



COUNCIL MINUTES

October 29, 2009

The City Council of the City of Mesa held a Strategic Initiatives Dialogue in the Community Room of the Red Mountain Library, 635 North Power Road, on October 29, 2009 at 7:25 a.m.

COUNCIL PRESENT

Mayor Scott Smith
Alex Finter
Dina Higgins
Kyle Jones
Dennis Kavanaugh
Dave Richins
Scott Somers

COUNCIL ABSENT

None

OFFICERS PRESENT

Christopher Brady
Debbie Spinner
Linda Crocker

1. Review items on the agenda for the November 2, 2009 Regular Council Meeting.

All of the items on the agenda were reviewed among Council and staff and the following was noted:

Conflicts of interest declared: None

Items added to the consent agenda: None

Items removed from the consent agenda: None

2. Strategic Initiatives Dialogue.

Assistant to the City Manager Natalie Lewis welcomed the Mayor and Council and advised that Library Director Heather Wolf and her staff would coordinate an "ice breaker" exercise.

At the conclusion of the "ice breaker" exercise, City Manager Christopher Brady thanked the Library staff for their assistance and for hosting the Strategic Initiatives Dialogue at the Red Mountain Library.

Mr. Brady reported that staff would provide an overview of significant issues that the Council is likely to address in the near future. He said that staff would also outline the successes of the past year and update the Council regarding the Strategic Initiatives established approximately 14 months ago.

Ms. Lewis referred to the binder (a copy is available for review in the City Clerk's Office) that was provided to each member of the Council, and she stated that the binder's content represented an effort to document from an organizational standpoint all of the services and projects that staff is working on based on the Council's Strategic Initiatives. Ms. Lewis said that each section has a page listing "successes" with projects proposed for the coming year listed on the reverse side of the page. She noted that detailed information is provided on a separate document in each section.

City Clerk Linda Crocker reported that a Primary Election will be held on August 24, 2010 followed by the General Election on November 2, 2010. She advised that the signature requirements for candidate petitions are as follows: 137 for District 4, 644 for District 5, and 652 for District 6. Ms. Crocker said that the Council's Call for the Election is planned for April 19th and that the timeframe in which candidates may file their paperwork is April 26th through May 26, 2010. She added that write-in candidates have until July 15th to file their paperwork. Ms. Crocker said that other pertinent dates for the Primary Election are as follows:

Voter Registration deadline:	July 25 th
Early Voting begins:	July 29 th
Early Voting by Mail ends:	August 13 th
Early Voting in Person ends:	August 20 th

Ms. Crocker advised that the second Tuesday in January is the date on which newly elected officials take office and, based on anticipated Council meeting dates, the tentative date for the City of Mesa would be January 18, 2011. Ms. Crocker noted that 89.4 percent of the votes cast in the Gaylord Project Election were Early Ballots compared to 54 percent in the previous General Election held on November 8, 2008.

Ms. Crocker said that the County anticipates a large number of issues to be placed on the November General Election ballot, resulting in the City's ballot issues being listed as "tag lines" (an abbreviated version). She added that the City may be required to utilize tag lines for the August Primary Election as well.

City Attorney Debbie Spinner advised that in 2000, 2004 and 2008, the voters approved "Home Rule," which enables the Council to establish the City's spending limitation and provides the Council with flexibility in addressing the budget. She explained that the Legislature's action to change the City's election cycle from March to November created a problem with the four-year cycle for consideration of Home Rule. Ms. Spinner advised that the prior Council proposed to place Home Rule on the fall 2010 ballot and again in 2012, which would then enable Home Rule to be considered in the same four-year cycle as the mayoral election.

In response to a question from Mayor Smith, Ms. Spinner clarified that the Home Rule issue would be placed on the 2012 fall Primary ballot to coincide with the mayoral election.

Deputy City Manager Bryan Raines advised that the Southwest Gas Franchise Agreement would be on the ballot in the fall.

City Manager Christopher Brady said that the Capital Program, funded by the last Revenue Bonds that were authorized and sold, is close to being completed. He stated that discussions with the Utilities Department are ongoing regarding the possibility of seeking additional funds for

water and wastewater improvements. Mr. Brady advised that many of the City's older, existing lines require repairs. He reported that water lines are being mapped to identify areas that require replacement, and he noted that line replacements are more economical than emergency repairs. He added that areas exist in southeast Mesa where the City must provide services in order to keep up with growth.

Mr. Brady displayed a PowerPoint presentation (**see Attachment 1**) and referred to maps of foreclosed and distressed residential properties (see pages 2 and 3 of Attachment 1). He advised that the November 2nd Study Session would consist of a tour of properties that have been improved through the Neighborhood Stabilization Program.

Mr. Brady referred to a chart titled "FY 2008/09 Fund Balance: General Fund" (see page 4 of Attachment 1) and noted that the actual ending fund balance of \$78.9 million was greater than the anticipated amount of \$56.9 million, an increase of \$22 million. He said that although sales tax revenues were forecasted to be at the same low level as last year, revenues continue to decline even further. Mr. Brady estimated that sales tax revenue for the current year could be \$11.3 million less than last year.

In response to a question from Mayor Smith regarding other possible areas of reduced revenues, Mr. Brady reported that utility revenues remain as forecasted and that the City's budget will be on target because of additional savings that were realized.

Mayor Smith noted that the City of Tempe, which in the past considered itself to be less vulnerable to economic downturns, is experiencing revenue shortfalls.

Responding to a question from Councilmember Higgins, Mr. Brady explained that the dollar amounts being discussed are in excess of the City's required ending fund balance of eight to ten percent.

Discussion ensued relative to the fact that next year the City is not projected to have funds in excess of the required fund balance; that payment of State Shared Revenues has a two year delay, which means that current economic conditions would be reflected in payments received two years from now; and that bond ratings should not be affected if the City maintains an ending fund balance of eight to ten percent.

Mr. Brady referred to the graphs (see Pages 4 and 5 of Attachment 1) that reflect the decline in residential and commercial plan reviews. He added that the pie charts (see Pages 5 and 6 of Attachment 1) provide a breakdown of the budget and the allocation of funds to Operations and Maintenance.

Mr. Brady invited the Deputy City Managers and the Assistants to the City Manager to come forward to present information on the Council's Strategic Initiatives (**see Attachment 2**).

Deputy City Manager Kari Kent provided an overview of the successes in the area of "Economic Development" (**see Attachment 3**), which include healthcare, education, aerospace and tourism.

Mayor Smith requested that staff provide a future update on the status of Mesa Community College's plan to consolidate the Fire Sciences Program in downtown Mesa.

Assistant to the City Manager Trisha Sorenson reviewed "Quality of Life" successes (**see Attachment 4**).

Assistant to the City Manager Natalie Lewis outlined the successes of the "Community Engagement" effort (**see Attachment 5**). She noted the significant contribution of community volunteers who have contributed approximately 118,000 hours of service.

Deputy City Manager Bryan Raines reported on "Financial Stability" issues (**see Attachment 6**), and he stated that the economy has forced the City to develop an effective new management style and perspective. Mr. Raines said that the City has consolidated departments and implemented new methods of providing services, many of which are now being considered by other communities. He noted that the City has been very successful in securing grant funding.

Mayor Smith explained that the Council does not want to increase ongoing obligations other than the obligations created by the COPS (Community Oriented Policing Services) grants.

Deputy City Manager Jack Friedline addressed the issue of "Regional Leadership" (**see Attachment 7**), which includes areas such as transportation, water, sustainability and partnerships. He cited the following examples of Regional leadership and cooperation: the East Valley Gang and Crime Information Fusion Center, the Topaz Regional Wireless Cooperative, and the Mesa Public Schools recycling program.

Mayor Smith reported that for the first time the mayors and city managers from Mesa, Queen Creek, Apache Junction, and Florence and representatives of Pinal County and the State Land Department are meeting on a quarterly basis to create a dialogue and a working partnership regarding development issues east of the Phoenix-Mesa Gateway Airport. He stated that the purpose is to avoid disagreements regarding issues where a common interest exists.

Mr. Brady referred to the 2008/2009 Strategic Initiatives (see pages 13, 14 & 15 of Attachment 1) and suggested that the Council consider any additions or changes to be made for the 2009/2010 timeframe.

Discussion ensued among the Councilmembers and City staff regarding updates to the Strategic Initiatives, and the comments are reflected on the attached document titled, "Mesa City Council Strategic Initiatives 10-29-09" (**see Attachment 8**).

The Council and staff took a short recess beginning at 9:36 a.m. and reconvened the discussion of Strategic Initiatives at 9:47 a.m.

Further discussion ensued among the Councilmembers and staff regarding "Looking Forward" (see pages 16, 17, 18, & 19 of Attachment 1), which relates to future plans for each of the Council's Strategic Initiatives.

Additional discussion ensued relative to the fact that the LEED (Leadership in Energy and Environmental Design) designation is recognized nationally; and that items, such as solar panels on City buildings, provide visible evidence to the public of the City's commitment to energy conservation.

Mr. Brady reported that attempts have been made to create general interest in downtown Mesa by promoting the area with the people attending Spring Training games.

Further discussion ensued relative to the fact that special events planned to coincide with Spring Training should be promoted in the programs and on the tickets; and that an Independence Celebration is planned for July 2 and 3, 2010 in the downtown area.

Assistant Chief Information Officer Diane Gardner explained the "Think Tank Time!" brainstorming exercise in which the Council would utilize the computers to identify high priority items for each of the Strategic Initiatives in 2011 and rank them in the order of importance.

The Council recessed at 11:00 a.m. to distribute Halloween candy to children participating in a Library program, and the brainstorming exercise resumed at 11:04 a.m.

Mr. Brady advised that staff would provide each Councilmember with a printed copy of the results of the exercise, and he noted that this information assists staff to identify the issues that are important to the Council. He thanked Ms. Lewis and other members of City staff for their efforts in coordinating the program.

Mayor Smith noted that the Councilmembers have worked together as a group to identify goals, and he was proud of their accomplishments. He expressed appreciation to staff for continuing to remind the Council of their long-term goals as decisions are made. Mayor Smith said that the Council remains committed to the basic plan that was established fourteen months ago.

3. Adjournment.

Without objection, the Strategic Initiatives Dialogue adjourned at 12:00 noon.

SCOTT SMITH, MAYOR

ATTEST:

LINDA CROCKER, CITY CLERK

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the City Council's Strategic Initiatives Dialogue, held on the 29th day of October, 2009. I further certify that the meeting was duly called and held and that a quorum was present.

LINDA CROCKER, CITY CLERK

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Attachments



Today's Agenda

Welcome

Ice breaker

Overview of today's dialogue and
reference materials

Upcoming issues review

Celebrating our successes

Strategic initiatives – updates?

Break

Looking forward

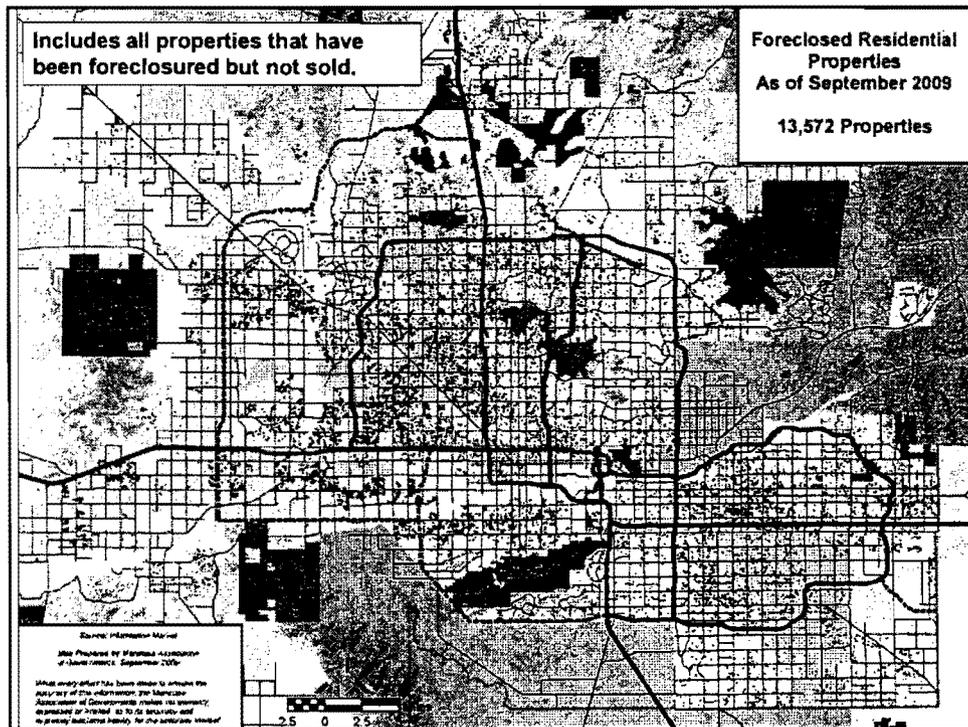
Assessing Priorities– Think Tank Exercise
and Boo Parade visitors!

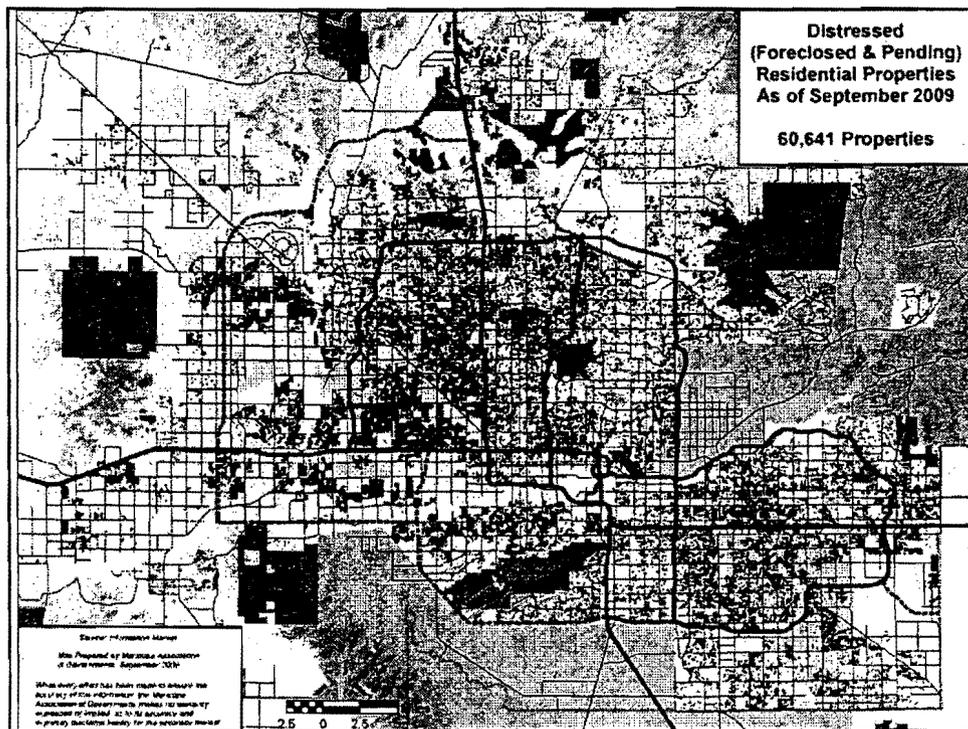
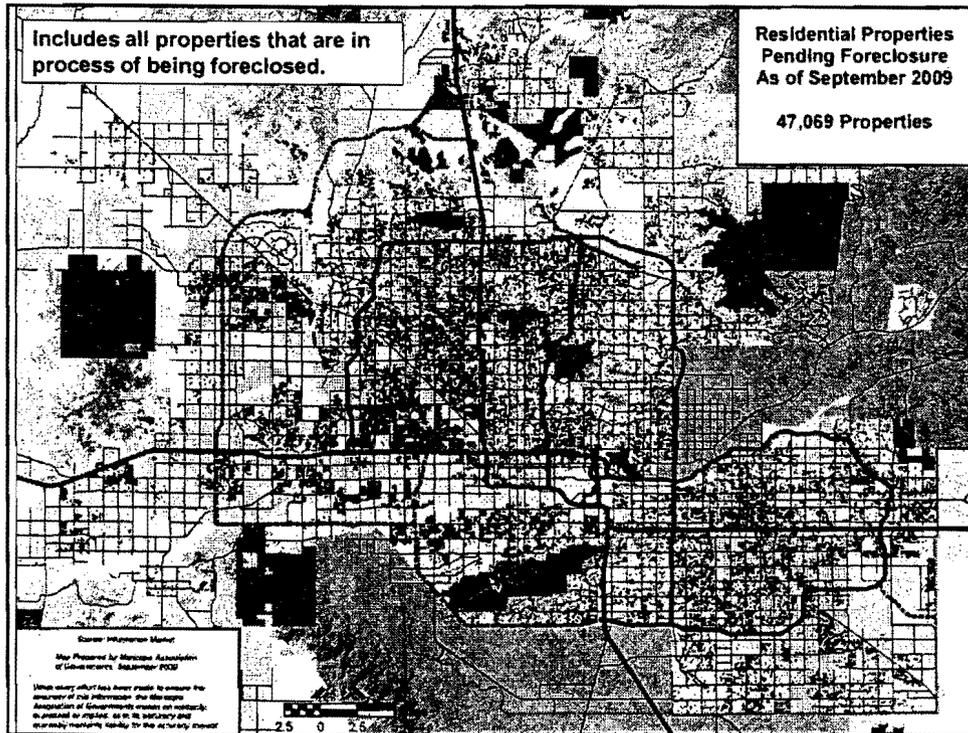
Closing remarks & adjourn



Review of Upcoming Issues

Election Timelines
Home Rule, Southwest Gas
Home Foreclosures
Bonds
Fund Balance & Trends





FY 2008/09 Fund Balance: General Fund

Estimated ending fund balance	\$ 56,856,000
Actual ending fund balance	\$ 78,987,000
Increase in fund balance	\$ 22,131,000

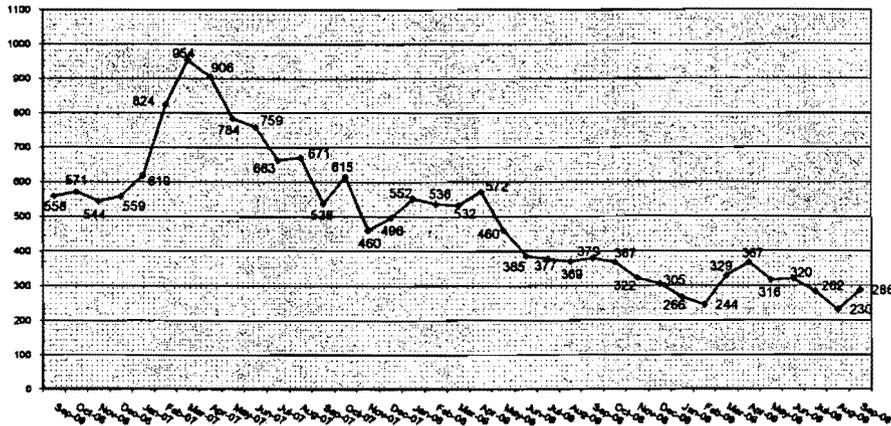
Causes of increase in fund balance

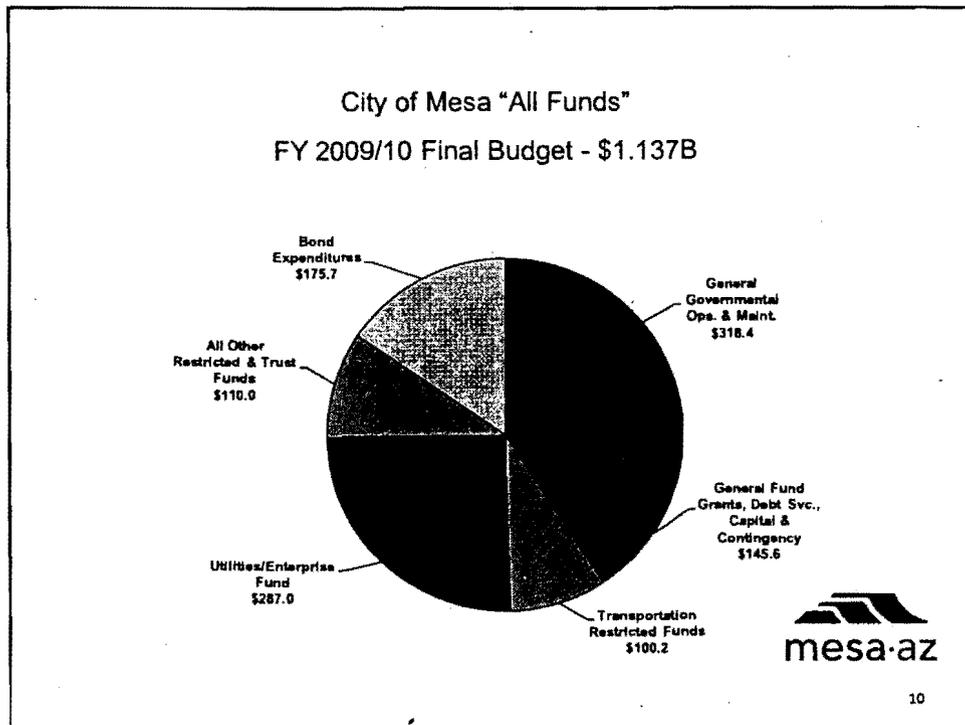
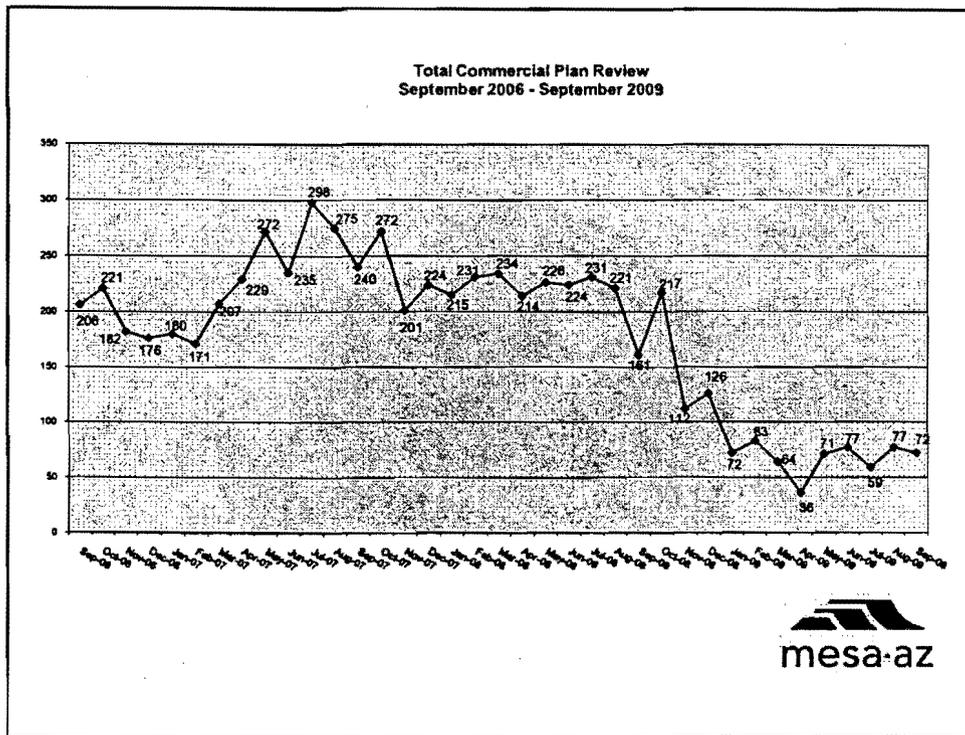
Revenue decrease*	\$ (14,719,000)
Expenditure decrease due to timing issues**	\$ 22,500,000
Expenditure Savings	<u>\$ 14,350,000</u>
	\$ 22,131,000

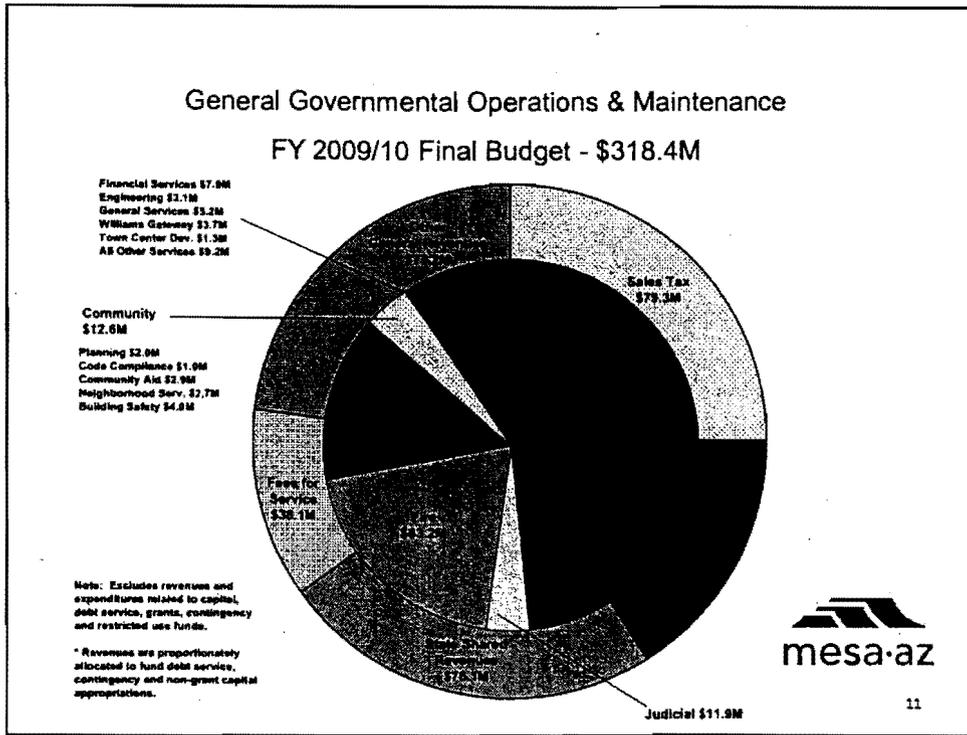
* Revenue decrease in grants appropriated but not received, timing of light rail reimbursement, and delayed real estate sales.
 **Timing issues are items such as rebudget of capital, rebudget of grants, grants appropriated but not received and therefore not expensed.



**Total Residential Plan Review
 September 2006- September 2009**









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Focus on Mesa

Celebrating Our Successes

October 29, 2009





ECONOMIC DEVELOPMENT Successes

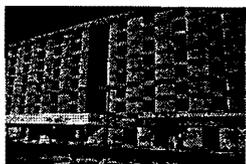
HEALTHCARE



Banner Children



AZ Regional



Banner Corporate



Banner Baywood

EDUCATION



ASU Polytechnic



MCC Red Mountain &
MCC/NAU Downtown

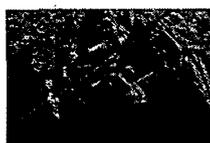


ECONOMIC DEVELOPMENT Successes

AEROSPACE



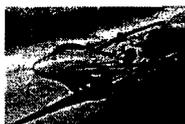
Cessna



Boeing



MD Helicopters



Hawker-Beechcraft



Embraer





ECONOMIC DEVELOPMENT Successes

TOURISM



Gaylord & DMB
Community Plan

Toby Keith's



Hyatt Place

DOWNTOWN



MACFest



The Buzz



QUALITY OF LIFE Successes

Three for Free



Light Rail Opening



MACFest



Regional Pools



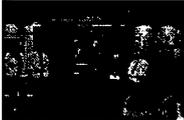


QUALITY OF LIFE Successes

Public Safety Bonds



COPS Grant



Recycle Bank

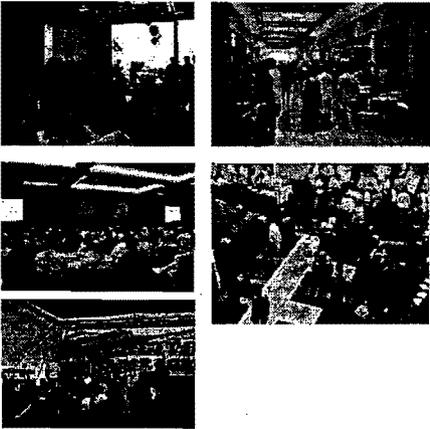


Recycle Record Reward



COMMUNITY ENGAGEMENT Successes

Community Conversations



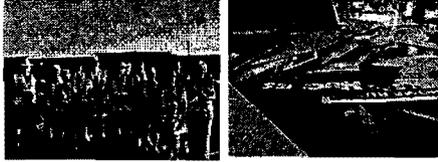
Volunteers!





COMMUNITY ENGAGEMENT Successes

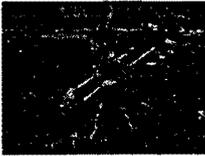
Bandit Sign Removal



Building Stronger Neighborhoods



Citizen Survey



FINANCIAL STABILITY Successes

Bond Projects



Successful Forecasting



ARRA Grants and Build America Bonds



FINANCIAL STABILITY

Successes

Managing for the New Economy

SR 802 Acceleration

REGIONAL LEADERSHIP

Successes

Household Hazardous Waste & MPS Recycling

Fleet Excellence



REGIONAL LEADERSHIP
Successes

TOPAZ
REGIONAL METRO COOPERATIVE



Fusion Center



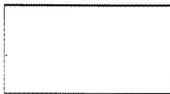
Sustainable Cities Network



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**Mesa City Council
Strategic Initiatives
Updates?**

October 29, 2009





ECONOMIC DEVELOPMENT that is innovative and business-friendly and that includes a variety of strategic tools, redevelopment of older and vacant areas, and a focus on the downtown.



QUALITY OF LIFE for citizens of Mesa that includes safe and clean neighborhoods and parks, cultural and arts amenities, and excellent educational opportunities. All of which should be sustainable and environmentally responsible.



COMMUNITY ENGAGEMENT to build pride in our city and to encourage a wide range of civic leadership. This includes the involvement of neighborhoods, non-profit and faith-based organizations, and direct communications with citizens.



FINANCIAL STABILITY that provides proactive leadership and considers all financial factors, such as revenues, expenditure, taxes, budgeting, and efficiency.



REGIONAL LEADERSHIP that addresses challenges that require regional cooperation, such as transportation and water. Regional leadership that is innovative, that focuses on sustainability, and that includes partnerships with educational institutions.



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Quick Break!





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Focus on Mesa
Looking Forward
October 29, 2009



ECONOMIC DEVELOPMENT
Looking Forward

Zoning Code


Spring Training



Best Buy & Dick's

FIESTA DISTRICT


2010 Sporting Events


WAC
WESTERN ATHLETIC CONFERENCE

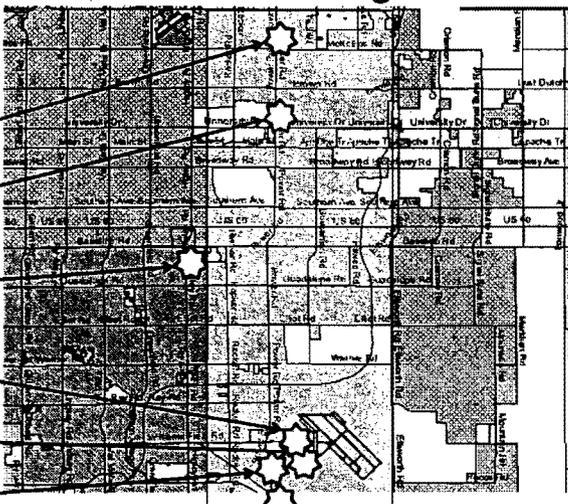




ECONOMIC DEVELOPMENT

Looking Forward

Power Road Knowledge Corridor



MESA COMMUNITY COLLEGE
MESA PUBLIC SCHOOLS
A.T. STILL UNIVERSITY ATBU
LND THE UNIVERSITY OF NORTH DAKOTA
ASU ARIZONA STATE UNIVERSITY POLYTECHNIC CAMPUS



QUALITY OF LIFE

Looking Forward

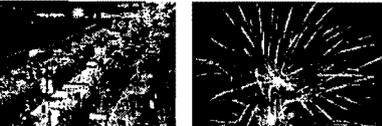
Public Safety Bonds



New Court



Community Events



Before & After Game Events

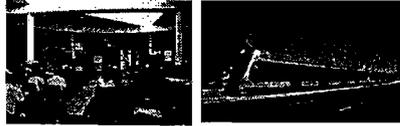




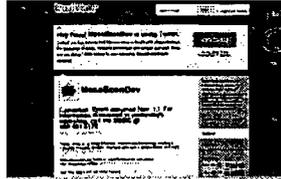
COMMUNITY ENGAGEMENT

Looking Forward

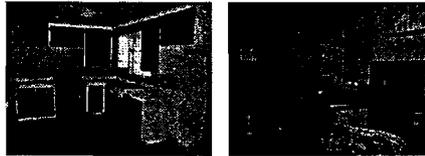
Light Rail Stakeholder's Committee



Web 2.0 & Web Refresh



Neighborhood Stabilization



FINANCIAL STABILITY

Looking Forward

New Bonds



2010 Elections



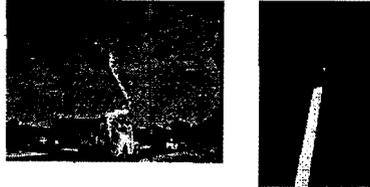
New Financial System





REGIONAL LEADERSHIP Looking Forward

Energy Conservation



SolFocus Pilot Project



Regional EMS Contract



COPLINK



Think Tank Time!

It's Jan. 2011... what priorities should
we have begun or accomplished?





STRATEGIC INITIATIVES

2008/09



ECONOMIC DEVELOPMENT that is innovative and business-friendly and that includes a variety of strategic tools, re-development of older and vacant areas, and a focus on the downtown.



QUALITY OF LIFE for citizens of Mesa that includes safe and clean neighborhoods and parks, cultural and arts amenities, and excellent educational opportunities. All of which should be sustainable and environmentally responsible.



COMMUNITY ENGAGEMENT to build pride in our city and to encourage a wide range of civic leadership. This includes the involvement of neighborhoods, non-profit and faith-based organizations, and direct communication with citizens.



FINANCIAL STABILITY that provides proactive leadership and considers all financial factors, such as revenues, expenditures, taxes, budgeting, and efficiency.



REGIONAL LEADERSHIP that addresses challenges that require regional cooperation, such as transportation and water. Regional leadership that is innovative, that focuses on sustainability, and that includes partnerships with educational institutions.



CELEBRATING OUR SUCCESSES

HEALTHCARE

- **Healthcare retention and expansion efforts**-- Staff has been involved in several efforts to retain and/or attract new healthcare industry in Mesa, including: Banner Hospital building reuse as a new data center, Arizona Regional Medical Center, Chandler Gilbert – Engle Hall (Nursing Program), Banner Children's Medical Center, and Banner Baywood Emergency Room renovations.

EDUCATION

- **Education expansion efforts**-- Staff has been involved in helping to facilitate education opportunity expansions in Mesa, including the MCC/NAU downtown campus that serves 2,000 students, and the new Science Center at the MCC Red Mountain Campus.

AEROSPACE

- **Aerospace Institute**-- Designed to promote a global role for the state in aerospace research and infrastructure, Mesa will be its new headquarters.
- **Falcon Field Industry**: Retained MD Helicopters, Falcon 7 multi-phased development, and completed/opened Reilly Aviation corporate hangers.
- **Phoenix-Mesa Gateway Airport**: Embraer (opened Sept. 2008), Allegiant Airlines (announced temporary terminal expansion to accommodate their growth) Nov. 2008, Hawker-Beechcraft (opened Dec. 2008), Cessna (opened Jan. 2009), Special Devices, Inc. (relocated HQ to Mesa Aug. 2009).

TOURISM

- **Gaylord Agreement**-- Successfully negotiated an agreement and financing plan in August 2008 to construct two resorts, one with 1,200 rooms and the second with at least 490 rooms along with a PGA championship-level golf course. City retains all City sales tax revenues.
- **DMB Community Plan** -- A catalyst to develop 3000+ acres of the Mesa Proving Grounds. The area is envisioned to become a collection of luxury resorts, conference center, retail, office and employment, entertainment, educational, residential, aeronautics hub, and a connection to the world via the growing Phoenix-Mesa Gateway Airport.
- **Mesa Gateway Strategic Plan**—Plan includes: strategic market assessments; land use planning; community facility, infrastructure and utilities plans; transportation master planning; and funding and implementation plan.
- **Riverview**—New establishments opening at Riverview this year, including Toby Keith "I Love this Bar and Grill," The Hyatt Place, and just announced, Matta's Grill and Cantina.

DOWNTOWN

- **CDBG Downtown Loan Fund Program**—NEDCO is administering a CDBG grant in the amount of \$225,000. The plan is to provide 5 loans to downtown businesses for new projects or expansions. Nunthaporn Thai Restaurant was a recipient of a \$50,000 loan. There are plans to assist Sweetcakes with an expansion for a Yogurt Shop.
- **Downtown "BUZZ"** -- A free neighborhood circulator Monday-Saturday service, with stops at the Mesa Multigenerational Center, Main Library, Municipal Plaza, Downtown, Westwood High, Banner Corporate Office.





CELEBRATING OUR SUCCESSES

- **Light Rail** -- opened in 2009. An average of approximately 30,000 people per month board the trains at the Sycamore Transit Center, making it the most successful transit stop in the Valley.
- **Public Safety Bond Program Implementation**
 - Two fire stations are under construction (215 and 218) – 215 is a joint Fire and Police station
 - Groundbreaking for a third fire station (219) anticipated soon
 - Land purchased for fire station 220 (58th Street and Main)
 - Police purchased a used, fixed-wing plane and helicopter for the aviation program
 - Design underway for improvements to Public Safety Training Facility
 - Bids underway for Center Against Family Violence security enhancements
 - Bids underway for Police Range improvements
- **Public Safety Stimulus Funding** – City received over \$9 million in competitive stimulus funding for public safety and as a result the City will:
 - Hire 25 police officers (\$5+ million)
 - Construct a fourth fire station (Station 220) in addition to the three stations planned through the 2008 Public Safety Bond package. (\$4+ million).
- **Three for Free Program** -- The public's ability to visit the two museums (Museum for Youth, AZ Museum of Natural History) and the Contemporary Arts was increased through the Target sponsored *Three for Free* program and Culture Passes available at Mesa libraries.
- **MACFest**—Initiated in October 2008, Mesa has just started its second season of the popular MACFest. Free to the public and every Saturday morning now through April 24, 2010, local artists feature their work along Main Street in downtown. This has been a great way to draw people to downtown and for local artists to be able to expose and sell their work, with attendance averaging 700-2,000.
- **Shop Mesa, Get the Arts** -- people who shop at retail venues in Mesa can now redeem their receipts to receive "Mesa Bucks" for the amount of the sales tax that was paid on the purchase, rounded up to the next \$5. Mesa Bucks can then be used for admission to the Mesa Arts Center, Arizona Museum for Youth and Arizona Museum of Natural History. Since its launch in spring 2009, over \$22,500 Mesa Bucks have been issued, and over \$8,000 have been redeemed.
- **Regional Pools** – new, cost-efficient system implemented and as a result:
 - Kino and Rhodes amenity pools were opened
 - Skyline pool is out for bid.
- **Strengthened Ordinances/Codes** -- Council is working to amend and strengthen existing ordinances or new ordinances that impact quality of life in Mesa, including:
 - Noise and Unruly Gatherings
 - Residential Inspection Program
 - Pawn Shop Fees and Databases
- **Recycle Bank** – Mesa launched a pilot program to create incentive rewards and test its effectiveness for increasing recycling participation. 9,000 single-family households participating. Microchip attached to their recycling in order to gauge how often their bin is out for collection. Award points provided for participation which can be redeemed for saving offers at participating national and local retailers.



CELEBRATING OUR SUCCESSES

- **Community Conversations**— In addition to the popular **Pancake Breakfasts** and **City Hall at the Mall**, this year expanded opportunities for direct and meaningful community engagement to thousands through:
 - **Top2Bottom 2009**—More than 600 volunteers and dozens of projects completed in District 1 in spring 2009. Another event is planned in February 2010 for Districts 1, 3 & 5 and with the goal of hosting 1500+ volunteers.
 - **Prayer Breakfasts and Partner Meetings**—joined by the Mayor, Councilmember Higgins initiated these breakfasts as a way to reach out to the strong faith-based community in Mesa and to share information and resources. 75 congregations participated.
 - **Community Conversations, Annual Breakfasts and Media Briefings**-- Mayor Smith conducted four "Community Conversations," each with an average of approximately 75 participants, collaborated with the Chamber to conduct two annual breakfast meetings, as well as dozens of monthly media briefings.
 - **Building Stronger Neighborhoods (BSN)**—Continuing this successful program, to date there have been 18 BSNs completed citywide with approximately 16,000 residents involved directly in strengthening and preserving their neighborhoods.
- **Community Volunteers** -- This year, the City and Councilmembers have increased efforts to market and publicize volunteer opportunities and the promotion of City-sponsored events, such as the Top2Bottom, Kaboom project at two parks, Volunteer Income Tax Assistance, etc. As of June 2009, the City has received more than 117,800 volunteer hours, translating into more than \$2.3 million in labor services, including:
 - Volunteers at the 3 museums—approx. 20,000 volunteer hours
 - Fire Department—approx. 12,400 volunteer hours
 - Police—approx. 26,000 volunteer hours
 - Parks and Recreation—approx. 26,000 volunteer hours
- **Community Bandit Sign Removal**-- As a way to build community pride and the spirit of volunteerism, City created this program to help remove "bandit" or "rogue" signs. Today, we have 32 volunteers, approximately 15-20 of them participate in monthly sweep events, four events have been conducted this year with a total value to the city of approx. \$3,122 AND savings of half the time of one code enforcement officer. Materials collected are 100 percent recyclable. For 2010, team is exploring possible prosecution of repeat offenders.
- **Citizen Survey**-- The City conducted a Mesa-wide Citizen survey focused on assessing the community's current perception of the quality of life in Mesa as well as the use, priority and quality of existing City services. The survey was sent to 3,000 randomly selected households citywide. A final report is due in November/December 2009. The results will be put to use by the Council, management and staff in strategically allocating our limited resources to high priorities, for budget preparation, and in prioritizing day-to-day business plans.

COMMUNITY ENGAGEMENT

community engagement



CELEBRATING OUR SUCCESSES

- **Managing for the New Economy** – The financial slide that began in spring of 2008 grew into a full-fledged recession during the third and fourth quarters of the calendar year. Proactive response by the City resulted in eliminating \$60M in expenditures and strategic operational consolidations, for example:
 - Initiated Fire TRV pilot to provide for more efficient mobile response to emergency medical calls and reserving larger crews and equipment for fire-related response.
 - Consolidated Planning, Building Safety, Code Enforcement, Environmental and Water Conservation programs into the “Development and Sustainability Department,” allowing for inter-department cross-training, retaining building inspector expertise and providing heightened focus on sustainable development.
 - Strategic service and staffing adjustments made to keep all libraries open and PD made adjustments to focus on sworn officer duties and their presence in Mesa.
- **Effective Forecast Modeling**-- Proactive budget adjustments and expert forecasting also allowed the City to minimize the number of necessary personnel reductions and to continue on firm financial footing, based on the projected improvements beginning in late 2009 and continuing slowly through 2010.
- **Public Safety and Transportation Investments** –Overwhelming voter approval in November 2008 of the Public Safety and Transportation General Obligation bond questions initiated the process that would ultimately add a secondary property tax as the dedicated repayment source for the approved General Obligation Bonds. This marked the first time since fiscal year 1944/1945 that property taxes were collected for City purposes.
- **SR 802 Advancement** – Approved to offer the initial \$20M bond package to the market, this innovative arrangement will ultimately provide \$45M in resources to advance the land acquisition and design of the first mile of the “Gateway Freeway” by a full four years.
 - Highways Project Anticipation Notes or HPANs will be secured by City excise taxes and structured so as not financially impact the City of Mesa.
 - SR 802 advancement project improves future eligibility for advancement of construction funding if it becomes available.
- **Success obtaining grants** – Staff has successfully pursued and received nearly \$60M in grants as part of the American Recovery and Reinvestment Act of 2009 (ARRA), including region leading awards for both COPS and FEMA grant allocations. In addition, Build America Bonds were used to sell \$59.9M of utility system revenue bonds, with an overall interest savings of \$12,500,000 when compared against “standard” rates.

FINANCIAL STABILITY





CELEBRATING OUR SUCCESSES

- **East Valley Gang and Criminal Information Fusion Center**- this center has been and will continue to be instrumental in the identification of on-going criminal activities in our communities as well as a leader in the provision of crime related intelligence to our members' communities. In the first year, the Center cooperated on approx. 200 cases; in 2008, that number increased to 800 cases. And since July 2009, we have already surpassed 2008 numbers. Each police agency staff's one detective and all are housed at Mesa PD headquarters. Center provides bi-weekly crime reports, bulletins, real-time suspect or location information for in-progress incidents and allows agencies to determine valley wide trends.
- **TOPAZ**- is a regional wireless cooperative established to create a shared public safety and municipal service radio communications system for Gilbert, Mesa, Apache Junction and Queen Creek. Mesa is the administrative manager for the cooperative and is responsible for the operations and maintenance of the system.
- **Mesa Public Schools Recycling Program**- this program partnered Mesa with the Mesa Public School District and introduced the barrel recycling program into 58 elementary schools and 10 administrative sites. In 2009/10 the schools will expand into the Junior and Senior High Schools.
- **Sustainable Cities Network (SCN)** - City staff is a founding member of the SCN and serves as the Solar Committee Chair (Scott Bouchie). The SCN is composed of ASU, city, county and tribal leaders and was established to strengthen efforts to ensure the sustainability of the region.
- **Fleet Services ASE Blue Seal of Excellence**—the City's Fleet Services Group was awarded the ASE Blue Seal of Excellence, given for program quality and excellence. It focuses on quality of work provided to customers and productivity.
- **Household Hazardous Waste (HHW) Program**- the Solid Waste Management Department has successfully operated a Household Hazardous Waste Program for many years. In the next 12 months staff will be improving the program to accommodate prescription drugs and the influx of appliances, computers and TV's.

REGIONAL LEADERSHIP



Mesa City Council Strategic Initiatives 10-29-09



ECONOMIC DEVELOPMENT that is innovative, development and business-friendly and that includes a variety of strategic tools, redevelopment of older and vacant areas, and a focus on high-value job creation and employment.

Samples of individual Councilmember comments or suggestions to respond to this strategic initiative:

- Update the **Zoning Code** by emphasizing form-based codes, encouraging sustainable development, allowing special character areas of the City, proactively planning for and pursuing land use opportunities as a result of light rail, focusing on infill and redevelopment, and seeking solutions or new internal procedures that help facilitate business success and development opportunities.
- Work regionally to retain the **Chicago Cubs** and take full advantage of revenue opportunities for Mesa and the State. (RL#2)
- Support the **H.E.A.T.** (Healthcare, Education, Aerospace and Tourism) initiative by engaging more **educational institutions** to help create 24/7 presence in downtown. For example, add liberal arts, medical education and high tech/polytechnic educational opportunities to support local industry. Also continue to build on the Power Road Knowledge Corridor to create a local, regional and national brand for this opportunity corridor and work regionally to continue building on the base of educational institutions located there. (QL #2)
- Revitalize **downtown** by promoting 24/7 uses (2,000 housing units, higher education, healthcare industry); focusing on the redevelopment of vacant parcels/property; supporting community special events; applying federal funding to encourage/jump start economic growth; facilitating an updated downtown Chamber presence; attracting more visitors to downtown; reviewing the way downtown is promoted, marketed and managed; and by celebrating all successes.
- Expand **Light Rail to Gilbert Road** by supporting existing businesses while also taking full advantage of redevelopment and land use opportunities that light rail corridors create.
- Work regionally to attract **Manufacturing Jobs** in the most appropriate locations in Mesa.
- Revitalize the **Fiesta District**; for example, by focusing on this as an employment or enterprise zone, creating public and private redevelopment opportunities, creating more consistency of the Fiesta brand and character, and by providing development on the right mix of uses in the right places.
- Create **Economic Opportunity Zones** citywide that allow for flexibility in zoning, which incentivize private redevelopment and create specific implementation plans for each 'zone.'
- Create a **business accelerator** by partnering with existing educational, regional institutions and the business community.
- Ensure **Economic Development Department resources** are sufficient; for example, to maximize outcome delivery for the Council's Economic Development Strategic Initiative efforts.
- Continue hosting more **sporting events** in order to bring visitors and tourists to shop and enjoy Mesa.
- Create plan to focus on seeking **high-value jobs** rather than chasing retail. (Moved from FS)

Mesa City Council Strategic Initiatives 10-29-09

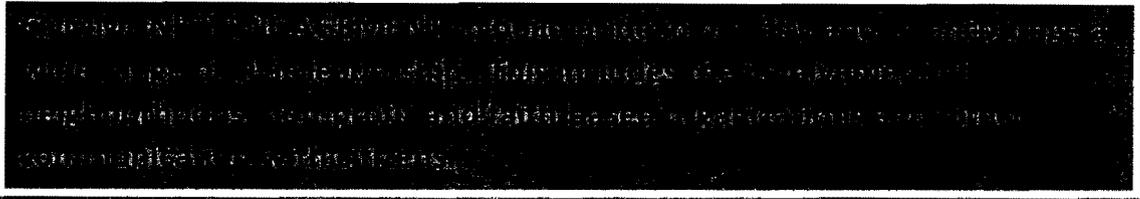


QUALITY OF LIFE for citizens of Mesa that includes safe and clean neighborhoods and parks, transportation options, cultural and arts amenities, and excellent educational opportunities; all of which should be sustainable and environmentally responsible.

Samples of individual Councilmember comments or suggestions to respond to this strategic initiative:

- Invest in Mesa's **parks and recreation**; for example, by creating regional or federal opportunities/partnerships, exploring opportunities for pocket parks, urban plazas and linear parks, and potentially creating added facilities and services through new funding sources or public-private partnerships.
- Support the **H.E.A.T.** (Healthcare, Education, Aerospace and Tourism) initiative by engaging more by engaging more **educational institutions**. For example, to build on the Power Road Corridor, create 24/7 presence in downtown and to add liberal arts, medical education and high tech/polytechnic educational opportunities to support local industry. (ED#3)
- Create opportunities to strengthen **library services** as budget allows, to seek new or maximize existing funding resources, and to ensure services are available geographically across the City.
- Pursue **public safety** priorities; for example, COPS grant implementation, opening new "Fiesta" substation and regional information and crime-fighting efforts. (RL#3)
- Continue to support **arts and culture** programs; for example, by hiring new department leader for arts and culture, seeking more public-private partnership activities, and finding ways to strengthen Mesa's historical museum through local partnerships, etc.
- Support the re-emergence of **community events** through the active involvement and partnership of community groups. Examples include Mesa Days, parades and other events to create excitement and community pride.
- Complete **2008 Bond Program** construction and consider future bonds that support service delivery to Mesa's residents.
- Expand "**Green**" **Initiatives**; for example, by supporting high-performance building designs or seeking LEED certification (or other similar certifications) for new public facilities, being a regional leader for sustainable development and codes, reducing City impact on finite resources, encouraging compact development, seeking sustainable alternatives for the City's energy use such as energy efficient street lighting and the City's Solar Photovoltaic Project.
- Work regionally to expand **broadband and Wi-Fi access** opportunities for residents and important anchor institutions. (RL#9)
- Open new **Justice Center** and ensure court operations have appropriate resources.

Mesa City Council Strategic Initiatives 10-29-09



Samples of individual Councilmember comments or suggestions to respond to this strategic initiative:

- Develop a **village planning** model tailored to Mesa, and to help encourage proactive community discussion in the review of development proposals.
- Expand **Channel 11** programming.
- Continue to provide and/or expand variety of **community conversations**; such as “Top2Bottom” or “Service Day” events, Mayor’s Youth Committee, City Hall at the Mall, Pancake Breakfasts, collaboration with the faith-based and non-profit communities, and by involving Councilmembers in business outreach efforts.
- Continue programs to further **neighborhood leadership and stabilization**; for example Neighborhood Stabilization Program, Building Stronger Neighborhoods, code enforcement, and consider fostering more Community Development Leadership Corporations.
- Increase **Council-related Public Information & Outreach** services.
- Complete **Light Rail Stakeholder Advisory Committee** process.
- Update the **City’s Website** to be more community focused vs. government focused and continue to expand public outreach through new technology, such as use of **social media**.
- Seek ways to **encourage community attendance to Council meetings**; for example, consider conducting Council or Council Committee meetings in other areas of the City on occasion or on Saturday from time to time.
- Continue to support **faith-based and non-profit agencies**; for example, to help agencies secure grants and continue successful programs to serve the underserved. In addition, consider ways to increase efforts to market ABC Utility Donation Program and to enable residents to donate greater amounts, if desired.
- Create a centralized **volunteer online resource**; for example, one that allows all interested the ability to review and register for volunteer opportunities citywide in “**One Stop Shop**” fashion.
- Continue to conduct **citizen surveys** and other efforts geared toward gauging citizen satisfaction and evaluating existing services.

Mesa City Council Strategic Initiatives 10-29-09



FINANCIAL STABILITY that provides proactive leadership and that considers all financial factors in order to achieve stable revenues, responsible budgeting and organizational efficiencies.

Samples of individual Councilmember comments or suggestions to respond to this strategic initiative:

- Launch **new financial system**, also known as 'CityEdge,' to update the City's 30-year system and in order to create new organizational tools and efficiencies.
- Review the mission of the **Financing the Future Committee**; for example, create a role that also helps encourage community confidence in our efforts and to increase the public's understanding of City finances.
- Expand the **"Shop Mesa" campaign** to help the community understand why shopping local is important.
- Simplify the process for **doing business in Mesa**; for example, consider streamlining license/tax/permit applications into one, user-friendly form.
- Move forward with **2010 Home Rule election**.
- Take a conservative approach in considering a possible 2010 (or 2012) public safety and transportation and utility **capital bond election** -- for the most vital capital needs only.
- Consider conducting **Section 6-13 exemption** election to eliminate Charter Section 6-13 or increase \$1.5 million limit.
- Provide a **consistent 2010/11 budget message** that aligns with our recent financial/budget work.
- Create an **employee awards program**, for example, to celebrate or award employees for efficiency or sustainability efforts.
- Continue seeking **innovative service-delivery solutions**, some examples include: organizational **restructuring**, evaluating **market-driven and privatization** approaches, considering opportunities to sell electric and/or gas utilities, taking a fair look at privatizing Solid Waste and Fleet divisions.
- **Consider a variety of revenue-generating strategies**, some examples include: considering how the City might be able to capture sales tax from vehicles purchased out of state, ensuring City is well positioned to sell Pinal County lands when real estate market rebounds, using the business registration process to keep track of the businesses and assure revenue collections, and ensuring a consistent and thorough application of the Fleet Warranty Recovery Program.

Mesa City Council Strategic Initiatives 10-29-09



REGIONAL LEADERSHIP that acknowledges that Mesa's and the region's well being are intertwined and that recognizes Mesa's responsibility to be a leader of and an active participant in working with regional partners to find common solutions to regional challenges that are innovative and sustainable.

Samples of individual Councilmember comments or suggestions to respond to this strategic initiative:

- Work regionally to retain the **Chicago Cubs** and take full advantage of revenue opportunities for Mesa and the State. (ED #2)
- Pursue a truly **regional public transit plan** and prepare for Prop 500.
- Pursue **public safety priorities**, some examples include: COPS grant implementation, opening new "Fiesta" substation, and regional information and crime-fighting efforts. (QL #4)
- Create a **Mesa presence/impact in region**, for example, by continuing to get involved with national organizations to assure Mesa is on "the map," and being engaged in regional boards and committees, including but not limited to MAG, NLC, and Superstition Vistas Governance Board.
- Work with the **Regional Transit Authority**, for example, to pursue efforts to combine bus and Metro operations into one regional authority.
- Promote **regional agreement vs. competition** with other valley cities, meeting with other Valley City Councils, working with the legislature on behalf of all-city issues, not just Mesa issues. Another example is to look at collaboration with land-locked communities to use their marketing, ED money to attract businesses to adjacent areas in Mesa, or partnering on regional parks.
- Implement the **Regional Emergency Medical Service** contract.
- Increase **Mesa and Valley visibility**, for example, through regional and national advertising, and creating opportunities for Phoenix-Mesa Gateway.
- Work regionally to expand **broadband and Wi-Fi access** opportunities for residents and important anchor institutions. (QL#9)