

# Reports from Departments/Agencies

## FACILITIES MANAGEMENT

Facilities Management actively monitors and manages energy usage in County facilities, by trending energy data, monitoring building occupancy, usage and operations. The Facilities Management Department engages in a contiguous cycle of benchmarking and implementing energy-efficient measures in County buildings through Energy Management Systems (EMS), solar renewable energy activities, water conservation and reduction. FMD is supporting and setting up the necessary infrastructure to reduce single use water bottles in County Facilities, with the goal of eliminating downstream waste: plastic bottles. Concrete steps are taken to reduce other waste contaminants by properly separating and establishing a battery recycling program through active management at County facilities.

FMD proactively explores reusing existing facilities to meet the County's operational needs in line with best sustainability practices. In 2017 the County purchased a warehouse building and re-developed it as a state-of-the-art Medical Examiner facility to provide services for county residents. The Facilities Master plan calls out increased efforts and attention in redevelopment and partnership opportunities throughout Coconino County. The County procures 1/3 of its electricity from solar panels installed on its own sites generating renewable energy through cost effective measures.

## PARKS AND RECREATION

### 2018

#### **Frontiere Property Conservation Easement**

In September 2017, the Central Arizona Land Trust (CALT) entered into a Cooperative Partner agreement for the Army Compatible Use Buffer Program (ACUB). As the fiscal agent, CALT works with Camp Navajo/Army National Guard to acquire permanent land protections surrounding Camp Navajo. The acquisition of land rights on key parcels supports compatible land uses proximate to Camp Navajo to ensure the continuation of the military mission and the expansion of operations within the installation. The Frontiere Property parcels are of interest due to their adjacency to Camp Navajo. The Frontiere parcels, which are adjacent to Roger's Lake Natural area extend the County's footprint in this area by 240 acres.

Staff have been working through CALT to possibly sell a conservation easement to Camp Navajo under the ACUB program. As partner to the Camp Navajo, CALT takes on the responsibility for perpetual monitoring and defense of the conservation easement.

#### **Joint Land Use Study**

Staff have attended stakeholder and committee meetings relative to the Joint Land Use Study. As proprietors of the Frontiere parcels and Rogers Lake Natural area, Coconino County and the Parks and Recreation Department are important partners in this study and its outcome.

#### **Bike Park Phase II**

Coconino County Parks and Recreation was awarded a Land and Water Conservation Fund Grant for the construction of Phase II of the Bike Park. Working with County partner Flagstaff Biking Organization, this grant saw the expansion of the popular Bike Park and will provide a future restroom for park users thereby encouraging lengthier park visits, as well as greater user experience and comfort.

#### **Disc Golf Course Partnership**

The Flagstaff Disc Golf Club (FDGC) approached Coconino County Parks and Recreation in early 2017 with the desire to fund and construct an 18-hole disc golf course at Fort Tuthill County Park. The course was constructed with sponsorship funds obtained by FDGC and opened to the public in late summer 2018.

The partnership has FDGC raising funds to perform repairs and replacements needs on the course and coordinate volunteer clean-up days. The Parks and Recreation Department is responsible for routine maintenance and managing the course. A disc Golf course was identified on the 2013 Fort Tuthill County Park Master Plan.

#### **Flagstaff Snow Play & Water Off-sets**

Flagstaff Snow Park entered into its third season at Fort Tuthill County Park with ability to fabricate snow. With reliable snow and a wet winter, Flagstaff Snow Park provided safe snow play and some relief to Highway 180 by selling over 50,000 tickets during the 2018/2019 season.

As an off-set for making snow with potable water, 2% of the County's earnings from this partner will go towards a 'green fund'. Green funds will go towards the implementation of off-setting measures at Fort Tuthill County Park. In addition to the 'green fund', the department is convening a water advisory committee to identify water saving and other sustainability measures to help off-set the use of potable water for this and other recreation activities at Fort Tuthill County Park.

#### **Rogers Lake Natural Area Interpretive Signs**

Through an Arizona State Parks grant, the Parks and Recreation Department was able to design and fabricate several interpretive signs depicting the natural and cultural history of Rogers Lake Natural Area. The sign frames are being constructed in-house and will be install in the spring/summer of 2019.

#### **Fort Tuthill County Park Post Forest Thinning Activities**

In 2017, the Parks and Recreation Department conducted a forest thinning project at Fort Tuthill County Park to increase forest health, to improve public safety and to reduce wildfire

risk. The project was a collaborative effort between Coconino County, Arizona Department of Forestry & Fire Management, Greater Flagstaff Forests Partnership, U.S. Forest Service, The Nature Conservancy, Arizona Game & Fish Department, Northern Arizona University Ecological Restoration Institute, and the City of Flagstaff.

Following the thinning, the department hosted a public firewood give-away. In the fall of 2018, seasoned wood was distributed to individuals and families in the Wood for Warmth and similar programs. During the late fall 2018 and early winter of 2019, prescribed burns took place as part of the thinning clean-up. Results of the thinning and subsequent burns should be evident this summer.

#### **Copeland Trail Forest Access**

Reconstruction of a forest access trail off Copeland Lane in Timberline was completed in winter 2018. This highly utilized forest access eroded resulting from the 2010 Shultz Floods. This was a collaborative project between the Public Works Departments who managed the construction of the trail and Parks and Recreation who is now responsible for maintaining it.

#### **Pumphouse Wash Trail Access Point**

Coconino County Parks and Recreation acquired a small parcel off Tolani Road in Kachina Village. The parcel, purchased with County Parks and Open Space tax funds, will become a trail access point just above the O'Neil Springs and onto a trail along the uplands of the Pumphouse wetlands. The project will formalize access, the trail and add miles to County's growing trail system.

#### **Forest Health Information Signs**

This project involved the installation of an educational kiosk complementing the 2017 thinning project at Fort Tuthill County Park. The signs provide park visitors an opportunity to learn about the ecological benefits of active forest management. The project was realized in collaboration with the Greater Flagstaff Forests Partnership (GFFP) and funding from the Fire Adapted Communities Learning Network whom GFFP is a one of nearly 20 core members nationally. Multiple local GFFP partners were involved in designing the signs including the Arizona Department of Forestry and Fire Management and the Ecological Restoration Institute.

#### **Land Donation at Kachina Village**

The department received a donation of .66 acres adjacent to the southern boundary of Raymond County Park. The land must be used for parks and recreation purposes such as an access trail and possibly a ramada. In addition, the parcel is being considered for a parking lot expansion with appropriate egress and ingress for school buses. The Flagstaff Unified School District and Public Works Department would partner in this project. The modified parking lot would serve as a student pick-up and drop-off point on days the roads are covered in snow.

#### **Army Compatible Use Buffer Program Conservation Easement Phase I**

In collaboration with the Central Arizona Land Trust, the department was able to place in

conservation 75 acres of the Frontiere Property, adjacent to Rogers Lake Natural Area and Camp Navajo. By early winter 2019, CCPR anticipates finalizing Phase II of this transaction which would place an additional 165 acres into conservation. This purchase furthers the objectives of protecting ecologically valuable open space as well as the objectives set forth through the Joint Land Use Study.

#### **Flagstaff Trails Initiative**

In August 2017, the National Park Service Rivers, Trails, and Conservation Assistance Program was enlisted to initiate the Flagstaff Trails Initiative (FTI) planning process, a collaborative, multi-jurisdictional recreational trail planning effort. The core partners include the Coconino County, City of Flagstaff, Coconino National Forest, Flagstaff Area National Monuments, Flagstaff Biking Organization, and the Nature Conservancy.

The primary goal of this planning process is to develop a Flagstaff Regional Trails Plan that consolidates a variety of existing trail plans, ideas, and concepts into a single regional document that guides trail projects across multiple jurisdictions. This process will result in a Flagstaff Regional Trails Plan that identifies gaps in the current trail system, proposes future trail alignments and improvements, identifies public access points that need to be protected or established, develops alignments for trails that connect across multiple jurisdictions, prioritizes trail projects, and identifies potential funding sources for the proposed projects.

#### **Beaver Dam Analogs**

The Parks and Recreation Department installed three beaver dam analogues (BDAs) at Harrenburg Wash, part of Pumphouse County Natural Area, in the last few years to help slow down and spread out water. Why create BDAs? Because the Harrenburg Wash area is experiencing head cutting, a steep vertical drop resulting in erosion that migrates upstream over time. Head cutting is very hard to get under control, but BDAs are temporary, cost-effective features that will last for several years, helping to slow the water down and ease the erosion process. These types of features have been used for hundreds of years to slow down erosion, and Parks and Recreation is hopeful this will be the case in Harrenburg Wash. A group of students from Denver, CO, will be spending one day of their spring break in March 2019 with Parks and Recreation staff and will help build more BDAs at Harrenburg Wash.

#### **2019**

Parks and Recreation staff will continue working through the Frontiere ACUB program and participating in the Joint Land Use Study. In addition, as opportunities arise Parks and Recreation staff are eager to participate in other action items outlined in this chapter.

#### **KVID Land Swap**

The Parks and Recreation Department hopes to finalize the exchange of a small Parks and Recreation managed parcel with a similar sized KVID owned parcel. The exchange would enable contiguous ownership of land for each entity and allow the department to further plans for the restoration of the Harrenburg wetlands and trail access.

### **Soldiers & Bridge Trail**

Coconino County Parks and Recreation was awarded an Arizona State Parks Recreational Trails Program Grant and funds are being utilized on the Fort Tuthill Trail System to renovate three miles of Soldiers Trail, mitigate and restore two miles of the same Soldiers Trail. New trail construction consists of extending the Bridge Trail by 1/2 mile, adding 1/4 mile of new trail that connects to the Flagstaff Loop Trail and the Fort Tuthill Bike Park, and adding 1/2 mile of new downhill/flow trails.

Extending the Bridge Trail another 1/2 mile connects it with the Soldiers Trail on the park's north end and provides multiple downhill access points to the Soldiers Trail. Once complete, users will be able to connect to the Flagstaff Loop Trail, Flagstaff Urban Trail and the Fort Tuthill Bike Park from additional access points in the park, providing another trail linkage in the community. CCPR is using the grant funds to hire trail crews to do trail maintenance, mitigation, restoration and construction. CCPR will also use grant funds for signs and new trail maps. CCPR is providing in-kind matching funds through staff's trail design and layout expertise, supervision of trail crews, and installation of trail posts.

### **Harrenburg Trail & Wetland Restoration**

The Harrenburg wetlands in Kachina Village need restoration. Through an Arizona Game and Fish grant, the department was able to obtain a wetland study, a conceptual design and an estimated cost for the restoration. Having this document will be useful in obtaining grants for the restoration and provide a foundation from which to begin the work. This project furthers the County's commitment to work towards active stewardship, preservation, and conservation of Coconino County's natural resources. The project would also involve overdue Harrenburg Wash Trail maintenance and restoration.

### **Babbitt CO Bar Ranch Trail**

Coconino County Parks and Recreation, in partnership with the Arizona Trail Association (ATA) and Babbitt Ranches signed a MOU in 2018 to development a new, 11-mile single-track segment through Babbitt ranch lands. This trail segment will connect two points of the Arizona Trail. The agreement has the Coconino County and ATA building the trail. CCPR will contribute staff time and the ATA will organize volunteer weekend work events, volunteer vacations, and other opportunities for community members and volunteers to buildout and, in the future, maintain the trail.

### **Willow Bend Environmental Center Projects**

Willow Bend Environmental Center was successful in securing a grant to construct an ADA compliant wildlife viewing platform at Sawmill County Park. CCPR staff will aid in the construction.

### **Navy Readiness and Environmental Protection Integration Programs (REPI)**

In collaboration with the Trust for Public Land and the Miller Family, the department anticipates acquiring and placing in conservation 80 acres adjacent to Rogers Lake Natural Area. This purchase furthers the objectives of protecting ecologically valuable open space, low-impact recreational opportunities as well as the objectives set forth through the Joint Land

Use Study. In addition, the Navy has provided an appraised conservation value for 220 acres at Fort Tuthill County Park. Depending on Board direction, it is possible this land could also be placed in conservation through the REPI program.

### **Recommendations and Requests to the Board of Supervisors**

#### **Staffing Needs**

In resolving the County Parks and Open Space funded staff, the Parks and Recreation Department has left the Natural Resources Manager position vacant yet unfunded. As continued opportunities present themselves and to position the County for future implementation of the goals and policies outlined in this chapter, consideration of reopening this position may be warranted. The duties of this position include but are not limited to natural resource-based planning (trails, open space, parks); open space management planning, implementation and evaluation; regional trails and open space liaison; acquisitions; easements; and, public outreach and education. In addition, as trails, parks and open space amenities are added to the County's park inventory, the need for entry level maintenance staff increases.

#### **Budgetary Needs**

Funds for the Harrenburg Wetland Restoration are needed to complete the project. Staff is confident that a grant can be secured, however, in the event a grant is not awarded or if a grant were to require a match, County funding may be needed. In addition, funds will be needed to implement recommendations originating from the Water Advisory Committee as well the development, however small, of the donated parcel next to Raymond County Park.

# HEALTH DISTRICT

## Measuring Progress – Metrics

Strategic Plan: <http://www.coconino.az.gov/DocumentCenter/View/10514/Signed-Strategic-Plan--2015-0130?bidId>

- What are you already measuring that relates to Comprehensive Plan goals, policies, and action items? Please expand upon the following where applicable:

Service Highlights demonstrate numbers of customers or clients utilizing County services.

New programs/trainings/partnerships added this year:

- Prescription Drug Overdose Program
- Opioid Fatality Review Board
- Opioid Crisis Reponse
- Naxalone Training
- Super Service Saturday <http://www.coconino.az.gov/superservicesaturday>
- CityMatch Well Woman

Surveys were administered for Super Service Saturday, Vital Records, and WIC.

The department's annual report is available here:

<http://www.coconino.az.gov/DocumentCenter/View/11858/FINAL-2017-Annual-Report>

## Goals, Policies, and Action Items that May Pertain to Health District

### Goal

**Incorporate and support integrating the principles of sustainability and long-term community resilience and prosperity into future land use and development plans, as well as the actions and decisions of elected and appointed officials.**

### Policy

15. Use County programs and policies to help reduce disparities in access to health services, transportation, and healthy food options.

CCPHSD Metric: # of WIC – food vouchers retail value \$1,092,943

CCPHSD Metric: # of WIC client contacts - 21,656

CCPHSD Metric: # of community and outreach/education: 8,945 community materials distributed at events.

### Goal

**Prioritize the health and wellness of residents and visitors.**

### Policies

16. The County will monitor indicators of population health and report significant trends or events.

CCPHSD Metric: # of reports published monitoring community health and identifying health disparities.

<https://insight.livestories.com/s/v2/substance-abuse-in-coconino-county-az/006f4595-c2ee-41f5-8afd-a54910b7dfe1/>

17. The County will improve maternal and child health outcomes, including early childhood development.

CCPHSD Metric: # of WIC client contacts - 21,656

CCPHSD Metric: Injury Prevention – safety - 5,691

CCPHSD Metric: Oral Health # of screenings 0-5 – 1,357

18. The County will proactively address the leading health issues of residents such as chronic disease, vector borne illness, reproductive health, food borne illness, and injury prevention.

CCPHSD Metric: # of injury prevention cribs and car seats given out to the community - 259

CCPHSD Metric: # of nutrition education programs facilitated by CCPHSD – 8,945

CCPHSD Metric: completion percentage of vector disease investigations - 159

CCPHSD Metric: # of patients seen by the CCPHSD Teen Clinic in a year -195

CCPHSD Metric: # of children's camps and schools inspections – 40

CCPHSD Metric: # of restaurant/retail food establishments inspections – 3,126

19. The County will prepare for and react to public health emergencies in conjunction with public safety organizations.

CCPHSD Metric: Number of full scale and tabletop exercises completed/participated in

20. The County will encourage the planning and establishment of safe and accessible public spaces for residents to be active, socialize, and establish community ties. Walkability and bikeability are valued.

CCPHSD Metric # bicycle repair stations provided by Injury Prevention installed in County Parks.

CCPHSD Metric # of bicyclist who “pass-by” the equipment station thru the automatic counter system that was installed.

## Highlight – Select Public Health Services Provided in 2018

### Animal Management

- Dog licenses issued: 2,809
- Rabies Vaccinations administered at sponsored Clinics: 122 rabies vaccines administered at two clinics
- Calls/complaints: 1,167
- Animals tested positive for rabies – 34\*

\*calendar year 2018, total subject to change

**AZ Health Zone**

- School education: 247 students
- Community outreach/education: 8,945 community materials distributed at events

**Clinical Services:**

- Adult Immunization (visits) - 935
- Childhood Immunization (Visits) - 355
- Rabies Treatments – 5 treatments
- Sexual Health Visits (adult) – 624
- Teen Clinic Visits – 195
- Sports Physicals - 27
- Flu Immunization (visits) – 932
- TB Immunizations (visits) - 384

**Communicable Disease Prevention:**

- Communicable disease investigations: individuals -
- Disease outbreak investigations – incidents

**Environmental Health Services:**

- Children's camps and schools inspections - 40
- Plan reviews - 244
- Public swimming pool/spa inspections - 377
- Restaurant/retail food establishment- routine inspections – 2,330, total – 3,126
- Public accommodation inspections -167
- Food Handlers cards issued – 3,922
- Food Managers trained – 821
- Backcountry Training  
EH Manual – 151 individuals  
Food Managers – 35 individuals
- Body Art – 67 inspections

**Healthy Families**

- Number of families served - 239
- **Injury Prevention**
- Car seats distributed - 242
- Cribs 4 Kids distributed – 17
- Car seats collected and sent to  
Sonora, Mexico - 460

**Women Infants and Children (WIC):**

- Breastfeeding peer counseling contacts – 1,888
- WIC food vouchers retail value – 1,092,943
- WIC – Total client contacts – 21,656

**Oral Health**

- Children 0 – 5 & pregnant women
- Screenings – 1,357
- Fluoride varnish – 1,049
- Vouchers
- Emergent – 241 vouchers, \$48,231 value

- Preventive – 74 vouchers, \$4,810 value

**Prescription Drug Overdose Prevention**

- Naloxone distribution: 20
- Trainings - 45 people reached
- School education - 59 students reached

**Tobacco Prevention and Cessation:**

- Community Tobacco Education – 3,840 participants
- Smoke-free Arizona inspections – 1,256
- Events by the High School coalition to the community – 31 events

**Vital Records:**

- Birth certificates issued: 5,266
- Death certificates issued: 6,326

## COMMUNITY SERVICES

Coconino County Community Needs Assessment Report 2018 (Jan. 2018) is available here: <http://az-coconinocounty2.civicplus.com/DocumentCenter/View/7421/Coconino-County-Community-Needs-Assessment-Report-2017?bidId>

### Goal

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**Incorporate and support integrating the principles of sustainability and long-term community resilience and prosperity into future land use and development plans, as well as the actions and decisions of elected and appointed officials.**

### Policy

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15. Use County programs and policies to help reduce disparities in access to health services, transportation, and healthy food options.  
*Community Service Metric: # of individuals supplied with a bus pass over the course of one year*  
*Community Service Metric: # of eligible seniors provided medical transportation over the course of one year*

### Goal

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**Ensure that policies and regulations provide flexibility and support for emerging trends.**

### Policy

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6. The County should support and pursue economic development that maintains or improves the environmental and public health.  
*Community Service Metric= # of graduates from the Basic Business and Empowerment Program that produced a viable business plan*  
*Community Service Metric= # of individuals that received an Individual Development Account (IDA)*

### Goal

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**Prioritize the health and wellness of residents and visitors.**

### Policies

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20. The County will encourage the planning and establishment of safe and accessible public spaces for residents to be active, socialize, and establish community ties. Walkability and bikeability are valued.  
*Community Service Metric: # of eligible seniors that attend the congregate meals in Flagstaff and Williams a year.*  
*Community Service Metric: # of attendees to the Super Service Saturday Events where community members can access multiple services on a Saturday*

### Goal

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**Advocate, coordinate, and collaborate to create and increase access to effective and affordable educational opportunities.**

### Policies

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26. The County supports the development and implementation of distance-learning capacity into educational programs.  
*Community Service Metric: # of Basic Business and Empowerment program in Page and Williams.*

# SHERIFF'S OFFICE

## 2018

The Sheriff's Office is dedicated to providing professional, respectful services to all people and is committing to improving the quality of life in our community (our motto is Service to Community). We perform our jobs with dedication (providing exceptional services to all people), professionalism (performing our jobs to the highest standards), ethics (valuing the public's trust and acting with honesty and integrity), and respect (being compassionate and attentive to the needs of our community and treating everyone with dignity).

The Sheriff's Office constantly strives for efficient and effective use of resources (including personnel, financial, equipment and technological solutions) that support our responsibilities for:

- Public Safety (improving the quality of life in our communities through response, preparedness, education, prevention, corrective actions, and reform),
- Community Vitality (providing and coordinating services for vulnerable populations as well as engaging citizens to strengthen communities), and
- Organizational and Fiscal Health (meeting the evolving needs of residents through responsible and transparent operations, implementing environmentally conscious solutions, and using conservative budget strategies).

The Sheriff's Office Strategic Plan and Stakeholder Report can be found at <http://coconino.az.gov/SheriffOrganization>. The Strategic Plan outlines goals and objectives of the Office. The Stakeholder Report provides detailed information on services provided to the community and crime / activity reports.

The Sheriff's Office staff works to earn and maintain the public's trust in all that we do. The Sheriff's Office values and encourages public feedback about our performance. We address citizen complaints and concerns with personalized responses when possible. Our training programs instill and reinforce our mission and vision ideals to our staff. Employees throughout the agency complete annual training in professional skill development, leadership, emerging and evolving law enforcement trends, cultural sensitivity, and other continuing education.

Whether an incident is human caused or a natural disaster, our role is to provide public safety. Patrol, Criminal Investigations, Community Programs, Search and Rescue, Detention Services, Support Services, Administration, and Volunteer Programs work seamlessly to provide services to the community.

- Each year Sheriff Deputies respond to over 56,000 calls for service. An important component of patrol activity is to conduct proactive community, business patrols, and community outreach.
- The Criminal Investigations unit provides advanced investigations on an average of 300 cases annually.

- There are around 300 Search and Rescue (SAR) and Missing Person calls annually. In 2018, the SAR Unit was called out for 141 searches / rescues.
- Detention staff processes over 10,000 bookings yearly and provides medical care, substance abuse treatment, life skills training, community transition plans, culturally relevant programming (including a Hogan and Sweat Lodge), special dietary needs, and a variety of visitation opportunities to our inmate population. More about programs and services can be found in the CCSO Stakeholders Report.
- The agency is in the process of expanding the Page Detention Facility which will include upgrades to the sally port, security system, video court, and other inmate services
- Exodus Program is a comprehensive substance abuse treatment program for inmates. The goals of inmate programs are to improve outcomes for inmates and provide for safe communities.
- Fresh Start Re-Entry program is a seven-week curriculum to help inmates with workplace readiness and transition back into the community. The program is provided in partnership with Goodwill Industries.
- Support Services staff provide administrative, financial, facility, information systems and other specialized support to Sheriff's Office and Detention Facility operations. In addition, Support Services delivers many law enforcement services directly to the community and other agencies.
- Sheriff's Office Facilities participates in renewable energy programs and recycling as part of its overall facilities management strategies.
- The Sheriff's Office promotes multi-agency coordination with local, state, tribal and federal agencies. The Office maintains strong working relations with other Northern Arizona public safety agencies via networking, emergency planning, training and response actions. The Sheriff's Office participates in statewide mutual aid understandings and interagency agreements.
- Intergovernmental solutions to criminal justice system issues are addressed through collaborative efforts with the Coconino County Criminal Justice Coordinating Council (CJCC) and many other agencies.
- In fiscal year 2019, the Board of Supervisors approved additional deputies and a law enforcement pay plan. This has improved the ability to retain staff and fill shift assignments to benefit the public.

Several measures are in place to ensure the public has access to public safety services across the county.

- This includes placement of substation deputies and assigning deputies as community liaisons when possible.
- Online and phone communications are leveraged to be more accessible to the public and to respond to many non-criminal public safety needs.
- Telephonic and web-based inmate visitation allows for people living in remote communities to connect with friends or family in detention without having to drive long distances.
- Important safety information is shared with the public through reverse 911 emergency notifications, news releases, social media, and door-to-door contact.

The Sheriff's Office uses various technological solutions to complement the services we provide to the community.

- Body worn cameras were implemented in 2018 as part of the Sheriff's Office commitment to greater transparency. Body cameras directly impact both public safety and officer safety by providing a recorded accounting of interactions between law enforcement and the public and aiding in documentation and investigations.
- Upgrades to radio communication systems continue to be a priority to close gaps in communication systems. Homeland Security grants have provided funding for several of these improvements.
- The Office supports criminal justice data information sharing systems and these systems undergo regular updating.
- The Office is migrating records management system to a web-based platform.

The mental health crisis, opioid addiction crisis, and active shooter incidents have been recent trends affecting the entire nation. The Sheriff's Office has updated policies and trainings to respond to these and other emerging issues.

- The Office has specialized training for advanced law enforcement rapid response and multi-agency coordination.
- The Office continues to provide Situational Awareness and Active Shooter Response training to county staff, schools and the public.
- The Sheriff's Office recently introduced a new public training in collaboration with Northern Arizona Healthcare called Stop the Bleed for emergency first aid skills
- In 2018 the Sheriff's Office received funding from the NARBHA Institute to train five employees as Mental Health First Aid instructors. The Sheriff's Office is training all staff in Mental Health First Aid and plans to offer the course to all county employees and the public in the future.

Examples of how the Sheriff's Office engages citizens in public safety matters through community education and partnerships include:

- community meetings, Neighborhood Watch, Citizens Police Academy, and Community Emergency Response Teams
- identity theft / avoiding scams awareness; crime victim resources
- outdoor recreation safety, avalanche safety awareness, and preventative search and rescue
- school programs for avoiding drugs and alcohol, boat/water safety, Hug a Tree, Halloween safety, leading a safe and healthy life style, etc.
- informational booths at health and safety fairs, job fairs, county fair, and other events in the community
- Woods Watch in collaboration with the Flagstaff Police Department and US Forest Service to further partnerships and protect our wildland/urban interface communities.
- Ready, Set, Go campaign for emergency preparedness adopted statewide by Arizona Sheriff's Association
- public documents that provide review of our activities, including: strategic plan, stakeholders' report, brochures, media releases, and postings on webpages and social media

- opportunities for public feedback in person or via phone, website or surveys

Volunteers are an important part of the Sheriff's Office outreach and service to community. They demonstrate one of many ways community members can be engaged in public safety efforts.

- The agency has approximately 300 volunteers in the areas of Search and Rescue (SAR), Community Emergency Response Teams, Volunteers in Policing, and Detention Program Facilitators.
- SAR volunteers donate 15,000 hours each year to search and rescue training & missions.
- Community Emergency Response Teams (CERT) and Volunteers in Policing perform 2,000 hours of training, outreach, and response to emergency events annually.
- Volunteers in our Detention Facility provide over 3,600 programs and classes to inmates each year.
- Many of the Sheriff's Office volunteers fill key roles during emergencies, including staffing Emergency Operations Center positions, staffing the Emergency Call Center, staffing roadblocks, assisting the Sheriff with evacuation procedures, and conducting area patrols to help protect property.

## 2019

### Strategic and Long-Term Planning

The Sheriff's Office mission and value statements explain our dedication to providing professional, ethical, and respectful services to all people as well as our commitment to improve the quality of life in our community (our motto is Service to Community). We work to earn and maintain the public's trust in all that we do. The Sheriff's Office values and encourages public feedback.

The Sheriff's Office constantly strives for efficient and effective use of resources (including personnel, financial, and technological solutions) that support our responsibilities for:

- Public Safety (improving the quality of life in our communities through response, preparedness, education, prevention, corrective actions, and reform),
- Community Vitality (providing and coordinating services for vulnerable populations as well as engaging citizens to strengthen communities), and
- Organizational and Fiscal Health (meeting the evolving needs of residents through responsible and transparent operations, implementing environmentally conscious solutions, and using conservative budget strategies).

We regularly review our guiding principles and consider past, current and future trends to ensure our actions meet the public safety needs of our community. Our strategic plan identifies the following goals and objectives:

- to cultivate organizational development that provides the foundation for a staff that provides professional law enforcement services as well as addresses emerging law enforcement trends, promoting open communication with stakeholders, and investing in recruiting, retaining and training excellent staff



- to promote community quality and safety by proactively responding to events affecting community safety, valuing customer service feedback, promoting public education (which includes inmate programs to reduce recidivism), advancing community involvement and partnerships, and developing staffing plans to meet operational demands
- to foster effective and innovative use of resources by promoting volunteer programs aligned with community and agency needs, applying technological solutions to public safety and security, and maintaining strong interagency partnerships for improved public safety services, and addressing operational needs including facilities planning

### Measuring Progress – Metrics

The Sheriff's Office Strategic Plan and Stakeholder Report can be found at <http://coconino.az.gov/SheriffOrganization>. The Strategic Plan outlines goals and objectives of the Office. The Stakeholder Report provides detailed information on services provided to the community and crime / activity reports.

The Sheriff's Office continues to match progress with community needs by the following measures:

- Identify and proactively respond to developments affecting community safety
- Provide responsive and effective customer service, with awareness of diverse population needs
- Promote public education, public outreach, and recovery programs
- Advance community involvement, partnerships, and collaborations
- Develop staffing plans to meet operational demands
- Promote volunteer opportunities aligned with community and agency needs
- Apply technological solutions to public safety & security priorities
- Develop facilities plan for staffing and programming needs
- Continue interagency partnerships for improved public safety services
- Attract and retain excellent employees through a robust recruitment program, training opportunities, and competitive compensation
- Promote open and effective communication with stakeholders and staff
- Proactively develop the organization and staff to meet emerging and evolving law enforcement trends

### Recommendations and Requests to the Board of Supervisors

A comprehensive approach to improving public safety and the quality of life in our communities depends on funding for staffing and equipment that match population growth, the evolving face of law enforcement response, and the unique characteristics of our communities. It is vital that the Sheriff's Office is appropriately funded to meet increasing demands for service.

Our priority requests to the Board of Supervisors has and continues to be for increased numbers of staff and competitive compensation plans. Increased staffing and competitive

compensation is important in recruiting / retaining employees and meeting the increasing demands for public safety services. The number of staff and funding dedicated to the Sheriff's Office significantly lags behind increases in population growth (residents and visitors), community development, and public demands.

In addition, the Sheriff's Office needs continued dedicated budget increases to meet current and growing needs for training, technology, facility infrastructure, volunteer programs, public education / outreach programs, and equipment.

Following are some of the trends the Sheriff's Office has identified and incorporated into the agency's short- and long-term strategic plans and needs:

Increasing demands for service are measured not only by the number of calls for service or inmate population, but by other factors as well. The increased demands for public safety and inmate population services also are reflected by:

- Increasing demands for service are indicated not only by the number of calls for service or inmate population, but also by rapid population growth in unincorporated areas of the county. More people equals more demands (both in frequency and complexity) for law enforcement services. While the most recent county budget provided for an increase in the number of deputies, additional staff still are needed to meet demands for service.
- Seasonal residents and visitors add significantly to requests for service. Calls for service generated by non-county and temporary residents affects the availability of resources.
- Growing recreation and tourism activities have outpaced growth in funded public safety resources. Significant traffic issues impact emergency response.
- The geography of the county impacts resource allocation, emergency communications capabilities, and response time.
- The national mental health crisis impacts public safety responses and detention services. The number of suicidal subject and mental health calls for service that deputies respond to has increased nearly 140% from 2009-2018. The number of persons in jail who are severely mentally ill and in need of mental health services continues grow.
- Search and Rescue response and costs continue to increase. Increased costs often are associated with specialized resources required. In 2018, the number of SAR missions was well above the pace for previous years. A large portion of subjects involved in SAR events are not residents of Coconino County.
- Calls/requests involving civil service and civil disputes, accidents, public assists, fraud crimes, sex offense crimes, substance abuse related issues, etc. continue to increase.
- The public's reliance on technology has had both positive and negative impacts on law enforcement efforts. Technology makes it easier to report crime and give investigators additional tools. Technology also results in issues ranging from unintended "pocket" dial 911 calls to unrealistic expectations on rescues in remote areas.
- The number of complex records requests continues to grow. Many requests require significant staff research, redaction, and legal review.

- Training and equipment (including technology) supporting law enforcement services in a modern society continues to evolve. Changes in public needs require officers to be trained in more diverse and intricate responses.
- Public requests for community policing activity and public safety education continue to be an important part of building successful community partnerships. These activities require dedicated staffing and resource allocations.
- Inmate medical and mental health needs have significant impacts. The detention facility becomes the primary provider of medical, dental, substance addiction and mental health services for many inmates who do not seek or have available to them these services when they are not incarcerated.
- Legislative mandates without matching funding continue to impact services and programs.
- Trends in natural disaster events (e.g., wild land fires, winter storms, floods, etc.) continue to impact community safety.

### **Goals, Policies, and Action Items that May Pertain to the Sheriff's Office**

#### **Goal**

*Ensure emergency services and response to meet residents' needs.*

The Sheriff's Office places a high priority on rapid and effective response to ensure public safety. Our patrol, criminal investigation, search and rescue, detention services, support services, and volunteer units respond not only to the day to day needs of our citizens, but they also prepare and train for emergent and newly developing public safety needs in an innovative, effective and fiscally responsible manner.

In 2018, patrol deputies were dispatched to over 56,000 calls for service. Our criminal investigations unit conducted advanced investigations on approximately 300 cases. Detention Services provides for community and inmate safety for over 10,000 persons booked annually through its daily operations and addresses inmate well-being through culturally-relevant treatment and education programs. Volunteers (CERT Community Emergency Response Teams, Search and Rescue, Volunteers in Policing, and Detention program volunteers) contribute nearly 20,000 hours each year to assisting in public safety efforts. Support services provides administrative and technical assistance to the ongoing planning and coordination for public safety needs. Community partnerships are key to our service to community.

The Sheriff's Office maintains strong working relations with other local, state, federal and tribal public safety agencies through regular coordinated response, planning, training, and exercising. Community partnerships are key to our service to community.

#### **Policies**

*1. The County places a high priority on the rapid and effective identification of properties by public safety personnel and emergency response agencies.*

The Sheriff's Office has staff assigned to the maintenance and development of GIS and mapping systems that serve the Northern Arizona 911 Dispatch Center ensuring rapid dispatching and response of emergency services personnel, including fire, police, sheriff, animal control, and other area public safety responders.

*2. The availability of adequate emergency services and emergency access routes shall be considered in the review of major developments and subdivisions. Development projects shall provide for two means of vehicular access (ingress/egress) to ensure adequate entrance and exit routes for emergency response and management activities.*

The Sheriff's Office reviews allocation of its resources and works closely with other agencies to ensure coordinated response to community public safety needs. The Sheriff's Office also participates in review of community development proposals to provide input regarding public safety response and advocates for at least two ingress/egress routes to communities.

*3. An emergency response mitigation plan shall be incorporated in development projects located in remote areas without nearby emergency medical services.*

The Sheriff's Office works with other county departments, emergency response agencies, and the public to plan and train for emergency response throughout the county. All-hazard response plans are maintained and interagency meetings are held to address public safety matters. Multi-agency coordination and review of personnel and equipment are included in planning.

*4. The County encourages emergency medical services and response agencies to locate facilities in communities so as to be accessible to and compatible with surrounding neighborhoods.*

The Sheriff's Office maintains strong partnerships with local area fire and medical response which enhances emergency response services provided to the public. Substations often are located near or in fire stations which improves public access. In addition, deputies often are first on scene in remote areas and provide emergency first aid response until medics arrive.

*5. The County encourages enhanced wireless infrastructure that support public safety purposes.*

For over 20 years, the Sheriff's Office has been a leader and advocate for improving public safety communications throughout Northern Arizona, achieving much needed improvements in wireless communication coverage and backup systems. The Office led development of the Arizona Interagency Radio System (AIRS) and continues to work with state and nationwide efforts to improve public safety broadband coverage.

*6. Work with the Navajo Nation and other law enforcement jurisdictions to ensure rapid response to all emergency situations within Coconino County.*

The Sheriff's Office maintains strong working relations with local, state, tribal and federal agencies to ensure rapid emergency response county wide and across jurisdictions. This

includes public safety response, planning, training, and exercises. Public education programs are a large component of county wide public safety measures.

**Goal**

*Ensure safe, crime-free neighborhoods and communities.*

**Policies**

*7. The County promotes multi-agency response to rural areas (outside a 30-mile radius of Flagstaff) coordinated through intergovernmental cooperative agreements.*

As the primary provider of law enforcement services in the unincorporated county, the Sheriff's Office proactively develops partnerships with local, county, state, tribal and federal agencies to provide response across many intersecting jurisdictions. Cooperative agreements, mutual aid agreements, and intergovernmental agreements are part of these coordination efforts.

*8. The County places a high priority on providing high-quality, culturally sensitive, professional law-enforcement services.*

Sheriff's Office employees take an oath of office to perform their duties faithfully and impartially. The Office's mission, vision and value statements address the priority of providing exceptional services to all people. Employees complete annual training in professional skill development, leadership, emerging and evolving law enforcement trends training (such as mental health first aid), cultural sensitivity, and continuing education. Inmate programs in our detention facility are designed to meet culturally diverse needs including special diets, medical care, substance abuse treatment, spiritual programs, life skills training, and the ability to meet with foreign consular.

*9. Incorporating the concepts and principles of CPTED or similar concepts is encouraged for development projects.*

The Sheriff's Office incorporates many precepts of CPTED in community outreach programs to help deter criminal activity. Public classes and presentations include safety awareness, steps to harden property, reporting suspicious activity, having situational awareness, and safety during emergencies in public places (e.g., Response to Active Shooters). Neighborhood Watch and CERT also are components of this approach.

*10. In the design of development projects, developers are encouraged to consult with the County Sheriff's Office to identify and address potential public safety issues and to provide for adequate access for response and evacuation.*

When notified and provided the opportunity, the Sheriff's Office participates in review of development plans and advocates for design conducive to public safety measures and responses.

*11. Residents and homeowner associations are encouraged to accept a certain amount of responsibility for their personal safety and security and to participate as active partners in neighborhood crime prevention programs in cooperation with the County Sheriff's Office.*

The Sheriff's Office takes several measures to partner with the public to deter criminal behavior. The Office provides public information on personal accountability, awareness, and reporting of suspicious activity. The Office provides opportunity for citizen feedback, hosts community meetings to discuss on concerns or issues, and provides information on crime trends. The agency also sponsors Neighborhood Watch meetings throughout the county and provides the public information on personal safety awareness, see something say something, crime prevention, CERT (Community Emergency Response Teams), identity theft awareness, school safety, avoiding scams, and preventative search and rescue and outdoor recreation safety, to name a few.

*12. The County encourages and supports the establishment of organized youth activities, including employment training and community service programs as a crime-prevention strategy.*

The Sheriff's Office conducts regular outreach to youth in schools and clubs, youth attending community events such as fairs, and youth met day to day. Some of the activities include, lunch with a cop, show and tell, and school career days. Programs include Hug a Tree, boating and waterway safety, Halloween safety, travelling to school safety, personal safety, avoiding drugs and alcohol, leading a safe and healthy life, etc. The agency also works with other agencies and schools to practice emergency drills. Mental health and emotional survival outreach to youth also is being conducted.

**Goal**

*Reduce the threat of catastrophic wildfire in the W/UI.*

The Sheriff's Office is not only a key response agency but also in preparedness and education outreach. The Office shares safety messages at Neighborhood Watch meetings, sponsors the Woods Watch Program, coordinates with the Local Emergency Planning Committee and Fire Advisory Councils for planning and training, and promotes Ready, Set, Go and related programs through public outreach and interagency teamwork. Search and Rescue and CERT volunteers assist in these efforts.

**Policies**

*32. Promote the Firewise and Fire-Adapted Communities Programs and support the development of a countywide W/UI Code.*

The Sheriff's Office assists in educating the community on preparedness for natural disasters and human-caused emergencies. Neighborhood Watch meetings and social media are used to provide educational information in partnership with fire response and other agencies. Woods Watch and Ready, Set, Go are two programs sponsored by the Sheriff's Office.

**Goal**

*Avoid or mitigate the dangers posed by identifiable or predictable natural hazards.*

The Sheriff's Office trains for and responds to public safety needs arising from natural disaster and human-caused events. The Office uses an "all-hazards" approach for facilitating multi-agency coordination and encouraging community preparedness. The Office participates in local, state, tribal and federal agencies to these efforts. The Office provides emergency notification on public safety issues through reverse 911 services, news releases, social media, and door-to-door contact.

**Goal**

*Maintain a high level of emergency preparedness to effectively respond to disaster and recovery efforts.*

The Sheriff's Office promotes preparedness through training of staff and volunteers, interagency coordination, and community outreach. The Office provides input for the County's Emergency Operation Plan and other area plans.

**Policies**

*38. The County shall engage in coordination with other agencies and jurisdictions to promote emergency preparedness and response to natural and human-caused disasters and post-disaster recovery efforts. To ensure preparedness, the County shall review the Emergency Operation Plan annually and update it as necessary.*

The Sheriff's Office works closely with local, state, tribal, and federal agencies to promote emergency preparedness. The Office meets regularly with public safety partners to pre-plan and train for emergency events. Year-round, we provide classes and presentations on safety measures throughout the county to people of all ages. The Office provides input for the County's Emergency Operation Plan and other area plans.

*39. The County will work to incorporate long-term, post-disaster recovery planning that includes community planning and redevelopment as part of the overall emergency efforts and initiatives.*

The Sheriff's Office regularly conducts and participates in not only emergency pre-planning but also after-action review. During reviews, successes and issues are identified and action steps are developed for improvements for processes, plans, equipment and coordination needs.

**Goal**

*Reduce energy consumption by increasing energy conservation and efficiency.*

The Sheriff's Office Facilities Team actively engages in conservation and efficiency efforts including a solar panel covered parking system, reclaimed water for landscape, proactive repairs and maintenance on buildings and equipment, and special recycling programs for batteries and electronics, to name a few.

**Action Items (Ongoing Efforts of the Sherriff's Department)**

- Identify and proactively respond to developments affecting community safety
- Provide responsive and effective customer service, with awareness of diverse population needs
- Promote public education, public outreach, and recovery programs
- Advance community involvement, partnerships, and collaborations
- Develop staffing plans to meet operational demands
- Promote volunteer opportunities aligned with community and agency needs
- Apply technological solutions to public safety & security priorities
- Develop facilities plan for staffing and programming needs
- Continue interagency partnerships for improved public safety services
- Attract and retain excellent employees through a robust recruitment program, training opportunities, and competitive compensation
- Promote open and effective communication with stakeholders and staff
- Proactively develop the organization and staff to meet emerging and evolving law enforcement trends

# FOREST RESTORATION

**2018:** We are developing relationships with agencies and private industry to increase forest restoration efforts in Coconino County and to improve U.S. Forest Service practices and efficiencies that are not suited for the low to no value timber on the landscape that is being restored. We created a local industry group that meets to discuss ways the county can assist them in improving business practices and accelerate forest restoration here. We continue to work with federal, state and local politicians to educate and inform them of the critical need for forest restoration and to guide them in ways they can support us in our efforts through policy changes at each level of government.

**2019:** Working with multiple agencies and private industries to accelerate and improve the restoration efforts in Coconino County. Industry development remains a top priority and we are evaluating multiple industries that have expressed interest in locating here and we are working to assist them in finding site locations, grant funding, engineering firms, etc. to allow them to locate here successfully. We continue to work with the National Forest Foundation and the Kaibab National Forest in our efforts to begin steep slope restoration efforts on Bill Williams Mountain and to evaluate the needs for steep slope work on Mormon Mountain, which is part of the Flagstaff Watershed Protection Project.

## Measuring Progress – Metrics

### Forest Restoration Initiative Action Plan

#### Short Term

- Recruit, assist with bringing new forest industry to area and to support existing industry
- Weight Limits on County/State/Federal Roads – Axle spread specifically. Exemption for Forest Restoration? ADOT Contact?
- County to meet with Interim FS Chief in August - USFS Policies – scaling, branding/painting, timing restrictions, USFS trusting industry (not having to have pre-approved skid trails, temp roads, etc.)
- County support of Industry within specific jurisdictions. Williams Ordinance against log trucks in town
- Road work performed by County. IGA or MOU with USFS explaining the scope of work done by County on FS roads
- Site Specific Zoning for potential Industry sites
- County support of Industry with private entities (APS)
- Communication with Industry/ERI/USFS/DFFM/Camp Navajo/County – Master Coordinator
- Create and maintain Coconino County Industry Partners – engage with existing industry and recruit new industry
- Attend FWPP Exec. Team meetings and engage with FWPP projects.

- Attend 4FRI Stakeholder meetings – Engage with USFS, TNC, SRP, etc. on Restoration work
- Bill Williams Mountain – Prepare proposal for USFS, include BFC-FRB pilot project, Grants, Steep Slope Contractors
- Grant proposal assistance for ERI – EDA Grant for mobile biomass concept, AFRI Grant for Bioeconomy Business Cluster

#### Mid Term

- County purchasing equipment and leasing to industry (Ponnse, Tethering, Mastication, Air Curtain Burner)
- Winter work – County to contact local ranches for P/J thinning opportunities
- New Technology – Air curtain burners, biomass mastication & spreading, CLT, woodchips replacing cinders. Need to get USFS to give us acceptable parameters for spreading biomass (on skid trails, SMZ's, etc., how thick can it be spread?)
- Additional Grants/Funding opportunities
- Federal/Private funding of Restoration (Subsidy)
- Camp Navajo RFP/Industry recruitment for business cluster
- Land base – zoning. GIS create a potential land base map with specific industry parameters
- Surveying - opportunities, advantages
- Engage ACE and ACC in potential County restoration work
- Advisor for forestry issues in JLUS

#### Long Term

- Political. Educate and engage with State and Federal lawmakers.
- Federal Export Laws (Raw log export)
- Healthy Forest Initiative -work on making it apply to all restoration work. Educate industry on program to maximize utilization
- Northern Arizona Loggers Council – Get loggers/industry to unite as one voice
- Good Neighbor Authority/Master Stewardship
- Skilled Workers (CCC, Veteran Groups, ???)
- Other USFS policies and programs that can/will impact forest restoration

We have joined Northern Arizona University's Ecological Restoration Institute, in submitting a \$10 Million grant titled "Achieving a Sustainable Bioeconomy through Forest Bioenterprise Supply Chain Innovation in a Business Cluster Framework".

We completed a 57 acre thinning project on county land adjacent to the Coconino Center for the Arts and Sechrist School. The project reduces the forest fire risk by thinning the trees by reducing the chance for a crown fire on that parcel.

We attended several organization's meetings to describe and educate them on the role of the County's Forest Restoration Director's efforts. The organizations include: Greater Flagstaff

Forest Partnership, Coconino Natural Resource Conservation District, Ponderosa Fire Advisory Council and the Munds Park Community Watch group.

We have started many new partnerships with local groups to work collaboratively with each other to increase and improve forest restoration.

#### **Recommendations and Requests to the Board of Supervisors**

- Staffing Needs: Remain the same.
- Budgetary Needs: Proposed a \$1,495,000 increase for FY2020 capital projects.

## **IT AND GIS**

Coconino County GIS provides services including mapping, analysis, reporting, business system integration, and is an enterprise spatial data repository for the County. As such, GIS plays a central role in supporting the Comprehensive plan, both as an enterprise-wide tool used for sharing information to citizens and stakeholders, and for modeling how decisions and policies will impact land use.

GIS applications help to support:

- Community-based design and planning
- Economic Development & Smart Growth
- Planning Services including Urban & Regional Planning
- Flood Plain Mapping
- Permitting including: Planning & Zoning, Environmental Health, Sustainable Building

2018-2019 GIS Contributions to Community Development

- Joint Land Use Study: maps, data development, and analysis
- Bellemont Area Plan: maps, data development, and analysis
- Zoning Ordinance: maps, data development, and analysis
- Subdivision Ordinance: continual data development of land information

Coconino County GIS looks forward to continuing to support Comprehensive Plan Implementation. Some of the specific goals of the GIS and IT divisions include migration to newer GIS and IT technologies.

GIS will continue to support and enhance access to tools and information including, but not limited to:

- Increased access to data through the implementation of self-service ArcGIS Portal
- Continued support of Area Plan revision and creation
- Continued support of E911 and Emergency Management Operations
- Data development and analysis especially as related to land management
- Storage and service of over 400 enterprise level datasets that support the Comprehensive Plan Implementation
- Continued support of a GIS online Flood Mapping Application and the Flood Analysis tools offered on the CoCoGIS desktop. This helps the County qualify for the Community Rating System, which provides a reduction of flood insurance premium rates for community members
- Continued support of the SmartGOV permitting application, including the parcel location and owner information pushed into the application nightly
- Continued support of an online tool used to access land ownership and permitting information online (Parcel Viewer)

# COMMUNITY DEVELOPMENT

## Implementation Action Items for Community Development

*Update the Zoning Ordinance to further implement the goals and policies of the Comprehensive Plan. To include, but not be limited to, energy component, design standards, streamlined process, and enhanced zoning districts.*

This is an ongoing effort, most recently informed by the current, comprehensive update to the Zoning Ordinance initiated in June, 2017. The primary focus of this update is on:

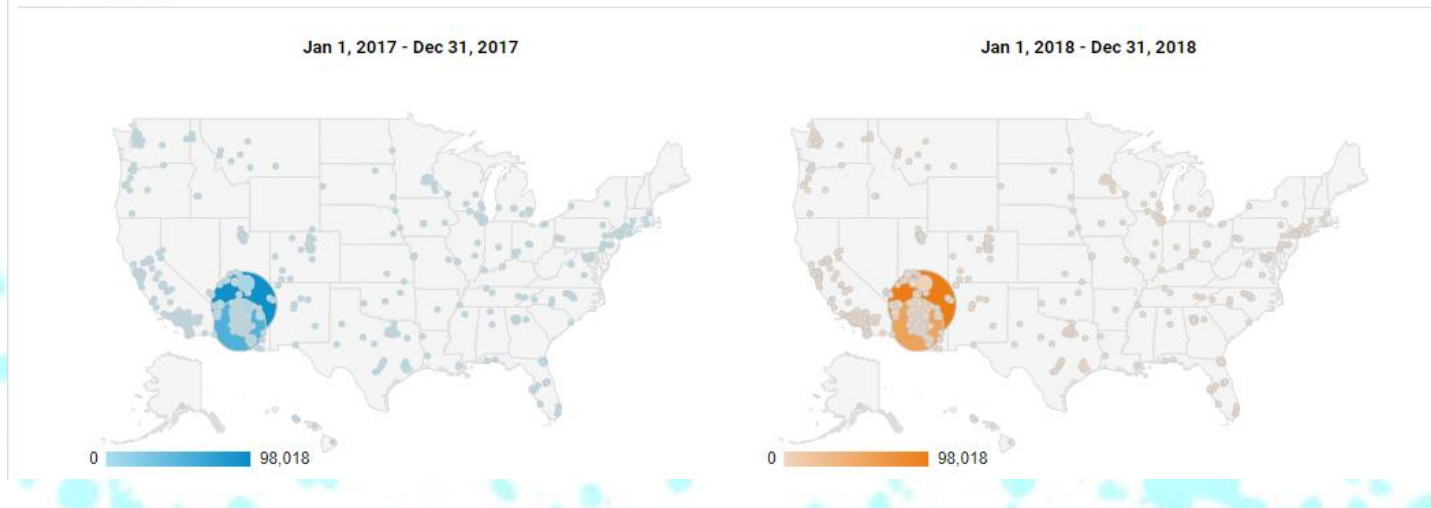
- Modernizing the six-chapter code by reviewing land uses in each zone, combining and consolidating those while simultaneously updating definitions.
- Introducing new land uses to reflect changing trends and request from the public and development community for those types of uses, such as introducing mixed use residential into commercial zones, and adding campgrounds in residential zones.
- Significantly updating performance and special use standards, to provide staff and the Planning Commission current tools based on industry standards, to use when reviewing and responding to projects that suggest new land uses.
- Consolidating and combining land use and zoning tables to enable quicker and easier cross referencing by users.
- Streamlining and clarifying administrative processes, such as expanding waiver criteria for administrative adjustments.
- Overall, the document layout, graphics and numbering will be professionally formatted and will result in a more user-friendly and web-enhanced format.
- Next steps will focus on a targeted energy component (see below under utility-scale energy ordinance), possibly to include an updated lighting code.

*Update the Subdivision Ordinance to further implement the goals and policies of the Comprehensive Plan. To include, but not be limited to, the ability to use conservation-based planning techniques when developing land, the lot-split process, and incentives to develop land through the subdivision process vs. lot split.*

In 2018, the CD Department completed drafting the Subdivision Ordinance which requires Integrated Conservation Design and incentivizes well designed subdivisions over lot-splitting. The Department sought and received public and professional input on the draft. The Department anticipates completing the public hearing and adoption process in Spring 2019.

*Continually review and update area plans. Give particular focus to the definition and identification of activity centers and growth areas.*

Sessions by City



### Sessions

Jan 1, 2017 - Dec 31, 2017

**255,307**

% of Total: 100.00% (255,307)

Jan 1, 2018 - Dec 31, 2018

**274,746**

% of Total: 100.00% (274,746)

### Pageviews

Jan 1, 2017 - Dec 31, 2017

**337,276**

% of Total: 100.00% (337,276)

Jan 1, 2018 - Dec 31, 2018

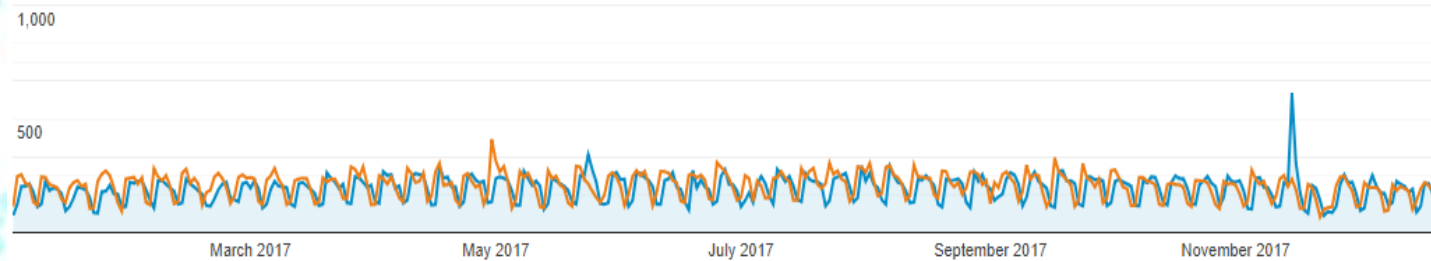
**364,173**

% of Total: 100.00% (364,173)

### New Users

Jan 1, 2017 - Dec 31, 2017: ● New Users

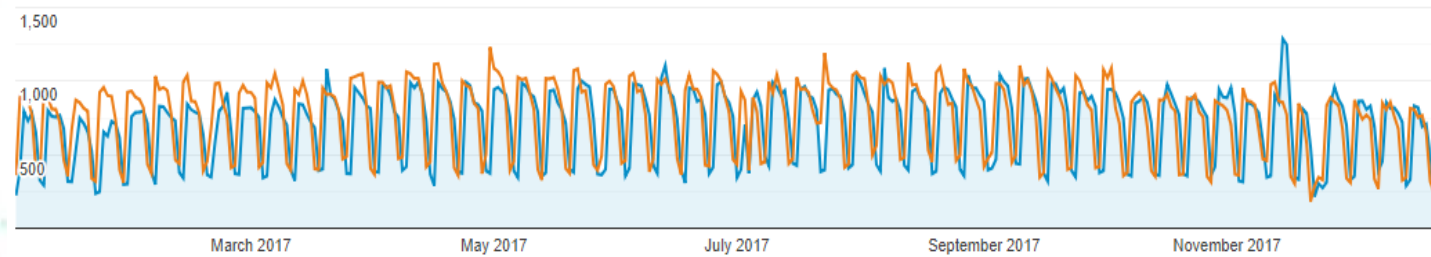
Jan 1, 2018 - Dec 31, 2018: ● New Users



### Sessions

Jan 1, 2017 - Dec 31, 2017: ● Sessions

Jan 1, 2018 - Dec 31, 2018: ● Sessions



The Bellemont Area Plan has been updated, with public hearings and final adoption planned for the summer, 2021. The next area plan update is focused on Doney Park, Timberline/Fernwood, and the possibility of splitting this into either sub-areas or new, separate area plans. This evaluation process will include an evaluation of growth potential.

*Develop a communication plan to distribute the Comprehensive Plan and other applicable planning documents. Work to create and provide web-based access to enhanced maps related to Plan goals and policies. Ideally, these maps will be new layers viewable on Parcel Viewer.*

Comp Plan distribution is happening through interactions with departments and area agencies and inviting them to comment on their accomplishments.

*Develop a utility-scale energy ordinance to give developers more clear direction on the appropriate siting of utility-scale projects.*

An initial evaluation has been accomplished for this action item in terms of recommended land use categories and appropriate zoning districts, a strategy and approach. Further work to be accomplished requires forming a special committee of experts to draft standards.

#### **Community Development with Other Departments and Entities**

*Work with private land managers, AGFD, ASLD, BLM, USFS, tribal entities and others to prevent the fragmentation of wildlife movement areas. Analyze the cumulative impacts of development, steps to mitigate, and steps to maintain and enhance native ecosystem; use the recent wildlife corridor study and continue to enhance recent open space acquisition.*

USFS and AGFD spoke to this during presentations for the Bellemont Area Plan update committee. Goals and policies are proposed in the area plan with this action item in mind.

*Use the Sustainable Building Program to assist in the design of community and County projects and operations to ensure the application of Comprehensive Plan goals and policies.*

STAR Community Rating system continuing participant (Sustainability Tools for Assessing and Rating Communities)

#### **Other Departments and Entities**

*Develop and coordinate an invasive plant/weed management program both internally and as regulation.*

This has been largely addressed in the current update of the zoning ordinance, which includes new requirements for invasive weed mitigation. Further work could be identified with a dedicated position that will work with Forest Restoration staff to ensure that weed management is incorporated into all forest health and fuel reduction plans.

*Coordinate with jurisdiction, agencies, and other entities to implement multimodal plans and projects.*

A member of the Planning and Zoning staff participates on the City of Flagstaff's Bike and Pedestrian Advisory Committee. Planning and Zoning staff have working relationships with ADOT and have activity included ADOT staff as partners in the recent Bellemont Area Plan update, and will continue to do so with all future planning projects.

*Enhance the advocacy of County interests in other statewide and regional planning mechanisms and coordinate with other jurisdictions and agencies to ensure that projects within Coconino County are consistent with the Comprehensive Plan goals and policies.*

We have commented on state legislative initiatives which would impact Comp Plan goals, and we've coordinated with other jurisdictions (the city, other counties) on research informing updates to our Zoning Ordinance.

#### **Community Development Permitting Information**

2017: Commercial Building Permits Issued – 8, MFR homes – 75, SFDs – 191

2018: Commercial Building Permits Issued – 7, MFR homes – 94, SFDs – 238

#### **Sustainable Building Program Metrics**

- 22 projects were awarded at SBP Awards in 2018 (and 20 in 2017 and 19 in 2016; 178 total from 2004-2018)
- 13 locations participated in the Sustainable Building Tour in 2018 and 8 in 2017 (250+ participants)
- Green MLS collaboration and incentivizing green designations like National Association of Realtors (NAR) Green and EcoBroker through promoting in SBP directory, displays, newsletters, presos, and others publications
- SmartGov sustainability designation (permit) for projects
- 2018 Building Code Adoption to include:
  - Appendix F for Radon Control Methods
  - Appendix R for Light Straw-Clay Construction
  - Appendix S for Strawbale Construction
  - Appendix Q for Tiny Houses
  - Mandatory Greywater Piping
  - Potable Rainwater Collection and Distribution Systems
  - Small Home/Cabin Building Technology, Creativity and Innovation Pilot Program



# EMERGENCY MANAGEMENT

**2018:** The Emergency Management Department is addressing Comprehensive Plan goals and policies in the following ways:

1. Ensuring emergency management services responding to meet the residents' needs.
  - a. Hwy 180 Winter Severity Crew Plan with Summit Fire District and City of Flagstaff Fire department
  - b. Representing the county in the updates of two Community Wildfire Protection Plans
  - c. Training and Exercising of the Coconino County Emergency Operations Center
  - d. Implementation of Phase II of the Coconino County Emergency Operation Center modernization Project.
  - e. Development of the family reunification plan with Flagstaff Unified School District. Development and maintenance of Coconino County's Multi-Year Training and Exercise Plan (MYTEP) maximizing the effectiveness of training throughout the County.
  - f. Development of a mass evacuation and mass sheltering plan for the County.
  - g. Coordination and execution of three hazardous material exercises training and testing the effectiveness of first responders and the integration of the Emergency Operations Center into these events.
2. Ensure safe, crime-free neighborhoods and communities.
  - a. Involvement in the Northern Arizona School Emergency Preparedness and Response Consortium
  - b. Continued work towards unified mutual aid agreements with county agencies through the Arizona Mutual Aid Compact (AZMAC)
  - c. Involvement in the county's Facilities' Department Building and Campus Security Project
  - d. Administration of the county's State Homeland Security Grant Program (SHSGP) funding and training
3. Provide for a high level of fire protection and safety.
  - a. Partnership with the Ponderosa Fire Advisory Council (PFAC) and the Wildland Fire Advisory Board (WFAB)
  - b. Partnership with the Arizona Department of Forestry and Fire Management
  - c. Administration and development of the City of Williams Post Wildfire Response Plan
  - d. "Ready, Set, Go" Public Outreach program
  - e. Administration, development, and maintenance of the Coconino County Hazard Mitigation Plan
4. Reduce the threat of catastrophic wildfire in the W/UI.
  - a. Partnership with the Ponderosa Fire Advisory Council (PFAC) and the Wildland Fire Advisory Board (WFAB)
  - b. Partnership with the Arizona Department of Forestry and Fire Management
  - c. Partnership with federal fire agencies like the Forest Service, Bureau of Land Management, and the Parks Service
  - d. Administration and development of the City of Williams Post Wildfire Response Plan
  - e. "Ready, Set, Go" Public Outreach program
  - f. Administration, Development, and Maintenance of the Coconino County Hazard Mitigation Plan
5. Avoid or mitigate the dangers posed by identifiable or predictable natural hazards.
  - a. Administration, development, and maintenance of the Coconino County Hazard Mitigation Plan
  - b. Administration of hazard specific training courses
6. Maintain a high level of emergency preparedness to effectively respond to disaster and recovery efforts.
  - a. Implementation of Phase II of the Coconino County Emergency Operation Center (EOC) modernization project
  - b. Involvement with the Local Emergency Planning Committee (LEPC), the planning committee for our county's hazardous material's response.
  - c. Development of a County damage assessment team, utilizing state of the art technology.
  - d. Grant application and acceptance to improve the county's hazardous material's response plan
  - e. Emergency Management has reviewed the Coconino County Emergency Operations Plan this year and are in the process of making updates with stakeholders
  - f. Exercises across the county:
    - i. City of William's Post Wild-fire Flooding table top exercise
    - ii. City of Page mass causality table top exercise
    - iii. Coconino County Emergency Operations Center Drill
    - iv. City of Flagstaff table top and full-scale hazardous materials exercise
    - v. Sedona Siren Test

## Action Items

The Emergency Management Department is currently addressing action items in the following ways:

1. Emergency Management has identified gaps in social media and community outreach use for preparedness information and disaster related information and plans to increase use in FY20.

The Emergency Management Department plans to address action items during the next fiscal year (2019-2020) in the following ways:

1. Emergency Management will develop several committees to help drive emergency management policy in FY20
  - a. Emergency Management Advisory Committee
  - b. Coconino County Regional Training Advisory Committee
2. Emergency Management will identify remote access tools to allow individuals to attend meetings and trainings remotely across the county
3. Emergency Management will increase social media outreach and use for FY20

## Recommendations and Requests to the Board of Supervisors

### Staffing Needs:

- Emergency Management has a limited staff and requires assistance to implement FY19 goals and planned activities. Emergency Management plans to utilize other county departments and other county emergency management programs to implement planned actions. We recognize this kind of strategy is vulnerable to other department priorities..
  - A benefit of having intra-departmental staff participate in Emergency Management related projects is the creation of great communication across the county organization. The intra-departmental staff will learn about emergency management related goals and objectives and can provide valuable input into policy and programs. This cross training of staff will improve the county's overall resiliency.
- In comparison with other emergency management departments across the country, Coconino County has a very robust operational tempo, responding to incidents affecting the County. The Department continues to seek innovative techniques in staffing through creative ways like intra-departmental sharing or through full time staff allocation through standard hiring practices.
  - Coconino County Emergency Management applauds intra-departmental sharing of staffing, and considers this an innovative, efficient, and effective way of utilizing limited staff resources. We recognize the limitations of employing additional staff and view this intra-departmental sharing as a way of increasing emergency

management resources and increasing intra-departmental and county wide resiliency through participation.

### Budgetary Needs:

- Emergency Management has received increases to operational budgets to match the available match grant funding from FEMA, through the State of Arizona. With a geographic size larger than 8 states, Coconino County has an expanded decentralized vulnerability profile. The county experiences significant vulnerability against decentralized hazards and threats like wildfires and drought. Including climate change and continued drought conditions of the short and long term, decentralized hazards like wildfire are more probable and often inevitable.
- Disaster impacts often cause 80% of businesses to never return to the community. Emergency Management represents a communal effort to reduce risk and consequences through policy and action. Through Emergency Management projects and programs, Coconino County can prevent or mitigate the impacts of a disaster, keeping businesses open, and ensuring the survival and success of our community. The cost-effective option to prevent business closure post-disaster is to invest in Emergency Management related programs and projects now.

### Other Resources Needed:

- Emergency Management planning and community resiliency requires county wide buy in from departments, municipalities, and citizens. Emergency Management requests the assistance of all employees and citizens to participate in resiliency through individual actions like:
  1. Individual Preparedness Kits
  2. Emergency Notification sign-ups
  3. Participation in the "Ready, Set, Go" program

Emergency Management continues to work with elected officials and county leadership to ensure policy direction of the department for county preparedness activities including disaster related policy adoption and prioritization of emergency preparedness training and exercises for the community and leadership is in concert with strategic direction of the board and management.

## PUBLIC WORKS

### Public Works Annual Implementation Plan 2018

- In partnership with Central Federal Lands, the County has begun a project to reconstruct Mormon Lake road and address access concerns between pedestrians and vehicle traffic. The project includes the replacement of the asphalt road which has exceeded its' life span. The project also provides for increased safety and business access, as well as provide for multi-modal travel. Construction began in the winter of 2019 and is scheduled to be completed by the winter of the same year.
- The Public Works Department finished the Burris Lane Drainage & Road Improvement Project in the fall of 2018. Funded by Prop. 403, this \$2.4 million project included utility relocation, drainage improvements, pavement rehabilitation and installation of widened shoulders for multimodal use. Through value engineering, the project was able to realize a saving of ~\$300,000.
- Each year Public Works spends approximately \$2 million to conduct chip sealing and other pavement preservation projects on paved County roads. Funded by Prop. 403, pavement preservation treatments such as chip seals and asphalt overlays are typical maintenance practices help the County realize the full life of the asphalt road. Roads in northern Arizona are severely impacted by traffic and some of the nation's most intense freeze/thaw cycles, these treatments help keep moisture from getting under the asphalt surface, which leads to potholes. This spring, the County plans to mill and overlay a 3.4-mile section of the Townsend-Winona road which needs maintenance sooner than planned. Sections of road Slayton Ranch and the Mountaineer access road will also receive similar treatments.
- The engineering portion of the Bellemont Access and Safety Project is scheduled to be completed by May of 2019. This project will address traffic flow and safety issues at the intersection of Transwestern Road, Shadow Mountain Drive and Brannigan Park Road in Bellemont. The project, which will tie into Arizona Department of Transportation (ADOT) right of way, includes the construction of a roundabout, development of an alternative business access and the installation of wider lanes to improve traffic circulation for businesses, travelers and residents.
- Public Works and Parks & Recreation have completed the restoration of the Copeland trail, which provides non-motorized forest access between the western end of Copeland Avenue and the adjacent U.S. Forest Service property. This trail was destroyed by flooding following the 2010 Schultz Fire.
- The Spring Valley Road Drainage Improvement Project is intended to help mitigate drainage issues that occur near the intersection of North Spring Valley Road and Pumpkin Center Road. This project addresses drainage issues which include the road being seasonally flooded. The project includes the installation of culverts and is

scheduled to be constructed in the spring of 2019, pending U.S. Forest Service approval.

- The Coconino County Engineering Design & Construction Manual (last updated in 2004) was outdated and in need of revision to better reflect changes in national and state engineering standards, as well as to keep pace with changes in engineering and construction methodologies and products. The Engineering Design & Construction Manual was vetted through a stakeholder group that included engineering and public agencies and associations. It has also been vetted by the Public Works Engineering staff, Community Development Staff and by the Board of Supervisors. The Engineering Design & Construction Manual was also compared to the work being done on the County Subdivision Ordinance to ensure consistency. Some of the revisions include reference to GIS technology and Traffic Impact Analyses. It also reflects the County's limited ability to fund road maintenance and encourages privately maintained roads as a substitute for County road maintenance. A revision of the County Drainage Manual is now underway.
- Public Works has completed a robust condition survey of all paved County roads. This data has been loaded into the Pavement Management Module of the Lucity software and will help inform decisions in Road Maintenance and Pavement Preservation.

### Public Works Annual Implementation Plan 2019

- The Coconino County Engineering Drainage Manual (last updated in 2001) is outdated and needs to be revised to better reflect changes in national and state engineering standards, as well as to keep pace with changes in engineering and construction methodologies and products. The Engineering Drainage Manual will be vetted through a stakeholder group to include engineering and public agencies and associations. It will also be vetted by the Public Works Engineering staff, Community Development staff and by the Board of Supervisors. Some of the revisions will include reference to Low Impact Developments.
- The Mormon Lake Road improvement project is expected to be under construction through the summer and is scheduled to be completed by the winter of the 2019.
- If budgets allow, a second pavement preservation campaign will be carried out in the fall of 2019 to address the roads that were delayed due to the need to push Townsend-Winona road up on the list.
- In July of 2019, the County will begin the utility relocation phase of the Bellemont Access and Safety Project. The construction phase of this project is scheduled to begin in the summer of 2020.