



COUNCIL MINUTES

January 15, 2026

The City Council of the City of Mesa met in the Study Session room at City Hall, 20 East Main Street, on January 15, 2026, at 7:31 a.m.

COUNCIL PRESENT

Mark Freeman
Scott Somers
Rich Adams
Jennifer Duff
Alicia Goforth
Francisco Heredia
Dorean Taylor

COUNCIL ABSENT

None

OFFICERS PRESENT

Scott Butler
Holly Moseley
Jim Smith

Mayor Freeman conducted a roll call.

1-a. Hear a presentation, discuss, and provide direction on proposed programs and funding options to support Redevelopment priorities and initiatives.

Downtown Transformation Manager Jeff McVay introduced Senior Economic Development Project Manager Jeff Robbins, Code Compliance Director Angelica Guevara, Economic Development Director Jaye O'Donnell, and Development Services Director Nana Appiah, and displayed a PowerPoint presentation. **(See Attachment 1)**

Mr. McVay provided an overview of the redevelopment efforts and noted that the City of Mesa operates in a regulatory environment. He commented that over the past year, staff researched best practices statewide and nationally and he discussed the process of the toolkit development. (See Pages 2 through 4 of Attachment 1)

Mr. Robbins emphasized the importance of having structured redevelopment tools and described the decline, disinvestment, revitalization, and intervention phases of redevelopment. He explained that failing to engage in redevelopment carries hidden financial burdens and has an impact on public finances. He highlighted the public impact that distressed properties create. (See Pages 5 and 6 of Attachment 1)

Ms. Guevara identified an example of a distressed property on Power Road, Indy Car Wash, that has been closed since 2017 and discussed the challenges it's created for the City of Mesa (COM). She noted the numerous efforts the City has made to work with the property owner; however, the City is now exploring foreclosure due to non-payment. (See Page 7 of Attachment 1)

In response to a question from Councilmember Adams, Ms. Guevara replied that citations issued to property owners are misdemeanors.

Responding to a question from Vice Mayor Somers, Ms. Guevara explained that staff has been using available abatement tools by invoicing the property owner for incurred costs. She said while some payments were made initially, no payments have been received in the past six to nine months, prompting the City to place liens on the property. She stated after consulting with the City Attorney's Office, staff is now exploring foreclosure on those liens as the next step.

Mr. Robbins pointed out that the redevelopment tools are organized around three key stakeholder groups: small businesses, property owners, and developers. He noted that the strategy was designed to address Mesa's unique needs by supporting all three groups, recognizing that strengthening one group creates positive ripple effects for the others. He added that the balanced approach is intended to drive effective, comprehensive redevelopment and help elevate Mesa overall. (See Page 8 of Attachment 1)

Ms. Guevara outlined the proposed vacant property registration program that would expedite communication with property owners and reduce the administrative burden on staff. (See Page 10 of Attachment 1)

Responding to a question from Councilmember Goforth, Mr. Robbins answered that the program is based on the success of comparable cities that have implemented similar tools. He emphasized that the City benefits by identifying barriers, improving compliance, and unlocking properties for private reinvestment; noting that the City does not participate in lease negotiations.

Responding to a question from Councilmember Taylor, Ms. Guevara explained that locating property owners can be challenging when properties are held under multiple LLCs or trusts, especially when an out-of-state LLC serves as the registered agent. She commented that staff is not always able to identify all owners and is exploring additional tools, including assistance from title companies, to address complex ownership structures.

Ms. Guevara described the Code Compliance Assistance Program, which allows the City to work with small business owners and property owners to address visible code compliance issues. She explained that the program is intended to reduce minor financial impacts, address visible indicators of property distress that may contribute to crime or disorder, facilitate timely compliance in certain cases, and minimize displacement and disruption to businesses. (See Page 11 of Attachment 1)

In response to a question from Councilmember Goforth, Ms. Guevara advised that the current process places full financial responsibility on owners, while the new process states the City would provide financial assistance. She commented that the details for financial assistance are still being considered.

Responding to a question from Councilmember Goforth, Mr. Robbins confirmed that other cities have successfully implemented the program and explained that the goal is to incentivize permanent fixes that beautify properties, reduce repeat enforcement actions, and improve the surrounding community. He emphasized that the program is targeted toward financially stressed areas where property owners may lack the resources to make needed improvements, ensuring the City supports meaningful interventions rather than funding issues owners could resolve on their own.

In response to a question from Mayor Freeman, Ms. Guevara explained that the City has been strengthening its enforcement tools over the past year by reviewing and updating existing programs. She mentioned the strategies being used to obtain administrative search warrants that will allow staff to access properties when necessary, which is currently a challenge.

City Attorney Jim Smith clarified that the term “administrative search warrant” is being used, but the warrant will be issued by a judge and is a judicial warrant.

City Manager Scott Butler acknowledged frustration with repeat and severe offenders and stated that staff has been directed to pursue enforcement as aggressively as possible. He emphasized that while the City seeks to work with property owners, the City will use the full extent of the law to ensure accountability when compliance is not achieved.

Responding to a question from Mayor Freeman, Ms. Guevara discussed the enforcement tools utilized by staff for property owners cited with unpaid fines and fees. She advised that staff has been working on the judicial warrant process and anticipates finalization of the process within the next several months, including coordination with Mesa Police to ensure lawful execution.

Mr. Robbins explained that revolving loan funds provide gap financing for smaller business projects ranging between \$50,000 to \$250,000, amounts often too large for microloans but too small for traditional bank financing. He commented that as loans are repaid, funds are recycled to support additional projects, and the proposed fund would focus specifically on redevelopment needs rather than replacing private banks. He mentioned that the goal is to establish the maximum allowable \$2 million seed fund to create the greatest impact in Mesa and address an existing gap. (See Page 12 of Attachment 1)

In response to a question from Councilmember Taylor, Mr. Robbins replied that while other loans can be viable options, a federal process is involved and may take longer. He noted that a local tool could complement a Small Business Administration (SBA) loan, depending on a business’s needs. He clarified that the City would not manage or underwrite loans but would partner with experienced third-party lenders for underwriting and business planning. He added that the City’s role would be to design the program, establish priorities, and refer applicants.

Mr. Robbins discussed the Commercial Space Activation Program, which addresses situations where a willing tenant or buyer is prevented from occupying a building due to costly code upgrades. He commented that the program would help overcome barriers through a partnership between the City, property owner, and tenants to unlock underused spaces. He reviewed the Public Infrastructure Program, which will address cases where inadequate public infrastructure prevents redevelopment. He explained that these challenges can render otherwise viable projects financially infeasible and that a dedicated fund would enable the City to proactively invest in infrastructure to support private redevelopment. (See Pages 13 and 14 of Attachment 1)

Responding to multiple questions from Councilmember Duff, Mr. Robbins mentioned that the City envisions an overarching redevelopment program under which various tools would be coordinated. He noted that the tools would remain separate and flexible, potentially supported by different funding sources, and could be simplified over time to improve clarity for businesses and developers.

Mr. Robbins explained the demolition and remediation assistance tool, noting that while adaptive reuse is preferred, some sites are better suited for redevelopment after demolition. He emphasized remediation support to address real or perceived environmental contamination, such

as former gas stations, can deter developers. He stated the goal is to fund environmental assessments to remove uncertainty and unlock sites for redevelopment. (See Page 15 of Attachment 1)

Mr. McVay shared the story of Cider Corps, a now-successful business located downtown on a property that had previously been vacant for many years. He explained that the City helped the property owner with a grant from Arizona Department of Environmental Quality (ADEQ) to facilitate an environmental assessment that cleared the contamination concerns that had prevented the property from selling, demonstrating how modest public investment can yield significant economic returns.

Mr. Robbins clarified that the City intends to pursue federal funding first to support cities in acquiring funds to set up their own phase one environmental remediation programs, recognizing a longer but valuable process for addressing an aging city that has a lot of old automotive uses that may be blocking development on certain parcels.

In response to a question posed by Councilmember Goforth, Mr. McVay confirmed that there are a significant number of properties in the City of Mesa (COM) that would be impacted by the real or perceived contamination.

Responding to multiple questions from Councilmember Adams, Mr. Robbins stated that uncertainty regarding environmental contamination is a major barrier, as owners fear costly cleanup. He mentioned that environmental assessments often reveal manageable solutions and confirmed that the goal is to return properties to productive use as quickly as possible, stressing that access to reliable information is critical for developers.

Mr. McVay discussed placemaking strategies, explaining that targeted public investments can stabilize areas, encourage redevelopment, and support economic activity when coordinated with other redevelopment tools. (See Page 16 of Attachment 1)

Mr. Robbins summarized the tools used for Redevelopment Areas (RDAs), emphasizing the need for tools that are simple, effective, and manageable for both stakeholders and staff. (See Page 17 of Attachment 1)

Mr. Robbins reviewed the recommended resources and stated that early intervention in areas of decline is central to the redevelopment strategy and is the primary purpose of the proposed tools. He highlighted national examples where cities have invested heavily in downtowns and older areas, citing successful revitalization efforts, such as Denver's River North district, as evidence that strategic public intervention can transform distressed areas. (See Pages 19 and 20 of Attachment 1)

Mr. Robbins discussed the recommended funding sources, with the goal of having redevelopment pay for redevelopment. He outlined recommendations to Council for all programs and funding of the proposed redevelopment programs. He indicated that the programs are new and staff proposes allowing private-sector demand to guide how funds are allocated, shifting resources toward the tools with the greatest use and impact, and discontinuing those with limited demand. He emphasized the importance of evaluating the program through defined performance metrics, proposing a five-year pilot with annual reports to Council, and a comprehensive review in 2031 to determine if any program should be permanent. (See Pages 21 and 22 of Attachment 1)

Discussion ensued regarding the cost and funding allocation of the programs, RDAs, challenges for small business, and generating revenue for redevelopment programs.

Mr. Robbins explained that staff wanted to first present the proposed tools to Council to ensure comfort with the approach before engaging the development, small business, and property owner communities. He added once refined, staff plans to share the programs with these stakeholders to gather direct feedback, recognizing that the tools are intended for the private sector and that their input is essential to the effectiveness of the programs. He reported that when the redevelopment program began, the City had few tools available beyond existing tax incentives. He commented that through staff's engagement directly with businesses in focus areas, staff identified recurring challenges and patterns and developed the proposed redevelopment tools in response. (See Page 23 of Attachment 1)

Responding to multiple questions posed by Councilmember Taylor, Mr. Robbins replied that business loan defaults are absorbed by the revolving loan fund itself, not the City's General Fund. He explained that with declining properties, the City's first step is to determine if the property falls within a RDA, and staff is available to help property owners remove barriers. He stated that the City is limited if owners are unwilling to participate, but the City has an expanded toolbox and options to assist businesses that could still apply in some cases.

Mr. McVay added that slum and blight conditions exist citywide, not only within RDAs, and addressing these conditions provides a public benefit that will assist the City in qualifying properties that are outside RDAs.

Vice Mayor Somers expressed general support for redevelopment but suggested assigning a subcommittee to oversee the funding of the programs.

Councilmember Goforth thanked staff for their work and emphasized that redevelopment is a Council priority. She noted that without such programs, only large national tenants can afford infill redevelopment, which is not what residents want. She acknowledged funding tradeoffs but supported reallocating resources to meet community priorities and accountability through metrics and annual evaluation.

Councilmember Duff highlighted the return on investment, explaining that proactive redevelopment is less costly than heavy-handed code enforcement and generates long-term economic and sales tax benefits.

In response to a question from Councilmember Taylor, Ms. O'Donnell confirmed ongoing collaboration with Mesa's Chamber of Commerce, noting that businesses are eager to learn more about the redevelopment programs.

Responding to a question from Councilmember Taylor, Mr. McVay responded that while not formally included, staff welcomes venture capital and angel investors and is interested in building those relationships.

Mayor Freeman noted the long-standing need to address underperforming properties is a Council priority.

Mayor Freeman thanked staff for the presentation.

Mayor Freeman declared a recess at 9:18 a.m. The meeting reconvened at 9:29 a.m.

1-b. Hear a presentation and discuss an update from the Office of Innovation and Efficiency on efforts related to the strategic use of data and performance management across the organization.

Assistant to the City Manager Ian Linssen introduced Chief Data Officer Evan Allred, Performance Administrator Michelle Trejo, and displayed a PowerPoint presentation. **(See Attachment 2)**

Mr. Linssen identified the Office of Innovation and Efficiency as a team of performance advisors and data analysts making a citywide effort to improve service delivery through greater efficiency and effectiveness. He explained the goals for sustainable efficiency and provided an overview of the services offered. (See Pages 2 through 7 of Attachment 2)

Ms. Trejo discussed how the Performance Plus program aligns City operations with Council priorities by shifting from output-based reporting to outcome-based reporting resulting in data-informed decision making. She reviewed the dashboard template used to report outcomes-based key performance indicators (KPIs). She pointed out that the dashboards link department purpose statements to outcomes, KPIs, outputs, service delivery impacts, and budget impacts, enabling meaningful reporting, improved efficiency, and informed management discussions. (See Pages 8 through 13 of Attachment 2)

Ms. Trejo reported that the City is working to connect priorities across departments in order to pilot and scale process improvements, while strengthening data-informed decision-making rather than relying on anecdotal evidence. (See Page 14 of Attachment 2)

Ms. Trejo described examples of cross-departmental projects enhancing processes to improve measure outcomes. (See Page 15 of Attachment 2)

Mr. Allred highlighted current and upcoming data analysis projects and discussed the partnership with Arizona State University (ASU) on predictive modeling, which can anticipate water main breaks before failures occur. (See Page 15 of Attachment 2)

Mr. Butler stressed that data should be used to determine the cause of issues so that informed decisions can be made to find the most efficient solution, which is not always hiring additional staff.

Ms. Trejo explained the threading process, which identifies common challenges across departments to address systemwide inefficiencies collectively, enabling prioritization, workflow analysis, and broader organizational improvements. (See Page 16 of Attachment 2)

In response to a question posed by Councilmember Adams, Mr. Linssen confirmed that the City is always open to input from employees and feedback from the community.

Mr. Butler advised that engagement strategies will vary by project and audience. He identified examples where stakeholders and frontline employees were involved, including police realignment efforts that incorporated direct feedback from officers to ensure data-driven changes reflected real-world experience.

(At 10:02 a.m. Mayor Freeman excused Councilmember Adams from the remainder of the meeting.)

In response to multiple questions from Councilmember Taylor, Ms. Trejo answered that staff worked closely with departments to identify activities, inputs, outputs, and ultimately outcomes tied to public value. She noted that departments developed purpose statements and outcomes with facilitation from her team, which then led to defining KPIs based on a mix of national standards, Mesa-specific needs, and Council priorities utilizing composite indexes rather than single metrics. She emphasized that the KPIs and the process is overseen by the City Manager.

Mr. Butler stated that Council priorities evolve over time and departments must remain flexible and that data-informed alignment helps distinguish essential programs from outdated ones, especially during budget decisions. He commented that the process is collaborative and empowers departments to align daily services with Council expectations.

Responding to multiple questions from Councilmember Taylor, Mr. Allred agreed that predictive models require continuous review and updating. He acknowledged the City's willingness to fail fast, adjust models when outcomes are not achieved, and refine policies based on real-world results. He confirmed interest in remaining open to external testing to ensure accuracy and excellence.

Ms. Trejo noted that leadership support has enabled honest conversations about underperformance focused on outcomes rather than performative reporting, allowing meaningful reallocation of resources to meet Council priorities.

Councilmember Heredia commented that he would like to see departments explore ways to better leverage new technologies to help residents and the business community achieve stronger results in the future.

In response to multiple questions from Mayor Freeman, Mr. Linssen answered that while the full impact of artificial intelligence (AI) has not yet been realized, there is significant future potential. He emphasized staff is exploring practical applications but remain cautious about accuracy, reliability, and consistency of AI outputs at an enterprise level. He stated that despite these challenges, AI will be a core component of future efforts, with more concrete implementations expected to be shared soon.

Responding to a question from Councilmember Taylor, Mr. Allred commented that once the dashboard is available, Council will have access to review and provide feedback.

Mayor Freeman thanked staff for the presentation.

2. Acknowledge receipt of minutes of various boards and committees.

- 2-a. Housing and Community Development Advisory Board meeting held on November 6, 2025.
- 2-b. Economic Development Advisory Board meeting held November 24, 2025.
- 2-c. Economic Development Advisory Board meeting held December 2, 2025.
- 2-d. Housing and Community Development Advisory Board meeting held on December 8, 2025.

It was moved by Vice Mayor Somers, seconded by Councilmember Duff, that receipt of the above-listed minutes be acknowledged.

Upon tabulation of votes, it showed:

AYES – Freeman–Somers–Duff–Goforth–Heredia–Taylor

NAYS – None

ABSENT – Adams

Mayor Freeman declared the motion carried unanimously by those present.

3. Current events summary including meetings and conferences attended.

Mayor Freeman and Councilmembers highlighted the events, meetings, and conferences recently attended.

4. Scheduling of meetings.

City Manager Scott Butler stated that the schedule of meetings is as follows:

Thursday, January 22, 2026, 7:30 a.m. – Study Session

5. Adjournment.

Without objection, the Study Session adjourned at 10:30 a.m.

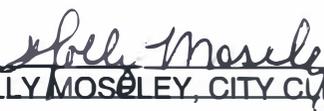



MARK FREEMAN, MAYOR

ATTEST:


HOLLY MOSELEY, CITY CLERK

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Study Session of the City Council of Mesa, Arizona, held on the 15th day of January 2026. I further certify that the meeting was duly called and held and that a quorum was present.


HOLLY MOSELEY, CITY CLERK

Redevelopment Toolkit Update

City of Mesa City Council Study Session

January 15, 2025

Jeff McVay
Manager of Urban Transformation

Jeff Robbins
Redevelopment Administrator

Angelica Guevara
Code Compliance Director

Jaye O'Donnell
Economic Development Director

Nana Appiah
Development Services Director

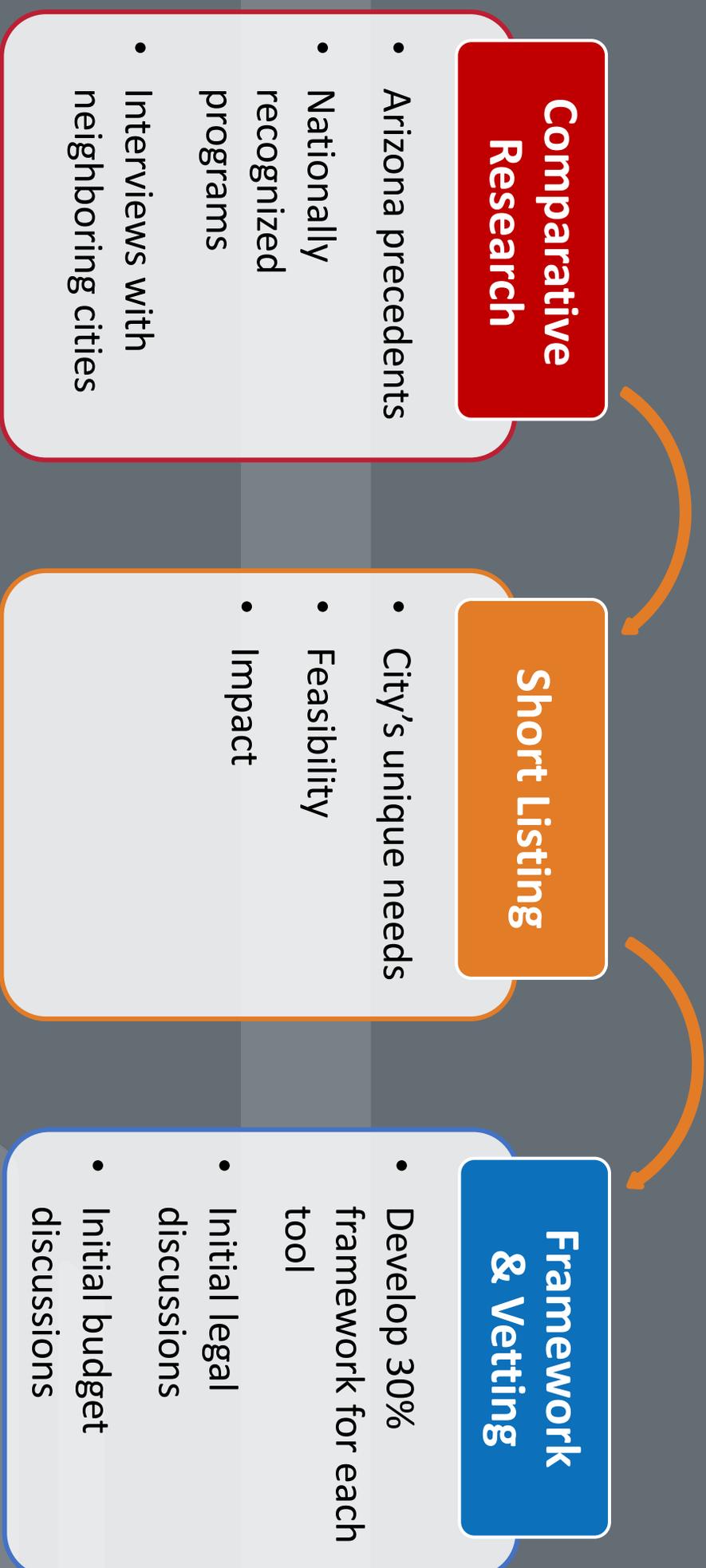
BACKGROUND & INTRODUCTION

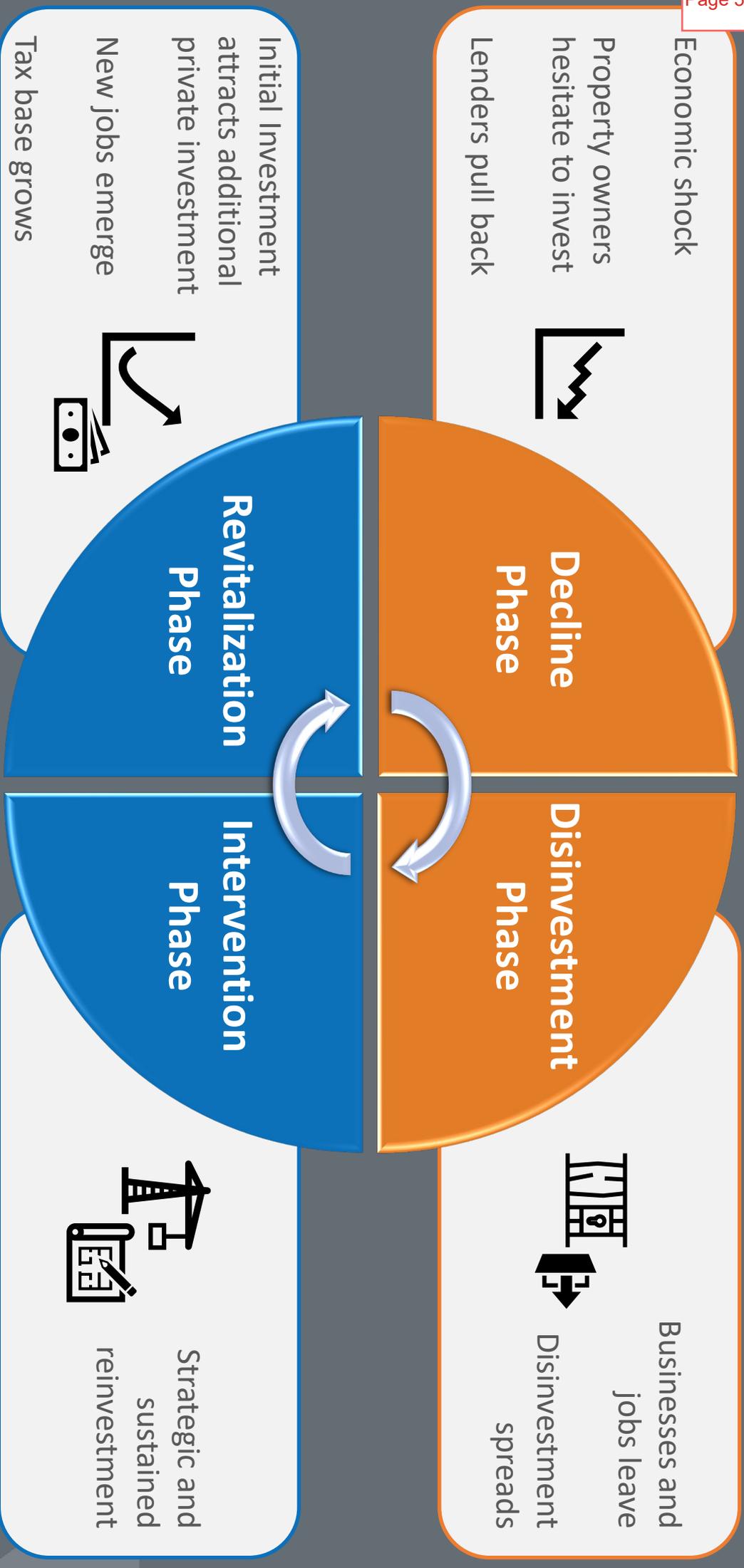
City Council Study Session June 26, 2025

WHAT WE ARE INSPIRED BY IN ARIZONA



TOOLKIT DEVELOPMENT PROCESS





Public Impact: Lower Investment

Distressed Properties

Increased Public Financial Burden

Code Compliance & Legal Process

- Inspection Time
- Case Management
- Hearings
- Liens
- Follow Up Visits

Police & Fire Service Demand

- Increased Calls for Service
- Higher Arson Risk
- Increased Nuisance Activity

Lost Tax Base

- Lower Assessed Values
- Lost Sales Tax Revenue
- Delinquent Taxes
- Harder to Market Parcels
- Surrounding Value Decline

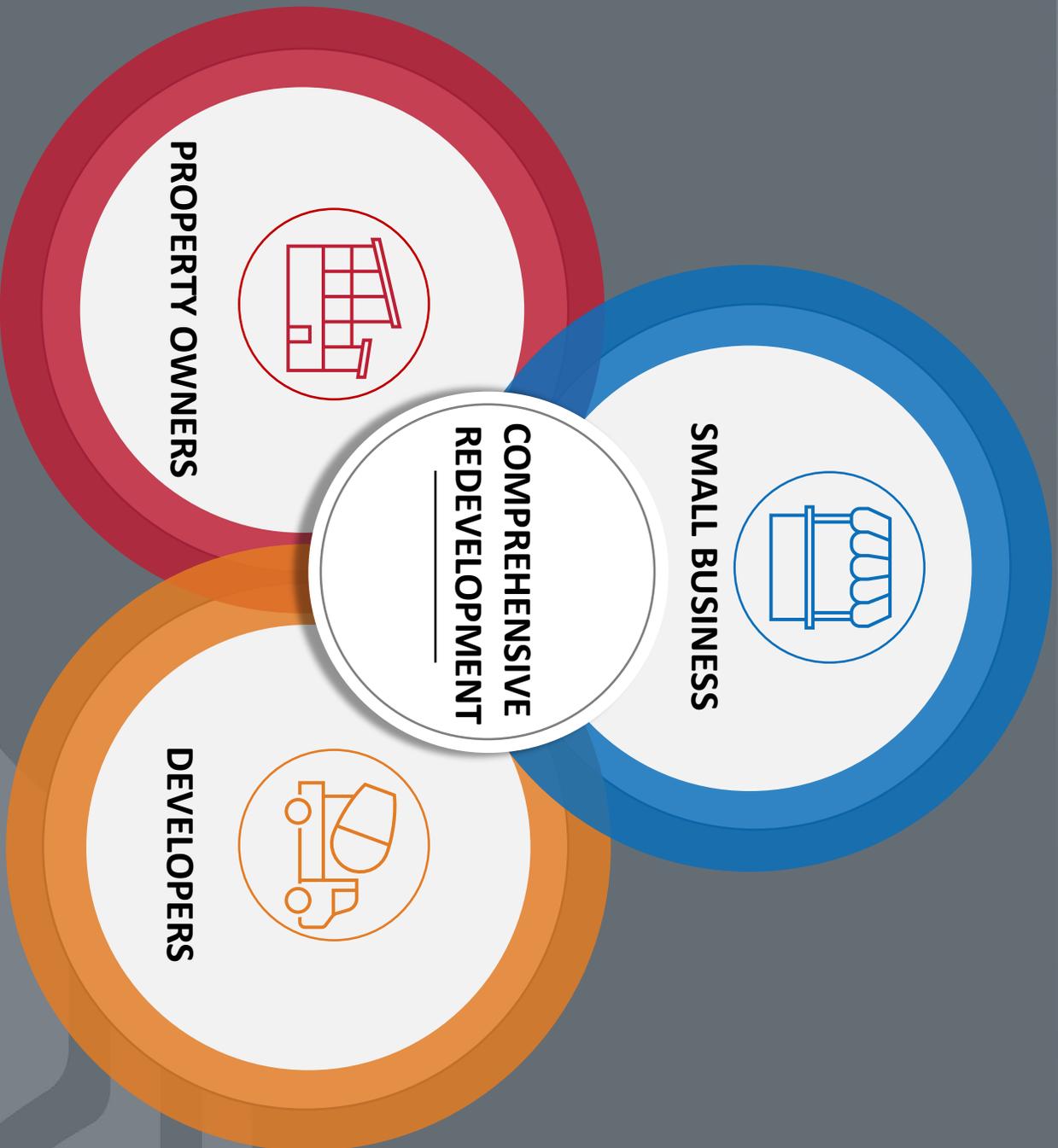


245 S Power Rd – Indy Car Wash

- 2017 - Car Wash Closed
- 2017+ 50 Code & Building Inspections
 - Weeds, trespassing, graffiti, dumping, squatters
- 2022 - Building Caught Fire
- 2023 - Emergency Abatement
 - Costs exceed \$30,000 to date and will continue



COMPREHENSIVE REDEVELOPMENT



RECOMMENDED
REDEVELOPMENT TOOLKIT

Commercial property owners proactively register their vacant properties

Why

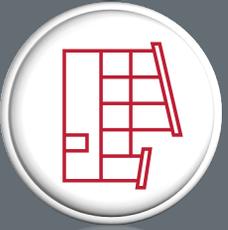
- Accelerates response times to code enforcement, safety, and nuisance issues
 - Reduces administrative burden
- Helps City staff connect owners to resources
- Supports Mesa's Trespass Enforcement Program





What
Assistance for publicly visible code compliance issues

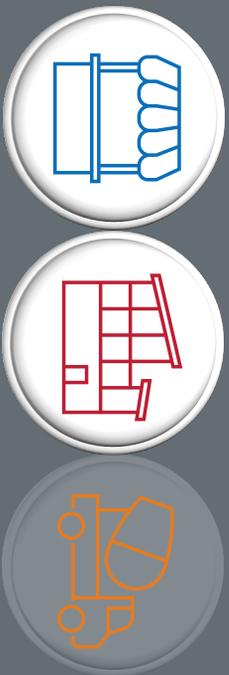
- Why**
- Visible signs of distress attract crime and disorder
 - Supports maintenance, safety and health of commercial and residential areas
 - Accelerates compliance in some situations
 - Minimizes displacement and disruption to small businesses





What
Flexible, low-interest Federal financing that is continuously reinvested back into the community

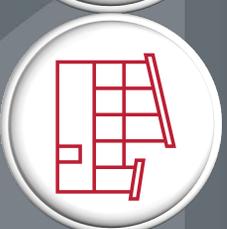
- Why**
- May facilitate critical building improvements
 - Bridges the “financing gap” for smaller commercial lending needs
 - May leverage 4:1 additional SBA financing

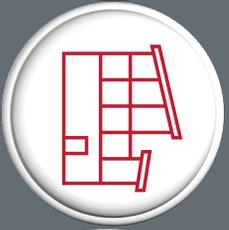
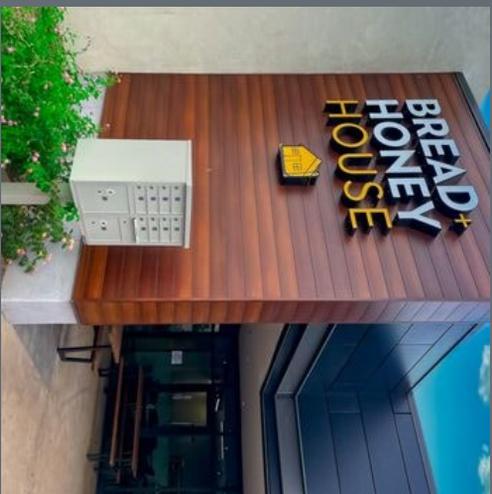


- Addresses life safety issues, accessibility and conditions of blight in commercial properties

Why

- Helps small businesses adaptively reuse older buildings
- Supports jobs and sales tax revenue
- Improves safety and accessibility for the public
- Activates long standing vacant storefronts





What

Creation of a public infrastructure improvement fund for public utility upgrades need to support redevelopment

Why

- Supports a wide range of businesses
- Undersized or aging infrastructure is common in aging areas
- Citywide application



t

Removal of unsafe, blighted, and obsolete commercial structures and environmental remediation assistance

Why

- Encourages private reinvestment
- Lenders avoid funding demolition
- Prepares sites for re-investment

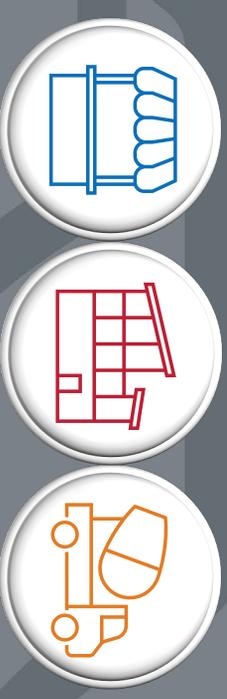


t

Strategic public placemaking

Why

- Supports entryway improvements
- Increases desirability of business districts
- Funds strategic property acquisition



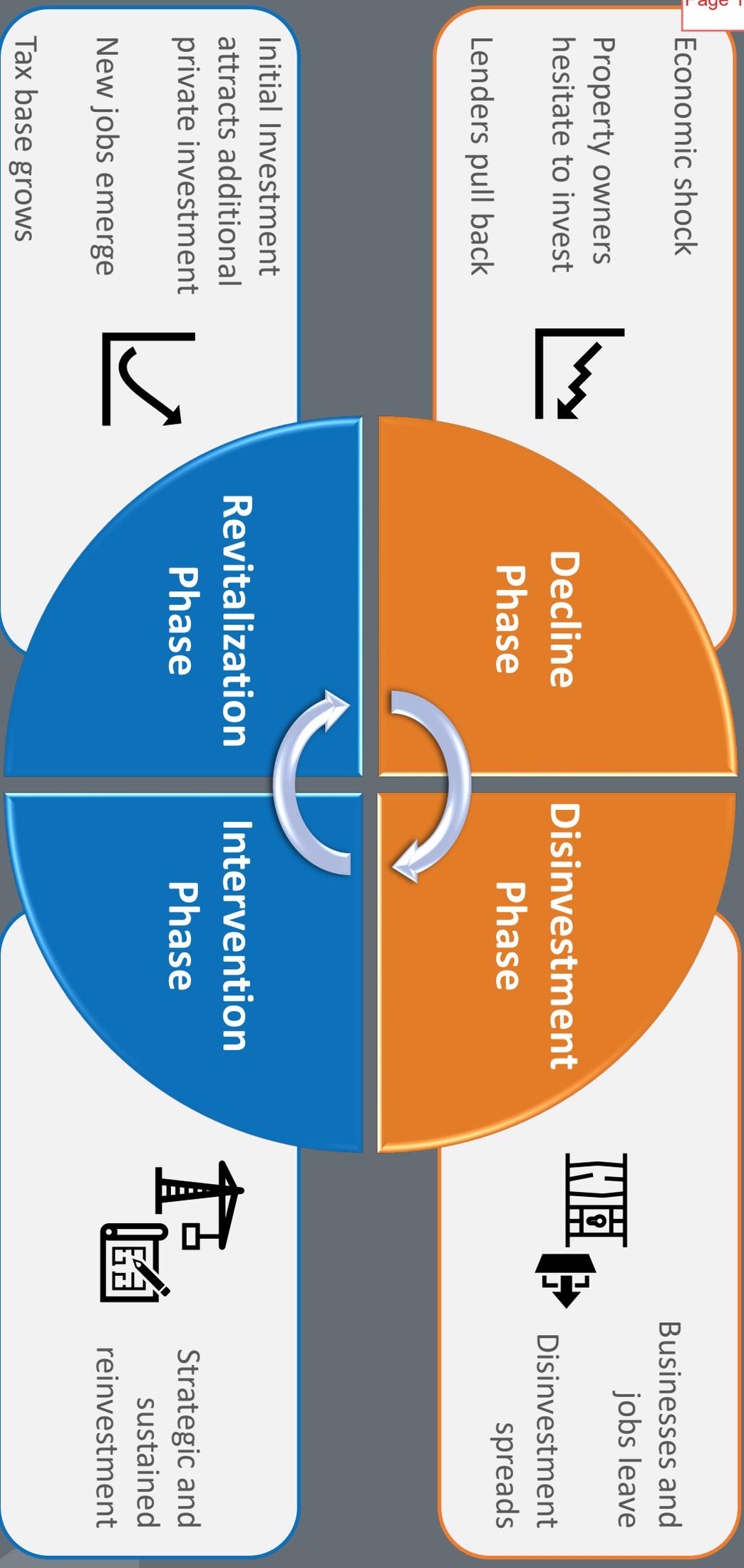
- **Redevelopment Areas (RDAs)**

“Every municipality may use its funds for the purposes of aiding in the planning, undertaking or carrying out of a redevelopment project in its area of operation.” A.R.S. 36-1488

- **Federal Funding**
- **Budgetary**
- **Legal**
- **Ease of Use and Administration**



RECOMMENDED RESOURCES



tsdale to spend \$40 million to revitalize Old Town

Downtown Denver’s plan for spending \$570M moves forward; applications open in 2025

DOWNTOWN DOLLARS: FRESNO SECURES \$100M FROM STATE TO POWER CORE REVIVAL

Kansas City approves more than \$20 million to redevelop Parade Park Homes

Oklahoma City

\$175 million for economic and community development

Baltimore Launches Nation’s Largest Housing Redevelopment Program

“Baltimore is launching a \$6 billion community reinvestment program”

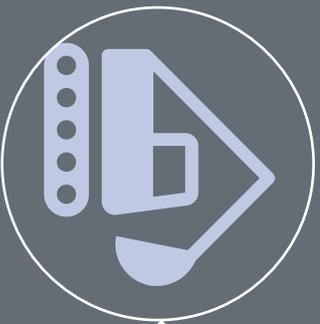
Courtesy: Colorado Politics, 12/10/2024;

Multi-Housing News, Gail Kalinoski, September 25, 2025;

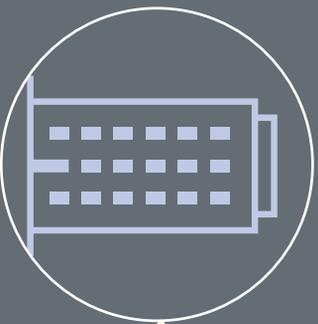
AZFamily.com, August 4, 2025; NPR, Celisa Calacal,

March 7, 2025; KGOU, Gracen Wheeler, Abigail

Siatkowski, Robby Korth, OPNX, October 15, 2025



Federal Funding Sources
Funding provided through Federal programs.



Redevelopment Activity Revenue
Variable. Requires another revenue source.



One-Time Set Asides
Variable, non-recurring.

Redevelopment Programs

- Demolition and remediation
- Code Compliance Assistance Program
- Retail Tenant Assistance
- Vacant Property Registration
- Revolving Loan Fund
- Public Infrastructure

Funding Recommendation

- \$3,000,000 annually
- Funding per program is driven by demand
- \$2,000,000 one-time (EDA Grant) revolving loan seed funding

Program Evaluation

- Pilot the Redevelopment Programs for 5 years
- Establish KPIs and impact metrics
- Annual reports to City Council
- City Council evaluation of a permanent program in 2031



01

Focus group with stakeholders

02

Program development
(based on Council Direction)

03

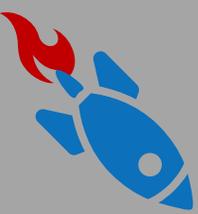
Return to City Council with detailed programs early 2026

04

Formalize budget requests in annual budget process

05

Begin launching programs mid 2026



QUESTIONS?



Office of Innovation and Efficiency

January 15, 2026

Ian Linssen, Assistant to City Manager

Evan Allred, Chief Data Officer

Michelle Trejo, Performance Administrator



The ***Office of Innovation and Efficiency*** exists to guide and advise the City and its departments through the strategic use of data and performance management to achieve their public purpose and make informed decisions that drive continuous improvement for **efficient and effective** delivery of City services.



Efficient

producing the intended community outcomes with minimal waste, delay, or rework.

Effective

delivering the right service, at the right time, at the right quality, using the right level of resources.

Our goal is to take it even one step further and that is moving towards

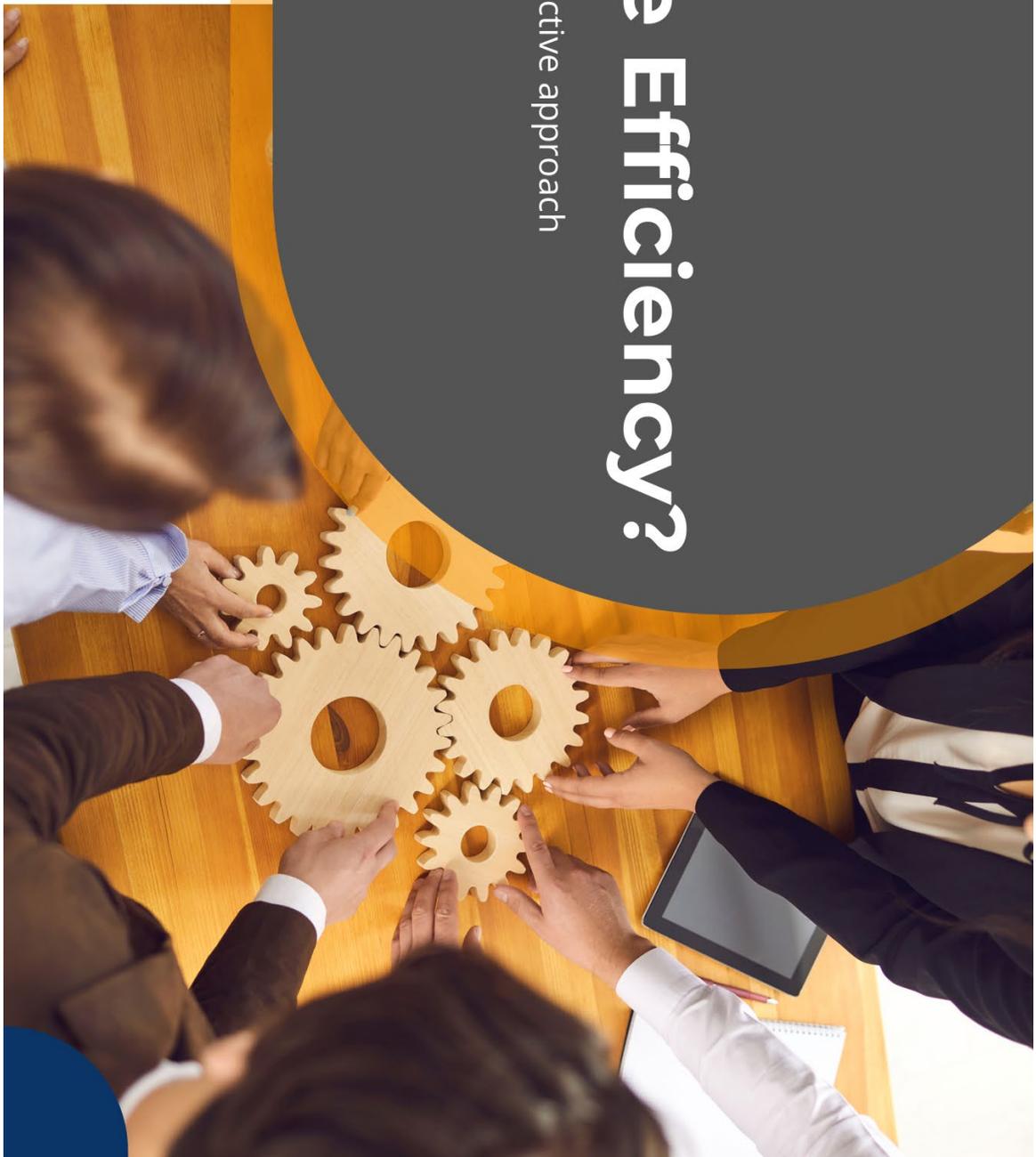
Sustainable Efficiency.





What is Sustainable Efficiency?

- Not a one-time cut or reactive approach
- Its replicable
- It's embedded
- Its business as usual



Office of Innovation & Efficiency Services Offered



MANAGING
WITH DATA



BUSINESS
SOLUTIONS



PERFORMANCE
REPORTING



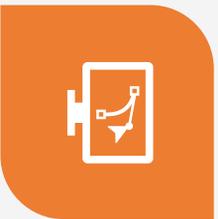
DATA
GOVERNANCE



CAPACITY
DEVELOPMENT



STORYTELLING



MANAGING WITH DATA

Using timely, reliable data to understand what's happening and guide decisions, resources, and improvements toward intended outcomes.



BUSINESS SOLUTIONS

Tools, systems and workflows that solve business needs and improve daily operations.



PERFORMANCE REPORTING

Clear, decision-ready updates on outcome progress, risks, and accountability.



DATA GOVERNANCE

Policies and procedures that manage city data as an asset—ensuring it's timely, high-quality, and appropriately accessible.



CAPACITY DEVELOPMENT

Building organization-wide knowledge to use data, tools, and performance information in everyday decisions.



STORYTELLING

Strategic communication that combines data, context, and narrative to explain what we're doing, why it matters, and the outcomes achieved.



The How - PerformancePlus



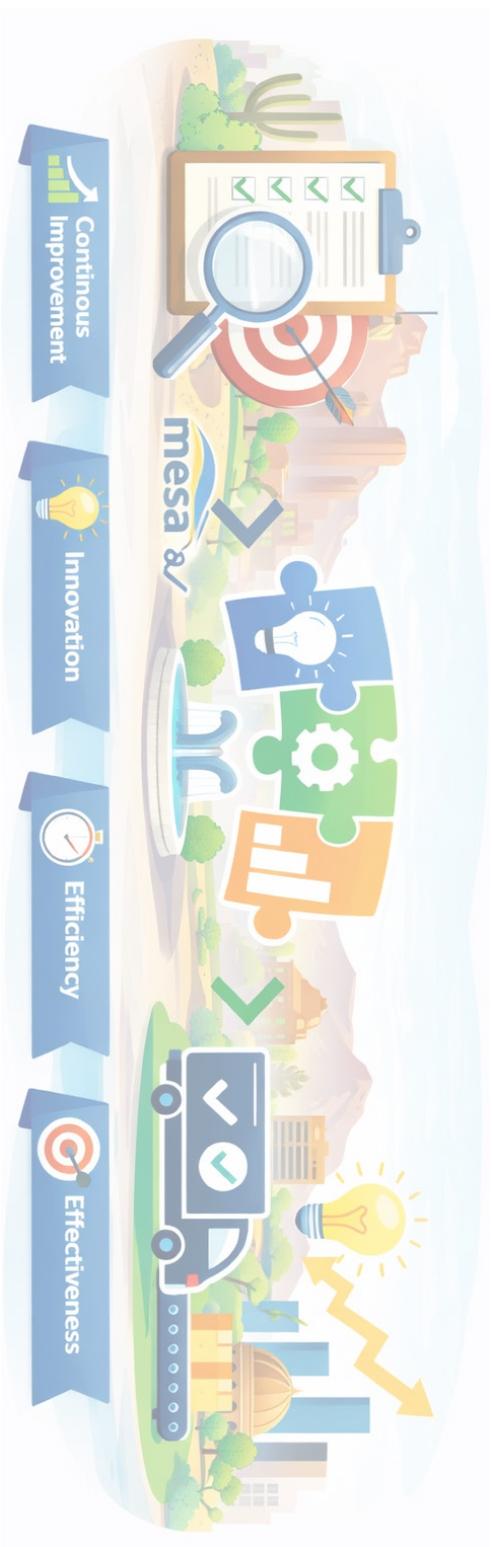
OFFICE OF INNOVATION AND
EFFICIENCY

PRESENTS

PERFORMANCEPLUS

ENVISION . ELEVATE . IMPACT .

Systematic approach ensuring alignment with the council priorities in the stewardship of city resources in constant commitment to continuous improvement, innovation, efficiency and effectiveness.



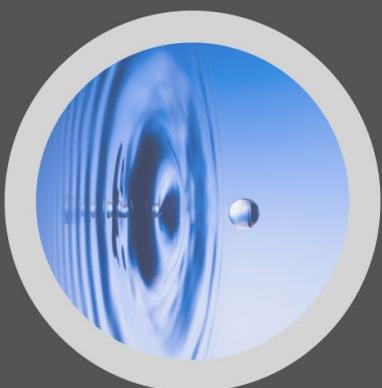
PERFORMANCEPLUS



Envision



Elevate



Impact

Culture of Continuous Improvement

Outputs Based - How **busy**
we are

OUTCOMES BASED - How
effective we are

- Through a collaborative partnership with OIE, departments:
- Define outcomes aligned with citywide priorities
 - Focus efforts on the outcomes that matter most
 - Establish meaningful KPIs and leading (driving) metrics



Purpose: The [Department Name] exists to [primary function or service] to / for [desired outcome or benefit to the community outcomes] to [alignment with council priority].

Outcomes-based KPI

Off Track

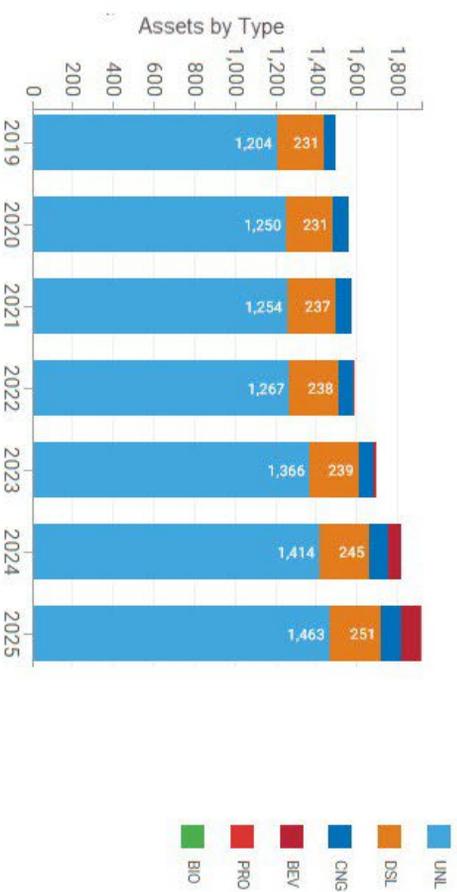
Target
95.00%

87.95%

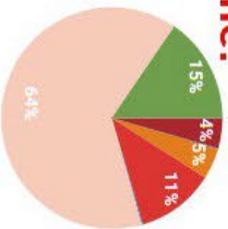
Availability Rate

10/1/25 - 10/31/25

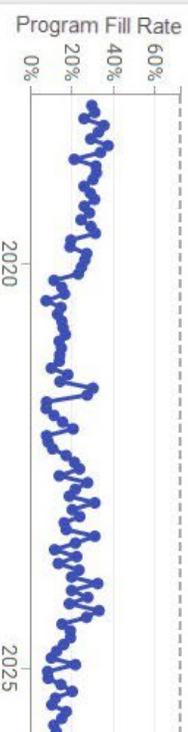
Driving Indicator - Input/Output/Outcome



Driving Indicator - Input, Output, Outcome.



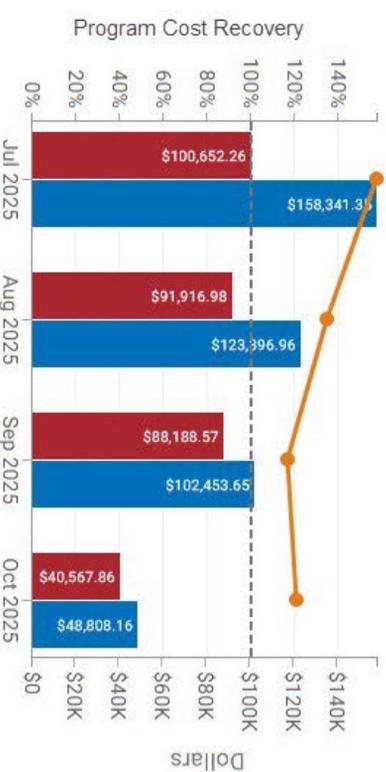
Service Delivery Impact



Driving Indicator - Input, Output, Outcome.



Budget Impact



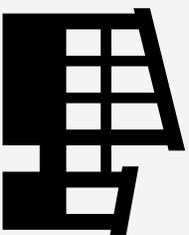


Interconnected priorities across the organization that help identify, pilot, and scale process, workflow, and system improvements.

Elevating data-informed decision-making: moving from situational uses to consistent expectation and organizational standard.



Collaborative Efficiencies

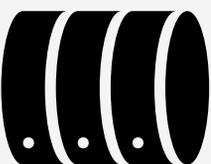


Building Permit
Review Process

Police Hiring

Capital
Improvement
Process

Quality Indexing

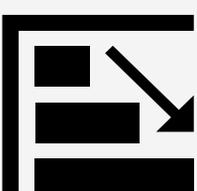


Economic
Development

Urban
Transformation

Police

Collaborative Measures



Fleet
and
Solid Waste

Workforce
Readiness

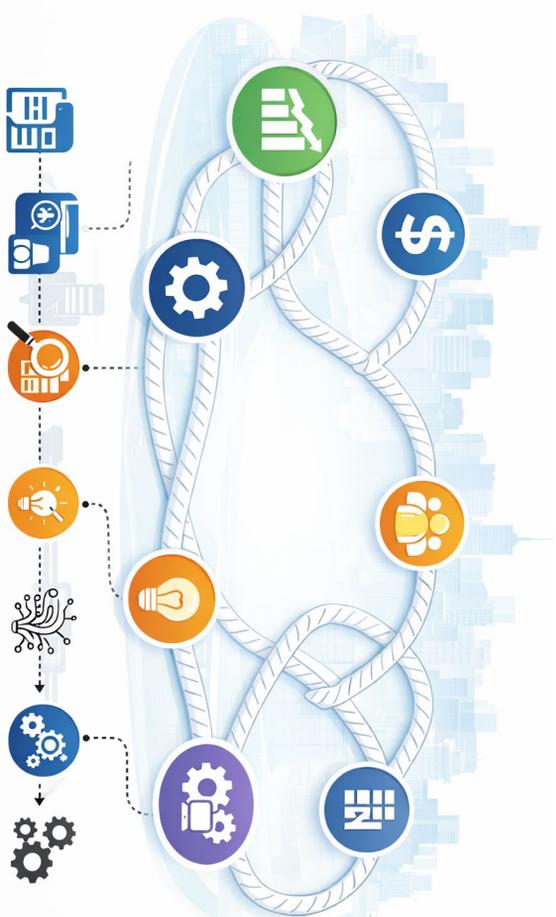
Managing with Data



Specialty Licensing and
Permits

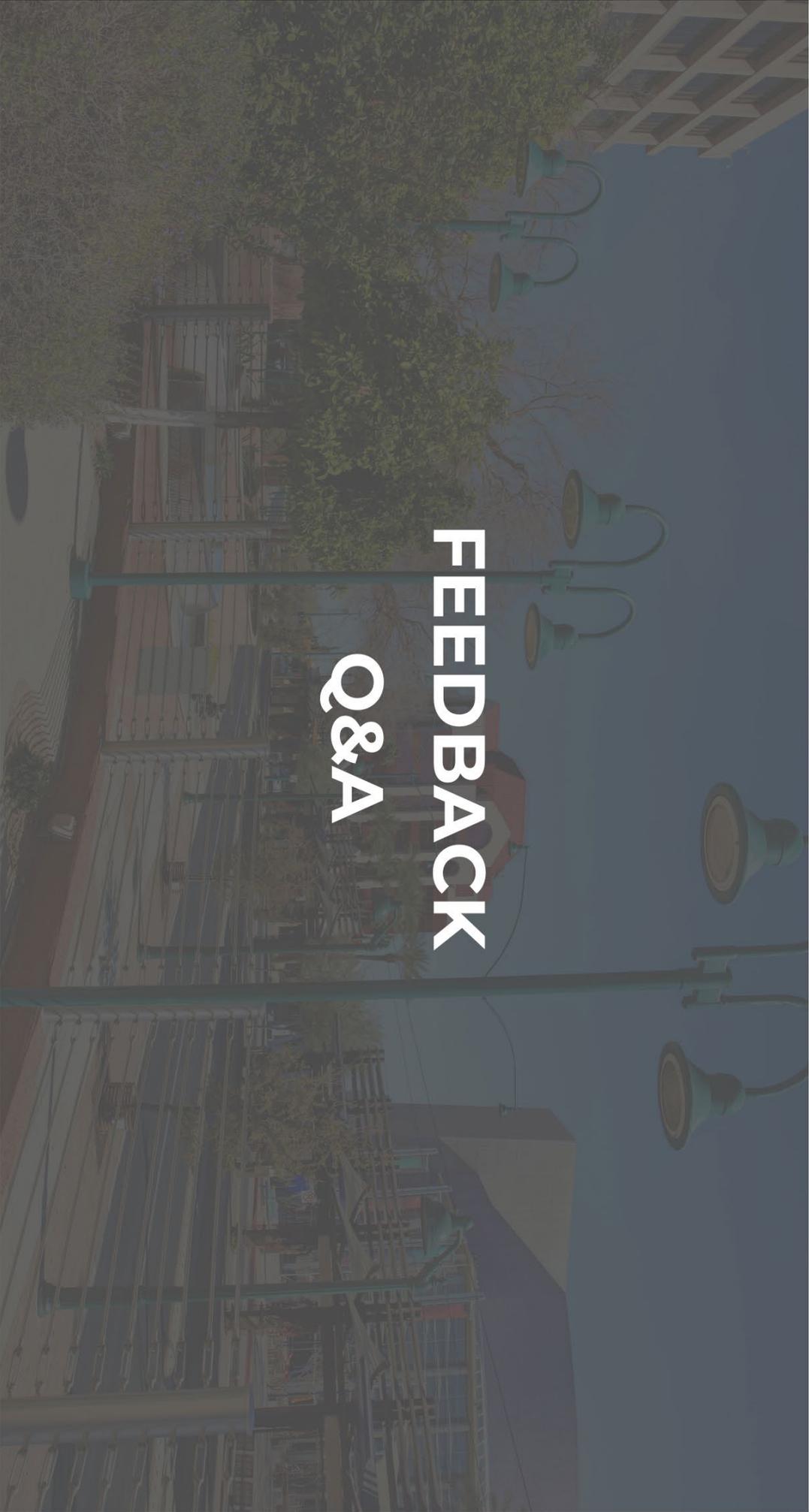
Water & Energy
Resources

Prediction Models
(Code Compliance,
Water Mains,
Pedestrian-Related
Fatalities / Injuries)



Threading is the practice of intentionally identifying and connecting related needs, processes, and opportunities across departments to reveal where work intersects, overlaps, or depends on one another—enabling coordinated process improvements and shared efficiency gains.

It makes visible how departmental challenges are not isolated, but part of **system-wide workflows and value chains**, allowing the organization to address root causes rather than symptoms.

A photograph of a city street at dusk or dawn, with streetlights and buildings visible. The image is dimmed to serve as a background for the text.

FEEDBACK Q&A