary access points to Picture Canyon.
- Installed signage along the Observatory Mesa Trail to encourage recreationists to pick up their dog waste and keep their dogs on leash.
- Community Steward Program's groups cleaned up 111 miles of trails and avenues.
- Provided discounted bus passes and provided bikes for employees.
- Completed the grant-funded guardrail replacement program.
- Purchased a new paint striping machine.
- Installed Uninterrupted Power Supplies (UPS) at several intersections' traffic signal to ensure an intersection remains functional if a power outage happens.
- Completed Phase II of the sign replacement program (grant funded) required by Federal law.
- Submitted TIGER grant application for the 4th Street overpass improvements.
- Provided funding to initiate study of John Wesley Powell improvement district in south central Flagstaff.
- Completed the engineering design for the following streets, allowing for construction in 2017:
 - Beaver Street: Columbus to Cherry
 - Dale Avenue: Humphreys to Agassiz
 - Aztec Street: Frances Short Pond to West Santa Fe Avenue
 - Zuni Drive: Lake Mary Road to Open Channel
 - Lockett Road: Patterson Boulevard to Fanning Drive
 - East Route 66: El Paso Road to the I-17 Overpass
- The FMPO has produced a draft Regional Transportation Plan which estimates \$280,000,000 in sales tax funds; grants projected to be available 2020-2040. The program of public projects recommended includes:
 - Bus Rapid Transit / High Frequency Transit - Airport to the Mall
 - Milton Road widening
 - Fourth Street Bridge widening and Fourth Street widening -Soliere to Butler
 - J.W. Powell - Airport
 - High Country Trail Extension
 - Lone Tree Rd widening - Butler to J.W.P.
 - Butler Avenue Widening - I-40 to 4th St.
 - Extensive sidewalk program
 - Enhanced pedestrian crossings
 - Reserve Fund: partnering & contingencies
 - Safety, Travel Demand Management & Technology Programs
- Completed the Roads and Streets Operations and Maintenance study in partnership with Flagstaff Metropolitan and Planning Organization.
- Initiated the process of constructing its first Intelligent Transportation Systems project and Advanced Traffic Management System on the Butler and Huntington Arterial Corridor.

Council Goal: Continue to implement the Flagstaff Regional Plan and focus efforts on specific plans

- Successful adoption and voter ratification of the Regional Plan in May 2014.
- Continued work toward achieving energy efficiency, renewable energy, climate resiliency, and open space goals.
- Completed a Water Infrastructure Master Plan that used the land use designations within the Regional Plan as the basis from which to evaluate long-term water infrastructure needs.
- Adopted Student Housing Action Plan and its recommendations.
- A full-time Neighborhood Liaison position was created and implemented in October 2016 to foster positive relationships between long-term residents and NAU students within the Flagstaff community.
- Funded work related to a High Occupancy Housing Plan and a Southside Neighborhood Plan.
- Adopted updates to Title 11: General Plan and Subdivisions for the new Regional Plan.
- First major plan amendment adopted in December 2015, updated the Road Network Illustration and addressed inconsistencies in the Transportation chapter of the Regional Plan.
- Minor plan amendment to update Chapter 3 associated with the Regional Plan, partially adopted in December 2016.
- Completed seven minor plan amendments tied to development applications; all except one were for public facilities, parks and open space.
- Completed nine zoning map amendments in compliance with the Regional Plan in 2016, including five for the protection of Parks and Open Space.
- Amended the McMillan Mesa Specific Plan to bring the land uses into compliance with the new Regional Plan.
- Flagstaff's first mixed use building, the Village at Aspen Place, was constructed in an urban activity center in 2016.
- Annexed 180 acres into the City in compliance with the Regional Plan.
- Presented first two Regional Plan annual reports to City Council in 2015 and 2016.
- Incorporated Regional Plan goals and concepts into the draft Regional Transportation Plan by the FMPO, including utilization of the scenario planning model that was used to support the integrated land use and transportation strategy.
- La Plaza Vieja Neighborhood Specific Plan adopted in October 2015; first plan adopted since 2007.
- Collaborated with local astronomers and dark skies advocates to discuss replacement of low pressure sodium street lighting fixtures (Street Lighting to Enhance Dark Skies - SLEDS).

- Initiated a Bicycle and Pedestrian Master Plan in coordination with Transportation Commission and Bicycle and Pedestrian Advisory Committees.
- Addressed top five properties on distressed properties list in 2015; two properties on the distressed property list were demolished in 2016.
- Utilized two locations to drop off furniture and appliances during move-out days for NAU, eliminating dumping in the Southside neighborhood.
- Organized and completed three large community clean-ups.
- Continued to clean graffiti throughout the City and partnered with the County to clean up graffiti outside City limits.

Council Goal: Improve effectiveness of notification, communication, and engagement with residents, neighborhoods and businesses about City services, programs, policies, projects and developments

- Partnered on developing a community-driven engagement program focused on meaningful, positive impact in the lives of Indigenous Peoples in Flagstaff.
- Assisted in the planning and coordination of two Indigenous Community Forums with hundreds of participants.
- Hosted the Navajo Nation Human Rights Commission 2016 Mayors Summit.
- Completed 100% of the FUTS Signage Program.
- Completed USFS Boundary Line Survey.
- All voice over internet phone conversions and updates completed except Flagstaff Housing Authority and Rio de Flag plant.
- Convention and Visitors Bureau fulfilled contract for light rails and bus King Kong wraps, extended Cool Zone billboard contract with Legends District and was awarded Destination Marketing Association 2015 Best Idea Program Award for the #visitcool promotion.
- Economic Vitality Staff gave 85 presentations about how we enhance the quality of life for our citizens.
- Convention and Visitors Bureau staff met with 507 journalists and touched over 92 pieces of editorial content and inquiries recognizing Flagstaff.

- Library staff enhanced the Summer Reading Program, giving away over 563 books with a 248% increase in overall participation.
- Convention and Visitors Bureau added five pre-set options to our webcam for the viewer to see Flagstaff in a 360-degree view. This installation displays current weather and traffic conditions.
- Customer Service staff reduced call hold times and improved meter estimates.
- Implemented the MyWaste recycling app and web interface for the public use.
- Purchasing provided quarterly vendor forums to educate how to become a registered vendor, discuss City's procurement rules and provided information on how to better do business with the City.
- Implemented software to allow vendors to respond to bids using online services and provides better record keeping of responses.
- Involved citizens and neighborhoods through public open houses for capital projects and reached out personally to citizens directly impacted by the project.
- Involved contractors, subcontractors and utility companies (Arizona Public Service, UNS Gas, AT&T, CenturyLink and Suddenlink) to ensure construction zone safety.
- Informed, consulted and involved the professional community for amendments to the Engineering Standards.
- Consulted and involved citizens for traffic related inquiries through Transportation Commission, website updates and personal contacts.
- Informed citizens of completed and upcoming city-wide street maintenance work through web-page mapping and related background support for Road Repair and Street Safety Initiative.
- Collaborated with Agencies (Arizona Department of Transportation, Northern Arizona Intergovernmental Public Transit Authority, Flagstaff Unified School District and Flagstaff Metropolitan Planning Organization) on transportation related issues.
- Posted administrative site plan approvals on City website.
- The La Plaza Vieja Neighborhood Specific Plan had an extensive public involvement process that included the Neighborhood Association as partners in developing the plan and the City hosted six public meetings in addition to work sessions and public hearings with multiple City commissions.
- Launched the City's online public involvement platform, The Flagstaff Community Forum, in December 2015. To date, the forum has hosted 15 public topics, had 3,634 visitors, 764 participants and 911 subscribers. The Forum has been selected as a case study for the 2017 ICMA conference on Transforming Local Government.
- Launched online interactive mapping for the public, including specialty maps for Road Repair and Street Safety, wildfire season, the Regional Plan and High Occupancy Housing.
- The FMPO regional transportation plan update employed several outreach methods including a steering committee, online surveys, public meetings, public workshops, focus groups, and Cityscape articles. Over 600 people participated in the first survey.
- Completed amendments to the zoning code to enhance public participation associated with rezoning applications. Applicants must hold a second neighborhood meeting prior to the

beginning of the public hearings in order to present the most recent application. Applicants are required to send a copy of the neighborhood meeting report to neighborhood meeting attendees.

- For the past 18 months, Development Engineering has coordinated a set of proposed revisions to Title 13 of the City Code which is the City of Flagstaff's Engineering Design and Construction Standards.
- Initiated the City of Flagstaff Website Redesign scheduled for completion by June 30, 2017.
- Increased Social Media audience on Facebook and Twitter with over 1,800 likes and 1200 followers.
- Aligned City Social Media accounts through the use of Archive Social to comply with new statute (ARS 9-499.15, Proposed new or increased municipal taxes and fees; notification; exceptions).
- Performed community outreach for Prop 411 and Prop 412 open houses and community meetings with approximately 25 presentations.
- Published three Cityscape issues reaching over 38,000 households.
- Neighborhood Liaison Program distributed 4,400 "Be a Good Neighbor" campaign door hangers.
- Hosted monthly open-forum morning coffee, where residents are invited to come-and-go as they please to get to know the Neighborhood Liaison and discuss any issues or concerns.
- Partnered closely with NAU Greek councils and specific fraternity chapters to encourage engagement and a positive presence within the Flagstaff neighborhoods.
- Partnered with community stakeholders to develop work plan priorities for Neighborhood Liaison, including the development of a "Be a Good Neighbor" workshop that can be facilitated for various groups (Greek chapters, NAU freshmen seminar courses, student housing complexes, etc.), rebranding and broadening the scope through oversight of the Good Neighbor Coalition, and developing an outreach strategy for students who will be moving off campus in the 2017-2018 academic year.

Council Goal: Improve the economic quality of life for Flagstaff through economic diversification, and by fostering jobs and programs that grow wages and revenues

- Approved Community Investment Reinvestment Plan.
- Initiated the Comprehensive Parking Program as a priority.
- Increased walk-in traffic by 2% overall (90,502) at Visitor Center.

- Hosted the following attraction events: Train Day, Flagstaff Chocolate Walk, Snowflake Festival, and #flagstameet. The Chocolate Walk had a 159% increase in participation, Snowflake Festival had a 97% increase in participation and the #flagstameet was the first ever and yielded 199 Instagram posts. All four events helped to drive traffic to the north and south sides of downtown during historically slower shopping months.
- Assisted the following businesses in new job creation: Tapa Burger, Kingdom Kids, Nestle Purina, SenesTech, Alpine Pedaler, Jimmy Johns, Symple Surgical, Historic Brewing, W.L. Gore, Joy Cone and Prent. 136 new jobs were created and all were assisted with our software data known as Buxton. Out of the 136 jobs, 33 jobs were with three new businesses.
- Continued to help assist NACET with job creation. This year the City assisted NACET with seven new jobs.
- Increased RevPar (Revenue per available room) figure by 21%, ADR (Average daily rate) by 7% and Occupancy by 2%.
- The City's Bed, Board and Beverage (BBB) tax increased revenue by 7.5% to \$7.45 million.
- City Hall lobby now showcases Flagstaff businesses, representing local entrepreneurship and product development.
- Funded an Arts and Economic Prosperity study to help understand the impact of the arts and science commitments in our community.

Council Goal: Support and assist the most vulnerable

- Increased summer reading program participation by 124%. This program helped to serve our community by getting patrons busy reading and offering assistance on how to find resources at the library.
- Collaborated with internal and external partners to initiate a Winter Survival Taskforce for those at risk of exposure injury or death.
- Upgraded all library computers and installed the Navajo font so that Native American patrons could utilize the computers in their native language.
- City increased the circulation and collection materials on the bookmobile for the outlining areas so that our patrons of tribal nations would have a better selection and request items they would like to utilize. The library served over 655,000 patrons last year.
- Environmental Management performed eight annual asbestos re-inspection of City-owned buildings that provide public services to the vulnerable demographics. Inspection allows staff to provide safe conditions for the end users.
- Repaired many sidewalks throughout the City to address Americans with Disabilities Act (ADA) accessibility.

- Recreation Services and the Flagstaff Housing Authority staffed and programmed the Siler Homes Activity Center with great success.
- The Hal Jensen Recreation Center's Night Court program brings youth and local police officers together on Friday nights to play basketball and improve relations within the neighborhood.
- The Joe C. Montoya Community and Senior Center partnered with the Arizona Attorney General's Office to provide a space for their volunteers to have regular office hours in Flagstaff.
- Completed the installation of a fully accessible outdoor fitness area in Bushmaster Park.
- Maintained specialty courts at the Flagstaff Municipal Court that focus specifically on the needs of mentally ill individuals.
- Maintained specialty courts at the Flagstaff Municipal Court that focus specifically on the needs of veterans.
- Library staff supplied 779 bagged lunches from June 13 – July 19, 2016 to displaced adults coming into the library for assistance.
- Flagstaff Fire Department provided free firewood to over 650 local residents.
- The City responded to all complaints regarding drinking water, which includes testing at the customer's home, to assure the City provides the best water possible.
- Continue to work with service partners to provide services to the community. These include United Way, Boys and Girls Club and Family and Community Teaming for Students (FACTS)
- Funded improvements to Thorpe Park for an adaptive playground unit and surface.
- Community Development Block Grant (CDBG) Program assisted individuals at or below 80% of the Area Median Income (AMI).
- Served as community lead for Flagstaff Project Homeless Connect.
- Served as community lead for Coconino County Continuum of Care's annual Point-In-Time – homelessness count.
- Donated 10 acres of land to the Arizona Department of Veterans' Services for a veteran's skilled nursing facility. Quit Claim Deed will be recorded in January 2017 to transfer the property rights.

Council Goal: Ensure that we are as prepared as possible for extreme weather events

- Completed revisions of Continuity of Operations Plans using Maintenance Mode.
- Sustainability staff facilitated Resiliency and Preparedness workshops with IT and Economic Vitality divisions.
- Sustainability staff generated Flagstaff community and municipal greenhouse gas emissions reports.

- Continued to work on the voter approved Flagstaff Watershed Protection Project and leveraging the work with state and federal grant funding. Completed Environmental Impact Statement on FWPP and treated 300 acres of City, Federal and/or State Land.
- Facilities established the Emergency Roof Snow Removal Schedule. The schedule prioritizes roof snow removal based on building age, structure type, and business use type/need.
- Held winter preparedness meeting with stakeholders to ensure the entire city is ready for the winter season.
- Developed the Upper Lake Mary Watershed Monitoring Program to monitor watershed hydrology conditions related to sediment into Upper Lake Mary as related to weather events and forest conditions.
- Located new sites for weather stations and other equipment for the Flagstaff Watershed Protection Project. The goal is to notify the public as soon as possible of any localized extreme weather events, but to also determine whether any property damage may have been caused by changes of forest conditions made by FWPP vs. extreme weather events.
- Maintained a minimum of two days of water storage to provide the city with drinking water in the event of an extreme weather event resulting in a loss of electrical power.
- Stormwater staff provided public outreach for the Monsoon Awareness Program.
- Maintained a 2-day supply of diesel fuel at Wildcat Water Reclamation Plant for its standby power, and an 8-day supply of chemicals.
- Maintained purchasing preparedness to react timely to extreme weather events that require emergency purchases for goods, services and construction.
- Provided IT support of the secondary Emergency Operation Center equipment at the accelerator.
- Developed the Upper Lake Mary Watershed Monitoring Program and secured on-going funding (5-years) to monitor watershed hydrology conditions prior to the start of scheduled forest thinning efforts under 4 Forests Restoration Initiative and the Flagstaff Watershed Protection Project.
- US Army Corps of Engineers repaired Clay Avenue Detention Basin.
- Rio de Flag Design Concept Report completed and will now pursue federal funding.