



## **Community and Economic Development Department**

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### **Memorandum**

**TO:** Citizens Steering Committee

**FROM:** Michael Raber, Senior Planner  
Community and Economic Development Department

**MEETING DATE:** January 7, 2014

**SUBJECT:** January 7, 2014 Steering Committee Agenda

Attached is the agenda for our meeting on Tuesday, January 7, 2014 at 3:00 p.m. in the **Vultee Conference Room** at City Hall. Also attached:

- December 10, 2013 City Council packet information on the new Citizen Engagement Program. On December 10, 2013, the Council approved the new Citizen Engagement Program/Plan in concept. This also includes potential Steering Committee involvement in future input on the progress on Community Plan implementation (Agenda item #4). Staff from the City Manager's office will be available for the discussion.



**CITY COUNCIL  
AGENDA BILL**

**AB 1714  
December 10, 2013  
Regular Business**

**Agenda Item: 9b**

**Proposed Action & Subject:** Discussion/possible action on the new Citizen Engagement Program including: 1) review and approval of the new Citizen Engagement Program Plan and implementation timeline; 2) adoption of an ordinance approving the sunset of certain Commissions; and, 3) adoption of a resolution and ordinance memorializing the City's commitment to citizen engagement.

**Department** City Manager's Office

**Time to Present** 15 minutes

**Total Time for Item** 60 minutes

**Other Council Meetings** AB 1576 - April 23, 2013  
AB 1594 - April 30, 2013  
AB 1612 - May 29, 2013  
AB 1648 - August 14, 2013

**Exhibits**

- A. Citizen Engagement Program Plan Document
- B. Implementation Timeline
- C. Budget Committee Supplement
- D. Ordinance for the Dissolution of Commissions
- E. Resolution for the New Citizen Engagement Ordinance
- F. Citizen Engagement Ordinance

City Attorney Approval	Reviewed 12/2/13. M. Goimarac	<b>Expenditure Required</b>	
		\$ 0	
City Manager's Recommendation	Approve the new Citizen Engagement Program and associated ordinances and resolution.	<b>Amount Budgeted</b>	
		\$ 0	
		Account No. (Description)	N/A
		Finance Approval	<input checked="" type="checkbox"/>

**SUMMARY STATEMENT**

**Background:** As a result of the City Council priority setting that took place during the summer/fall of 2012, the Sedona City Council directed the City Manager to form a small committee of key staff members who currently work closely with boards and commissions to review their roles and responsibilities and to make recommendations on possible elimination, consolidation, or reorganization of these groups.

In April 2013, the staff committee presented alternatives to the commission structure and recommended the sunseting of commissions and the adoption of a new model for citizen

engagement. The City Council requested further staff analysis and additional discussion with the commissioners prior to final decision-making. After additional deliberation, staff presented Council with a revised Citizen Engagement Plan and timeline on August 14, 2013.

At the August meeting, City Council conceptually approved moving forward with the Citizen Engagement Plan, but did not take formal action on the resolution and ordinances sunsetting commissions. They directed the City Manager, Tim Ernster, to put together a work group to further refine the plan and to develop a more specific implementation strategy. In addition to the City Manager, this work group included Brent Bitz, Sustainability Commission Chair; Pam Frazier, Executive Director at the Sedona Center for the Arts; Mike Ward, City Council member; and Paul Friedman, Volunteer Mediator. This group made further modifications to the plan in an effort to better reflect the community's vision of citizen engagement. The revised Sedona Citizen Engagement Plan and implementation timeline are attached as Exhibits A and B. To specifically address citizen engagement as it pertains to the City's budget preparation processes, a separate Budget Committee Supplement was also prepared. That component of the Citizen Engagement Plan is attached as Exhibit C.

Should the City Council approve the Citizen Engagement Plan, an ordinance to dissolve the discretionary commissions is attached as Exhibit D.

Dissolving the Art in Public Places Committee will also require a change to the Land Development Code (LDC). After City Council approval to sunset that Committee, staff will take the LDC change through the Planning & Zoning Commission and back to City Council. This should be the last administrative change, as a result of the sunsetting of commissions, provided the ordinance and resolution are approved on December 10, 2013.

Also included for the City Council's consideration is a Citizen Engagement Ordinance. The City Manager's CEP Work Group is recommending that the City Council adopt this piece of legislation which formally affirms Council's commitment to meaningful citizen participation and validates the new approach to citizen engagement. A resolution for the adoption of the Citizen Engagement Ordinance is included as Exhibit E and the draft ordinance is included as Exhibit F.

The Citizen Engagement Coordinator position was approved in May 2013 and Lauren Browne was hired in September 2013. While the formal CEP Program has not yet been adopted by Council, many new citizen engagement strategies have been pursued in the interim, while the final modifications to the program were being made. These include launching the citizen engagement website; creating citizen engagement-specific city Facebook, Twitter and Instagram accounts; creating the citizen engagement registry and database; reaching out to potential younger audiences like the high school and YMCA; beginning the initial compilation of a case study documenting the City's citizen engagement model; and finalizing the Citizen Engagement Plan.

**Community Plan Compliant:** Yes - No - Not Applicable

**Board/Commission Recommendation:** Applicable - Not Applicable

**Alternative(s):**

**MOTION**

**I move to:** approve of the new Citizen Engagement Program Plan and implementation timeline.

*(After First Reading)*

**I move to:** approve an Ordinance No. 2013-\_\_\_\_, for the dissolution of the Budget Oversight Commission, the Art in Public Places Committee, the Arts and Culture Commission, the Parks and Recreation Commission, the Housing Commission, and the Sustainability Commission.

**I move to:** approve Resolution No. 2013-\_\_\_\_ creating a public record of the terms of the proposed amendments to City Code Title 2, Chapter 2.100.

*(After First Reading)*

**I move to:** approve Ordinance No. 2013-\_\_\_\_ amending the Sedona City Code Title 2, (Administration and Personnel) by adding Chapter 2.100, (Citizen Engagement, Public Participation and Community Collaboration).

## EXECUTIVE SUMMARY

### SEDONA CITIZEN ENGAGEMENT PLAN

**PURPOSES:** Sedona's Citizen Engagement Program (CEP) is intended to:

- Increase the Sedona City government's access to its citizens' ideas and expertise.
- Make information about citizen engagement more transparent, accessible, and interactive for all citizens.
- Engage capable, motivated citizens in actively advancing community projects they care about that will improve their community in a way that is personally meaningful, productive, efficient, and cost-effective.
- Make the system for eliciting, sorting, evaluating, prioritizing, and acting upon citizen initiatives more integrated and effective.
- Improve the collaborative processes among City staff, City Council, and concerned citizens.

The following outline summarizes how community input will be handled:

- 1) **Soliciting Ideas and Issues:** Citizen-generated issues and ideas will be collected by the Citizen Engagement Coordinator, the City staff, and City Council. In addition, Community Plan Advisory Groups (CPAGs) will be formed annually and meet as required to assure progress towards meeting the goals of the Community Plan and to prepare top-priority recommendations to the City Council. The number of CPAGs will be dependent on an as-needed basis.
- 2) **Organizing Ideas and Issues:** These ideas will be organized by the City Manager's Office into three categories—those to be:
  - Addressed immediately by city staff; or
  - Agendized for City Council consideration as soon as possible; or
  - Maintained for consideration by the City Council at its annual prioritization meeting.
- 3) **Prioritizing Ideas and Issues:** The full list of pending ideas and projects and the CPAG recommendations will be submitted to the City Council at their priority-setting retreat to consider and prioritize for inclusion in the City's Annual Work Plan.
- 4) **Implementing Ideas and Issues:** Projects included in the City's Annual Work Plan will be assigned to a lead staff member, with specific objectives, a timeline, and possibly a budget. Whenever a project would benefit from citizen engagement, the appropriate staff member working through the new Citizen Engagement Coordinator will form a Citizen Work Group that will collaborate to help implement the project.
- 5) **Reporting Ideas and Issues:** The Citizen Engagement Coordinator and City Manager will provide quarterly reports to the City Council and the community on

community input and citizen engagement efforts and projects.

- 6) **Periodic Reviews and Annual Evaluation of the Citizen Engagement Plan:** The City Manager will work with the City Council, community and City staff to insure that there is on-going review and evaluation of the CEP. The City Manager will solicit feedback from the community and may convene a small working group to assist in the CEP evaluation. The CEP will be evaluated and modified as needed to insure that it is continuously functioning at the highest level of citizen engagement and creating broad-based opportunities for citizen input and involvement.

**Arts and Culture Coordinator Position:** In addition to the new Citizen Engagement Coordinator position, the Sedona City Council also approved the funding for a new Arts and Culture Coordinator position (link to PD). Similar to the Citizen Engagement Coordinator position, the Arts and Culture position will be overseen by the City Manager's Office. This position will be a liaison to this community on arts and culture issues and will work with the City Council, City Manager and other City staff to address ideas, concerns and opportunities. In addition, this position will oversee the City of Sedona's Arts and Culture programs that include the Artist in the Classroom Program, Mayor Arts Awards Program, City Hall art rotation, roundabout artwork, and Art in Private Development Program. The City of Sedona recently filled the position. Nancy Lattanzi, local area artist, was selected to be the City's first Arts and Culture Coordinator.

**LEGEND OF ACRONYMS:**

**CEC = Citizen Engagement Coordinator**  
**CEP = Citizen Engagement Program**  
**CWG = Citizen Work Group**  
**CPAG = Community Plan Advisory Group**

## SEDONA CITIZEN ENGAGEMENT PROGRAM

The elements of the Citizen Engagement Plan (CEP) are described below:

### 1. SOLICITING IDEAS AND ISSUES

The **Sedona Community Plan** will be the City's overarching guide to its priorities and projects for the next decade. The Community Plan will establish a set of values and describe many projects and tasks categorized by short-term, mid-term, and long-term goals.

Sedona citizens will be invited to identify problems and provide ideas relating to or independent of the Community Plan that they would like the City staff and Council to consider. Topic areas will expand upon existing commission disciplines and could include public safety, public works, etc. All received ideas will be reported back to the City Council. A standard **Citizen Idea Form** will be widely distributed that elicits the information needed to review an idea.

A part-time **Citizen Engagement Coordinator (CEC)** [online version will link to PD] will implement and manage the CEP. These staff positions will have direct access to and oversight by the City Manager and Assistant City Manager.

Many other methods, traditional and innovative, may be used to solicit community input. These include:

- **City Council listening sessions** inviting various constituencies to provide targeted public input directly to the City Council.
- **A town hall, open house, or forum** that is either topical or open to general discussion of City issues (or both).
- Smaller, more focused **roundtables and focus groups** to solicit a deeper level of input and information sharing around specific subjects.
- **One-to-one conferences with individuals and organizations.**
- **Social media** will be used to enable everyone in our community to provide input.
- The **City's website**, which creates an online interactive "go-to" place for community dialogue, similar to the City of Mesa's I-Mesa program.
- **Traditional media outlets** (e.g. newspaper, radio and television stations), to inform, educate, and encourage public dialogue.
- **A partnership with Red Rock High School** and possibly middle schools to engage youth.

### Community Plan Advisory Groups (CPAGs)

The Community Plan serves as the city's core strategic planning document and is intended to be a living document that proactively guides the city's strategic

development through 2022. The priorities of the Community Plan and other major issues that arise will be explored in depth. To accomplish this:

Several months prior to the City Council annual priority-setting meeting, the City Manager working with the Citizen Engagement Coordinator, will meet with the **Community Plan Advisory Groups (CPAGs)**. The number of CPAGs will vary depending on City Council's needs. They may focus on the areas of:

- Arts and culture
- Environment and sustainability
- Community life (to deal with housing, parks and recreation, and other concerns)
- Economic development and tourism

The City Manager may identify other additional focus areas and convene additional advisory groups to focus on Community Plan and/or other issues. For example, the City Manager may convene an advisory group for City management and operations to address issues such as City finances, public works and public safety.

Each CPAG will **assess community affairs** in their area of interest regarding progress toward fulfilling the goals of Community Plan.

Typically, each CPAG will be composed of **citizens** who have demonstrated interest and/or expertise in that area and come from a diverse background to create a well-balanced group. Former commissioners and those on the Citizens Steering Committee for the Community Plan are invited to comprise the inaugural CPAG(s). Thereafter, its makeup will **be comprised of members who are willing to participate for up to two years.**

Interest in CPAG membership will be solicited throughout the year by the Citizen Engagement Coordinator and compiled into a Volunteer Registry. CPAG members are selected annually by the City Manager, a City Council member and three citizens with demonstrated interest and expertise in citizen engagement. This work group also will meet periodically with the CEC to provide on-going feedback and evaluation of the Citizen Engagement Program, and annually to evaluate its overall effectiveness.

Each Community Plan Advisory Group will meet in advance of the City's annual priority-setting session **to seek consensus on a few (1-3) top priority policy matters and particular projects** that they want to recommend strongly for Council consideration. These meetings will be posted in advance for the public to attend. Their recommendations will be concisely summarized and distributed widely.

If needed, one **integrative meeting** will be held among selected representatives from each of the CPAGs to share their groups' recommendations and to suggest ways of integrating items of crossover concern. When this work is accomplished, the work group will disband.

## 2. ORGANIZING IDEAS AND ISSUES

Once community input has been captured, staff will administratively review ideas and potential projects to determine if any are **already being addressed** within another City effort or if they would best **be integrated into other ongoing projects**. They also may provide input on **resource requirements, legal issues**, etc. Once organized, staff will send input along one of **three essential tracks**:

- a. **Immediate resolution/implementation by City staff** on issues and services that fall within the purview of city departments and the current operational budget.
- b. **Immediate consideration by the City Council** for issues and services that that require legislative authority and fall within the *current* budget and staff resources.
- c. **Future consideration at a City Council annual goal prioritization meeting** for ideas that require major policy, funding, and/or staff resources for *future* fiscal year(s).

The Citizen Engagement Coordinator will report back to the members of the CPAGs and to interested citizens as to the disposition of their projects. The CEC will additionally post suggestions and project progress on the City's web page so citizens can easily track where these are in the pipeline.

## 3. PRIORITIZING IDEAS AND ISSUES

The citizen initiatives requiring the City Council's authorization and possible funding will be reviewed at an **annual City Council work session** held in November or December, prior to the commencement of the annual budget process. This will allow City-wide prioritization since all possible work plan items will be considered at one time in relation to one another. The City Council will decide upon the **highest priority items** and incorporate them into an **annual work plan** upon which the annual budget will be based.

The City Council will consider any or all of the following **prioritization guidelines** in order to establish work-plan items:

- Does the project contribute to implementing the Sedona Community Plan?
- Is the project consistent with City strategic plans or priorities (i.e. economic development, arts and culture)?
- Does broad-based support exist from different segments of the community?
- Does the project address a special community need or emergency?
- Do resources (staff, financial, technological) exist to complete a project?

- Does the City have a limited window of opportunity to take advantage of outside funding?
- Are there changes in federal or state law, or other external forces to be considered?

#### 4. IMPLEMENTING IDEAS AND ISSUES

The following steps will be taken to implement the priorities established by the City Council:

A. For each approved project the City Manager will assign a **staff member, specific objectives, and a timeline.**

B. Whenever appropriate, the lead staff member, the Citizen Engagement Coordinator, and volunteer citizens will form a **Citizen Work Group (CWG)** that will collaborate to move the project forward. The size, makeup, and operation of each CWG will vary depending on the project. (For example, it is the City Council's intention to request from time-to-time that a Citizen Work Group be convened to address **specific Budget and Finance issues.**)

Before signing on to participate, CWG volunteers will be **informed about what is expected**, e.g. the time commitment, the kinds of tasks they may be asked to complete (e.g. conduct a survey or write a report), what staff will and will not be able to contribute, and what other resources they will have. Since the CWGs' mission has already been established as a City Council priority with **City resources behind them**, citizens will see **concrete accomplishments** from their participation.

Citizen Work Groups will be **flexible and adaptable**, and members can communicate as often as necessary by multiple sharing vehicles (e.g. *Go-to meetings, Dropbox*)

C. To ensure optimal CWG membership, a detailed **Volunteer Registry** will be created and managed by the Community Engagement Coordinator to serve as a pool from which the City Manager's office can draw from when putting together project teams.

The Registry will be created and maintained through the following steps:

- The Citizens Engagement Coordinator (CEC) will reach out to **current commissioners** and seek their participation in the Registry and the new program.
- The CEC will **reach out to community groups** to inform them about the Citizen Engagement Program and opportunities for citizen participation.
- The CEC will **publicize opportunities for citizen involvement**
- Signing up for the Volunteer Registry will be made as **simple and accessible** as possible using a **Citizen Registry.**

The Citizen Engagement Coordinator is responsible for insuring that there is on-going communication **with all registered volunteers throughout the year**, not just those currently participating in work groups.

## **5. REPORTING IDEAS AND ISSUES**

Information about all of the above kinds of **input** from the community and their **engagement** in carrying out the Council's priorities will be **presented quarterly to the City Council**. The quarterly presentations will provide information and basis for discussion, and give the City Council the opportunity to ask questions and make suggestions about the ideas, issues, and the citizen engagement process.

These quarterly reports will also be housed on **the City's website** for ongoing community access, comment, and feedback.

## **6. PERIODIC REVIEWS AND ANNUAL EVALUATION OF THE CEP**

The City Manager will conduct periodic reviews and evaluations of the CEP to identify potential improvements, needed modifications and new approaches. The City Manager may convene a small working group to assist in this evaluation. The City Manager will provide an annual report to the City Council that will also be posted on the CEP web page to provide an overview of CEP implementation efforts for the given year and any associated changes or improvements.

## **7. RECOGNITION PROGRAM**

The City Manager's office will make it a priority to honor all citizen volunteers annually in order to show their appreciation for their time and dedication. Ways to do this could include:

- Have citizens in the Citizen Work Groups and CPAGs present their ideas and findings to City Council.
- An awards and annual recognition event.
- Appreciation articles in the newspaper.
- Plant trees in the community each year honoring volunteer contributions.
- Implement a Volunteer Caught You Caring Award program which would recognize individual volunteer efforts by inviting fellow volunteers to nominate a person. Could be conducted on a quarterly basis.
- Develop an annual video presentation and post on the City's web site featuring volunteer contributions.
- Create an annual volunteer yearbook to be displayed online that contains volunteers' photographs along with his or her achievements of the year.
- Send out occasional thank you cards to current volunteers thanking them for their service.

- Send an anniversary card to volunteers (past and present) highlighting their year(s) of service and how they made a difference in your organization over the past year.
- Participate in National Volunteer Week activities.
- Initiate a local Volunteer Month in the City via Mayor Proclamation and different activities and public information pieces as a way to thank current volunteers, recruit new volunteers and promote the value of volunteering to the community. For each year, a different volunteer related theme would be adopted.

DRAFT

**MILESTONE IMPLEMENTATION PLAN – NEW SEDONA CITIZEN ENGAGEMENT PROGRAM**

<b>ROW</b>	<b>ACTION DESCRIPTION</b>	<b>TIMEFRAME</b>
1	Development of Initial Citizen Engagement Web Page	Completed
2	Development of Volunteer Registry elements	Completed
3	City Council initial Work Session on Recommended 2014 Work Plan Priorities from Commissions	Completed
4	Launch of Initial Citizen Engagement Web Page & Volunteer Registry	Completed
5	City Council Review/Approval of Refined Citizen Engagement Program & Implementation Timeframe	December 10, 2013
6	First Citizen Working Group (s) formed for City Council Approved 2014 Work Plan Priorities	January 2014
7	Finalization of the Work Plan from the Commissions and Arts Community	January 2014
8	Intensive Public Awareness Campaign for New Citizen Engagement Program (press releases, guest perspective article, Facebook, Twitter, YouTube video, Sedona TV Channel)	January – February 2014
9	Citizen Engagement Coordinator Outreach and Presentations to Homeowners Associations, Service Organizations, Non-Profit Organizations, Business Organizations	February – March
10	Potential Voter Approval of Community Plan	March 2014
11	City Manager Review with City Council of First 90-Days of New Citizen Engagement Program	April 2014
12	Membership invitations sent for Community Plan Advisory Groups	July 2014
13	Community Plan Advisory Groups Meetings	September – November 2014
14	City Council Retreat on Recommended 2015 Work Plan Priorities	December 2014