

## **Technology, Economic & Community Development Council Committee**

**Friday, June 17, 2011  
10:00 AM**

**Harry E. Mitchell Government Center  
Third Floor Conference Room  
31 East Fifth Street  
Tempe, AZ 85281**

### **AGENDA**

Chair: Councilmember Onnie Shekerjian

#### Call to Order

1. Public Appearances – The committee welcomes public comment. According to the Arizona Open Meeting Law, the Committee may only discuss matters listed on the agenda. Matters brought up by the public under public appearances that are not listed on the agenda cannot be discussed by the Committee. A 3-minute limit per person will be in effect.
2. Review Minutes: May 20, 2011 Technology, Economic & Community Development Committee
3. Action Plan Update – Various Staff Members
4. Community Focus Video and New Fly Around Video for Tempe – Kris Baxter-Ging, Community Relations
5. Consider establishing / Reinstating a Tempe Historical Tour – Kris Baxter-Ging, Community Relations
6. Sustainable Communication Plan – Amanda Nelson, Community Relations
7. Update on the Citizen Request Management System – Shauna Warner and Shelley Hearn, Community Relations
8. Establish a Rebate program for Residential Improvements above Code – Lisa Collins, Community Development
9. Continue to Explore new Sustainability Programs – Lisa Collins, Community Development

10. Water Rates/Water Resources Portfolio Update – Don Hawkes, Public Works
11. Update - Install energy efficient HVAC upgrades, HVAC controls, interior and exterior lighting, water fixture upgrades, and a computer power management system in city buildings and facilities – John Osgood, Public Works
12. Update - Replace aging mechanical equipment with cost savings instead of using the CIP budget – John Osgood, Public Works
13. Update - Keep thermostat at a range of 72-78 in summer and changing custodial schedule to day-cleaning at the 80 city buildings – John Osgood, Public Works
14. Review progress on the Streetlight Induction Project and explore options for additional streetlight electric savings – Grace Kelly, City Manager’s Office
15. Research the potential implementation of a Small Business and Arts Overlay districts to help spur “micro site redevelopment” – Micah Miranda, Community Development
16. Resolve pre-existing, non-permitted building improvement problems faced by architects/contractors. Research how other cities solve this issue – Micah Miranda, Community Development
17. Update - Explore, assist and create incubator space – Micah Miranda, Community Development
18. Qualitative land use and economic development template for the Tempe Streetcar application to enter small starts project development – Eric Iwersen, Jyme Sue McLaren and Micah Miranda, Community Development
19. Future Agenda Items
20. Future Meeting Date – August 19, 2011 (third Friday of the month) at 10:00 a.m.
21. Announcements

The City of Tempe endeavors to make all public meetings accessible to persons with disabilities. With 72 hours advance notice, special assistance can also be provided for sight and/or hearing impaired persons at public meetings. Please call 350-2905 (voice) or 350-2750 (TDD) to request an accommodation to participate in this meeting.



**Minutes  
Technology, Economic & Community Development  
Council Committee  
May 20, 2011**

Minutes of the meeting of the Technology, Economic & Community Development Council Committee held on Friday, May 20, 2011, at 10:00 a.m., in the 3<sup>rd</sup> Floor Conference Room, Tempe City Hall, 31 E. 5<sup>th</sup> Street, Tempe, Arizona.

**Committee Member Present:**

Councilmember Onnie Shekerjian, Chair

**City Staff Present:**

Brigitta Kuiper, City Clerk	Amber Wakeman, Assistant to the City Council
Kris Baxter-Ging, Community Outreach, Mktg Coord.	Micah Miranda, Economic Development Specialist
Ken Jones, Finance and Technology Director	John Osgood, Dep. Public Works Dir. – Field Ops
Dave Heck, Deputy Finance & Technology Director – IT	Mary Helen Giustizia, Solid Waste Services Manager
Grace Kelly, Energy & Grants Project Manager	Oliver Ncube, Parks Manager
Larry Schmalz, Principal Planner	Mary Fowler, Management Assistant II

**Guests Present:**

Nick Bastian	Crista Alvey
Maryanne Miller, Tempe Chamber of Commerce	Nancy Hormann, Downtown Tempe Community, Inc., (DTC)

**Councilmember Shekerjian called the meeting to order at 10:12 a.m.** She asked participants to introduce themselves.

**Agenda Item 1 – Public Appearances**

None.

**Agenda Item 2 – Review of Minutes**

The April 15, 2011 minutes were accepted.

**Agenda Items 3 – Evaluate new Technological Advancements that would improve the efficiency and effectiveness of the work performed by Information Technology (IT) and other City departments**

Dave Heck, Deputy Finance & Technology Director – IT, provided an update to the list of Information Technology (IT) initiatives he presented to the Committee in February 2011. Presentation and discussion highlights include:

- Office Professional 2010, Exchange 2010 and Tax System upgrades have been completed
- IT Project Portfolio Management - 90% complete
- Utility Billing System replacement – July 2011
- Web Content Management – staff will brief the Committee in June 2011
- iPads – progressing towards paperless packet
- Councilmember Shekerjian expressed appreciation for the work completed
- IVR/IWR systems implementation in progress – will allow payment of utility bills, court fines, plan submittals and permit fees via the telephone or website

## Agenda Item 2.

Technology, Economic & Community Development Council Committee Minutes  
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- An update of the IVR/IWR system will be presented to the Committee in October 2011.
- Use of iPads is good – efficient to go paperless

### Agenda Item 4 – Community Focus Video and New Fly Around Video for Tempe

Due to technological difficulties, Kris Baxter-Ging, Community Outreach, Marketing Coordinator, stated that the video will be presented at the next Committee meeting in June 2011.

### Agenda Item 5 – Update on Evaluation on Green Waste/Composting Program

John Osgood, Deputy Public Works Director - Field Operations, Mary Helen Giustizia, Solid Waste Services Manager, and Oliver Ncube, Parks Manager, provided an update on the green waste/composting pilot program, as follows:

- Photo of the transfer station prior to the green waste/composting pilot program was shown.
- Green Waste to Compost pilot program concept includes:
  - Collect green waste material from the community – residential and parks maintenance operations
  - Process the material into high quality compost
  - Return the finished product back to the community – athletic fields, parks, neighborhoods
- Program Evaluation
  - Measure and evaluate the viability of green waste program as a business operation
  - Evaluate effectiveness to triple bottom line
  - Review program elements and impact on goals
  - Program adds value to the community; parks will be greener
- Cost comparison – tipping fees to date have been reduced
- Program Elements for Evaluation: collection methodology and frequency; materials preparation; operating and maintenance costs; other program costs/reductions (water, fuel, pesticides); equipment and staffing; lifecycle analysis of compost fertilizer; potential for new revenue stream; program location
- Value of Compost: enriches soils, offers economic benefits, helps cleanup (remediate) contaminated soil, helps prevent pollution
- Challenges: increased labor and material costs, additional equipment, environmental benefit vs. challenges; land
- Next Steps: analyze bulky item and brush collection programs; further define program goals/objectives; evaluate business models (City operated program, site/location consideration, other uses for green material)
- Triple Bottom Line: environmental value; fiscal sustainability; social responsibility

Discussion highlights include:

- Compost contamination levels are closely monitored
- There is a potential new revenue stream from excess materials that can be marketed
- Landscaping firms provide a potential for future partnerships
- Residential landscaping waste should be addressed; drop off locations
- Composting exchange program should be explored
- Capital Improvement Program (CIP)/asset preservation approach
- Analysis of future cost of service to be performed
- Staff is currently researching and evaluating single-side collection/pick-up; routes need to be updated before implementing such a program
- Staff is collecting hard data in order to develop goals/objectives; goals will be refined in the future
- Staff will present updated goals/objectives and specific program measurements to the Committee in November 2011

### Agenda Item 6 – Update on Recycling Efforts and Recycle Bank

Mary Helen Giustizia, Solid Waste Services Manager, and John Osgood, Dept. Public Works Dir. - Field Operations, provided an update to the City's recycling efforts and Recycle Bank, followed by discussion:

- Recycle Bank has changed their corporate structure

- Realigning approach to multifamily housing projects
- Staff is collecting and comparing data – tonnage of materials, determining contamination levels
- Staff will present a mid-year update in September 2011 that includes goals/objectives/measurements
- First year pilot program ends in March 2012
- Good to place an emphasis on multi family involvement
- Recycle Bank program is currently free of charge; Recycle Bank wants to expand the program and increase participation
- Goal is to increase tonnage
- Recycle Bank representatives would like to address the Committee on the overall program concept
- Staff will provide an update to Council at an Issue Review Session (IRS) in the Fall after briefing the Committee; IRS briefing will inform the public of program goals and objectives
- Recycle Bank pilot program is not costing the City any money

**Agenda Item 7 – Discussion of potential implementation of an Alley Improvement Program**

John Osgood, Dept. Public Works Dir. - Field Operations, stated that staff is searching for specific ideas to improve the City's alley program. Discussion highlights include:

- Different approaches to the program have been taken in the past; what is the goal of the program?
- What is the resident's responsibility vs. the City's responsibility
- Perhaps the annual alley clean-up should be associated with a neighborhood event such as the GAIN celebration
- Recycling of pavement could present a revenue generating opportunity; could be a region-wide effort
- Opportunities for partnerships with neighboring cities such as Chandler should be explored
- Coordination of neighborhood events is positive; use promotional opportunities to generate interest
- Have heard comments that some individuals would like to eliminate alleys; move fences back
- Infrastructure, such as wastewater and other utilities, are located in the alleys
- Some alleys have historical significance and include pedestrian traffic
- Discussion regarding alleys should be a community conversation
- Program update will be provided in the Fall 2011

**Agenda Items 8 – Research the potential implementation of a Storefront Improvement Program**

Micah Miranda, Economic Development Specialist, and Larry Schmalz, Principal Planner, briefed the Committee on the potential of a storefront improvement program in Tempe, as outlined in the agenda packet memo. Presentation and discussion highlights include:

- Idea for program was based on input from the Economic Development Community Forum held in June 2010
- Program includes three disciplines: code compliance, planning, economic development
- Three reasons landlords/property managers hesitate to improve their property appearance: permitting process is intimidating, time commitment, need to quantify return on investment
- Staff researched other cities for a model policy
- Fiscal impact, before and after construction, needs to be determined
- There are tangible, immediate impacts; for example, the Whole Foods storefront improvement located at Rural Road and Baseline Road
- Staff will continue to work on this program
- Perhaps there are Community Development Block Grant (CDBG) funds eligible for projects where matching funds could be utilized
- Staff will continue to research and explore other successful programs; funding/partnership options
- Staff will provide an update to the Committee in August 2011 and then brief Council at an IRS in the Fall.
- Update should include information about successful storefront improvement examples in Tempe
- Staff will work with Building Safety staff to make the permitting process as efficient and streamlined as possible
- Certain projects will have to go to the Development Review Commission for review/approval

## Agenda Item 2.

Technology, Economic & Community Development Council Committee Minutes  
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- To the average property owner, the permitting process looks cumbersome, daunting; perhaps a *How to...* video can be produced and placed on the website.
- Staff will perform testing to determine property owners' interest in a program
- The Tempe Chamber of Commerce suggested a "planning for dummies" guide to assist business/property owners
- Improved storefronts will encourage new tenants
- International Council of Shopping Centers (ICSC) has been contacted to provide feedback on this project
- Downtown Tempe Community, Inc., has developed a program entitled "*What's Your Sign?*" to assist downtown business owners with signage regulations
- Informational brochures written in layman's terms with step-by-step instructions will be helpful

### **Agenda Item 9 – Strengthen Relationships between the Local Banking Community and Emerging Technology Companies**

Micah Miranda, Economic Development Specialist, updated the Committee on City staff's efforts to strengthen relationships with local banks and technology companies. Discussion highlights include:

- Local banks do not typically fund technology companies
- Staff is working with the Tempe Chamber of Commerce on this issue, as well as business retention and expansion in general
- Most banks have a pool of money to fund economic development to meet regulatory obligations
- Banks are typically involved with economic development in their specific location/region; in return, banks receive a tax credit for their participation
- Staff is looking into a Community Development Entity (CDE); program requires federal certification.
- Councilmember Shekerjian suggested that she and Mr. Miranda meet to further discuss potential opportunities
- A program update will be provided to the Committee in August

### **Agenda Item 10 – Future Agenda Items**

- Green Waste Program update (November 2011)
- Recycling Program update (September 2011)
- Alley Improvement Program update (Fall 2011)
- Storefront Improvement Program update (August 2011)
- Strengthen Relationships between the Local Banking Community and Emerging Technology Companies (August 2011)
- Additional items as listed in the Committee Work Plan
- Update to the Committee Action Plan
- Sustainability Programs Communications Plan
- Water rates/water resources portfolio - economic development tool

### **Agenda Item 11 – Future Meeting Date**

The next meeting is scheduled for June 17, 2011 at 10:00 a.m.

### **Agenda Item 12 – Announcements**

None.

**The meeting adjourned at 11:35 a.m.**

Reviewed by: Amber Wakeman

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Brigitta M. Kuiper, City Clerk



## Technology, Economic & Community Development Council Committee Work Plan

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**Chair: Councilmember Onnie Shekerjian**

Address technology application and implementation in Tempe, economic development issues and opportunities, and community development and redevelopment strategies and efforts. Work plan should include:

### **Technology**

(1) Expansion of the use and availability of technological enhancements by City Government and Tempe residents and businesses;

- Support the Community Oriented Policing Services Program (COPS). Build on efforts to improve the interoperability of emergency response communication systems which allow first responders to communicate efficiently during emergency situations.
- Explore more ways to make government transparent.
- Explore WiFi options.
- Explore web town halls.
- Evaluate new technological advancements that would improve the efficiency and effectiveness of the work performed by IT and other City departments.
- Explore opportunities to introduce technological enhancements that will improve the community's ability to interact with the City.
- Provide summarized reports of technological advancements that have been incorporated into the City's operations to improve efficiency and effectiveness.
- Update Committee on action plan to implement Active Citizen Request (ACR) citywide and to communicate availability of system to the public.
- Implement Active Citizen Request (ACR) Webforms for current service request case types.
- Install and test use of ACR Mobile.
- Convert website to new Content Management System.
- Develop plan to incorporate new federal requirements for accountability and transparency into the website.

### **Sustainability**

(2) Development and application of cost-effective, environmentally sustainable programs, including recycling programs and resource conservation and waste reduction programs, both for city operations and community application (i.e. K-20 community institutions);

- Approve a lease process for the use of city property for community gardens.
- Explore and expand green waste compost programs.
- Continue to explore new sustainability programs.
- Explore the idea of a city community garden program.
- Clarify the current process of allowing community gardens on private property.
- Promote City Green Programs through enhanced city website.

## Agenda Item 3.

- Develop a brochure that identifies current city policies and programs on sustainability.
  - Establish a Construction Recycling.
  - Move forward on “Grease Project” converting restaurant grease to fuel.
  - Install energy efficient HVAC upgrades, HVAC controls, interior and exterior lighting, water fixture upgrades, and a computer power management system in city buildings and facilities.
  - Replace aging mechanical equipment with cost savings instead of using the CIP budget.
  - Keep thermostat at a range of 72-78 in summer and changing custodial schedule to day-cleaning at the 80 city buildings.
  - Conduct public outreach of the Energy Conservation Program.
  - Partner with APS for a solar demonstration project in Tempe Beach Park.
  - Review progress on the streetlight induction project and explore options for additional streetlight electric savings.
- (3) Consider and develop environmental design standards that are specifically applicable to the arid, relatively warm, climate of Tempe;
- Establish a Rebate program for Residential Improvements above Code.

### Economic Development

- (4) Address strategies to create economic stabilization and revitalization, including facilitating, and working with ASU for development of High-Tech, Bio-Tech, Nano-Tech facilities within Tempe;
- Drafting an economic development plan for the downtown region and modern street car route in conjunction with the Transportation Council Committee.
  - Explore, assist and create incubator space.
  - Cooperatively work with ASU and the U of A to market intellectual property.
  - Establish an “Action Team” with local partners to identify and remedy technology commercialization problems.
  - Host informational outreach forums with ASU graduate students focusing on the resources available for business start-ups.
- (5) Redevelopment and development services policy formation for recommendation to Council, and implementation of council-approved projects;
- Research the potential implementation of a Small Business and Arts Overlay districts to help spur “micro site redevelopment.”
  - Resolve pre-existing, non-permitted building improvement problems faced by architects/contractors. Research how other cities solve this issue.
- (6) Development, implementation and assessment of economic development approaches, projects and proposals;
- Explore legislative support for economic development.
  - Proactively market the quantitative benefits of operating a business in Tempe.
  - Clarify the business operating advantage for business located in Tempe via a coherent economic development marketing strategy.
  - Strengthen relationships between the local banking community and emerging technology companies.
  - Centralized web portal for entrepreneurs (website maintenance).

- Reconsider application of Fire Prevention Annual Self Inspection Program.
- (7) Redevelopment of neighborhood commercial centers; and
- Research the potential implementation of a Storefront Improvement Program.
  - Research the potential implementation of an Alley Improvement Program.
- (8) In conjunction with Sports, Recreation, Arts & Cultural Development Committee, consider economic development associated with hotel and conference facilities, business tourism, arts and culture driven tourism, youth and amateur sports and outdoor and active tourism;
- Consider a Farmer Art District Branding Campaign.
  - Consider establishing / reinstating a Tempe Historical Tour.
  - Proactively solicit conference center proposals from private developers.
  - Promote Tempe in partnership with the Tempe Convention and Visitors Bureau as a destination for Sports, Arts, Culture and Business via web driven, social media and collateral marketing outreach.

**Agenda Item 3.**

**TECHNOLOGY, ECONOMIC & COMMUNITY DEVELOPMENT  
COUNCIL COMMITTEE  
COUNCIL MEMBER ONNIE SHEKERJIAN  
JANUARY 2011 – JUNE 2012 ACTION PLAN**

<b>Sponsor Name(s)</b> Ken Jones & Dave Heck	<b>Action Item 1</b> Expansion of the use and availability of technological enhancements by City Government and Tempe residents and businesses.
<b>Start Date:</b> January 1, 2011	<b>End Date:</b> June 30, 2012

**Define this item (in your words):**

Research the use of best practices of technology in efficient government operations, including citizen interaction with government, on-line transaction and processing, customer relationship management, timely dissemination of information, and open availability of government documents, processes and public information. Use this research as a framework for shaping and evaluating current and future technology projects, operations, and expenditures.

**Measures of Success/Expected Outcomes (how will you know when it is completed):**

- A city of Tempe technology needs assessment will be conducted that includes internal and external feedback as well as best practices.
- A short-term and long-term technology plan will be created by Finance & Technology staff members and presented to the council committee.
- The committee will provide feedback on the viability and prioritization of the identified technology projects.

**Implementation Steps and Key Personnel**

<b>Who (name)</b>	<b>What (activity)</b>	<b>When (date)</b>
Dave Heck	Conduct a technology needs assessment that includes best practices.	February 2011 – April 2011
Dave Heck	Create a technology plan with specific recommendations for review by Council Committee.	May 2011 - December 2011
Dave Heck & Council Committee	Work together to evaluate and prioritize recommendations.	January 2012 – March 2012

**TECHNOLOGY, ECONOMIC & COMMUNITY DEVELOPMENT  
COUNCIL COMMITTEE  
COUNCIL MEMBER ONNIE SHEKERJIAN  
JANUARY 2011 – JUNE 2012 ACTION PLAN**

<p align="center"><b>Sponsor Name(s)</b> Lisa Collins, Don Hawkes &amp; John Osgood</p>	<p align="center"><b>Action Item 2</b> Develop and apply cost-effective, environmentally sustainable programs, including recycling programs and resource conservation and waste reduction programs, both for City operations and community application.</p>
<p align="center"><b>Start Date:</b> January 1, 2011</p>	<p align="center"><b>End Date:</b> June 30, 2012</p>

**Define this item (in your words):**

Develop sustainability programs, promote community awareness, and implement grant funded green programs for city operations and the Tempe community.

**Measures of Success/Expected Outcomes (how will you know when it is completed):**

- All Energy Efficiency Conservation Block Grant (EECBG) funded green programs will be implemented.
- The progress on the streetlight induction project will be reviewed and future savings options will be explored.
- An energy conservation program campaign will be conducted in concert with the promotion of the city’s sustainability policies and programs.
- A construction recycling program will be established.
- A restaurant grease recycling program will be piloted.
- A process for developing community gardens on private property will be created and presented to council.
- The green waste program will be expanded and the creation of an enterprise fund to support this project will be explored.

**Implementation Steps and Key Personnel**

<b>Who (name)</b>	<b>What (activity)</b>	<b>When (date)</b>
Shauna Warner & Lisa Collins	Develop a process for developing community gardens and present to council for feedback.	February 2011
Grace Kelly	Implement EECBG programs including the energy efficiency upgrades to city facilities, replacing outdated mechanical equipment, maintaining thermostat settings, and conducting the APS solar demonstration.	December 2011
Grace Kelly	Review progress on the streetlight induction project and explore options for additional streetlight savings.	December 2011
Grace Kelly & Shelly Hearn	Implement an energy conservation program publicity campaign and promote the city’s sustainability policies and programs.	December 2011

**Agenda Item 3.**

<b>Implementation Steps and Key Personnel (Continued)</b>		
<b>Who (name)</b>	<b>What (activity)</b>	<b>When (date)</b>
Mike Williams	Establish a construction recycling program.	December 2011
Dave Neil	Conduct a restaurant grease recycling pilot program.	December 2011
John Osgood & Lisa Collins	Expand the green waste program in Tempe and explore the establishment of an enterprise fund to support this process.	June 2012

**TECHNOLOGY, ECONOMIC & COMMUNITY DEVELOPMENT  
COUNCIL COMMITTEE  
COUNCIL MEMBER ONNIE SHEKERJIAN  
JANUARY 2011 – JUNE 2012 ACTION PLAN**

<b>Sponsor Name(s)</b> Lisa Collins	<b>Action Item 3</b> Consider and develop environmental design standards that are specifically applicable to the arid, relatively warm climate of Tempe.
<b>Start Date:</b> January 1, 2011	<b>End Date:</b> June 30, 2012

**Define this item (in your words):**

Update the Tempe city code in accordance with best practices in order to enhance the sustainability of the city, develop green programs, and promote awareness of Tempe’s sustainability programs among the community.

**Measures of Success/Expected Outcomes (how will you know when it is completed):**

- The best practices in sustainable environmental design standards will be compiled and compared with the Tempe city code.
- Recommendations for updating the Tempe city code will be brought forward to the Neighborhood Quality of Life & Revitalization Council Committee and the Technology, Economic and Community Development Council Committee.
- A marketing campaign will be developed to promote community awareness of the city’s various green programs.
- A residential improvement rebate program will be developed and brought forward to the council committee for review.

**Implementation Steps and Key Personnel**

<b>Who (name)</b>	<b>What (activity)</b>	<b>When (date)</b>
Grace Kelly & Michael Golden & Lisa Collins	Conduct a study of the best environmental design practices.	September 2011
Lisa Collins & Community Development Planners	Compare the best practices to the current Tempe city code and bring recommendations to the council committees.	December 2011
Grace Kelly & Shelly Hearn	Design a green program marketing campaign to inform the community.	June 2012
Lisa Collins & Community Development Planners	Develop a residential improvement rebate program and bring to committee for review and feedback.	June 2012

**Agenda Item 3.**

**TECHNOLOGY, ECONOMIC & COMMUNITY DEVELOPMENT  
COUNCIL COMMITTEE  
COUNCIL MEMBER ONNIE SHEKERJIAN  
JANUARY 2011 – JUNE 2012 ACTION PLAN**

<b>Sponsor Name(s)</b> Micah Miranda	<b>Action Item 4</b> Address strategies to create economic stabilization and revitalization, including facilitating, and working with ASU for development of hightech, bio-tech, nano-tech facilities within Tempe.
<b>Start Date:</b> January 1, 2011	<b>End Date:</b> June 30, 2012

**Define this item (in your words):**

Develop an economic development plan for the City of Tempe.

**Measures of Success/Expected Outcomes (how will you know when it is completed):**

- Industries that should be targeted for recruitment to Tempe and expansion within Tempe will be identified.
- A shared economic development vision will be created.
- The steps to reach shared vision will be identified.
- A citywide economic development strategy will be developed.

**Implementation Steps and Key Personnel**

<b>Who (name)</b>	<b>What (activity)</b>	<b>When (date)</b>
Shannon Shelby	Pre-planning will be completed.	July 2011
Shannon Shelby, Micah Miranda, and Alex Smith	Assessing the local community and economic competitiveness will be completed.	August 2011
Shannon Shelby, Micah Miranda, Alex Smith, and Chris Anaradian	Formulating realistic goals, objectives, and strategies will be completed.	September 2011
Shannon Shelby, Chris Anaradian, and Micah Miranda	Identifying, evaluating, and prioritizing projects will be completed.	November 2011
Shannon Shelby, Chris Anaradian, and Micah Miranda	Developing plans of action will be completed.	January 2012
Shannon Shelby	Implementing those plans.	April 2012
Shannon Shelby	Monitoring and evaluating outcomes; retooling and adjusting.	June 2012

**TECHNOLOGY, ECONOMIC & COMMUNITY DEVELOPMENT  
COUNCIL COMMITTEE  
COUNCIL MEMBER ONNIE SHEKERJIAN  
JANUARY 2011 – JUNE 2012 ACTION PLAN**

<b>Sponsor Name(s)</b> Micah Miranda	<b>Action Item 5</b> Redevelopment and development services policy formation for recommendation to Council and implementation of council-approved projects.
<b>Start Date:</b> January 1, 2011	<b>End Date:</b> June 30, 2012

**Define this item (in your words):**

Staff will address and document follow-up on Council identified priority economic development projects.

**Measures of Success/Expected Outcomes (how will you know when it is completed):**

- Staff will maintain a list of Council identified priority economic development projects.
- Staff will perform a quarterly check-in on the Council identified priority economic development projects list.
- Items will be removed from the projects list when accomplished or successfully addressed.

**Implementation Steps and Key Personnel**

Who (name)	What (activity)	When (date)
Shannon Shelby	Create and maintain a Council identified priority economic development projects lists.	July 2011
Shannon Shelby	Provide quarterly update to Council.	October 2011
Shannon Shelby	Implement process to remove items from the projects list when accomplished or successfully addressed.	July 2011

**Agenda Item 3.**

**TECHNOLOGY, ECONOMIC & COMMUNITY DEVELOPMENT  
COUNCIL COMMITTEE  
COUNCIL MEMBER ONNIE SHEKERJIAN  
JANUARY 2011 – JUNE 2012 ACTION PLAN**

<b>Sponsor Name(s)</b> Micah Miranda	<b>Action Item 6</b> Development, implementation, and assessment of economic development approaches, projects and proposals.
<b>Start Date:</b> January 1, 2011	<b>End Date:</b> June 30, 2012

**Define this item (in your words):**

Create an objective method to determine the City's posture of incentivizing economic developments; resulting in the development of formal council policy.

**Measures of Success/Expected Outcomes (how will you know when it is completed):**

- An incentive policy statement approved by City Council incorporating the economic impact report will be finalized.
- A fee, for professional services provided by the City to be levied against parties seeking City incentives, will be established.
- Staff will detail return on investment (ROI) for City incentivized projects when presenting deal structures to Council. In related agreements, staff will tie incentives to market conditions, job creation, and other important factors.

**Implementation Steps and Key Personnel**

<b>Who (name)</b>	<b>What (activity)</b>	<b>When (date)</b>
Chris Anaradian and Micah Miranda	Develop draft incentive policy.	June 2011
Chris Anaradian	Submit proposal for review that includes developers paying independent financial analysis costs.	May 2011
Chris Anaradian	Establish practice of presenting ROI and related incentive agreements along with general deal structures for Council sanction.	May 2011

**TECHNOLOGY, ECONOMIC & COMMUNITY DEVELOPMENT  
COUNCIL COMMITTEE  
COUNCIL MEMBER ONNIE SHEKERJIAN  
JANUARY 2011 – JUNE 2012 ACTION PLAN**

<b>Sponsor Name(s)</b> Micah Miranda	<b>Action Item 7</b> Redevelopment of neighborhood commercial centers.
<b>Start Date:</b> January 1, 2011	<b>End Date:</b> June 30, 2012

**Define this item (in your words):**

Develop and implement a City of Tempe Property Enhancement Program (PEP) that will assist commercial property and business owners along major roadways in rehabilitating their storefronts, revitalize neighborhood commercial areas, eliminate blight, and enhance the livability of surrounding neighborhoods.

*\* Note that this strategy is identical to Neighborhood Quality of Life & Revitalization Council Committee action item #7*

**Measures of Success/Expected Outcomes (how will you know when it is completed):**

- Commercial properties along roadways in need of rehabilitation will be identified and prioritized.
- The PEP program will be developed and reviewed by the Neighborhood Quality of Life & Revitalization Council Committee and the Technology, Economic and Community Development Council Committee.
- A pilot test PEP program will be conducted and the findings (along with recommendations) will be presented to both committees for review.

**Implementation Steps and Key Personnel**

<b>Who (name)</b>	<b>What (activity)</b>	<b>When (date)</b>
Lisa Collins & Jeff Tamulevich & Micah Miranda	Develop the PEP program throughout coordination with code enforcement, economic development, and property acquisition staff.	February 2011 – April 2011
Jeff Tamulevich, Micah Miranda & Larry Schmalz	Identify several commercial properties in need of rehabilitation and interview owners on thoughts about program.	June 2011
Micah Miranda	Bring PEP program summary and project prioritizations to council committees for review.	June 2011
Micah Miranda	Conduct pilot PEP program and evaluate success.	July 2011 – December 2011
Micah Miranda	Bring pilot program results and recommendations to the council committees for review.	January 2012

**Agenda Item 3.**

**TECHNOLOGY, ECONOMIC & COMMUNITY DEVELOPMENT  
COUNCIL COMMITTEE  
COUNCIL MEMBER ONNIE SHEKERJIAN  
JANUARY 2011 – JUNE 2012 ACTION PLAN**

<b>Sponsor Name(s)</b> Travis Dray, Micah Miranda & Adrienne Richwine	<b>Action Item 8</b> In conjunction with Sports, Recreation, Arts & Cultural Development Committee, consider economic development associated with hotel and conference facilities, business tourism, arts and culture driven tourism, youth and amateur sports and outdoor and active tourism.
<b>Start Date:</b> January 1, 2011	<b>End Date:</b> June 30, 2012

**Define this item (in your words):**

Establish an economic model to forecast revenue versus costs generated by tourism (i.e. business, arts and culture, youth and amateur sports and outdoor active tourism).

**Measures of Success/Expected Outcomes (how will you know when it is completed):**

- A mechanism to determine the value of supporting these types of activities will be formalized.
- A return on investment (ROI) calculation (i.e. costs / revenues / financial impacts) will be developed.
- Substantive calculations to assist in determining if a specific concept will provide a benefit to the citizens of Tempe will be determined.

**Implementation Steps and Key Personnel**

Who (name)	What (activity)	When (date)
Travis Dray	Reach out and involve the Convention of Visitors Bureau toward developing/establishing the model.	April 2011
Micah Miranda	Research best practices.	October 2011
Adrienne Richwine, Micah Miranda & Travis Dray	Select model.	December 2011
Adrienne Richwine & Travis Dray	Test the model using Tempe data.	February 2012
Adrienne Richwine, Micah Miranda & Travis Dray	Implementation and acceptance of the model.	April 2012



**Memorandum**  
Neighborhood Services Division

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Date: June 13, 2011

To: Councilmember Shekerjian, Chair  
Technology, Economic and Community Development Council Committee

From: Shauna Warner, Neighborhood Services Manager

Through: Shelley Hearn, Community Relations Administrator

Subject: Update on the Citizen Request Management System

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Tempe began operations of a Citizen Request Management (CRM/311) system in November 2010 with a pilot which included the Public Works Department and the City's general operator phone lines. Over the last seven months, the Customer Relations Center (CRC) staff has handled approximately 30,000 phone calls and averaged 72% first call resolution. Of the calls handled by the CRC, eighteen percent have been service requests and eighty two percent have been calls for information.

The next steps for implementing the CRM system are: 1) put into operation a web portal and smart phone services for residents by June 30, 2011; 2) deploy mobile technology for staff to receive and close requests in the field by July 31, 2011; 3) move from pilot phase to citywide service through 2012 and 4) implement a communication plan

On June 13, 2011, staff held a meeting with city staff from various departments who will be responsible for assisting with the citywide implementation and will begin scheduling individual meetings to map out the order of onboarding areas.

Staff also recently met with representatives from Maricopa County, City of Phoenix and the Maricopa Association of Governments (MAG) to discuss the regional use of the 311 number. Maricopa County could perform regional call routing by utilizing automated system to route calls to the appropriate entity. Cities could utilize this regional system without a fully integrated CRM system. City staff will be presenting to the MAG Management Committee in July regarding regional 311.

