mesa·az
OFFICE OF THE CITY CLERK

COUNCIL MINUTES

February 11, 2016

The City Council of the City of Mesa met in a Study Session in the lower level meeting room of the Council Chambers, 57 East 1st Street, on February 11, 2016 at 7:30 a.m.

COUNCIL PRESENT	COUNCIL ABSENT	OFFICERS PRESENT
John Giles	None	Christopher Brady
Alex Finter		Jim Smith
Christopher Glover		Dee Ann Mickelsen
Dennis Kavanaugh		
David Luna		
Dave Richins		
Kevin Thompson		

1-a. Hear a presentation and discuss an update related to Veterans Initiatives and Partnerships.

Deputy City Manager Natalie Lewis displayed a PowerPoint presentation **(See Attachment 1)** and provided an overview of the City of Mesa's effort with respect to veteran homelessness and the importance of broadening its message to the entire community.

Ms. Lewis reported that for the past five years, the City of Mesa has participated in the Veterans Affairs Supportive Housing (VASH) program, which is designed to provide housing vouchers for homeless veterans in the community. She explained that in March of 2015, Mayor Giles joined a nationwide "Mayors Challenge to End Veteran Homelessness" to promote such efforts. She stated that Mayor Giles appointed Councilmembers Glover and Thompson, who formed the "Housing Our Heroes" task force. She noted that the City and the Councilmembers enlisted the help of various agencies and businesses to share information and collaborate in this regard.

Ms. Lewis remarked that the task force focused on several key areas as follows:

- Identify the homeless veterans
- Implement a "housing first" model, meaning first place the veterans in a stable and safe environment and then provide supportive services for those individuals
- Identify the correct intervention for each veteran
- Seek to maximize federal, state and local resources
- Take a long-term approach with the program

Ms. Lewis expressed appreciation to all of the partners who have worked alongside City staff regarding this important issue. (See Page 4 of Attachment 1) She pointed out that in the past, the various organizations worked independently of each other, but noted that with the formation

of the task force, the combined resources of the individual entities have garnered increased efficiencies and a more effective delivery of services.

Ms. Lewis further remarked that since the inception of the City's voucher program, 138 homeless veterans have been identified, 70 of whom were housed in 2015 and an additional 11 thus far this year. She noted that although the major focus of the task force is to address homeless veterans in Mesa, it is also expanding its efforts on a regional basis. She added that the task force and its partners have hosted certain fundraising events, such as the Veterans Benefit Concert, and will continue to do so in the future.

Ms. Lewis commented that in an effort to create more awareness of the VASH program, the task force and its partners propose to reach out to Mesa's landlords and encourage them to participate in the voucher program. She explained that several staff members and partners have participated and/or will participate in training related to the military culture and what occurs when veterans transition from the military back to civilian life. She said that she was hopeful that such training would assist many individuals in the community to serve as "navigators" in order to identify homeless veterans and direct them to the appropriate programs and services.

Ms. Lewis, in addition, reported that Arlen Westling, Director of Paz de Cristo, has been selected to lead a smaller core team that would meet on a more frequent basis; work to transition more homeless veterans through Mesa's VASH program; and the larger task force would meet on a quarterly basis to maintain coordination.

Discussion ensued relative to Vets on Patrol, a group of former veterans who have come to Mesa to assist veterans; that the City has reached out to the group to collaborate with the task force, but has not received any response; and that the group has been camping in an urban area, which has created issues from a code enforcement and possible policing perspectives.

Mr. Westling addressed the Council and reported that Paz de Cristo was invited to participate in the task force since it is probably the only East Valley organization that serves an evening meal daily to the needy and homeless. He explained that in the last two months, more than 202 veterans have visited the center for a meal, 85 of whom are homeless and 40 who the organization is helping to find safe and stable housing. He introduced Randy Sweth, a homeless veteran for a number of years, who came to Paz de Cristo and was able to qualify for the VASH voucher program.

Mr. Sweth briefly recounted his experience as a homeless veteran and the sequence of events which led him to be accepted into the VASH program, find housing and secure a part-time job at Paz de Cristo. He stated that through the Veterans Administration (VA), he was assigned a social worker and peer support specialist who have provided him the necessary support that he needs. He expressed gratitude for the opportunity to better his life and added that the VASH program has been a wonderful experience.

Sally Harrison, President and CEO of the Mesa Chamber of Commerce, introduced Drew Trojanowski, who serves as Coordinator of the Mesa Veterans Program at the Chamber.

Mr. Trojanowksi provided an extensive overview of his efforts and research to create the Chamber's Mesa Veterans Program, which complements the City's Housing Our Heroes model. He reported that although many organizations in the community would like to connect and assist the veteran population, in general, an effective coordinated strategy is lacking. He stated that a

key component of the program was how to leverage the Chamber partners in an effort to address a wide range of needs, such as workforce and education.

Mr. Trojanowski explained that in conducting research for the program, he learned that it was essential to develop an understanding of the veteran programs that currently exist in Mesa and the East Valley; assess how the Mesa Veterans Program could serve the business community, with the Chamber's mission and vision in mind; and become familiar with the larger state and federal programs that currently exist and determine whether they could play a role with respect to the Mesa Veterans Program.

Mr. Trojanowski, in addition, discussed potential workforce development tools, such as apprenticeships and on-the-job training, that would add value to local businesses and enable the veterans to find employment. He explained that more than ten industry and business partners have reached out to the Chamber and expressed interest in participating in those programs. He stated that the program, in addition, would require a commitment from other partners, such as the East Valley Institute of Technology (EVIT), Mesa Community College (MCC) and the Arizona Department of Economic Security (DES). He added that with respect to licensing and credentialing, companies will pay for veterans to receive technical knowledge, which will enable them to find jobs in the civilian workforce.

Mr. Trojanowski further highlighted the federal government's Work Opportunity Tax Credit. He indicated that the program, which is frequently underutilized, allows employers to hire veterans and receive a tax credit. He said that the Chamber intends to explore this option to be included as part of the Mesa Veterans Program.

Mr. Trojanowski and Ms. Harrison cited examples of the way in which the Chamber and its partners have been able to assist veterans in recent months.

Mr. Trojanowski concluded his remarks by noting that with the City's Housing for Heroes Program and the Chamber's Mesa Veterans Program, the next step in the process would be to identify and develop supplemental programming to prevent any gaps in services for the veteran population. He also stressed the importance of the Chamber expanding and strengthening its partnerships in this program.

Mayor Giles commented that he was pleased to see that the efforts to end veteran homelessness are not the exclusive role of City government, but rather a partnership between the Chamber, the business community and various nonprofit organizations.

Ms. Harrison pointed out that two new businesses joined the Chamber recently so that they could participate in the Mesa Veterans Program.

Responding to a question from Mayor Giles, Ms. Lewis clarified that the City has entered into Intergovernmental Agreements (IGAs) with Maricopa County, Chandler, Gilbert and Queen Creek. She explained that what that means is that if Mesa has extra VASH vouchers, the City can work with the other governmental agencies to bring their homeless veterans into the program. She explained that this enables those individuals to live in the community of their choice and where their support groups are located. She added that Senators John McCain and Jeff Flake, as well as Representative Kyrsten Sinema have encouraged the City to broaden the program on a regional basis.

Mayor Giles stated that he appreciated the regional approach, which allows homeless veterans to choose the community in which they prefer to live and does not limit them to only reside in Mesa.

Additional discussion ensued relative to staff's efforts to assist the homeless veterans with respect to the screening criteria required by potential landlords; the concept of the MARC Center serving as an intermediary entity between the City and the Chamber to provide additional resources and services to the homeless; and that the City has a dedicated website, Housing Our Heroes.org, which provides information with regard to the voucher program

Mayor Giles urged everyone in the community who was aware of homeless veterans to refer those individuals to the City of Mesa so that they can receive the appropriate services they need. He also thanked everyone who has devoted their time and effort to this important initiative.

1-b. Hear a presentation and discuss an update on the progress of What Works Cities three priorities: Increase Prosperity; Transform Neighborhoods; and Downtown Vibrancy.

Special Projects Manager Niel Curley displayed a PowerPoint presentation **(See Attachment 2)** and provided a brief overview of the What Works Cities initiative. He stated that in July 2015, Mesa was selected as one of eight cities to participate in the initiative, which is funded by Bloomberg Philanthropies.

Mr. Curley reported that the goal of What Works Cities is to work with communities across the country to enhance the use of data and an evidence-based, decision-making model. He explained that What Works Cities has partnered with a number of entities that are available to assist the communities at no cost. (See Page 3 of Attachment 2) He noted that the City of Mesa has been involved with the Sunlight Foundation, the Center for Government Excellence at Johns Hopkins University and Results for America in an effort to apply data and analytics to Citywide priorities.

Mr. Curley remarked that in working with the consultants, the City has developed a plan to model a performance management system based on the current MesaStat model, as well as other successful models nationwide. He further commented that the performance management program was paired with an open data component, which will house the data relevant toward tracking the progress of such priorities.

Mr. Curley stated that in a previous presentation to the Council, staff identified three priority areas to develop a model of evidence-based, decision making through the use of data as follows:

- Increase the prosperity of Mesa residents
- Transform Mesa neighborhoods
- Create a vibrant downtown

Mr. Curley, in addition, commented that staff from various City departments have been assigned to three teams to work on the above-listed priority areas.

Mr. Curley displayed a number of charts illustrating the three priority areas, outcomes and key performance indicators, as well as various graphs highlighting the key performance indicators for the respective priorities. (See Pages 6 through 15 of Attachment 2) He explained that the

indicators provide a framework for staff to move forward in order to track and measure results. He added that staff would continue to prepare the data and launch an open data portal in the future with this information.

Mr. Curley indicated that in December of last year, What Works Cities announced that an additional 13 cities will participate in the initiative. (See Page 15 of Attachment 2) He said that Mesa will have access to the data from the peer communities in order to assess what processes and policies have been successfully implemented in those communities.

Vice Mayor Kavanaugh expressed pride that the City of Mesa was participating in this initiative. He pointed out that the National League of Cities (NLC) Advisory Council, on which he serves, has taken on the task of supporting and promoting cities to engage in a data-driven approach with respect to City management and making such information accessible to the public.

Responding to a question from Councilmember Luna, Mr. Curley clarified that with respect to the community engagement component of this process, staff intends to solicit feedback from members of the community and other stakeholders, such as the Downtown Mesa Association (DMA) and the Neighborhood Economic Development Corporation (NEDCO). He added that staff would be happy to consider Councilmember Luna's suggestion of conducting a survey of residents and taking a qualitative approach with respect to this process.

In response to a question from Mayor Giles, Mr. Curley stated that he would anticipate that an open data portal would be available for citizens to view within the next three to four months.

City Manager Christopher Brady pointed out that certain data, such as crime statistics, was already available to the community. He assured everyone that staff was not holding back with respect to releasing data, but rather taking the data that is in different forms and systems and converting it into a presentation that can be downloaded and viewed.

Mr. Brady further commented that once Mesa's data is made available to the public, the City will look to community groups, school districts and other agencies to share their data with the community.

Mayor Giles stated that in his opinion, "just dumping data on the community is not revealing anything about City government." He suggested that what is more important is having dashboards that include key indicators to reflect in what direction the City is headed with respect to certain issues. He further remarked that the school district, as compared to City government, is much more aware of certain aspects of the community and noted that it was not engaged in the What Works Cities initiative.

Mr. Curley assured Mayor Giles that staff has already met with a representative of Mesa Public Schools (MPS) in this regard. He reiterated that staff intends to bring in other external stakeholders in an effort to collect additional data that can be shared with the public.

Mayor Giles stated that as a good faith effort to the community, he would prefer that staff launch whatever data was currently available to the public.

Mr. Curley clarified that the open data portal would include a link so that citizens could suggest a data set and provide feedback if certain data is missing that they would like to see included. He also remarked that staff has been spending a great deal of time working with the consultants on the metadata (the data behind the data), in order to explain the information in a meaningful

way for the public.

Discussion ensued relative to the fact that Mesa will collect data from the peer cities in order to benchmark and assess how it compares to those communities (i.e., education, downtown revitalization); and that staff would include Mesa Community College (MCC) as an external stakeholder to provide feedback with respect to the matter of higher education attainment.

Mayor Giles stated that What Works Cities is an opportunity for the City to fundamentally change the way in which it operates as an organization. He noted that although he endorses the three priorities, he suggested that perhaps the Council should consider whether these items are the key indicators they want on the Council dashboard or, in the alternative, is there other information that would be more meaningful to provide a better understanding of how the City is performing.

Councilmember Richins commented that his only concern with dashboards and lean boards is that individuals can forget to focus on the policies and hard work that it will take to change them. He added those items are effective tools, but should be used with caution.

Mayor Giles thanked Mr. Curley for the informative presentation.

1-c. Hear a presentation, discuss and provide direction on the existing Mayor & Council Strategic Plan Initiatives and future Strategic Priorities and the projects and priorities to support the Initiatives and Priorities.

Mayor Giles stated that typically, the Council meets on an annual basis to conduct a Strategic Planning session and, with the assistance of a facilitator, discusses their goals and priorities. He explained that this year, staff met internally with the Council to consider a different approach in addressing the Strategic Plan initiatives and possibly incorporating some of the previously mentioned ideas from the What Works Cities initiative or other ways in which to improve that process.

Mayor Giles commented that this item is on today's agenda not to conduct the meeting, but rather to solicit feedback from his fellow Councilmembers with respect to moving forward in this process. He noted that he and City Manager Christopher Brady met with each of the Councilmembers seeking their input concerning their priorities. **(See Attachment 3)**

The Mayor and the Council offered their comments and input as follows:

Mayor Giles:

- He would like to see the Council embrace the What Works Cities model, which would assist the City as an organization to become centered on performance and identify certain areas that the Council would like to measure.
- He highlighted various priorities (sustainable economy, workforce development, placemaking, public safety) and associated indicator examples that he was interested in addressing. (See Page 2 of Attachment 3)
- He suggested that the Council schedule several meetings, or perhaps break into smaller committees, to discuss and consider the above-listed priorities and/or other items; collect data; and determine whether to establish goals to change those priorities.
- Since several Councilmembers' terms expire in January 2017, it might be appropriate for the Council to focus on "a checklist" of projects/programs that those individuals

would like to see completed before they leave office. (This option could be implemented instead of the broader approach or in addition to setting strategic priorities.)

Vice Mayor Kavanaugh:

- He would prefer that the Council take a combination approach, which includes considering major priorities and also obtaining input from the individual Councilmembers with respect to what issues are important to them, whether it be on a Citywide basis or just specific projects. Such discussion would assist him during the upcoming budget discussions.

Councilmember Luna:

- He would like his colleagues to share some commonalities in their own districts with respect to issues such as sustainable economy, workforce development, placemaking and public safety. (As listed on Page 2 of Attachment 3)
- He would welcome his fellow Councilmembers to discuss specific issues of interest, as well as to educate the Council with regard to what is occurring in their respective districts.

Mayor Giles thanked Mr. Brady for his efforts and hard work in incorporating the Council's comments and goals into the document identified as Attachment 3. He stated that he would be happy to take the document and create a proposed agenda, which would then be reviewed by the Council for their input and feedback prior to the meeting. He suggested that the Strategic Planning meeting could last one day or perhaps extend over a period of several days.

Mayor Giles remarked, by way of example, that several years ago during the Strategic Planning meeting, the Council adopted a goal of 2,500 new housing units in downtown Mesa. He explained that he was not convinced that number was based on good data. He stated that he would like City staff to meet with real estate developers and restaurateurs in an effort to solicit feedback concerning what it would take for Mesa to have a healthy downtown area, how many additional housing units would be needed, and what type of housing stock would be appropriate. He suggested that collecting such data would be helpful to him when developers bring housing proposals to the City for consideration.

Councilmember Thompson:

- He concurred with the comments of his fellow Councilmembers.
- He would hope that the Council would develop a joint vision for the future of Mesa and determine what steps are necessary in order to achieve those goals.

Councilmember Glover:

- He concurred with Councilmember Thompson's remarks that it was imperative that the Council articulate a vision for Mesa's future, as well as establish goals in order to attain that vision.
- He noted that he compiled a significant number of goals for District 4, some of which are district specific, but many that are City oriented. (See Pages 5 through 14 of Attachment 3)

Mayor Giles thanked everyone for their input. He stated that pending no objections from the Council, he would suggest that he prepare a "skeleton" of a Strategic Plan that would suggest specific areas in which the Council would like to be provided base numbers; that the research would be data driven, based on a measurable place now and the Council could adopt a measurable place they want to go; and that such data could be turned into a dashboard report that the Council could view on a regular basis to assess whether the City is trending in the right direction, making progress, or standing still with respect to goals or priorities of which the Council would like to make improvements.

Councilmember Glover commented that he would recommend that such efforts happen sooner rather than later so that the Councilmembers whose terms will expire soon would have an active voice in the process.

Mr. Brady suggested that it might be appropriate for staff to group the various priorities outlined in Attachment 3. He stated that during the upcoming budget presentations in March and April, staff could provide the data that is currently available associated with such priorities, after which time the Council could direct staff to obtain different types of information and what to benchmark against.

Mayor Giles reiterated that he would go ahead and prepare the document he previously discussed. He stated that it might have some relevance during the budget discussions with respect to possible goal setting. He added that at the conclusion of the budget process, the Council could begin a more formal Strategic Planning process.

Mayor Giles thanked staff for their efforts and hard work in this regard.

1-d. Hear a presentation and discuss the City's current organizational and reporting structure.

City Manager Christopher Brady stated that the Council was provided a copy of the City's current organizational chart, which is a very traditional approach for local government. **(See Attachment 4)**

Mr. Brady explained that the chart reflects the Charter positions reporting to the Mayor and City Council; various managers and directors report directly to the City Manager; two Assistant City Managers have significant responsibilities with regard to a variety of operational categories throughout the organization; the Deputy City Managers have both special projects and direct reports of other key departments; and that the Chief Financial Officer and Chief Innovation Officer positions are functional as well as supervisory.

In response to a question from Councilmember Finter, Mr. Brady clarified that it has been some time since the Public Information and Communications Director has reported directly to the City Manager. He explained that the department not only interfaces with the media, but also performs event planning and is in charge of logistical responsibilities. He stated that the logistical responsibilities are often coordinated through one of the Assistant City Managers, whose direct reports include the Police Department and the Fire and Medical Department.

Mayor Giles thanked Mr. Brady for the update.

2. Information pertaining to the current Job Order Contracting projects.

(This item was not discussed by the Council.)

3. Hear reports on meetings and/or conferences attended.

There were no reports on meetings and/or conferences attended.

4. Scheduling of meetings and general information.

City Manager Christopher Brady stated that the schedule of meetings is as follows:

Saturday, February 13, 2016, 5:00 p.m. – Mesa Feastival Forest at Pioneer Park

Thursday, February 18, 2016, 7:30 a.m. – Study Session

5. Adjournment.

Without objection, the Study Session adjourned at 8:47 a.m.

JOHN GILES, MAYOR

ATTEST:

DEE ANN MICKELSEN, CITY CLERK

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Study Session of the City Council of Mesa, Arizona, held on the 11th day of February, 2016. I further certify that the meeting was duly called and held and that a quorum was present.

DEE ANN MICKELSEN, CITY CLERK

pag
(attachments - 4)

VETERANS INITIATIVES UPDATE

MESA CITY COUNCIL STUDY SESSION

FEBRUARY 11, 2016

mesa chamber

HOUSING OUR HEROES

TODAY'S PRESENTATION

MESA HOUSING OUR HEROES

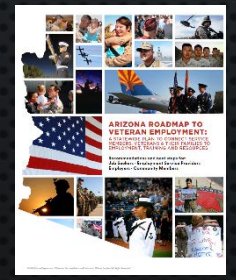
MESA VETERANS PROGRAM

MAYOR'S CHALLENGE & HOUSING OUR HEROES

- MARCH 2015: JOINED NATIONWIDE "MAYOR'S CHALLENGE"
- APRIL 2015: COUNCILMEMBERS CHRIS GLOVER AND KEVIN THOMPSON FORMED "HOUSING OUR HEROES TASK FORCE."
  - ID HOMELESS VETS
  - HOUSING FIRST MODEL
  - RIGHT INTERVENTION
  - MAXIMIZE LOCAL, STATE AND FEDERAL RESOURCES
  - LONG-TERM, SUSTAINED APPROACH

HOUSING OUR HEROES

THANKS TO OUR PARTNERS!



RESULTS

- In total– Close to 70 housed in 2015; 11 more completed thus far in 2016.
- Collaboration and System Definition
- Identifying homeless veterans in Mesa
- Fundraising
- Connections

HOUSING OUR HEROES

NEXT

- Awareness; fundraising
- Landlord outreach and collaboration
- Explore developer interest/Connections
- Everyone is a "navigator" approach
- Core team– Sustained, Mesa COMMUNITY Focus and Success Stories

HOUSING OUR HEROES

MESA VETERANS PROGRAM

A program of the Mesa Chamber of Commerce

MesaVeteransProgram.com

MESA VETERANS PROGRAM

COMPLEMENTING HOUSING OUR HEROES

- CHAMBER OF COMMERCE IDENTIFIES A NEED IN THE COMMUNITY AND CULTIVATES A RESPONSE.
  - PARTNERING WITH THE CITY WHOSE EFFORTS ARE MITIGATING THE VETERAN HOMELESS POPULATION.
  - RECOGNIZING THE LARGE COMMUNITY DESIRE TO CONNECT AND ASSIST THE VETERAN POPULATION, AND THE LACK OF AN EFFECTIVELY COORDINATED STRATEGY.
- DETERMINES TO BUILD OUT AN EFFECTIVE PROGRAM THAT CAN LEVERAGE ALL THE CHAMBER PARTNERS TO ADDRESS A SPECTRUM OF NEEDS; TO INCLUDE WORKFORCE AND EDUCATION.

MVP
MESA VETERANS PROGRAM
A program of the Mesa Chamber of Commerce
MesaVeteransProgram.com

UNDERSTANDING THE LANDSCAPE

- DEVELOP A THOROUGH UNDERSTANDING OF THE VETERANS PROGRAMS THAT CURRENTLY EXIST IN MESA AND EAST VALLEY.
- WITH THE CHAMBER'S MISSION AND VISION IN MIND, HOW CAN THIS PROGRAM SERVICE THE BUSINESS COMMUNITY.
- WHAT ARE THE LARGER STATE AND FEDERAL PROGRAMS THAT EXIST IN THIS SPACE, HOW DO THEY HAVE A ROLE?

MESA VETERANS PROGRAM
A program of the Mesa Chamber of Commerce
MesaVeteransProgram.com

CURRENT IMPLEMENTATION

WORKFORCE DEVELOPMENT TOOL, VALUE ADDED TO INDUSTRY

- APPRENTICESHIPS AND ON-THE-JOB TRAINING
- LICENSING AND CREDENTIALING
- WORK OPPORTUNITY TAX CREDIT
- OUTREACH AND PARTNER FACILITATION
  - NEW LEAF, EVIT, MCCC, DES, DVS
- MODEL FOR OTHER CITIES

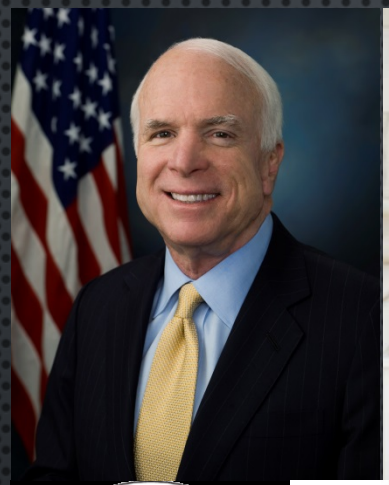
MESA VETERANS PROGRAM
A program of the Mesa Chamber of Commerce
MesaVeteransProgram.com

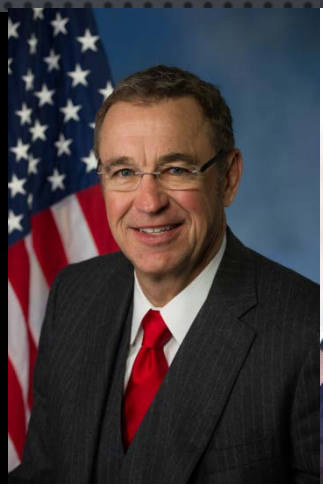
MOVING FORWARD

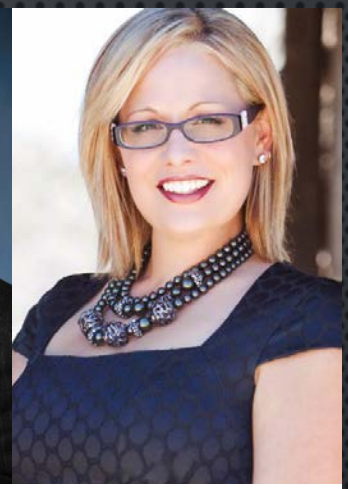
- TRANSITION SPACE
  - PROGRAMS REPRESENT TWO SIDES OF THE SPECTRUM. NEED TO IDENTIFY AND DEVELOP SUPPLEMENTAL INTERSTITIAL PROGRAMMING
- CONTINUE TO EXPAND AND STRENGTHEN PARTNERSHIPS
- REPORTING ON AND DEVELOPING EXISTING PILOT PROGRAMS

MESA VETERANS PROGRAM
A program of the Mesa Chamber of Commerce
MesaVeteransProgram.com

THANKS TO OUR PROGRAM PARTNERS!







THE SPIRIT OF ENTERPRISE · U.S. CHAMBER OF COMMERCE

DEPARTMENT OF LABOR · UNITED STATES OF AMERICA

DEPARTMENT OF VETERANS AFFAIRS · UNITED STATES OF AMERICA

GREAT SEAL OF THE STATE OF ARIZONA · DITAT DEUS · 1912

ARIZONA STATE UNIVERSITY · 1885

Arizona Department of Veterans' Services

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DEPARTMENT OF ECONOMIC SECURITY
Your Partner For A Stronger Arizona

ARIZONA COALITION FOR MILITARY FAMILIES
BUILDING SUPPORT FOR ALL WHO SERVE

MARICOPA COMMUNITY COLLEGES®

BOEING TOP ACES

VETERANS INITIATIVES UPDATE

MESA CITY COUNCIL STUDY SESSION

FEBRUARY 11, 2016

mesa chamber

HOUSING OUR HEROES

What Works Cities

Bloomberg Philanthropies

mesa.az

To ELEVATE and accelerate cities' use of data and evidence to engage citizens, make government more effective (**do what works**), and improve people's lives.

PARTNERS

HARVARD Kennedy School
Government Performance Lab

JOHNS HOPKINS
UNIVERSITY

THE
BEHAVIORAL
INSIGHTS TEAM

RESULTS
FOR AMERICA

SUNLIGHT
FOUNDATION

MESA'S FOCUS

Inform city on impact of policies/strategies on citywide strategic goals

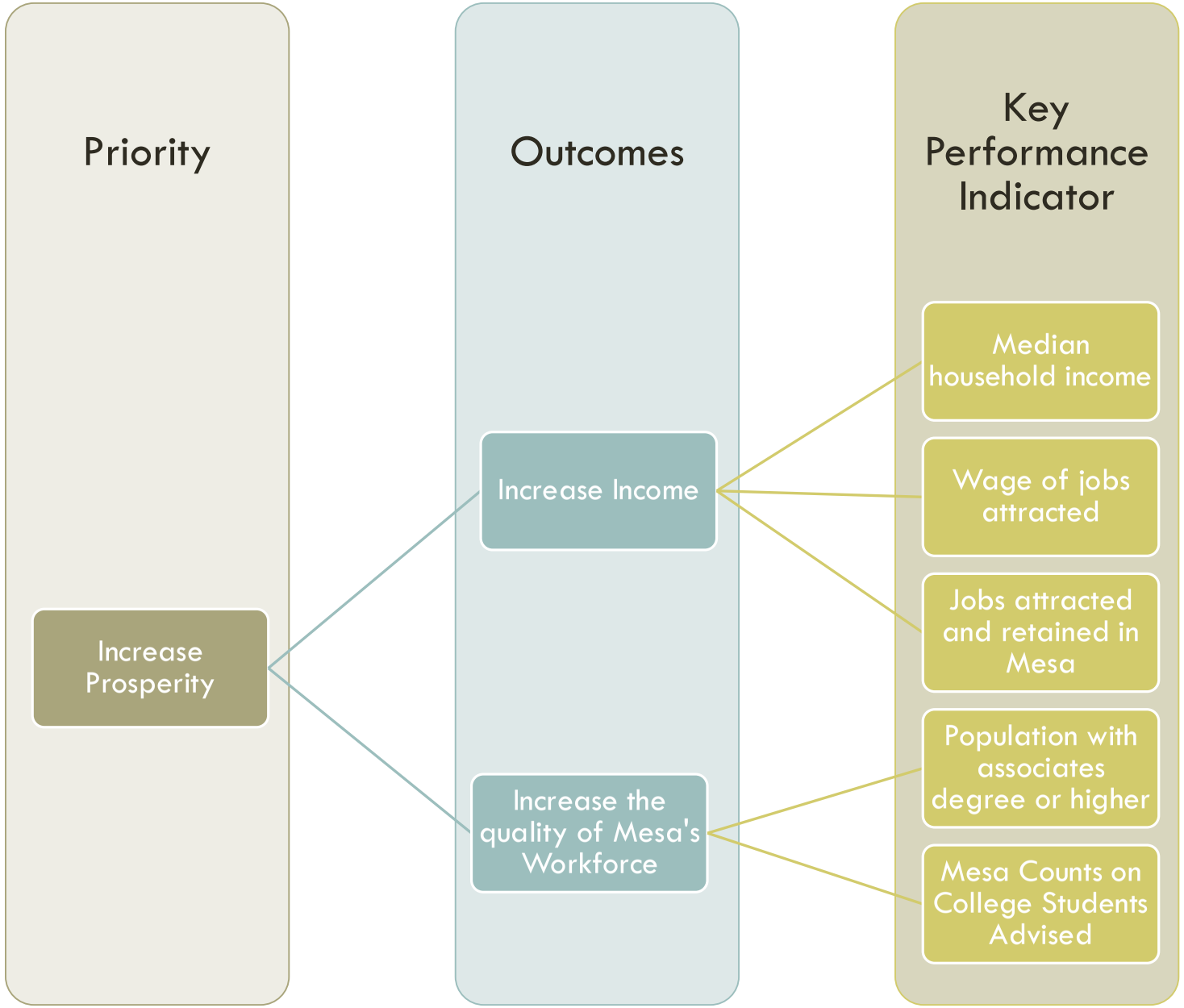
Use of performance indicators to measure results

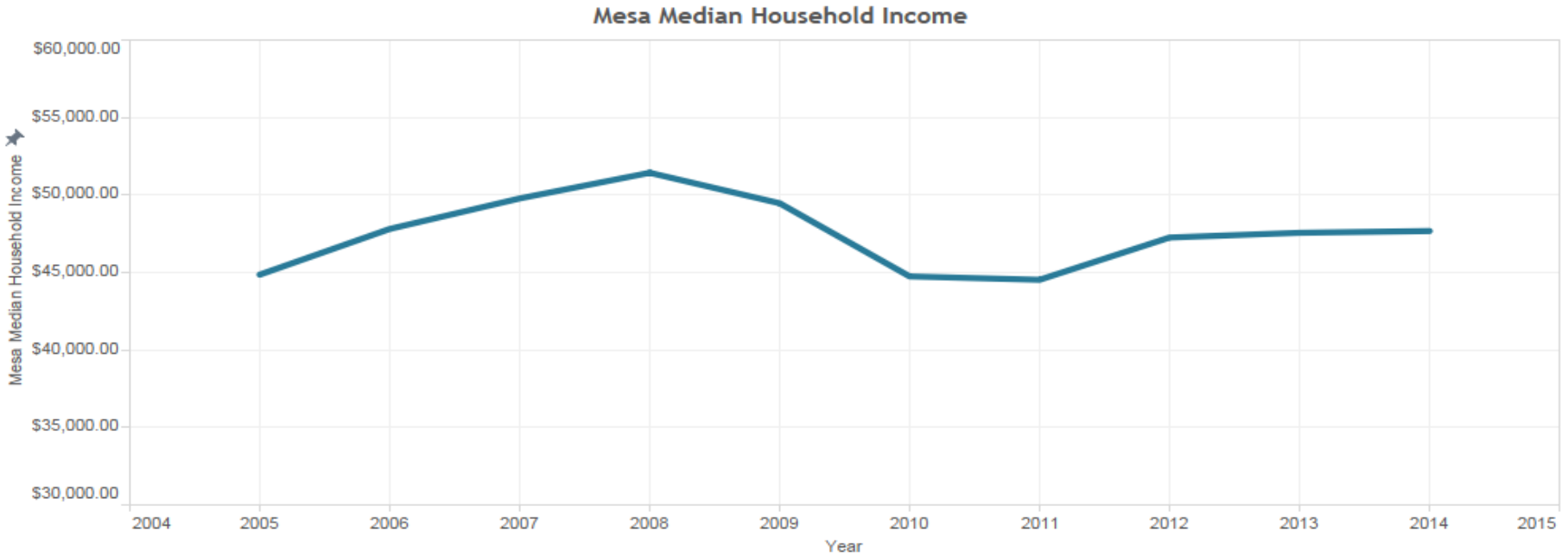
PRIORITIES

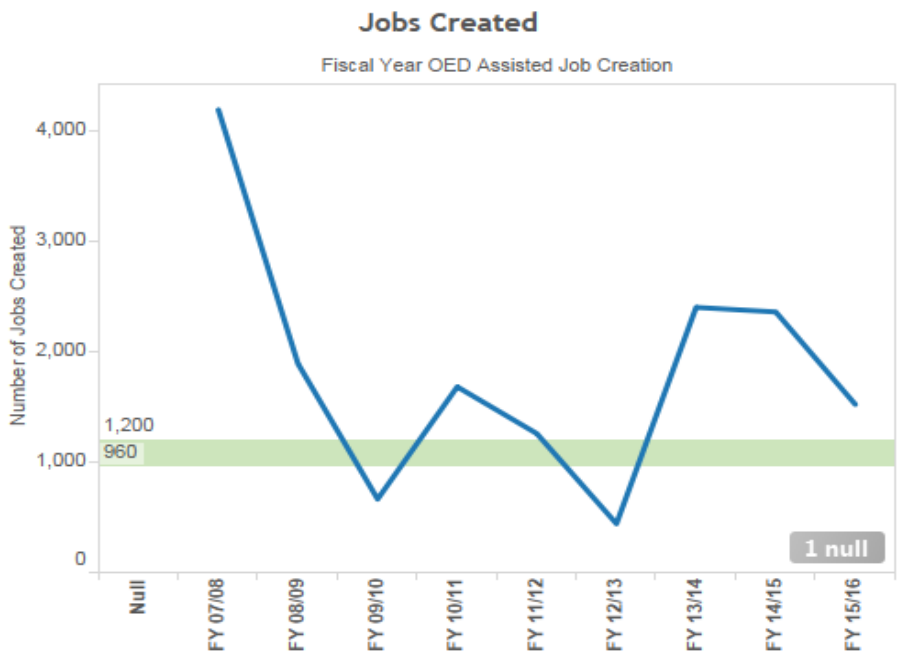
Prosperity of Mesa residents

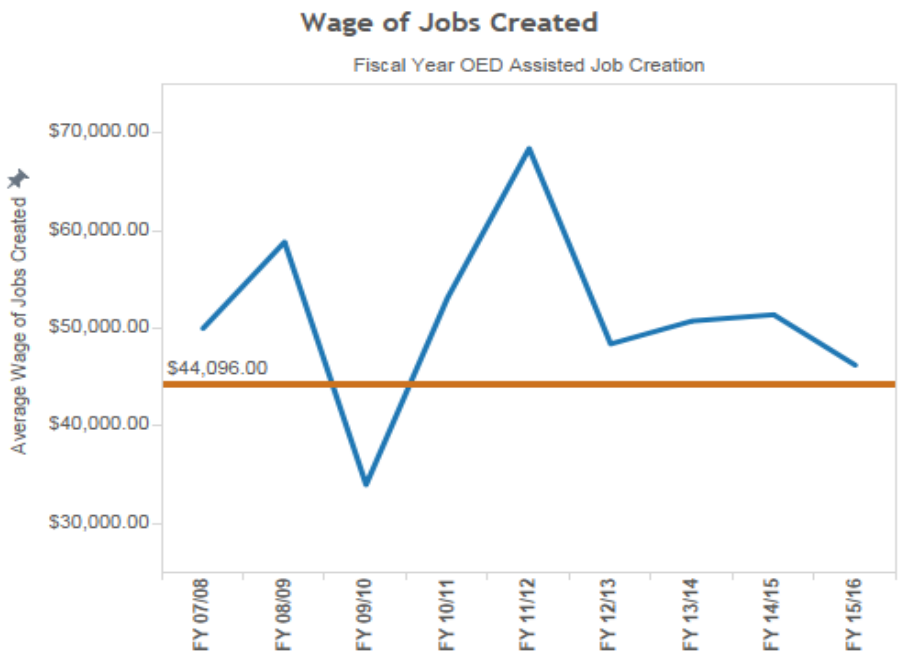
Transform Neighborhoods

Vibrant Downtown

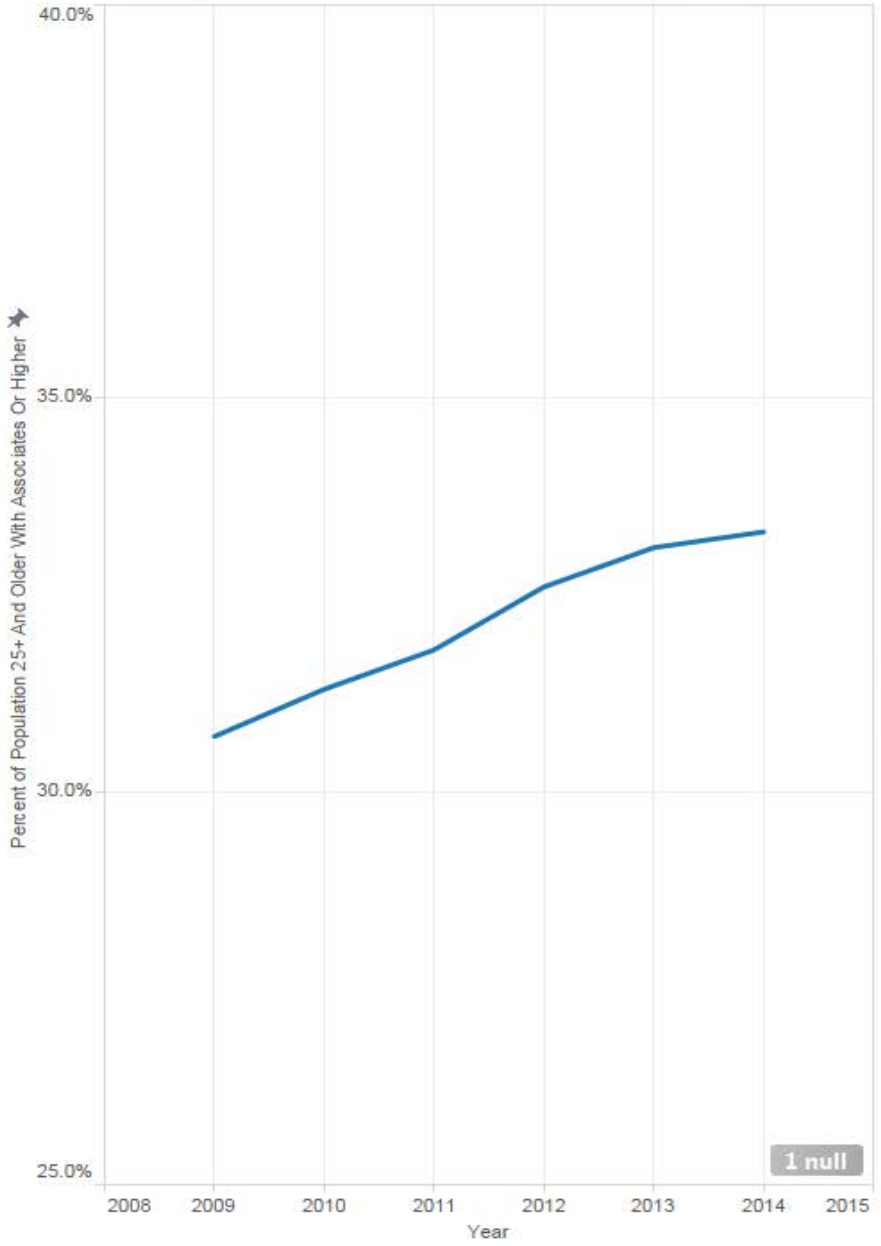

Priority
Outcomes
Key Performance Indicator
Increase Prosperity
Increase Income
Increase the quality of Mesa's Workforce
Median household income
Wage of jobs attracted
Jobs attracted and retained in Mesa
Population with associates degree or higher
Mesa Counts on College Students Advised


Mesa Median Household Income
$60,000.00
$55,000.00
$50,000.00
$45,000.00
$40,000.00
$35,000.00
$30,000.00
Mesa Median Household Income
2004
2005
2006
2007
2008
2009
2010
2011
2012
2013
2014
2015
Year

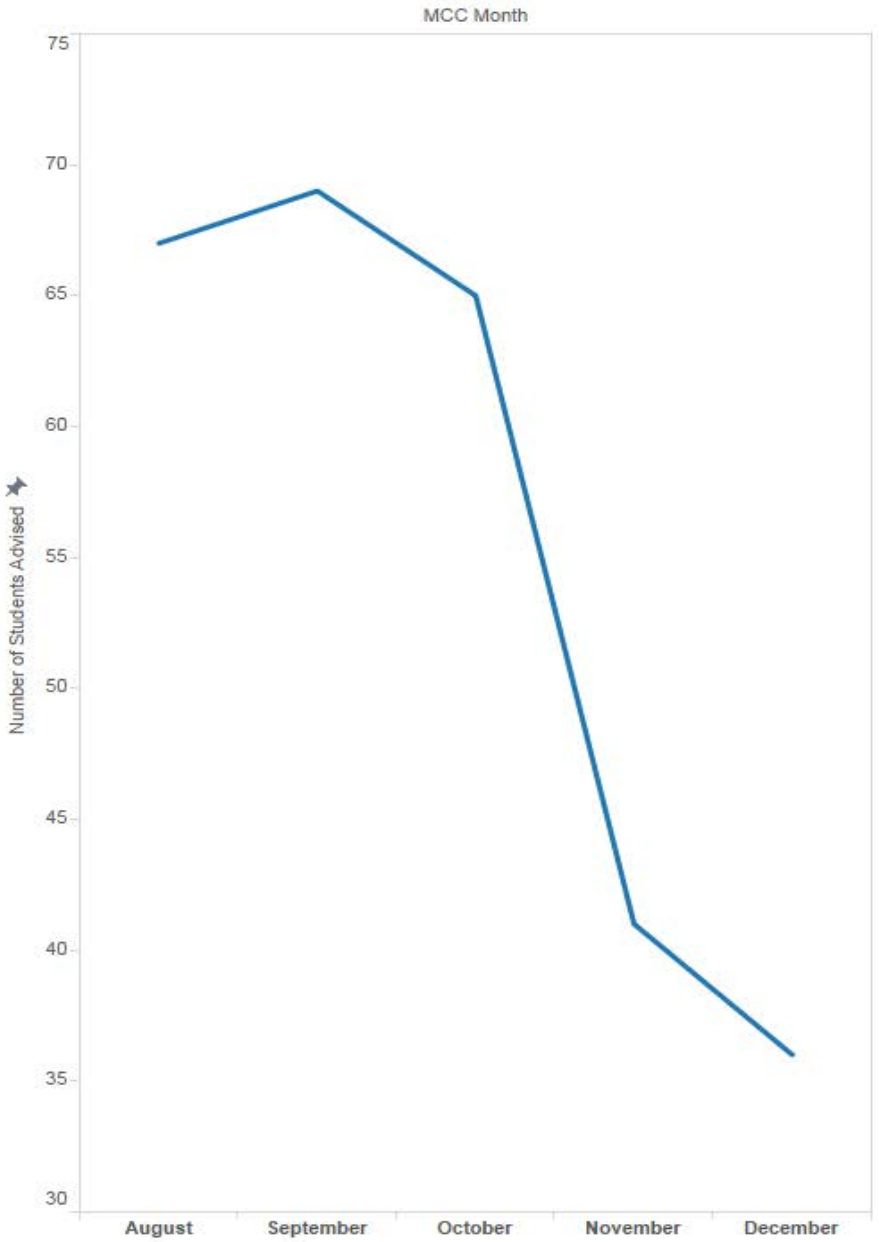

Jobs Created
Fiscal Year OED Assisted Job Creation
4,000
3,000
2,000
1,000
0
Number of Jobs Created
1,200
960
1 null
Null
FY 07/08
FY 08/09
FY 09/10
FY 10/11
FY 11/12
FY 12/13
FY 13/14
FY 14/15
FY 15/16

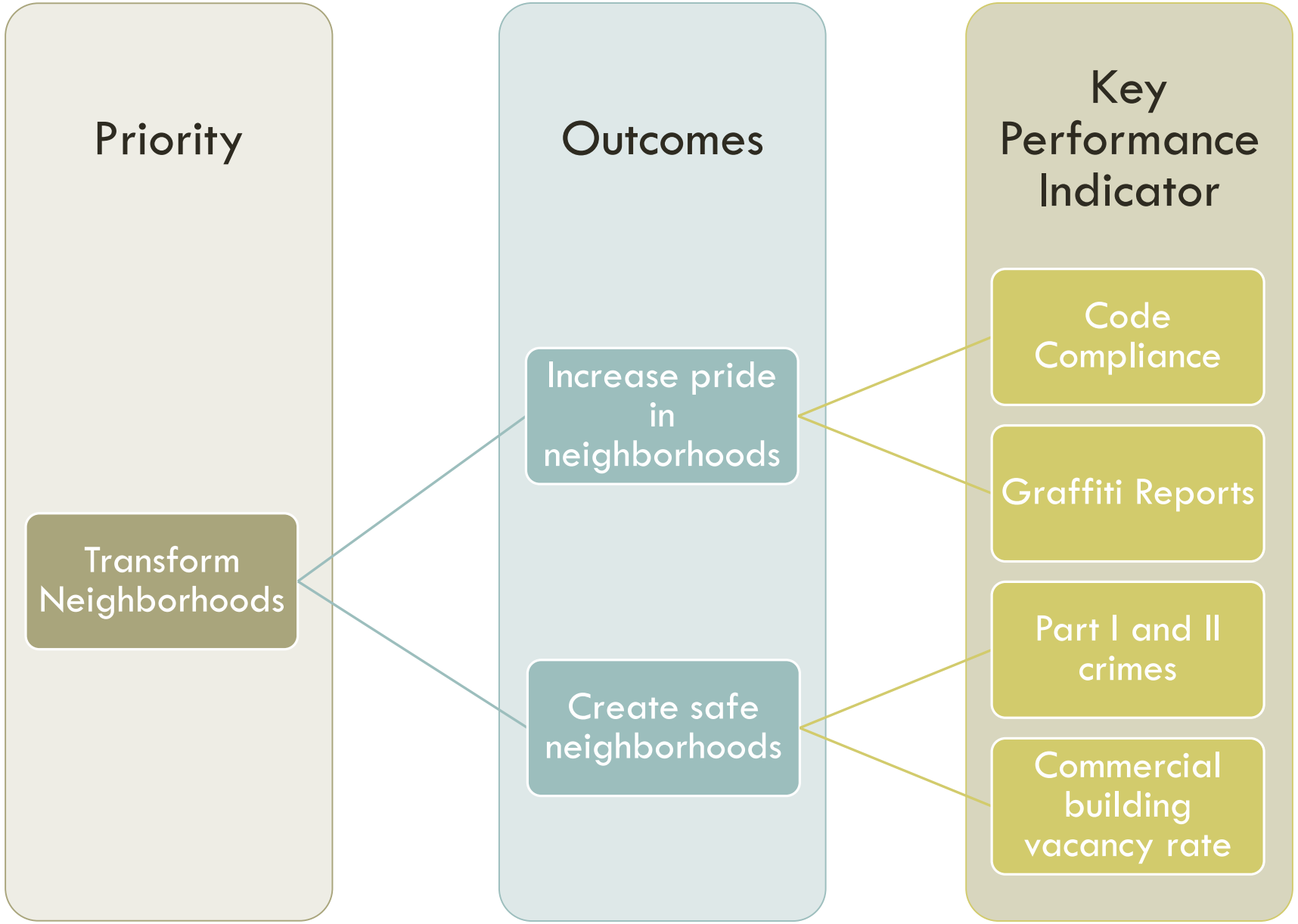

Wage of Jobs Created
Fiscal Year OED Assisted Job Creation
$70,000.00
$60,000.00
$50,000.00
$40,000.00
$30,000.00
Average Wage of Jobs Created
$44,096.00
FY 07/08
FY 08/09
FY 09/10
FY 10/11
FY 11/12
FY 12/13
FY 13/14
FY 14/15
FY 15/16

Population with an Associates and Higher

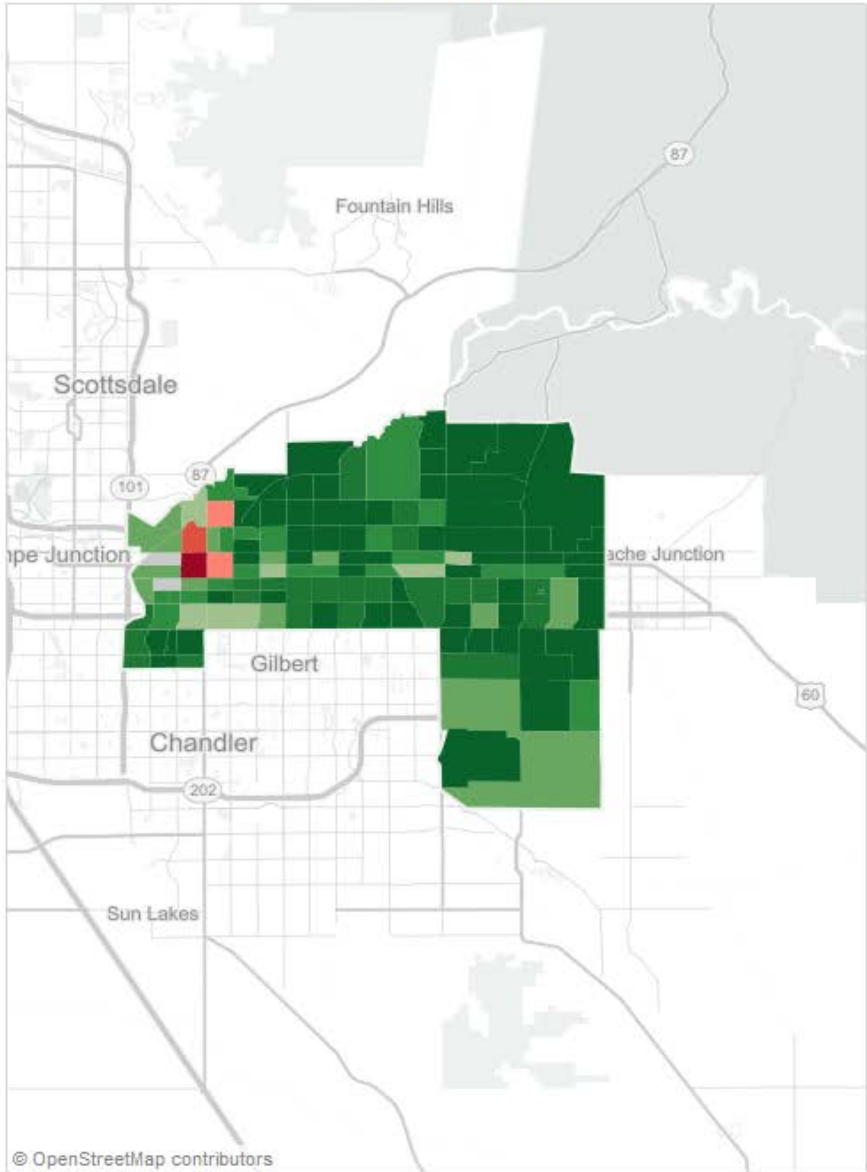


Mesa Counts on College Students Advised



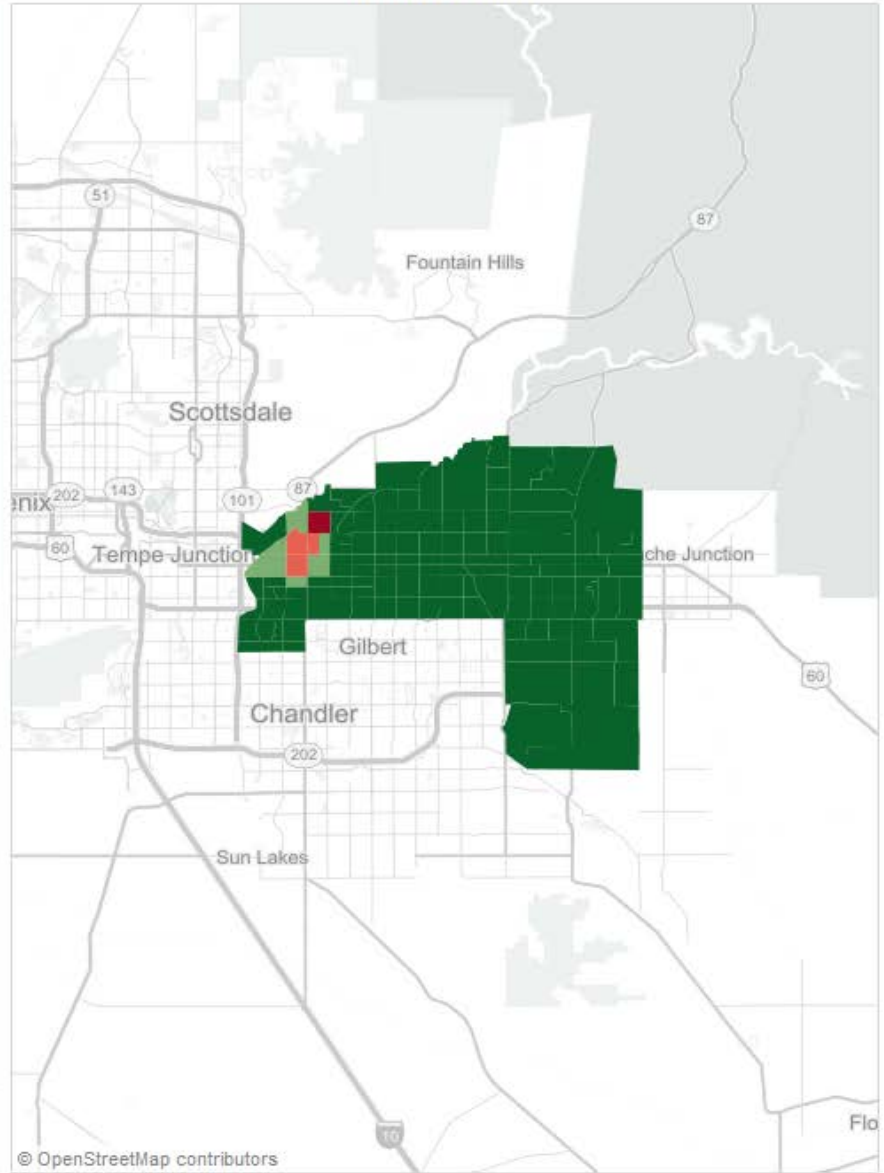

Priority
Outcomes
Key Performance Indicator
Transform Neighborhoods
Increase pride in neighborhoods
Create safe neighborhoods
Code Compliance
Graffiti Reports
Part I and II crimes
Commercial building vacancy rate

Code Compliance



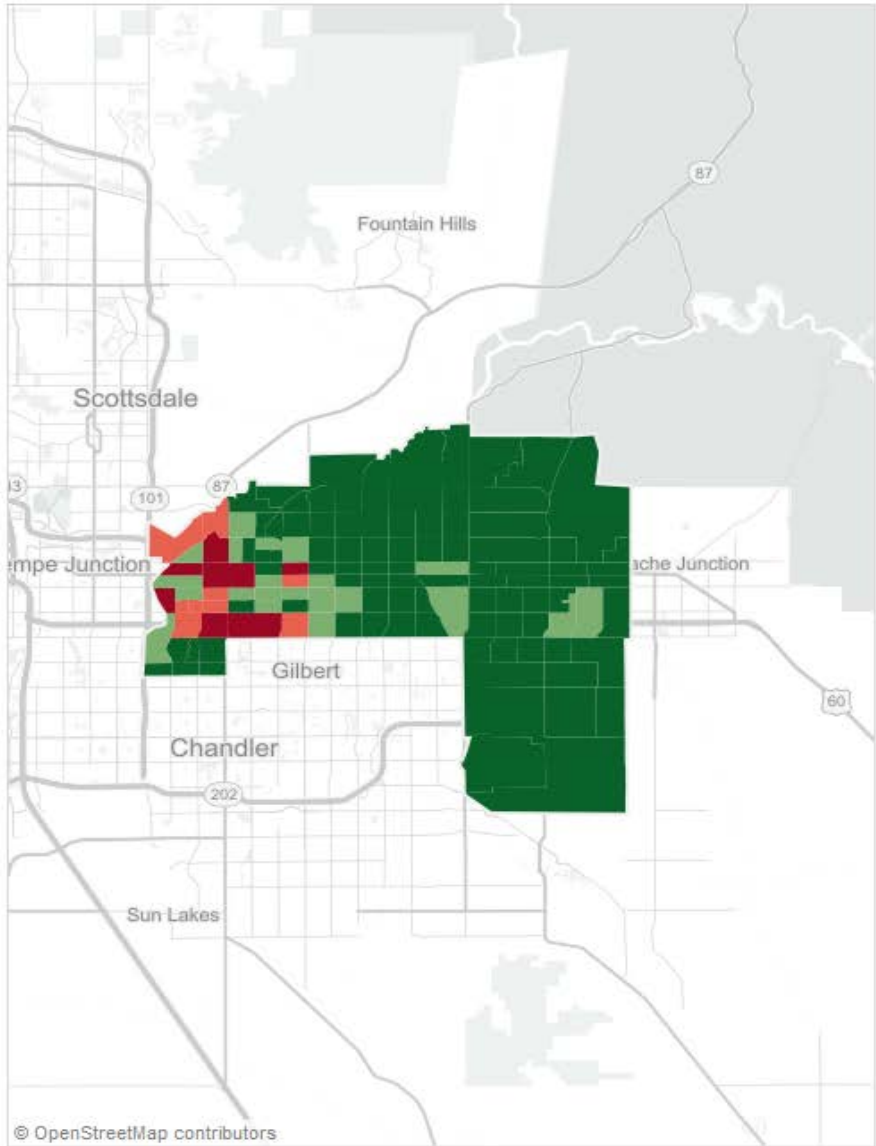
Blight Index
0 — 10

Graffiti Reports



Graffiti Index
0 — 3

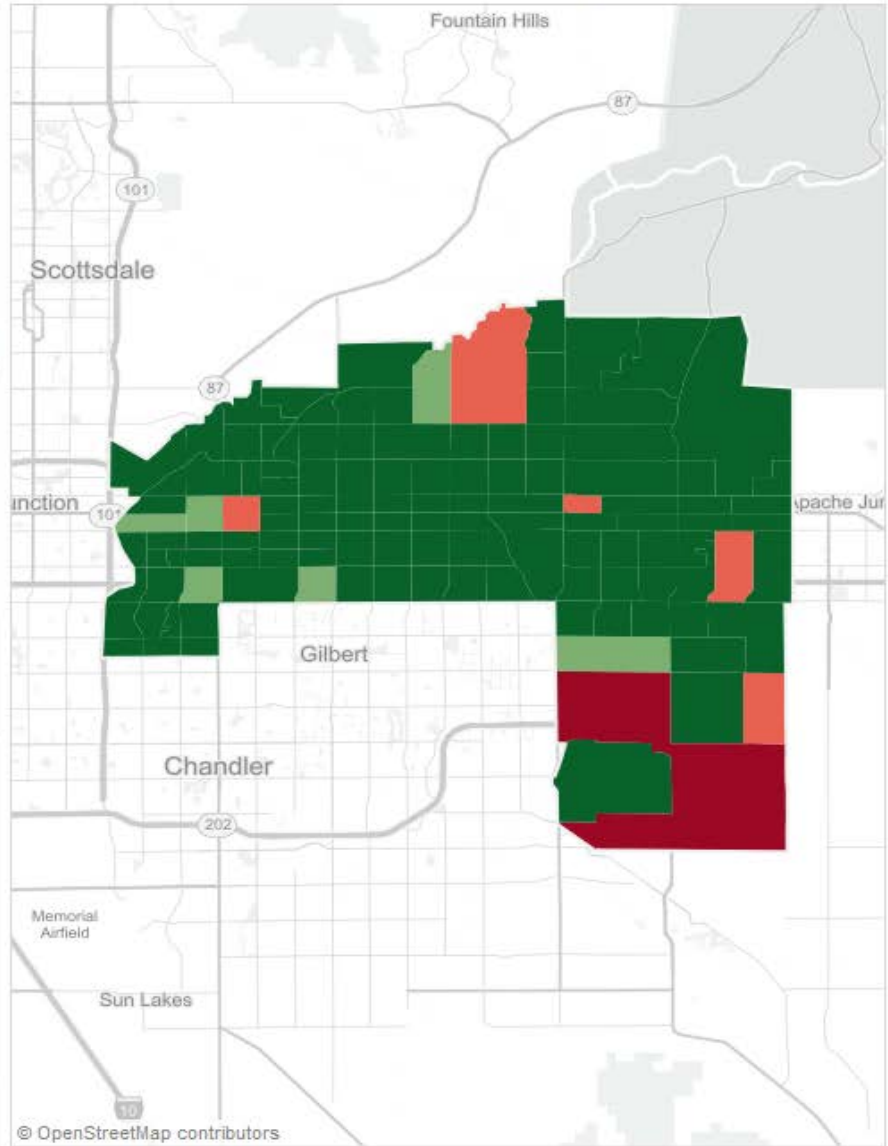
Part I and II Crime



Crime Index

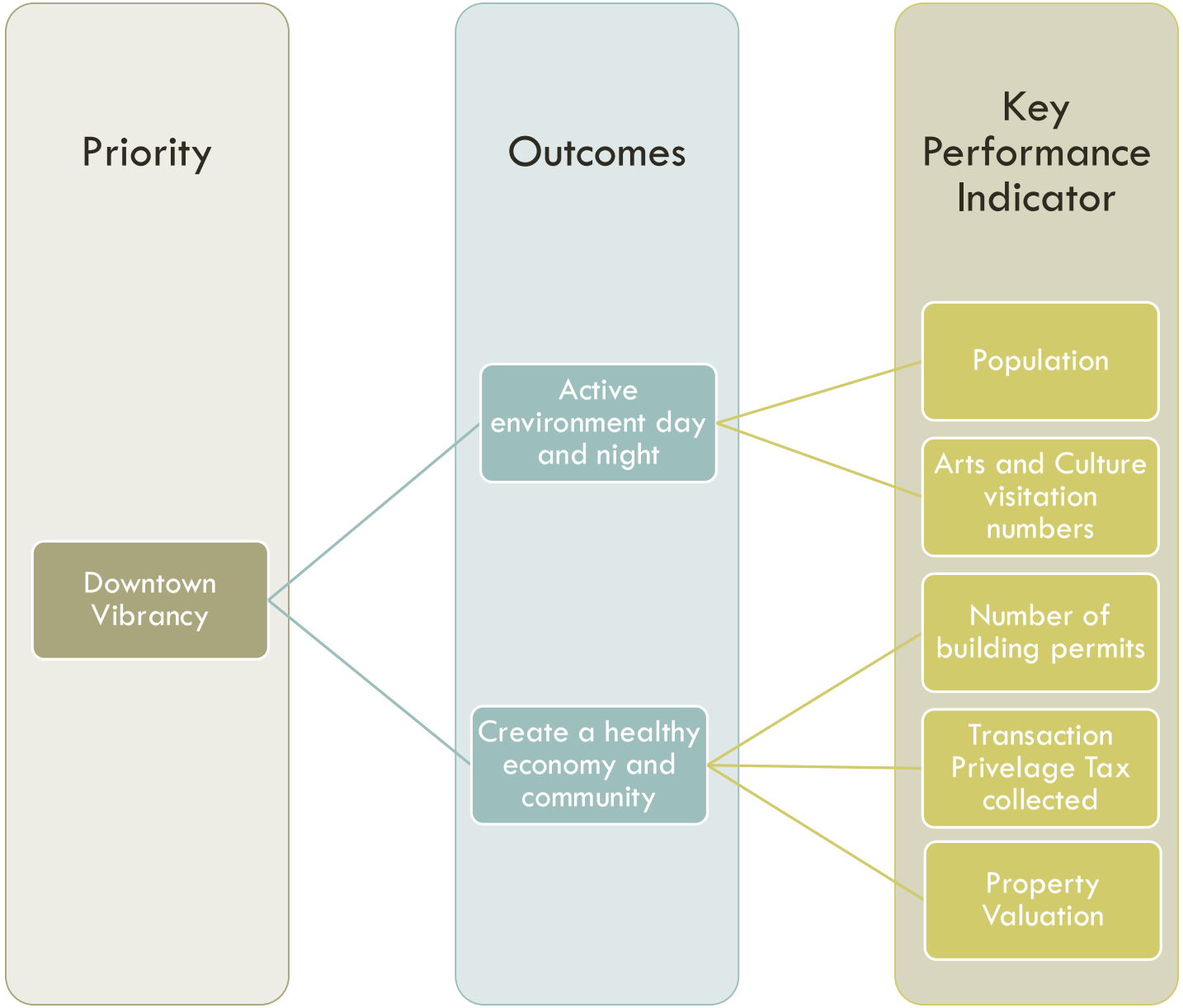
0 — 3

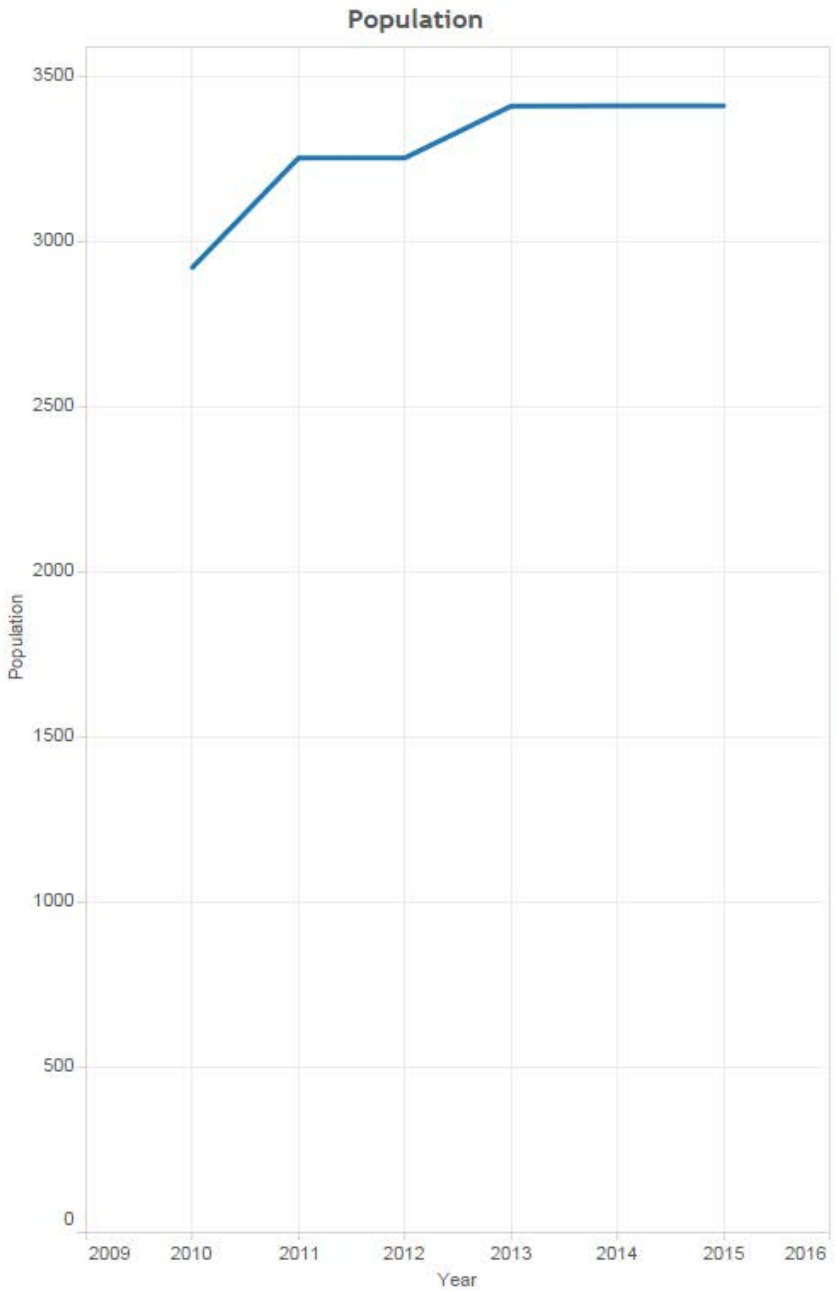
Commercial Vacancy

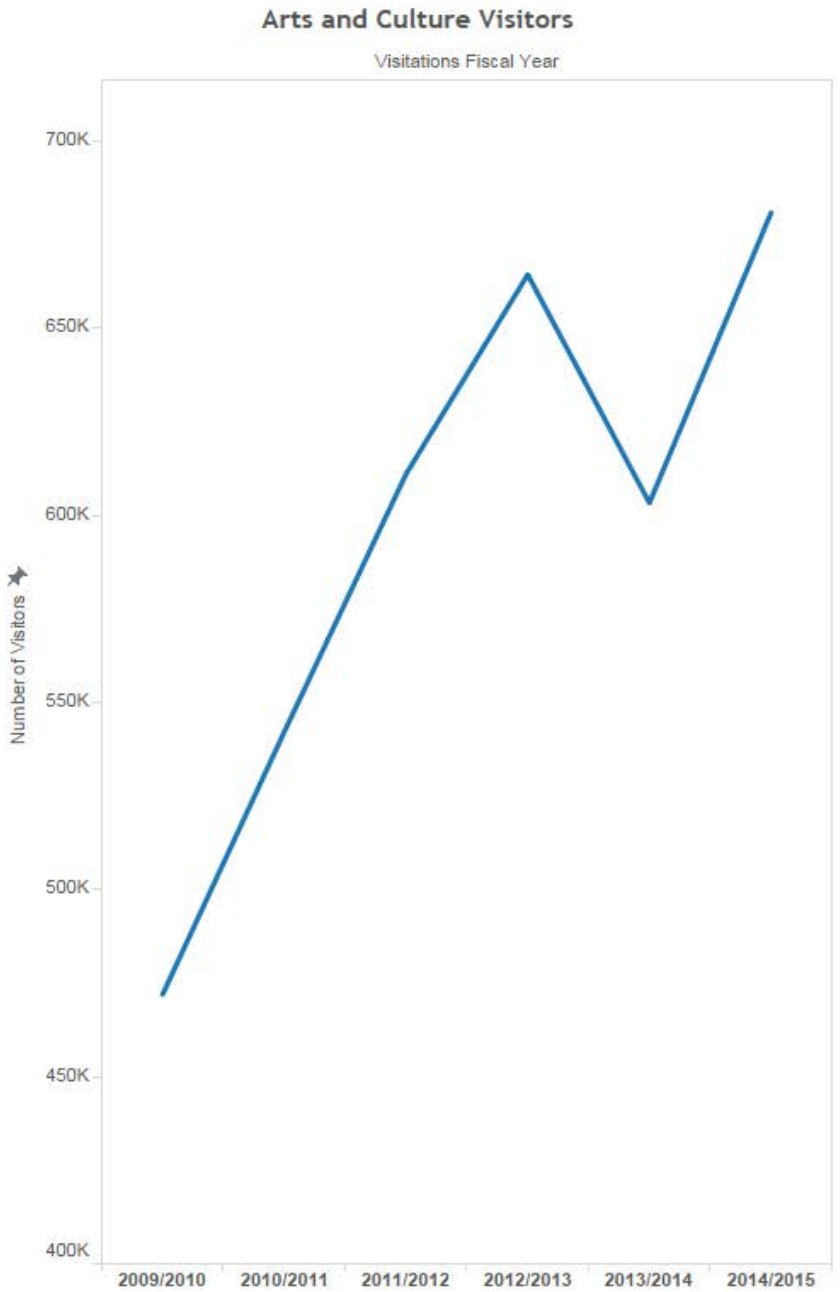


Commerial Vacancy Index

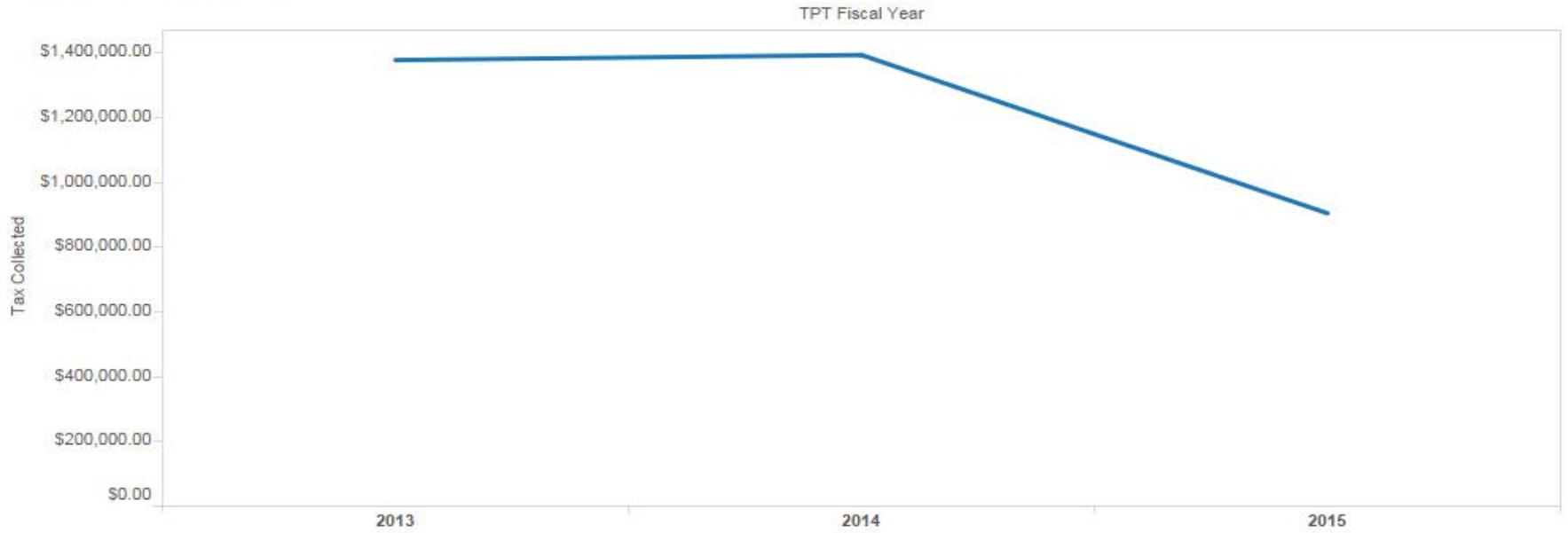
0 — 3


Priority
Outcomes
Key Performance Indicator
Downtown Vibrancy
Active environment day and night
Create a healthy economy and community
Population
Arts and Culture visitation numbers
Number of building permits
Transaction Privelage Tax collected
Property Valuation

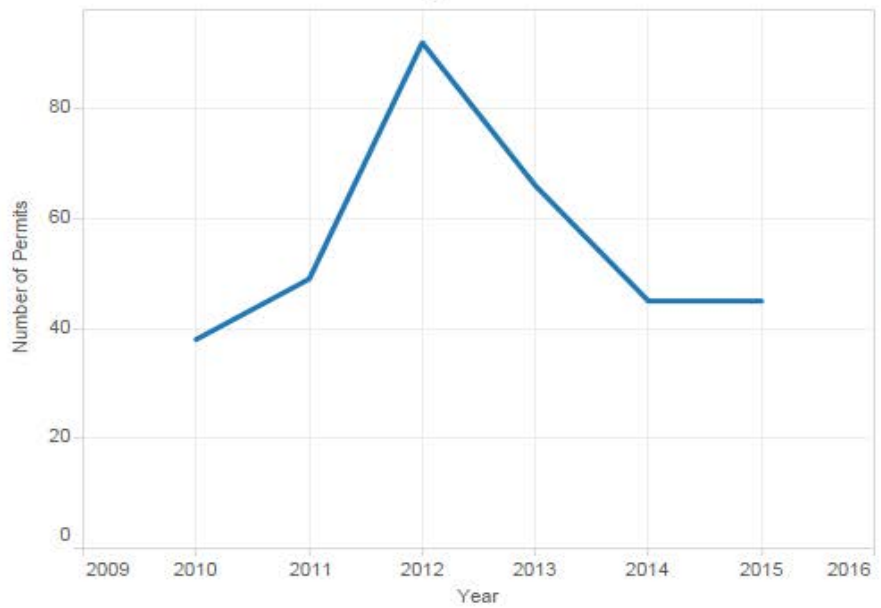

Population
3500
3000
2500
2000
1500
1000
500
0
Population
2009
2010
2011
2012
2013
2014
2015
2016
Year


Arts and Culture Visitors
Visitations Fiscal Year
700K
650K
600K
550K
500K
450K
400K
Number of Visitors
2009/2010
2010/2011
2011/2012
2012/2013
2013/2014
2014/2015

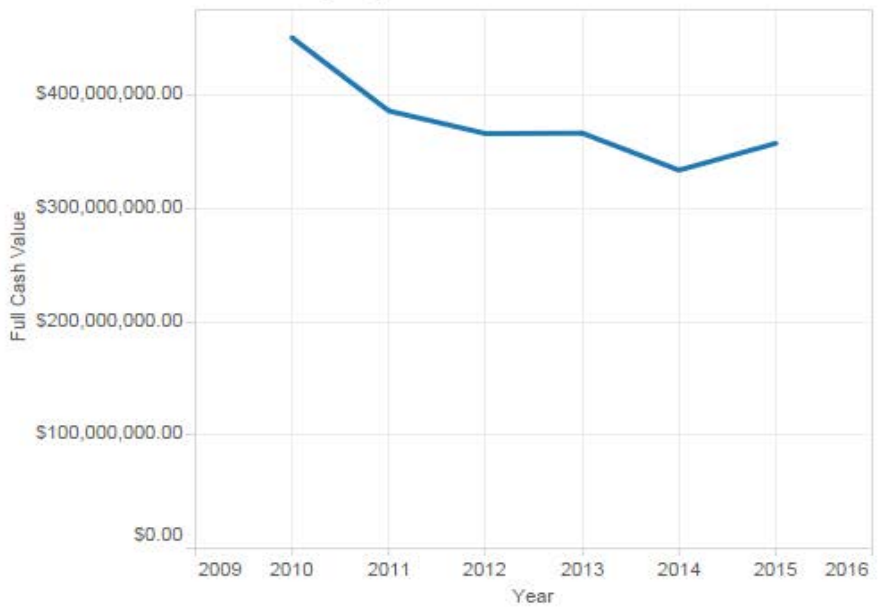
Transaction Privelage Tax



Building Permits



Property Full Cash Value



ANCHORAGE
BELLEVUE
SEATTLE
TACOMA
SAINT PAUL
CAMBRIDGE
SAN FRANCISCO
SAN JOSE
DENVER
KANSAS CITY
INDEPENDENCE
What Works Cities
LOUISVILLE
LEXINGTON
LAS VEGAS
TULSA
CHATTANOOGA
MESA
DENTON
JACKSON
WACO
NEW ORLEANS

What Works Cities | Bloomberg Philanthropies |

City of Mesa

Mayor and City Council

NextMesa Strategic Priorities

2016

Data and Evidence as the Building Blocks in the Foundation of NextMesa

Mayor/Council

NextMesa Strategic Priorities

Measurable, data-driven outcomes

Sustainable Economy

Indicator examples:

- Jobs to resident ratio
- Number of high wage jobs
- City revenues

Workforce Development

Indicator examples:

- Dropout rate
- Disconnected youth rate
- Library engagement statistics

Placemaking

Indicator examples:

- Housing units Downtown
- Business locates in Fiesta District
- Recreational amenities to resident ratio

Public Safety

Indicator examples:

- Crime trends
- Response times
- Calls for service per employee

District 1:

A. Neighborhood engagement, build neighborhood leadership capacity, neighborhood beautification, code compliance,

B. 10th Street traffic management project

C. Alma School streetscape improvements, beautification from Loop 202 to 10th Street.

District 3:

A. Approve Non-Discrimination Ordinance before the end of the year

B. Completion of Station 203 before the end of the year.

C. Southern Avenue Streetscape Phase II

D. Fiesta Sports Park improvements

E. Multi-modal canal projects, Tempe East- Riverview-Country Club

F. Canal improvements, near Guadalupe, example of Chandler's improvements near Carriage Lane Park,

G. Pedestrian pathway on Dobson connecting to Southern Avenue

H. Televise traffic court - use interns - student run program - video production - demonstrate traffic court etiquette,

District 4: (see attachment)

A. Blight

B. Code Enforcement Process

C. Rebranding Broadway Corridor/Streetscape

D. Neighborhood Clean Ups/Solid Waste

E. Arts and Cultural District/Entertainment District

F. Address PTSD cases in the City of Mesa

G. Communication between City Management and Council

H. Dedicated Funding Source/ Parks and Recreation Department

I. Dedicated Funding Source/Public Safety

J. City Charter Review

K. Library as "Community Connectors" Initiative

District 5:

A. Future of Red Mountain Campus

B. Falcon Field Area, Falcon Tech Center, support job creation in the area (see attachment)

C. Education Task Force

D. New Fire Station in District 5

District 6:

A. Elliott Road Corridor, Elliott Road from Ellsworth to Signal Butte, job creation,

B. State Route 24, Ellsworth to Ironwood

C. Development plan for Ellsworth/Highway 60

D. Address Flooding on Pecos Road

E. Mariposa Park

F. Develop of quality development standards

G. Fire Station at Eastmark

H. Hire Additional Police officers

I. Sex Trafficking Initiative

ATTACHMENT

DISTRICT 4 GOALS

DISTRICT 4 GOALS

mesa·az

1. BLIGHT

Blight severely affects the quality of life for Mesa residents. Blight reduces property values, attracts crime, increases fire risks and much more. The City of Mesa should develop a strategy to more effectively address blight. A blight mitigation plan could follow the below steps:

Step 1. Measure blight in Mesa

The City of Mesa must first quantify blight within city limits by asking:

- How many properties are vacant and who are the responsible parties?
- Are there areas where vacant/problem properties are increasing or decreasing?
- How many properties need to be boarded or demolished?
- What areas show market strength or instability?

Step 2. Develop a goal statement

After we have a clear understanding of the blight in Mesa, the next step is to develop a clear goal for our mitigation efforts. The goal should provide clarity on what outcome we are trying to achieve. A simple goal of "eliminate blight" will not provide us with enough guidance on how to set priorities. Having a goal statement that specifies why we are trying to mitigate blight will provide us with a clear and consistent direction for allocating or prioritizing resources.

Step 3. Assess our current resources and partners

After a goal statement is identified, we must evaluate our current resources. Asking the below questions will help establish a baseline:

- What tools are being used currently to address blight?
- Who is working to mitigate blight and at what scale?
- How much would it cost to fully address the blight?
- How much funding is currently allocated to fighting blight?
- How do we enhance or establish productive partnerships?

Step 4. Craft an action plan and timeline

In order to help focus the deployment of resources and set clear expectations, we need to establish a timeframe for the blight mitigation efforts. The timeframe should take into account the scale of blight while also setting an aggressive goal for mitigation. The plan should be more aggressive than what is achievable within current constraints, which will help provide a vision for attracting and leveraging additional resources.

Step 5. Implement and evaluate

Eliminating blight can achieve a variety of outcomes – e.g. economic development, attracting or retaining residents, addressing safety concerns or improving environmental conditions. Making the primary outcome clear in our goal statement does not mean that the blight elimination work will not also achieve other outcomes. We must be able to measure and track progress once a plan is set in place.

2. Code Enforcement Process

The City of Mesa should look into simplifying and accelerating the code compliance process and establishing a streamlined method for billing property owner's (utility bill) when items (illegal dumping, mattresses, junked items, etc.) consistently impact the quality of life for residents.

3. Rebranding Broadway Corridor | Streetscape

Just as we saw a revitalization in the Fiesta District, I firmly believe that the same potential lies in the Broadway Corridor. A new and improved streetscape can yield powerful results. Often a multiyear, multi-phased endeavor, a new streetscape provides a clean, neat appearance that exudes pride.

4. Neighborhood Clean Ups | Solid Waste

I would like staff to review how roll off dumpsters are deployed. Since neighborhoods in West Mesa need more attention, placing dumpsters in areas with greater needs would yield greater results.

5. Arts and Cultural District/Entertainment District

The arts are not a prerequisite of the privileged few; nor are they the playground of the intelligentsia. The arts are for everyone - and failure to include everyone diminishes us all. I think we need to continue to focus on leveraging Mesa's strong arts and cultural community and the Mesa Arts Center.

6. Address PTSD cases in the City of Mesa

I would like to see the City of Mesa become a leader on how we handle PTSD cases. We need to be implementing best practices and being proactive and not reactive.

7. Communication between City Management and Council

The City Manager should ensure that each Councilmember is made aware of what is occurring in their district and the city beforehand. Council should lay out their expectations for the City Manager and staff.

8. Dedicated Funding Source | Parks and Rec Department

I believe that it is essential to examine the possibilities and find a dedicated funding source for the operation and maintenance of the Parks and Recreation Department.

9. Dedicated Funding Source | Public Safety

As the largest part of the general fund, I feel it is necessary to find additional dedicated funding sources for our public safety departments.

10. City Charter Review

I would like to ask that we, as a City Council, review the City Charter. An example of a potential change to the Charter could include modifying the frequency of Council Meetings.

BLIGHT

Public concern about blighted properties has always been a concern by residents of Mesa and they are rightfully concerned

Blight reduces property values, attracts crime, and increases fire risks. In weak market neighborhoods, the most likely buyer would be speculators who would simply sit on the properties and do nothing to maintain them. And in strong markets, the glut of available properties would send housing prices spiraling downward.

Finally, neighborhood organizations can help leverage public resources to maximize the results of blight strategies. For years neighborhood organizations have been successfully tracking down owners of blighted property and helping them move home, and as necessary, reporting code violations to the City. In addition, neighborhoods can work cooperatively with the City to prioritize blighted properties that are causing the most harm to the neighborhood. The West Mesa CDC can play a role as this type of neighborhood organization.

The City of Mesa should be interested in developing a strategy to more effectively address blight with limited resources. Here are need to outlines the major steps to create a blight elimination plan and centralizes many resources on blight elimination tools, partners, and funding sources.

A process to develop a blight elimination plan will generally follow these five steps in order to develop answers to the related key questions.

Step 1. Understand the scale and nature of blight

- How many properties are vacant?
- What is the physical condition of vacant properties?
- How many properties need to be boarded?
- How many properties need to be demolished?
- Who is responsible for the vacant properties?
- What areas show market strength or instability?
- Where have vacant or problem properties been increasing or decreasing?

Step 2. Establish a blight elimination goal

- What does the community seek to achieve through the elimination of blight?

Step 3. Assess our resources

- What legal or programmatic tools are being used currently to address blight and which could be enhanced?
- Who is currently implementing blight elimination work and at what scale?
- How much would it cost to fully address the blight?
- How much funding is currently being allocated to the issue?
- What sources of funding or partnerships could be enhanced to increase the scale of blight elimination work?

Step 4. Design our plan

- What types of resources should be deployed to better address blight?
- Where should they be deployed and during what timeframe?

Step 5. Implement and evaluate

- Who will coordinate the implementation of the blight elimination strategy?
- What role will other partners play in implementing the blight elimination strategy?
- How will new resources be secured?
- Who will evaluate success?

Develop a Blight Elimination Goal

After we develop a clear and up-to-date understanding of the scale of blight in Mesa, and the surrounding market and physical condition trends, the next step is to develop a clear goal for our blight elimination efforts. The goal should provide clarity on:

1. What outcome this work is trying to achieve, and
2. Within what timeframe.

What does the community seek to achieve through the elimination of blight?

Why does this step matter? We know we want to eliminate blight.

Some individuals may feel that the goal is inherent in the work, simply, "to eliminate blight". However, spending some diligent time to develop consensus on a specific goal statement is a critical step because it:

- **Provides guidance for decision-making**. A simple goal of "blight elimination" does not provide us with guidance on how to set priorities for blight elimination actions. Having a goal statement that specifies why we are trying to eliminate blight or "to what end", will provide us with clear and consistent direction when making decisions about how to prioritize activities in the plan development stage.
- **Sets expectations**. An impetus for developing a blight elimination plan is the recognition that we likely have insufficient resources to address the full spectrum of blight in an instantaneous manner. Outlining the timeframe in which this work will occur and the scope of impact for the plan's implementation is important to set clear expectations for partners and residents.

A well-crafted goal statement should make the outcome and timeline for the blight elimination work clear.

Outcome

Eliminating blight can achieve a variety of outcomes – e.g. spurring economic development, increasing property tax revenue, attracting or retaining residents, addressing safety concerns, or improving environmental conditions. With limited resources to fully address the spectrum of blight in the short-term, honing in on which outcome is of primary importance for your community is important so we can make consistent decisions in the planning process and clearly articulate to staff and the public the rationale for focusing resources and strategies.

Making the primary outcome clear in our goal statement does not mean that the blight elimination work will not also achieve other outcomes. For example, if Mesa's priority for blight elimination work is to spur economic development, we may, as a result, focus on interventions that clean up and beautify key vacant commercial buildings. In completing that work, we may also reduce criminal activity in those areas, though crime was not our primary focus. The intention of setting a clear outcome for your blight elimination work is to provide us with overarching guidance on how to make decisions about which interventions to pursue first.

Timeframe

In order to help focus the deployment of resources during the planning process and set clear expectations, we need to establish a timeframe for the blight elimination efforts. This timeframe should take into account the scale of blight while also setting an aggressive goal for elimination. Part of the need for a planning process is that existing efforts aren't happening quickly enough, so the plan should set a deadline for elimination that is more aggressive than what is achievable within current constraints. This helps to provide a vision for attracting and leveraging additional resources.

Tools

The list of tools for addressing a blighted property is expansive and varied. Some of these tools take the form of legal action; others involve physical mitigation. Some are designed to compel action from the private property owner; others require government intervention on a property. Generally speaking, these tools will fall into the following six interconnected categories based on area of primary focus:

1. **Prevention**: tools that primarily aim to prevent vacancy (e.g. mortgage foreclosure prevention)
2. **Maintenance**: tools that primarily aim to preserve the physical condition of a property or to ensure the property condition does not get worse (e.g. boarding)
3. **Security**: tools that primarily aim to remove immediate physical threats to a resident (e.g. structure removal)
4. **Restoration**: tools that primarily aim to improve the physical condition of a property (e.g. home or commercial repair)

5. **Reoccupancy**: tools that primarily aim to attract a resident or business back into a vacant prope neighborhood or commercial marketing)
6. **Reuse**: tools that primarily aim to reuse a vacant lot for an alternative purpose (e.g. environmental cleanup)

Infill Districts

Infill Districts should be used to help change properties in blighted areas.

Partners in Combating Blight

When assessing the resources Mesa's has available to address blight, beyond the legal and programmatic tools we have available, we should also look at the partners we have or could leverage to assist in the blight removal efforts. Since many Mesa is faced with a scale of blight that exceeds traditional resources, finding opportunities for expanded or creative partnerships is a key aspect of strategy development. Generally speaking, these partners will fall into the following three categories:

1. Government
2. Community or faith-based organizations and residents
3. Anchor institutions
4. Businesses

First, assess which partners are currently carrying out blight elimination activities – what activity, at what scale, and in what geography. Additionally, look at what the potential is for that partner if they are not currently doing blight elimination – what scale of properties could they address or what role could they play?

Government

Governmental entities typically lead the blight elimination efforts in a community. Often these activities are spread across a series of departments and levels. Each different department has a potential role to play in implementation. Getting an understanding of each partner's specific activities is important to understand the full scale of opportunities for blight elimination.

- Municipal Government
  - City Departments
- County Government
- State Government

Community or Faith-Based Organizations and Residents

Beyond governmental institutions, community or faith-based organizations and individual residents are likely the second group of partners doing the most work on blight elimination. Look broadly at the spectrum of potential partners to get an understanding of the current activities and potential roles they could play.

Potential community or faith-based implementation partners:

- Block clubs
- Neighborhood associations
- Community Development Corporations
- Children-focused nonprofits
- Health or food-focused nonprofits
- Secondary schools
- Local congregations
- Volunteer or service organizations

Anchor Institutions

Anchor institutions are those entities that are heavily linked to a physical area through real estate and cultural investment. These are entities for whom it would be very difficult to pick up and move to another community. Since they are typically major employers and entrenched in an area, they can play a significant role in blight elimination.

Potential implementation partners:

- Universities or colleges
- Hospitals
- Arts or cultural institutions
- Major sports venues

Businesses

Other businesses in the community, whether major employers or smaller businesses may have a vested interest in blight elimination for purposes of improving their business or employment climate. Additionally they may have technical resources or expertise to provide in blight elimination.

Potential implementation partners:

- Major employers
- Real estate-related businesses
- Technology-related businesses

Code Enforcement

Code Compliance works in partnership with the citizens of Mesa to promote and maintain a safe and attractive living and working environment.

Blight is the result of an owner's neglect of property maintenance. Local governments have a powerful tool to compel private property action on a property through the use of code enforcement. When strategically deployed, code enforcement has the ability to stem the spread and severity of blight through a community. There are a variety of code enforcement tools and ordinances that can be used to compel an owner to improve and maintain his or her property. The goal of code enforcement activity is to have the owner reach compliance with property maintenance standards. Effective code enforcement programs will use a combination of carrots and sticks to reach compliance.

The City of Mesa should look to address:

- Streamlining and increasing the efficiency of the process
- Examine the time lines to ensure that we are more responsive and encourage residents to comply
- Partnering with Solid Waste to charge those properties that are not compliant and place the charge on the property owners 'utility bill.

Rebranding Broadway Corridor

Just as we saw a revitalization in the Fiesta District, I firmly believe that the same potential lies in the Broadway Corridor which is ripe with economic development and redevelopment opportunities.

Streetscape

Building a beautiful, durable and sustainable streetscape is a team effort. Urban and suburban streets should be structurally sound and safe for motorists, pedestrians and bicyclists. Ideally, they should also be beautiful. But many are less than ideal, plagued by broken curbs, potholes and crumbling sidewalks or no sidewalks; dead trees, the wrong trees or no trees; lack of crosswalks; poor street lighting; overhead wires strung between utility poles; and obscured or inadequate signage.

Planning, constructing and maintaining streets is not just a utilitarian matter. Streetscapes constitute the public realm we all see, share and use every day. Designing that realm, like designing good architecture, should aspire to achieve aesthetic as well as practical goals. A good street is a public place, one that can be visually appealing as well as functional and sustainable.

A new, improved streetscape can yield powerful results for the Broadway Corridor commercial district. Often a multiyear, multi-phased endeavor, a new streetscape is the culmination of a long process that finally provides visible results. The ensuing look provides a clean, neat appearance that exudes pride. Pedestrian pathways are easily accessible to everyone, and the stage is set for success. The business community renews its own efforts to make storefronts look as good as the street does.

POSSIBLE LIBRARY INITIATIVE

For many low-income families in West Mesa, the summer months can leave children with limited access to learning opportunities, few safe places to gather and without access to the free or reduced-price meals that they received through their school lunch and breakfast programs during the school year. I would like to investigate the possibility of a partnership between the City of Mesa, Mesa Public Schools and community-based organizations to collaborate on a program that would offer meal services with access to a learning environment during the summer months.

Why Public Libraries?

Libraries are community centers: trusted, safe spaces that provide an engaging, welcoming environment for community members of all ages. Library summer reading and enrichment programs keep kids engaged and combat summer learning loss. In addition, access to computers and the Internet are a crucial resource for families with limited access to technology at home. Interaction with library staff and opportunities for social engagement can also be invaluable to families. Librarians can help guide reading choices, serve as positive role models and connect families to community resources.

Libraries as "Community Connectors"

Children aren't the only ones that benefit from library meal programs. Libraries benefit, too. There could be an increase in library card issuance, participation in summer reading programs and new families visiting the library. Library meal programs also provide valuable volunteer experiences for youth, helping them develop workforce readiness skills and opportunities to engage with the community.

There are several ways that city leaders can work with libraries to organize summer meal programs:

- ***Convene city and school leaders*** to create a citywide dialogue about promoting summer meals and literacy. This dialogue could include an assessment of summer learning programs and summer meal sites to identify gaps in neighborhood coverage or opportunities for collaboration with local libraries.

- ***Provide support for enrichment activities***. Adding incentives and activities can help increase participation at summer meal sites. Bringing a library bookmobile to a meal site, for example, can pique children's interest in reading while they eat a healthy meal. Similarly, facilitating relationships with other agencies — such as police and fire departments — that may be able to support library meal programs with activities or serve as guest readers can be mutually beneficial and stimulate greater interagency collaboration.

- ***Encourage libraries to become summer meal sites for 2016.*** For the Mesa libraries, budgets have been set and plans have been made for this summer. Yet starting the dialogue now will facilitate effective planning this fall or for summer 2016. Now is the time to set the vision for a more connected community in Mesa and identify how a library summer meal program can be a driving force behind it.

Questions for Mesa:

1. Who are the vulnerable youth in my community?

2. How can Mesa work with others to develop or enhance a shared vision and plan for the success of all youth, including vulnerable youth, in our community?

3. What individual and collaborative efforts are occurring through departments and/or agencies to support and provide opportunities for vulnerable youth, not only through age 18, but also through age 24?

4. How are local, state, and federal funding sources being used to support opportunities for vulnerable youth, and how are these funds being augmented by businesses, foundations, and other charitable organizations?

5. What data or indicators (e.g., dropout rates, youth employment rates, teen pregnancy, high school and college completion rates) are being used locally to make decisions about vulnerable youth, and how are we working with the city staff, United Way, MPS, the courts, the child welfare system, and local colleges/universities to collect and share this information?

6. How are young people accessing needed services and opportunities (e.g., use of a single point of entry into the system; assistance in overcoming barriers to services by receiving child care, training, housing, counseling, and/or transportation; communication and referral among the agencies and programs)?

7. What roles do these youth play in determining and implementing the policies and practices that impact their lives (e.g., participation in youth advisory councils, youth service, mentoring, and recreation activities)?

Study Session
February 11, 2016
Attachment 4
Page 1 of 1

January 2016

Citizens of Mesa

Mayor and City Council

City Clerk
DeeAnn Mickelsen

City Court
Matt Tafoya

CITY MANAGER
Chris Brady

City Attorney
Jim Smith

City Auditor
Jennifer Ruttman

Advisory Boards and Committees

Economic Development
Bill Jabjiniak

Assistant City Manager
Kari Kent

- ***Development Services***
  Christine Zielonka
- ***Energy Resources***
  Frank McRae
- ***Engineering***
  Beth Huning
- ***Parks, Recreation & Community Facilities***
  Marc Heirshberg
- ***Transportation***
  Lenny Hulme
- ***Water Resources***
  Dan Cleavenger

Chief Innovation Officer
Alex Deshuk

- ***Business Services***
  Ed Quedens
- ***Communications***
  Randy Thompson
- ***Information Technology***
  Diane Gardner
- ***Library***
  Heather Wolf
- Regional Communications Broadband
- Business Technology Innovation

Chief Financial Officer
Michael Kennington

- ***Office of Management and Budget***
  Candace Cannistraro
- ***Financial Services***
  Irma Ashworth
- Enterprise Resource Planning (ERP)
  Valerie McBrien

Deputy City Manager
Scott J. Butler

- ***Transit***
  Jodi Sorrell
- Mayor and City Council Support
- ***Mesa Counts on College***
  Amy Trethaway
- Grants
- Federal and State Affairs
- U.S. Conference of Mayors/ National League of Cities
- Regional Initiatives, Maricopa Association of Governments

Deputy City Manager
Natalie Lewis

- ***Falcon Field***
  Corinne Nystrom
- ***Arts & Culture***
  Cindy Ornstein
- ***Community Services***
  Ruth Giese
- Downtown Coordination, DMA

Assistant City Manager
John Pombier

- ***Police Department***
  John Meza
- ***Fire Department***
  Harry Beck
- ***Fleet Services***
  Pete Scarafiotti
- ***Human Resources***
  Gary Manning
- ***Public Information & Communications***
  Steve Wright
- ***Environmental Management & Sustainability***
  Scott Bouchie