

Mayor's 180 Day Work Plan Progress Report

When I ran for office, I laid out specific steps I would take in my first 180 days as Mayor. Over the last six months, I've relied on help from the City Council, city staff, and the community as a whole, to achieve the goals in that plan. I have to thank my colleagues on the Council, the dedicated professionals we have working in city government, and the many Tucsonans who came forward with great ideas, hard work and a willingness to help, for where we are at today.

Part of my plan stressed accountability. That accountability starts with me, so, after six months in office, here is some of what we've accomplished.

1. Jobs and Economic Development

What I want for Tucson are quality jobs that are compatible with our community, our values and our desert environment.

Small Business Advocate

I will have a small business advocate in the Mayor's Office to help cut through red tape and get entrepreneurs the answers they deserve.

- HIRED** Maricela Solis. From day one, Maricela and I have worked together to help local businesses succeed. A strong business sector is how we create jobs and pay for city services. That's why I've dedicated one of my full-time staff positions to meeting the needs of local businesses.

Whether it's getting city permits, getting listed with the city as a small business enterprise, getting a zoning review, or some other matter, Maricela has helped dozens of business owners navigate city services. Where there's room for improvement, she lets me know, and we work with the City Manager and staff to make it easier to do business in the City of Tucson.

Excellence in Education

Part of what attracts and keeps quality jobs is a first-rate education system. I intend to meet regularly with Superintendents of all Tucson school districts as well as representatives from local colleges and universities, including the Chancellor of Pima

Community College and the President of the University of Arizona, to see how the city can help foster excellence in education – both K-12 and beyond.

- ☑ **FORMED** a Mayors’ Education Roundtable with other Arizona mayors to focus on increasing high school graduation rates, K-12 core curriculum and STEM (Science, Technology, Engineering and Mathematics) education. Submitted a proposal to the Helios Foundation for funding. No city funds are involved.
- ☑ **MET** with Superintendents for Amphitheater, Catalina Foothills, Flowing Wells, Sunnyside, TUSD and Vail School Districts. Discussed issues facing school districts and students, ways to facilitate greater communication citywide among the school districts, and ways the city can help.
- ☑ **MET** with the Interim President of the University of Arizona and the President of Arizona State University and attended a University of Arizona President’s cabinet meeting.
- ☑ **MET** with the Interim Chancellor of Pima Community College. Discussed admissions requirements and ways to help Tucson high school graduates continue their education, enroll in a certificate or degree program, and succeed academically.
- ☑ **MET** with CEOs for First Things First, Job Path, Literacy Connects, MEC (Metropolitan Education Commission), Pima County JTED (Joint Technical Education District), the U of A Poetry Center and Youth On Their Own.
- ☑ **MET** with representatives of PPEP, Inc. (Portable, Practical Educational Preparation, Inc.) and the University High School Foundation.
- ☑ **TOURED** Pima Community College Veterans Center and ITT Technical Institute. Visited many other schools and spoke with students and teachers across Tucson.
- ☑ **SPOKE** at graduation ceremonies for Job Path and S.T.A.R. Academic Center, Sunnyside School District.
- ☑ **ATTENDED** the Institute for Youth, Education and Families Conference, the Southern Arizona Leadership Council (SALC) 7th Annual Business Leaders for Early Education breakfast and the Michael J. Harris Legacy for Learning dinner.

What’s Next

We’ve identified several priorities:

- BRING** School Resource Officers back into schools
- COORDINATE** parks, playgrounds and after school programs
- SET** a citywide goal to increase the number of children who read proficiently by 3rd grade
- STRENGTHEN** school to work programs

Land Use Code

At well over 1,000 pages, Tucson's Land Use Code is a hodge-podge of inconsistency and repetition. Everyone agrees it has to be fixed. In fact, efforts to do this have been underway since at least 2008. Getting this project done will be a priority for me and I will monitor its progress closely. We will have the next round of revisions to the Code in my first 180 days.

- ELIMINATED** 178 pages from Tucson's Land Use Code (LUC). We are combining three documents – the Land Use Code, Development Standards and the Development Compliance Code – into a single new Uniform Development Code (UDC). The UDC will clarify and simplify the LUC, eliminating redundancy and resolving conflicting sections of the code.
- ELIMINATED** the Building Code Committee, the Electrical Code Committee and the Mechanical/Plumbing Code Committee and created the Tucson-Pima County Joint Consolidated Code Committee, to advise and hear appeals re city/county building codes.

What's Next

- CREATE** a unified code that reflects the diversity of our city, allowing for flexibility while protecting and enhancing design elements characteristic of Tucson.

Permit Review Checklists and Timelines

Permit reviews need to be completed quickly and standards applied consistently. A priority for me is the creation of user-friendly checklists for staff to use in permit reviews as well as timelines for completion. Reviews not completed in time will automatically alert management.

- REDUCED** times for permit reviews. The city now processes 85% of its plan reviews and resubmittal reviews in 20 working days or less. Of the remaining 15%, about half are due to wastewater and health reviews required by Pima County. This means that about 93% of city permits are being processed on time. Applicants are notified by phone or email if their review will exceed 20 days.
- CONTINUED** to upgrade software so that applicants can view their status in real time.

- ☑ **ALERTED** Tucsonans to recent improvements at Planning & Development Services, including:
 - **DEVELOPMENT PACKAGE REVIEW** Development packages used to have to finish proposal review before starting plan review. Now, they go through both at the same time, cutting review time in half.
 - **SELF-CERTIFIED SIGN PERMIT INSPECTIONS** Sign contractors can now self-certify non-electrical inspections by sending a photo of the completed work to the city along with a form attesting that the work has been done properly.
- ☑ **ASSIGNED** Public Information Officer from Environmental Services Department to assist part-time in developing user-friendly checklists for the new UDC.
- ☑ **REVIEWED** classifications of open positions for reclassification as case managers or project managers.
- ☑ **EXTENDED** the deadline on previously-approved protected development right plans an additional two years, so that developers would not have to go through the review process a second time.

What's Next

- CREATE** a pilot program for registered architects and engineers to self-certify certain projects.
- CONTINUE** upgrades to computer hardware and software.

Cross Train Inspectors

Rather than schedule multiple permit inspections and wait for each one, I support cross training inspectors to handle a variety of permits – so that inspections happen quickly, with fewer visits. Cutting wait time will save money for builders and homeowners and increased efficiency will decrease costs to taxpayers. I will work with staff to see that this project is well underway in my first 180 days.

- ☑ **CROSS-TRAINED** all residential inspectors. This means that now, on a residential project, there will be one inspector.
- ☑ **CROSS-TRAINED** three commercial inspectors. Continue to cross-train and hire cross-trained commercial inspectors. Now, on a commercial project, there will be one inspector or one portfolio or project manager – one person from Planning & Development Services charged with project oversight. Complex commercial projects will continue to have specialist inspections, as needed.

Mayor-Business Roundtables

I will hold periodic Mayor-Business Roundtables to personally get feedback from the local business community.

- EXCHANGED** ideas and concerns at over twenty business roundtables – in addition to many individual meetings with local business owners. I heard from owners of small and large businesses. I asked where we were doing well and where we could do better, and I've taken those suggestions back to staff.

What's Next

- CONTINUE** to listen to and communicate with the business community.
- INFORM** the community about the many incentives available, including those created by city ordinance, to help Tucson businesses thrive.
- REDESIGN** the city's business web portal, to make it more useful and easier to use, on a variety of devices.

Local Business Preference

I will work with the Council and staff to put in place procurement policies that give preference to local businesses in obtaining city contracts.

- HIRED** locally. About 88% of City of Tucson construction dollars go to contractors and subcontractors in the Greater Tucson Area.
- FORMED** a stakeholder group with representatives from various chambers of commerce, city staff, and others to discuss additional preferences for local purchase.
- REVIEWED** current preferences the city provides, which include:
 - **CONSTRUCTION SBE** (Small Business Enterprise) subcontracting goals on eligible projects
 - **GOODS & SERVICES** Small purchase reserve program for purchases under \$50K to local, certified SBEs
 - **PROFESSIONAL DESIGN SERVICES** Preference points for certified SBEs

What's Next

- CRAFT** an ordinance, similar to those in many cities across the country, that allows, within the limits allowed by law, the city to prefer local companies in its purchasing practices. As much as possible, we want City of Tucson tax dollars staying in the Greater Tucson Area.

Tucson Trade Initiative

I will meet with state, foreign and local groups to help Tucson businesses increase sales both inside and outside the greater Tucson area.

- MET** with local business owners whose businesses depend on trade. Formed a Mayor's Advisory Task Force on Trade to develop strategies that encourage trade with Mexico and beyond.
- WORKED** with the Arizona Commerce Authority, the U.S. Department of Commerce, the Microbusiness Advancement Center, and the Arizona Small Business Development Center, cohosting a workshop that gave local businesses information to help them expand into international markets.
- ADDRESSED** a meeting of the Arizona District Export Council.
- MET** with mayors of the largest cities in Sonora, Mexico, the Governor of Sonora and the Mexican consul.

What's Next

- WORK** with our federal partners to secure proper infrastructure, so that people and goods crossing the border legally can do so without undue delay.
- WORK** with governments in Sonora, Mexico to craft policies that provide mutual economic benefit.

Recruit New Employers

I will work with economic development groups and I will personally recruit new employers to come to Tucson.

- WELCOMED** new employer UnitedHealth Group OptumRx, which brought 400 skilled jobs in pharmacy, health care and customer service to Tucson.
- MET** personally with a number of potential employers considering moving to Tucson or expanding operations in Tucson. My Business Advocate and I are working with the city's

economic development team and partners to recruit new employers to Tucson and to facilitate expansion for existing employers in Tucson.

- ☑ **WELCOMED** Major League Soccer (MLS) to Tucson. Spoke at announcement and kickoff dinners for the 2nd Annual FC Tucson Desert Diamond Cup featuring MLS teams LA Galaxy, New England Revolution, New York Red Bulls and Real Salt Lake.
- ☑ **SERVED** as Tucson’s representative on the TREO (Tucson Regional Economic Opportunities) Board.
- ☑ **REVIEWED** the city’s agreement with TREO. More specific performance measures were put in place to measure their efforts and success in the coming year.
- ☑ **SUPPORTED** creation of the city’s new Economic Development Manager position. City Manager Richard Miranda hired Debbie Chandler, formerly Executive Director of the Microbusiness Advancement Center. Ms. Chandler started work May 1.
- ☑ **WELCOMED** attendees at various business and professional conferences, pointing out Tucson’s many advantages – business and lifestyle.

What’s Next

- ☐ **CONTINUE** to coordinate with regional partners – chambers of commerce, MTCVB, TREO, the University of Arizona and local governments – in aggressively pursuing new employers for our region.
- ☐ **FOCUS** on sectors that are a good fit for Tucson – such as arts, entertainment, recreation, science and technology.
- ☐ **SUPPORT** expansion of local businesses. My staff and I will continue to expedite and troubleshoot on behalf of local businesses.

Retain Existing Employers

I will work with business groups to help existing employers stay here and grow.

- ☑ **RECOGNIZED** success of local employers – large and small – at special events, including APAC, Arizona Builders’ Alliance, Bruker Nano, FBI, Davis-Monthan, Dickman’s Meat and Deli, DEA, Gem & Mineral Show, Raytheon, UniSource and the University of Arizona.
- ☑ **OPPOSED** closure of Tucson’s Cherrybell Mail Processing Center. Worked with regional partners and members of Arizona’s Congressional Delegation to keep this center open. Met with U.S. Postal Service representatives from Phoenix and Washington, DC. Despite recent setbacks, efforts to keep this center open are ongoing, with several bills making their way through Congress.
- ☑ **REVIEWED** goals and issues with local employers and economic development groups, including the Arizona Commerce Authority, Carondelet Neurological Institute, Critical Path Institute,

Davis-Monthan, the Downtown Tucson Partnership, IBM, Raytheon, TREO, the Tucson Airport Authority, Tucson Medical Center, Vante, the University of Arizona Cancer Center and the University of Arizona Medical Center.

What's Next

- WORK** with the Federal Aviation Administration, the Tucson Airport Authority and local employers regarding needs and plans for accommodating air travel into and out of Tucson.
- HELP** businesses create an economic hub around the airport and Tucson's inland port.

Encourage Entrepreneurship

I will work with the University of Arizona Office of Technology Transfer and economic development groups to support entrepreneurship.

- SPOKE** at Desert Angels IdeaFunding event.
- MET** with Len Jessup, Dean, Eller College of Management, and Joaquin Ruiz, Dean, College of Science, regarding the University of Arizona's business, entrepreneurship, and tech transfer programs. The U of A is moving personnel and resources to focus more on tech transfer of faculty-originated intellectual property and entrepreneurship.
- WORKED** with StartUp Tucson on Arizona Summer of Startups.

What's Next

- DEVELOP** a plan with the University of Arizona and its new President that will help put technologies created at the U of A to work in our local economy as new businesses.

Modern Streetcar, PAG, RTA

- SERVED** on the PAG (Pima Association of Governments) and RTA (Regional Transportation Authority) Boards as Tucson's representative. Met and spoke frequently with other board members and with RTA Executive Director Gary Hayes.
- KICKED OFF** Modern Streetcar Construction with Secretary of Transportation Ray LaHood. Held a business roundtable with Secretary LaHood and the Tucson Metropolitan Chamber of Commerce to discuss the importance of the streetcar to Tucson's economic development. Tucson's Modern Streetcar has received the largest federal streetcar grant in the country.

When complete, Tucson’s streetcar will connect the University of Arizona, the U of A’s Medical Center, Main Gate Square, 4th Avenue, Downtown and the Mercado District. In the future, extensions to the streetcar line may take it north, east, or south to the airport.

Downtown Development Incentives

CREATED the Downtown Gateway Redevelopment Area and Central Business District (CBD), extending from downtown along several gateway corridors – north on Oracle and Stone, south on I-10 and Park, east on Aviation and 22nd St. and west on Congress and St. Mary’s. The purpose is to spur private investment within the boundaries of the CBD, using a development incentive called a GPLET (Government Property Lease Excise Tax). Governed by state law, GPLETs:

- Do not change existing zoning protections and requirements
- Do not change historic district designations
- Are not, and have nothing to do with, condemnation, eminent domain, or “slum clearance”
- Cannot take effect until one year after the CBD is approved

GPLETs are agreements between a city and a developer that:

- Must be approved by Mayor and Council
- Must benefit taxpayers more than the developer over the 8 years they are in effect
- Must have their economic benefit to taxpayers verified by an independent 3rd party
- Require a developer to make improvements that increase property value at least 100%
- Abate property taxes for 8 years, but only after improvements have been made and a Certificate of Occupancy has been issued for the proposed use

GPLETs are valuable tools for downtown redevelopment. The property tax abatement reduces operating costs, encouraging private investment. The requirement that improvements be made *before* taking advantage of tax incentives removes risk to taxpayers. GPLETs are win-win formulas for public-private partnerships.

OBTAINED \$20 million in federal financing for economic development from the U.S. Department of Housing and Urban Development (HUD) (Section 108 Loan Guarantee Program).

2. Safe, Vital Neighborhoods

My priorities are neighborhoods that are safe, attractive and walkable, with an appropriate mix of business and recreational activities nearby.

Public Safety Communications System

I will review the city's public safety communications system – 911, computer-aided dispatch and radio – to ensure that first responders have the tools and information they need to respond quickly.

- TOURED** the city's 911 Call Center with Fire Chief Jim Critchley and Council Member Steve Kozachik. I spoke with dispatchers, operators and supervisors about equipment, staffing levels, and training. Morale was good, and employees were looking forward to having a new software module installed. I am happy to report that our 911 system is running as it should, under a new command structure and with new technology. Tucson has a public safety communications system we can be proud of – and rely on.

Potholes

I will meet with city staff regarding street maintenance and pothole repair, available funding and new technologies. Tucson has to improve the condition of its streets.

- MET** with city staff regarding street maintenance and pothole repair. We've assigned additional personnel to clean and weed so that our medians will be well-kept. We're allocating \$20 million more in this year's budget to roads. Unfortunately, this will not be enough. After years of deferred maintenance, many streets need reconstruction, and repairs will only be temporary.
- OBTAINED** an increased share of HURF (Highway User Revenue Fund) funds from the State of Arizona. For years, the state has swept HURF funds from counties, cities and towns to fund what should be state general fund obligations. This year, they took less than in prior years, providing the city with additional funds for road construction, repair and maintenance.

What's Next

- START** a discussion with Tucsonans about what it will cost to bring our streets up to good condition. Any program will need to be financed by general obligation bonds, so the decision, ultimately, will be up to the people of Tucson. I will work hard to make sure the program we bring forward is the right one, and to support its passage.

Parks and Recreation

I will work to find budget-neutral ways to keep facilities and programs open and available to Tucson's children, seniors and families.

- STOPPED** funding cuts to Parks and Recreation for the first time in several years. This was made possible by two excellent examples of successful public-private partnerships.
 - **BRING BACK THE SPLASH**, a program sponsored by the Tucson Parks Foundation, raised enough money from private donors for the city to open six pools, closed since the economic downturn. This means more children can learn to swim, more teenagers can work as lifeguards and more families can cool off in the summer heat.
 - **EXPEDITION TANZANIA**, the new elephant exhibit at the Reid Park Zoo, opened with half public funding and half private funding. This new exhibit gives its tenants, a family of African elephants, room to roam – and forage, and enjoy a good mud wallow, and splash about in a pool. Having elephants in a family unit, and a more natural setting, is not just better for the elephants; it's a better experience for the public – hopefully inspiring future generations to protect the habitat these animals, and all animals, need to survive in the wild.

What's Next

- CONTINUE** to look for ways to partner with the private sector to provide more and better services to more Tucsonans.

Group Dwelling Ordinance/Urban Overlay Districts/Other Neighborhood Protection Programs

In the last 180 days, the city has passed two major initiatives to protect neighborhoods and encourage greater density and infill – a Group Dwelling Ordinance and the Main Gate Urban Overlay District (UOD).

The UOD, and other infill incentives, helps direct growth to where we want it, and away from where we don't.

- PASSED** a Group Dwelling Ordinance to keep mini-dorms out of residential neighborhoods.
- PASSED** the Main Gate Urban Overlay District (UOD) in the West University Transition Area, bounded by Speedway Blvd. on the north, Park Ave. on the east, 6th St. on the South and Euclid Ave. on the west. The UOD will facilitate pedestrian and transit-oriented development next to the University of Arizona. The UOD incentivizes preservation and restoration of historic buildings, yet allows for greater building heights.

The Main Gate UOD was the result of an extensive public process, with public hearings before the Planning Commission in October and November, before the Zoning Examiner in January, February and April, and before Mayor and Council in December, February, April and May.

- SIMPLIFIED** Tucson’s Sign Code, reducing the number of nonconforming signs and the need for variances.
- ADOPTED** 2012 City of Tucson/Pima County Outdoor Lighting Code, protecting public safety while reducing light pollution. This ordinance benefits human health and maintains the “dark skies” needed for astronomy – a mainstay of Tucson’s science and technology economy.
- RECEIVED** a \$2.396 million federal grant for housing and homeless assistance.
- OFFERED** grants and loans for Tucson’s Annual Residential Rehabilitation (TARR) Program, funded by federal CDBG (Community Development Block Grant) funds. Eligible households can receive up to \$12,500 to fix wiring, sewer lines, roofs, gas and water leaks, and make HVAC and water heater replacements.

What’s Next

- WORK** with the University of Arizona College of Architecture and Landscape Architecture and the Drachman Institute to rebuild the city’s planning and architectural expertise. In prior years, the city cut or reassigned many of its planners. I see this as an area we need to strengthen. Using top-notch expertise from the U of A, at no cost to the city, is a good way to start.

Neighborhood Business Districts

I will work with the Council and staff to develop a pilot program for small, multi-block areas, where businesses and residents come together with a plan to pay for agreed-upon improvement projects.

- PARTNERED** with the 22nd and 29th Street Area Business Alliance and Poets’ Square Neighborhood Association to begin two pilot projects that encourage neighborhoods and businesses to work together toward common goals.

Public Health and Safety

- CHAired** Tucson’s Public Safety Personnel Retirement System Board.
- WON** federal COPS (Community Oriented Policing Services) grant to hire 75 additional police officers.
- OPENED** new, state of the art TPD Crime Lab.

- ☑ **RECEIVED** a \$2.5 million HUD grant for lead hazard control. Worked with partners at El Rio Community Health Center and SERI (Sonora Environmental Research Institute) on education, remediation and treatment.
- ☑ **PASSED** a ban on texting while driving.
- ☑ **PASSED** a Cost Recovery for Alarm Response ordinance, to recover the high cost of responding to false alarms and to make police more available to respond to real emergencies.
- ☑ **RECORDED** a PSA urging Tucsonans to participate in Race for the Cure, so that women locally would not lose access to cancer screening and treatment funded by our local Komen affiliate.
- ☑ **PASSED** a memorial urging backpage.com to respond to the National Association of Attorneys General regarding its business practices. Backpage.com’s adult services classifieds have been linked to human trafficking of adults and minor children.

Community Involvement

My job as mayor involves more than overseeing city administration and setting city policies. It also involves being present in the community – acknowledging, appreciating and calling attention to the good our citizens do every day in Tucson. These daily opportunities are far too many to list here, but include:

- ☑ **RECORDED** PSA for United Way of Southern Arizona’s volunteer income tax assistance (VITA) program, which brought \$12.6 million in federal tax refunds – including \$6.2 million in Earned Income Tax Credits – back to the community.
- ☑ **CALLED** on Tucsonans and mayors of U.S. cities to ring bells in their communities on the one-year anniversary of the events of January 8, 2011.
- ☑ **GAVE** address at the Candlelight Vigil marking the one-year anniversary of the events of January 8, 2011.
- ☑ **SPOKE** at the Martin Luther King Day March.
- ☑ **RECORDED** PSA with Steve Kozachik for BeaLifesaverTucson.com, encouraging Tucsonans to take two minutes to learn Chest Compression Only CPR.
- ☑ **ATTENDED** Four Chaplains Memorial Service.
- ☑ **SPOKE** at the Boys & Girls Club Youth of the Year competition.
- ☑ **SPOKE** at the League of Women Voters of Greater Tucson Centennial Celebration.
- ☑ **TOURED** the Warehouse District with Rocco Landesman, Chairman, National Endowment for the Arts.
- ☑ **ATTENDED** the 8th Bi-Annual Tucson Homeless Connect.
- ☑ **SPOKE** at Cats in the Community Volunteer Day.
- ☑ **TOURED** the Southern Arizona Children’s Advocacy Center.
- ☑ **SPOKE** at a Sustainable Tucson meeting.

- ☑ **READ** the names of fallen troops at Pima Community College.
- ☑ **SPOKE** at the Mayor’s Caregiver Education Conference of Southern Arizona, Alzheimer’s Association.
- ☑ **ATTENDED** Global Youth Service Day, Volunteer Southern Arizona.
- ☑ **ATTENDED** Holocaust Remembrance Day (Yom HaShoah) at the Jewish Federation of Southern Arizona.
- ☑ **SPOKE** at Homicide Survivors 28th Annual Candlelight Vigil.
- ☑ **ATTENDED** Ben’s Bells Celebration of Kindness.
- ☑ **ATTENDED** 5th Annual Pima County Regional Law Enforcement Memorial Service.
- ☑ **SPOKE** at Inside the Overpass mural unveiling, Tucson Arts Brigade.
- ☑ **SPOKE** at a Memorial Day event.
- ☑ **MET** with various commission and committee members in addition to city staff, including the Tucson Pima Arts Council, the Real Estate Advisory Committee, the Small, Minority and Women-Owned Business Commission and the Tucson/Pima County Bicycle Advisory Committee.

Mayor’s Advisory Task Force on Poverty

- ☑ **FORMED** Mayor’s Advisory Task Force on Poverty, which has met. One of its initial tasks is to review existing programs and see what outside funding is available to help address poverty at the city level.

Open Government Initiative

Open, two-way communication increases understanding of the choices we face as a community. And increased understanding improves the quality of the decisions we make.

Press Conferences

Every week, I will meet with news media to answer questions.

- ☑ **HELD** weekly press conferences. Topics included:
 - **ASKED** Tucsonans to help the Community Food Bank meet demand over the holiday season
 - **JOINED** with the Tucson Metropolitan Chamber of Commerce, Council Member Richard Fimbres, local businesses and non-profits to oppose closure of Cherrybell Mail Processing Center
 - **INVITED** Tucsonans to participate in January 8 one-year anniversary events

- **FEATURED** the University of Arizona’s BIO5 Institute
- **INVITED** Tucsonans to participate in Love of Reading Month by reading to children at a local school
- **ANNOUNCED** the opening of six closed city pools through the city’s Bring Back the Splash program and acknowledged business and community donors
- **ENCOURAGED** parents to bring children to the Tucson Festival of Books, and to read to their children, emphasizing the importance of reading proficiently by 3rd grade
- **INVITED** Tucsonans to participate in Bike Fest activities
- **ISSUED** Mayor’s Water Conservation Challenge, where Tucsonans pledged online to conserve water. In our first year of participation, the City of Tucson came in 6th for our size and region – by far the best showing of any city in Arizona.
- **RECOGNIZED** the City of Tucson Environmental Services employee who saved a life using Chest Compression Only CPR, a life-saving technique developed at the University of Arizona and tested by Tucson Fire Department personnel
- **CELEBRATED** National Poetry Month, letting parents and teachers know of the K-12 resources available at the University of Arizona’s Poetry Center
- **INFORMED** Tucsonans of improvements at the city’s Planning & Development Services Department, including streamlined city building requirements, permits and inspections

Neighborhood Town Halls

I will hold a Town Hall in each Ward.

- HELD** Town Halls in all six city wards.
- CHATTED** with Arizona Daily Star readers online.
- SPOKE** at many neighborhood association meetings and community events.

City Council

I will meet with each Council Member individually and regularly.

- MET** regularly and individually with City Council Members. I’ve been impressed with the passion Council Members bring to the city. Each brings their own unique background and perspective to bear in deciding city matters – as it should be. Our Council’s diversity of experience and ideas strengthens our community.

Department Heads

I will meet with Department Heads to set goals and priorities.

- MET** with all Department Directors or Interim Directors. In spending time with each, I learned about their department's current status and future needs. As time allowed, I met with many city employees as well. Both experiences have proven invaluable and have given me a true appreciation for our dedicated city employees.
- HIRED** City Manager Richard Miranda. I meet almost daily with the City Manager or members of his staff.
- HIRED** Human Resources Director Lani Simmons.
- HIRED** Tucson Water Director Alan Forrest.

City Employees

I will meet with all four city employee unions.

- MET** with the city's four employee unions: AFSCME, CWA, IAFF and TPOA.
- ATTENDED** employee events, including an AFSCME picnic, the Tucson Fire Department's Annual Awards Ceremony and the Tucson Police Foundation's Unsung Heroes Dinner.
- PASSED** a budget with no personnel cuts, no cuts to basic services, and no furloughs, that provides a 1% cost of living increase to city employees – the first in five years.

Area Mayors, Board of Supervisors, Governor's Office

I will meet with each individually.

- MET** and spoke regularly with Pima County and Maricopa County mayors and the Arizona League of Cities and Towns.
- MET** with President Barack Obama.
- MET** with Senator John McCain and his staff.
- MET** with Governor Jan Brewer and her staff.
- ATTENDED** the Winter Meeting of the U.S. Conference of Mayors.
- MET** with County Supervisors and County Administrator Chuck Huckelberry.
- MET** with State Representatives and Senators from both political parties.

- ☑ **MET** with Senate President Steve Pierce.
- ☑ **MET** with House Speaker Andy Tobin.
- ☑ **MET** with Tim Bee, Associate Vice President for Government Relations, University of Arizona.
- ☑ **MET** with Ned Norris, Chairman, Tohono O’Odham Nation.
- ☑ **ATTENDED** Marana State of the Town address.

State Legislature

In addition to working with our federal partners to obtain vital funding from Washington, DC for our city, the mayor must also be active during the state legislative session to protect the city’s interests and, where possible, support legislation that enhances city services and governance.

- ☑ **OPPOSED** SB 1337, Stadium District Reform, Rio Nuevo. In a last-day maneuver, certain members of the State Legislature attempted to take away any city input on Rio Nuevo Board decisions. Working with a bipartisan group of legislators, this effort was defeated.
- ☑ **SUPPORTED** SB 1288, Municipal Water Fees Repeal. This returns several hundred thousand dollars to Tucson Water from the state, allowing the city to limit rate increases.
- ☑ **OPPOSED** HB 2416, Painted Hills water bill. A number of members of the State Legislature attempted to pass special legislation that would have forced Tucson Water to provide water service outside its service area and outside city limits, regardless of policies put in place by the City of Tucson to protect our water supply for city residents. Working with a bipartisan group of legislators, the bill was held in committee to give the city time to negotiate with the property owner of Painted Hills and attempt to resolve their dispute.
- ☑ **SUPPORTED** returning HURF monies to local governments. For the first time in years, the State Legislature reduced the amount of HURF funds it swept from road repair and maintenance. This gives Tucson several million dollars more to repair city streets.
- ☑ **OPPOSED** HB 2826, Consolidated Election Dates. This legislation passed. If put into effect, it will limit when localities can hold elections – for bonds, initiatives, referendums and local elected officials – to even-numbered years only. Worse, elections for bonds, initiatives and referendums can only take place the same day as the general election. In addition to violating a recent Arizona Supreme Court decision affirming that local elections are subject to local control, the bill raises many unanswered questions as to how elections will be held in the future. In signing the bill, the Governor suggested that the Legislature look at this law again next year to address its unintended consequences. The legislation is not scheduled to go into effect until 2014. We can expect renewed legislative efforts and litigation to overturn or modify this new law.

Traditional and Social Media

I will work to improve the city's use of media to keep Tucsonans informed with accurate, timely and useful news and information.

- STARTED** review process to determine how best the city can use social and traditional media to communicate with the public.
- POSTED** regularly on the Mayor's Facebook page.
- SENT** regular tweets on Twitter.
- WROTE** e-newsletter, "Mayor's Update," with short articles on my activities and city events.
- WROTE** joint guest editorial for Arizona Daily Star/Arizona Republic with Phoenix Mayor Greg Stanton on funding for education and reading proficiently by 3rd grade.
- WROTE** monthly articles for Arizona Bilingual.
- GAVE** interviews to: Arizona Daily Star, Arizona Daily Star Editorial Board, Arizona Daily Star Publisher, Arizona Jewish Post, Arizona Republic, Biz Tucson, The Buckmaster Show, CBS News, Channel 12, Desert Leaf, El Imparcial, Inside Tucson Business, The John C. Scott Show, KGUN, KOLD, KUAT, KUAZ, KVOA, Mrs. Green's World, National Public Radio, The New York Times, Telemundo, Tucson Sentinel, Univision, various blogs, Wake Up Tucson and We Hear You America.

Open Government Initiative

I will work with Department Heads and staff to improve transparency and accountability in city government; for example, by posting budget and contract information online in usable, searchable, standard formats.

- SECURED** City Council approval for development of an Open Government Initiative to put many more public records, including budget and contract information, on our city website in accessible formats. In addition, we will put performance metrics that measure the success of our Department's activities online, so they're accessible to citizens and staff.

What's Next

- OPEN** city data so that private software developers, on their own initiative and their own time, will create applications using the data. For example, by using real-time bus location data, coders can develop an app that tells you on your smart phone when the next bus is coming and whether it's on time or running late. SunTran is close to having its route information in a format that Google

Maps will accept. Once that happens, when anyone types a request for directions into Google Maps, they'll receive directions for transit, as well as for bike, car or walking.

Standard Development Agreement

I will work with the Council, the City Attorney and staff to develop a Standard Development Agreement that spells out basic rights and responsibilities of the city and developers. Modifications to these basic provisions would require approval by Mayor and Council after advice from legal counsel.

- PROVIDED** prototype development agreements, with terms that should always be included, to Mayor and Council from the City Attorney. This will allow the Council to assure that each agreement provides similar terms – a level playing field – and has performance requirements in place that protect taxpayers.

Technology Upgrades

I will work with Department Heads and staff to create a technology advisory team to review city operations and recommend appropriate technology upgrades.

- DIRECTED** the City Manager and his staff to develop a comprehensive technology needs assessment for the city.
- FORMED** an interdepartmental IT (Information Technology) Governing Board consisting of top city officials to assess the city's overall technology needs and to prioritize investments of staff time and resources to meet those needs.

What's Next

- WORK** together to update and upgrade IT systems across the city. Technology upgrades will save time and money and make the city more efficient overall. Better IT will bring efficiency gains in such areas as City Courts, Environmental Services, Human Resources and Payroll, Planning & Development Services and Police and Fire. Better IT will also increase communication and interactivity between city government and Tucsonans.

4. Environmental Leadership

Our sunny climate and desert environment make Tucson the perfect city to lead in three green industries: solar energy, water conservation and outdoor recreation.

Solar Energy and Water Conservation

I will meet with staff, TEP, Tucson Water and other private and public partners to make sure we're offering the right incentives to encourage commercial and residential use of solar power and rainwater harvesting. Growing these industries locally will create jobs and help establish Tucson as a leader in solar energy and water conservation.

- ✓ **MET** with city staff and representatives of the Central Arizona Project, the Southern Arizona Green Chamber of Commerce, Sky Island Alliance, Tucson Electric Power, Tucson Water and Watershed Management Group.
- ✓ **RELAUNCHED** Congresswoman Gabrielle Giffords' "Solar Power 101" series of workshops on solar power, giving Tucsonans information on solar options for home and business.
- ✓ **LAUNCHED** Solar Benefits Tucson, a discount program for city employees interested in solar.
- ✓ **TOURED** Davis-Monthan with the Chair of the White House Council on Environmental Quality to see their energy efficiency measures and technology and their solar installations.
- ✓ **DEDICATED** solar and water harvesting installations and/or green buildings for DEA, FBI, SunTran Northwest Bus Facility, Temple Emanu-El, TPD Crime Lab and TriSports.
- ✓ **SPOKE** at the 2012 Arid Low Impact Development (LID) Conference.
- ✓ **RECORDED** PSA segment for Solar One Stop.
- ✓ **REVIEWED** the city's solar projects. Solar installations are substantially complete on 7 city projects, generating almost 4 million kilowatt hours/year of electricity.
- ✓ **SPOKE** at Tucson test market unveiling of Ford's first electric car, a Ford Focus.
- ✓ **TOURED** SOLON, a solar manufacturer with U.S. operations based in Tucson.

What's Next

- ✓ **EXPLORE** options for other large employers to offer solar benefits programs to employees.
- ✓ **CONSIDER** similar programs for water conservation and harvesting.
- ✓ **WORK** with local solar, water conservation and other "green" businesses to help them start up and grow.

Walkways, Bikeways, Greenways

These provide benefits for transportation, the environment, health, and recreation. I will meet with city staff as well as RTA Board, Committee and Working Group members regarding the status of walkway, bikeway and greenway development.

- ☑ **MET** with the Tucson-Pima County Bicycle Advisory Committee.
- ☑ **HELD** a press conference to promote Bike Fest and Cyclovia. Promoted Bike to Work Week by riding a bike to work at City Hall.
- ☑ **JOINED** Meet Me At Maynards downtown, a weekly event that promotes walking, running and downtown businesses.
- ☑ **APPLIED** for recertification as a Bicycle Friendly Community through the Pima Association of Governments. Tucson submitted its application for Platinum status with the League of American Bicyclists. This year, no community moved up from Gold to Platinum (only three cities have Platinum status). Tucson maintained its Gold certification.
- ☑ **APPROVED** Intergovernmental agreement (IGA) with Pima County for a Bicycle and Pedestrian Safety & Education Program.
- ☑ **ACQUIRED** property on S. Tucson Blvd. for the Arroyo Chico Urban Greenway Project.
- ☑ **APPROVED** IGA with Pima County for construction of Julian Wash and Harrison Greenways Multi-Use Path project.

What's Next

- ☑ **WORK** toward Platinum certification, particularly on increasing bicycle and pedestrian safety and commuting.
- ☑ **FAVOR** mixed-use development that encourages biking and walking.
- ☑ **ACCELERATE** development and linkage of urban trails and greenways .

Energy Efficiency/Renewable Energy

I will work with staff, TEP and other private and public partners to see how the City of Tucson, local businesses and individuals can better afford to invest in energy efficiency and renewable energy projects. My goal is to create win-win situations where energy savings pay for themselves. One way to do this is through energy savings performance contracts – financing agreements where a lender guarantees that the investment will generate enough cost savings to pay for itself over the term of the loan. Once the contract expires, ongoing savings are pocketed by the borrower. These can be budget-neutral ways for Tucson and Tucsonans to help the environment, grow our solar industry and create jobs.

- ✓ **APPROVED** Phase 1 Climate Mitigation Report and Recommendations.
- ✓ **RESOLVED** to support Western Regional Climate Adaptation Planning Alliance.
- ✓ **HELD** Power to Prepare Tucson Summit, on preparing for climate change (Office of Conservation and Sustainable Development).
- ✓ **WORKED** with partners at the State Legislature on PACE legislation (Property Assessed Clean Energy) that would have enabled business owners and homeowners to pay for energy efficiency improvements out of an assessment on their property tax. 28 states have passed this legislation, including oil and gas producers Oklahoma and Texas. Despite strong bipartisan efforts, the bill failed.
- ✓ **ADDRESSED** the 2012 International Conference on Climate Adaptation, co-hosted by the University of Arizona and the United Nations Environment Programme.

What's Next

- ✓ **RENEW** efforts in the next legislative session to pass PACE legislation.
- ✓ **LOOK** at additional ways to make energy efficiency improvements more affordable to homeowners and business owners.

Road Design

Roads can be designed to minimize storm runoff and maximize groundwater recharge. I will work with staff as well as private and public partners to see what design elements can be incorporated in road construction and maintenance to control flooding, conserve water and save taxpayer money.

- ✓ **MET** with staff from the Tucson Department of Transportation, the City Manager's Office and Watershed Management Group regarding design standards to incorporate into road plans that capture stormwater, conserve water and save taxpayers money.
- ✓ **DIRECTED** staff to identify technical standards for roads that support the goals of water harvesting and return to Mayor and Council with those standards.

What's Next

- ✓ **PASS** an ordinance with design and engineering standards for road construction and repair that provides for greater water conservation.

Shade Streets

I will work with staff and private and public partners to increase and maintain low water use and native shade trees on city streets. In addition to keeping Tucson cooler, shade trees extend the life of asphalt roadways, reducing costs for repaving.

- ☑ **REVIEWED** Landscape Enhancement Project & Gateway to Tucson programs.
- ☑ **DIRECTED** staff to work with Watershed Management Group to develop a green infrastructure ordinance to promote planting shade trees and other landscaping – irrigated by stormwater – along road construction projects in the city.

What's Next

- ☑ **PASS** ordinance with design and engineering standards for road construction and repair that provides for irrigation of native vegetation using stormwater runoff to increase shade for sidewalks and streets.