



CITY OF SEDONA

**Municipal
Sustainability
Plan**

2020



LETTER FROM THE CITY MANAGER

The city of Sedona is committed to providing exemplary municipal services that are consistent with our values, history, culture, and unique beauty. To be successful, we must be sustainable. The Sedona Community Plan sets ambitious goals for sustainability, establishing a vision that Sedona become 'an international model for the successful balancing of environmental protection and human wants and needs'.

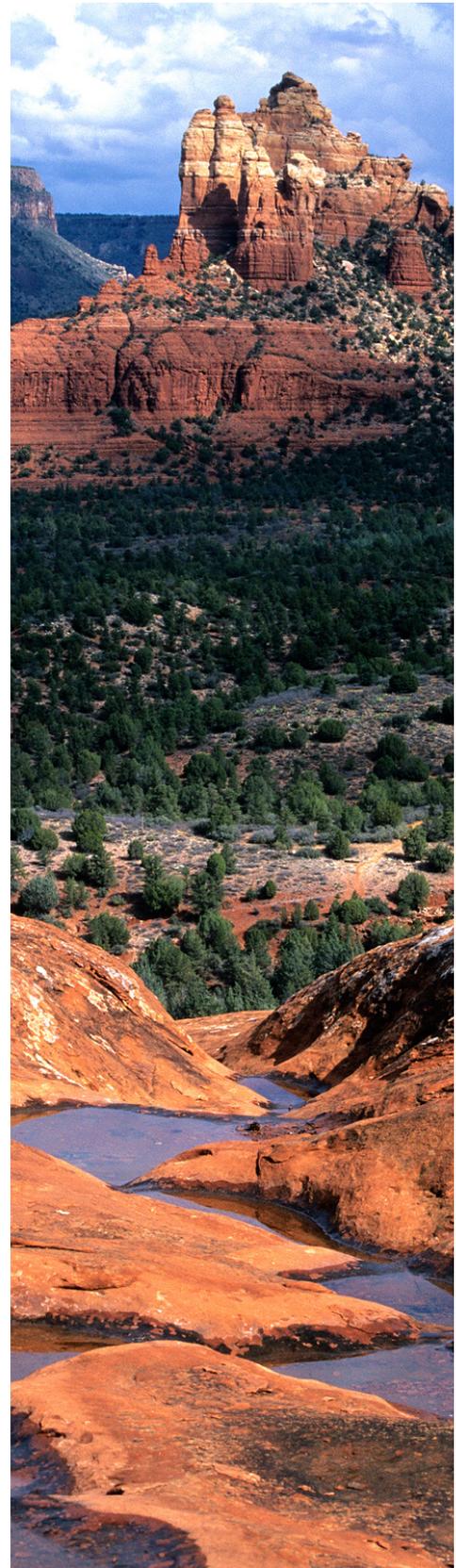
Our first Municipal Sustainability Plan is a commitment to being a leader in sustainability in our community and throughout the region. This Plan outlines steps to address sustainability and resilience in our operations over the next two years. It holds us accountable for living our values.

The Plan sets goals and objectives for improving our organization by reducing consumption, increasing our effectiveness, and enhancing employee retention. We will achieve this through strategies such as electrifying our city fleet, sourcing renewable energy at city facilities, and recycling and composting waste at city events.

We must steward our valuable natural resources and ensure that the city of Sedona is more prosperous in the future.



Justin Clifton
City Manager



ACKNOWLEDGMENTS

We would like to acknowledge the thoughtfulness and commitment of the staff that dedicated their time to contribute to this plan. Thank you!

ADVISORY COMMITTEE

Ali Baxter, *recreation coordinator II*
Lauren Browne, *citizen engagement coordinator*
Warren Campbell, *assistant director of Community Development*
Pam Clark, *helpdesk technician*
Joanne Cook, *human resources specialist*
Stephanie Foley, *lieutenant*
Pete Garcia, *maintenance supervisor*
Roxanne Holland, *wastewater manager*
David Jakim, *records clerk*
McKenzie Jones, *sustainability coordinator*
Cynthia Lovely, *senior planner*
Charlene Penfold, *public works supervisor*
Molly Spangler, *economic development director*
Jessica Tucker, *budget and accounting supervisor*
Lisa Weiler-Parsons, *assistant city attorney*

Special thanks to Darcy Hitchcock with the Sustainability Alliance for providing planning guidance and to the city of Fort Collins, Colorado for generously sharing their Municipal Sustainability Plan framework.

THE PURPOSE OF THE PLAN

The Plan is our guide and commitment to be a sustainable organization. While the city of Sedona has made past efforts towards sustainability, this Plan allows the city to make a formal commitment to addressing sustainability in our operations. Additionally, the focus on climate resilience will prepare our organization for our changing future.

The Plan provides direction over the next two years to advance sustainability efforts and build capacity to:

- **Adapt to a changing climate to ensure city operations and employees are resilient to these changes.**
- **Maximize cost savings opportunities.**
- **Create goals to measure success and progress toward achieving sustainability and resilience.**
- **Provide community leadership in sustainability.**

THE PLANNING PROCESS

To create this Plan, 14 staff from 11 city departments participated in a ten-month process conducted throughout 2019. Staff worked to envision a future within the context of two key challenges for municipal government: fiscal health and staff capacity. The Plan includes several phases:

1. **Defining a vision for a sustainable municipal organization.**
2. **Establishment of goals, objectives, and strategies.**
3. **Development and prioritization of tactics.**
4. **Implementation.**

A VISION FOR A SUSTAINABLE ORGANIZATION

To be a sustainable municipality, our guiding principles are:

- We lead by example.
- We are a resilient organization.
- We evaluate success through a triple bottom line lens – people, planet and prosperity.
- We steward our natural resources for present and future generations.

To advance this vision and follow these principles, the Plan identifies six goals for municipal operations by 2050. The natural resources upon which we all depend – air, water and land – are distributed across goals in many interrelated objectives.



Mayor Sandy Moriarty with the city's first all-electric vehicle.

Triple Bottom Line is a concept that takes into account the full cost of doing business: people (social responsibility), planet (environmental responsibility), and prosperity (monetary responsibility).

GOAL 1. BE RESILIENT

City operations will prepare for and adapt to climate change and disruptive events.

Objective 1.1 City assets, infrastructure and services are resilient.

- **Action 1.1.1** Conduct a vulnerability assessment of critical municipal services and assets.
- **Action 1.1.2** Conduct wildfire risk assessment of city facilities.

Objective 1.2 Build staff capacity to prepare and recover from disruptive events.

- **Action 1.2.1** Update the Emergency Operations Plan.
- **Action 1.2.2** Develop Emergency Action Plans for city departments.

GOAL 2. SUPPORT THRIVING MUNICIPAL LANDS

Our municipal lands will support a healthy ecosystem and be a model for the community.

Objective 2.1 Integrate Low Impact Development practices into city operations.

- **Action 2.1.1** Develop Low Impact Development guidelines for community education and use on municipal projects and properties.
- **Action 2.1.2** Provide staff training on Low Impact Development benefits and best management practices.

Low Impact Development is the use or mimic of natural processes (soil, vegetation) that slow runoff, filter, evaporate or otherwise use stormwater in a sustainable way that protects water quality and the surrounding habitat.

Objective 2.2 Incorporate native landscaping and xeriscaping practices into the management of municipal properties.

- **Action 2.2.1** Create a plant list of perennials to complement the city plant list that includes native and pollinator-friendly plants for community education and use on municipal projects and properties.
- **Action 2.2.2** Provide staff training on the benefits and best management practices for xeriscaping, native plants and pollinator-friendly landscapes.
- **Action 2.2.3** Incorporate plants from the city plant lists into existing and future city projects. Incorporate pollinator-friendly plants into the median of the Uptown Roadway Improvements Project.
- **Action 2.2.4** Inventory and audit city property landscaping.
- **Action 2.2.5** Establish a native plant demonstration garden at City Hall.

Xeriscaping is the process of landscaping or gardening using native, drought-resistant plants to reduce the need for supplemental watering or irrigation.

Objective 2.3 Use Integrated Pest Management (IPM) on all municipal land areas for weeds, diseases and insect management to minimize chemical use.

- **Action 2.3.1** Assess existing city pest management processes for improvement.
- **Action 2.3.2** Conduct public outreach campaign about city's Integrated Pest Management efforts.

Integrated Pest Management (IPM) is an ecosystem-based form of pest prevention and control. IPM uses a variety of techniques including: biological control, habitat manipulation, modification of cultural practices and use of resistant varieties. Pesticide is used only as a last resort. The goal of IPM is to minimize harm to both people and the environment.

Objective 2.4 Manage watersheds, Oak Creek, and tributaries to reduce levels of pollution and enhance ecosystem functions.

- **Action 2.4.1** Implement annual community household hazardous waste and electronics collection.
- **Action 2.4.2** Increase educational canvassing on stormwater pollution.
- **Action 2.4.3** Install additional pet waste stations through the city.

Objective 2.5 Manage exterior lighting to protect Sedona's dark skies.

- **Action 2.5.1** Conduct an audit of municipal exterior lighting to ensure dark sky compliance.

GOAL 3. BE WATER SMART

We will sustainably manage our water resources and lead Arizona in water efficiency.

Objective 3.1 Reduce water use on city property.

- **Action 3.1.1** Establish baseline data to determine outdoor water use and establish targets for reduction.
- **Action 3.1.2** Install low-water irrigation systems on city properties.
- **Action 3.1.3** Seek alternative non-potable water sources for irrigation and municipal uses.

Objective 3.2 Reduce indoor water demand in municipal buildings and facilities.

- **Action 3.2.1** Establish baseline data to determine indoor water use and establish targets for reduction.
 - **Action 3.2.2** Retrofit city facilities with high efficiency (HE) plumbing fixtures and appliances.
 - **Action 3.2.3** Develop water conservation standard for all new plumbing fixtures.
 - **Action 3.2.4** Educate city employees on how they can be water smart.
-

Objective 3.3 Increase water reuse and/or aquifer recharge.

- **Action 3.3.1** Investigate options for increasing water reuse and aquifer recharge.
- **Action 3.3.2** Obtain Type 3 Recycled Water General Permit.

GOAL 4. BE ZERO WASTE

We will responsibly manage goods, products and services throughout their lifecycle to achieve waste prevention and reduction outcomes.

Zero Waste refers to a waste management strategy that rethinks the way products are designed, used, and disposed of (also known as a **product's lifecycle**). The goal of zero waste is to generate little or no waste with a resource recovery rate of at least 90 percent. This includes the responsible production, consumption and reuse of products, thereby preventing waste materials from entering landfills, water and air to preserve both human and environmental health.

Objective 4.1 Maximize the positive social, economic and ecological impacts of city purchases and goods.

- **Action 4.1.1** Adopt a comprehensive sustainable purchasing policy that incorporates triple bottom line thinking in alignment with city sustainability goals.

Objective 4.2 Sustainably utilize products and services to increase product longevity and reduce municipal consumption.

- **Action 4.2.1** Establish baseline data to determine paper use and establish targets for reduction.

Objective 4.3 Reduce disposable waste in city operations.

- **Action 4.3.1** Implement waste reduction and recycling at all city facilities and operations.
- **Action 4.3.2** Establish baseline data to determine recycling diversion and establish targets for increased diversion.
- **Action 4.3.3** Implement composting for green waste collected throughout municipal operations.
- **Action 4.3.4** Update the Special Events contract to incorporate waste reduction strategies.
- **Action 4.3.5** Provide recycling and compost service at all major city-hosted events.
- **Action 4.3.6** Expand water bottle refill station infrastructure in public facilities.
- **Action 4.3.7** Research potential reuse of biosolids.
- **Action 4.3.8** Explore regional collaboration on biosolids diversion.

GOAL 5. BE CARBON NEUTRAL

Our transportation systems, energy production and facilities will lead in sustainable performance and resource efficiency.

Objective 5.1 Reduce emissions associated with city transportation systems and equipment.

- **Action 5.1.1** Establish baseline data to determine fuel use and establish targets for reduction.
- **Action 5.1.2** Develop a Green Fleet policy.
- **Action 5.1.3** Identify high priority vehicles for replacement in fiscal year 2020/2021.
- **Action 5.1.4** Conduct employee commute survey to identify emissions associated with employee commutes.

Carbon Neutrality refers to achieving net zero carbon emissions through the balance of measured carbon released and carbon removed (sequestered or offset).

- **Action 5.1.5** Incorporate covered bike parking in City Hall carport remodel.
- **Action 5.1.6** Develop a pool bike fleet for city staff use.

Objective 5.2 Increase efficiency of city energy systems and sourcing of renewable energy.

- **Action 5.2.1** Establish baseline data for renewable energy generation and establish targets for generation.
- **Action 5.2.2** Identify opportunities for on-site solar on municipal properties.
- **Action 5.2.3** Release Request for Proposals for solar on City Hall.
- **Action 5.2.4** Conduct phase two of MidState Energy retrofits.
- **Action 5.2.5** Conduct an energy audit of City Hall's thermal envelope including weather seals of doors and windows.

Objective 5.3 Transition city facilities towards carbon neutrality.

- **Action 5.3.1** Conduct municipal greenhouse gas inventory and establish targets for reduction and neutrality.
- **Action 5.3.2** Develop sustainable design standards for new municipal buildings.

GOAL 6. BE A HEALTHY WORKPLACE

The city will continue to build upon being a high performing and resilient organization that has a culture of operational sustainability.

Objective 6.1 Adopt policies that support and foster healthy and engaged employees.

- **Action 6.1.1** Implement regular Employee Retention Team meetings and incorporate additional front-line staff.
- **Action 6.1.2** Evaluate policies related to flexible scheduling, exercise and fitness, community volunteering, tuition assistance, remote work, parental leave, and employee housing.

-
- **Action 6.1.3** Conduct annual employee surveys.
 - **Action 6.1.4** Develop a buddy program for new city employees in the on-boarding process.

Objective 6.2 Adopt policies that support and foster equity, diversity and inclusion.

- **Action 6.2.1** Review existing policies to identify existing barriers to equity, diversity and inclusion.

Objective 6.3 Create an organizational culture of sustainability.

- **Action 6.3.1** Implement a sustainability award for employee leadership.
- **Action 6.3.2** Develop a sustainability welcome packet for new employees.
- **Action 6.3.3** Conduct an annual educational workshop to educate city employees on progress made in the Plan.

IMPLEMENTATION

With assistance with the sustainability coordinator, city staff throughout the organization in goal-specific work groups will develop implementation plans for each goal as well as measure and monitor success. Annually a tactical plan will be developed based on priorities and budget. The Plan will be updated every two years and reporting will occur annually at the end of the fiscal year. The Advisory Committee will reconvene in November of each year to determine budget requests. Staff will utilize a variety of tactics to educate employees and residents about progress on the Plan including social media updates, news articles and Lunch 'n' Learns.

MONITORING SUCCESS

The Plan has identified six goals that have related objectives and actions. If actions are successfully implemented, objectives will be achieved and goals will be reached. To evaluate whether an objective has been accomplished, the city will need to track key performance data and align the data with numerical targets. In many cases, these data are already tracked as city-wide performance metrics as part of the budget process. The data that are tracked may directly measure the performance of an objective but in many cases, this may not be possible. In these cases, staff can look to the actions supporting the objective and track their outcomes (e.g. gallons of water saved by implementing water-efficient technology) or related outputs/activities (e.g. acres of city land managed with water efficiency best practices).

APPENDIX A: GLOSSARY OF TERMS

- **Triple Bottom Line:** The three things all businesses should be concerned with are profit (monetary responsibility), people (social responsibility) and planet (environmental responsibility). Together, these things take into account the full cost of doing business. (University of Wisconsin, Sustainable Development)
- **Low Impact Development:** A land planning approach that manages stormwater runoff through the use or mimic of natural processes (soil, vegetation) that slow runoff, filter, evaporate or otherwise use stormwater in a sustainable way that protects water quality and the surround habitat. (EPA)
- **Xeriscaping:** The process of landscaping or gardening using native, drought-resistant plants to reduce the need for supplemental watering or irrigation. (Merriam-Webster)
- **Integrated Pest Management (IPM):** An ecosystem-based for of pest prevention and control. IPM uses a variety of techniques, including: biological control, habitat manipulation, modification of cultural practices and use of resistant varieties. Pesticide is used only as a last resort. The goal of IPM is to minimize harm to both people and the environment. (University of California Agriculture & Natural Resources)
- **Zero Waste:** A waste management strategy that rethinks the way products are designed, used and disposed of (also known as a product's lifecycle). The goal of zero waste is to generate little or no waste with a resource recovery rate of at least 90 percent. This includes the responsible production, consumption, and reuse of products, thereby preventing waste materials from entering landfills, water, and air to preserve both human and environmental health. (EPA)
- **Carbon Neutrality:** Achieving net zero carbon emissions through the balance of measured carbon released and carbon removed (sequestered or offset). (United Nations)

APPENDIX B: PLAN WORK GROUPS

- **Resiliency:** Joanne Cook, Jessica Tucker, Katie Johnson, Robert Pickels, Ali Baxter, Charles Husted and Megan McRae
- **Healthy Lands:** Cynthia Lovely, David Peck, Ryan Hayes and Larry Farhat
- **Water Smart:** Robert Maskulka, Roger Rosell, Larry Farhat, Mike Atwater and Ron Miller
- **Zero Waste:** David Jakim, Ali Baxter, Jessica Tucker, Pam Clark and Wayne Butler
- **Carbon Neutral:** Warren Campbell, Steve Mertes, Travis Zellner, Robert Maskulka and Charlene Penfold
- **Healthy Workplace:** Ali Baxter, Robert Pickels, Warren Campbell, Molly Spangler, Brenda Tammarine, Roxanne Wessel and Heidi Videto