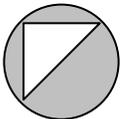


STRATEGIC PLAN

2008 → 2013 → 2023



COOLIDGE, ARIZONA
MAY 2008



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STRATEGIC PLANNING FOR THE CITY OF COOLIDGE

Strategic Planning Model for the City of Coolidge

Value-based principles that describe the preferred future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome-base objectives and potential actions for 5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program: policy agenda for Mayor and Council, Management for staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility of city government and frame the primary services – core service businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define performance standards and expectations for employees

CORE BELIEFS

Fuel
“The Right People”

COOLIDGE VISION 2023

City of Coolidge Vision 2023

COOLIDGE 2023 is

a *HISTORIC*,^(A)

BEAUTIFUL CITY^(B) located at the center
of the Arizona Sun Corridor.

COOLIDGE 2023

has a *DOWNTOWN as a SPECIAL PLACE*^(C)

for our community, and a

BALANCED ECONOMY^(D)

providing job and business opportunities

COOLIDGE 2023 is a

LIVABLE CITY^(E) and a

"SMALL TOWN FRIENDLY" COMMUNITY.^(F)

Our residents enjoy an *ABUNDANCE OF LEISURE
OPPORTUNITIES*^(G) supporting an active, healthy lifestyle
and *EASY MOVEMENT*^(H) supporting convenient living.

"The Place We Call Home"

Coolidge Vision 2023

PRINCIPLE A

HISTORIC CITY

► Means

1. Embracing tradition of cultural diversity
2. Capturing the history of Coolidge and the area (e.g. Ace Gardner (Marshall), Waylon Jennings and Duane Eddy)
3. Strong community events and festivals for residents and guests
4. Tapping the Casa Grande Ruins – 1st National Cultural Monument: Native Americans’ history
5. Capturing the agricultural heritage of Coolidge
6. Preservation of historic institutions and businesses (e.g. Galloping Goose, Cohen Building, Women’s Club, Chamber, Kenilworth School, Tag’s, 1st Library, McCray School, Masonic Lodge, San Carlos Hotel, Arizona Training, etc)
7. Viable museum reflecting the history of the area, sport accomplishments and areas of pride

PRINCIPLE B

BEAUTIFUL CITY

► Means

1. Attractive well-maintained homes, apartments, fences and yards
2. Open spaces throughout the city
3. Water features
4. Attractive corridors ,gateways and streetscapes to Coolidge
5. Clean neighborhoods and streets throughout the city
6. Well-designed new buildings and homes
7. Trees in parks throughout the City

PRINCIPLE C

DOWNTOWN AS A SPECIAL PLACE

► Means

1. Attractive storefronts, public spaces and streetscapes
2. Unique viable retail shops
3. Quality restaurants and nightlife serving as a real destination for residents
4. Community focal points for events, festivals and celebrations in San Carlos Park
5. Professional service offices
6. People living in lofts, condos and townhomes
7. Center for municipal government and school districts
8. Easy access with convenient parking
9. Pedestrian-friendly with shade tree area
10. Transit center as a multimodal hub

PRINCIPLE D
BALANCED LOCAL
ECONOMY

► **Means**

1. Light manufacturing businesses
2. Tourist related and hospitality businesses
3. Airport related businesses
4. Distribution and logistic businesses
5. Range of retail businesses serving residents
6. Major energy center
7. Urgent care and medical outpatient facilities
8. Agriculture and agricultural related businesses
9. Sports and fitness related businesses
10. Technology related businesses

PRINCIPLE E
LIVABLE CITY

► **Means**

1. People feeling safe and secure within Coolidge
2. Urgent care and quality medical and healthcare services
3. Convenient shopping for major purchases, clothing, entertainment, sports
4. Quality homes and residential units up to codes
5. Reliable municipal services necessary for quality daily living
6. Opportunities to live near work which means more leisure and personal time
7. Good place to raise a family
8. Services for all family generations

PRINCIPLE F
SMALL TOWN FRIENDLY
COMMUNITY

► **Means**

1. Strong community events, festivals and celebrations bringing people together
2. Businesses and public organizations partnering and contributing to community benefit
3. Individuals and community organizations partnering and contributing to community benefit
4. Government and businesses providing friendly, personalized services
5. Residents involved and taking responsibility in shaping Coolidge's future
6. Neighbors knowing and helping neighbors
7. Inclusive, working with the Chamber, community welcoming newcomers

PRINCIPLE G

ABUNDANCE OF LEISURE OPPORTUNITITES

► Means

1. Recreational programs for all ages
2. Exceptional parks and ball fields
3. Water amenities and opportunities
4. Amenities to support healthy lifestyle, including fitness facility
5. Movie theaters for the enjoyment of residents
6. Concerts and entertainment venues, including an amphitheater
7. Multi-use trails for recreation and leisure enjoyment

PRINCIPLE H

EASY MOVEMENT

► Means

1. Adequate road capacity capable of handling the traffic volume
2. Airport serving general aviation and corporate
3. Effective public multimodal transit responsive to community needs
4. Easy access to metro areas, to mountains, and to desert
5. Pedestrian-friendly neighborhoods
6. Access to North-South Tollway and East-West Freeway
7. Multimodal transportation centers serving as a hub for the area
8. Accommodations for alternatives to automobiles

CITY OF COOLIDGE OUR MISSION

Our Mission

Our Mission is to provide

EXCEPTIONAL QUALITY SERVICES,⁽¹⁾

in *PARTNERSHIP WITH OUR COMMUNITY*⁽²⁾

while maintaining a

FINANCIALLY SUSTAINABLE CITY⁽³⁾

Our Mission

PRINCIPLE 1

EXCEPTIONAL QUALITY SERVICES

► Means

1. Providing a timely “emergency” response
2. Having well-designed and well-maintained city infrastructure, facilities and equipment
3. Striving for 100% customer satisfaction
4. Having equitable service and infrastructure citywide
5. Having professional, highly motivated employees dedicated to serving the Coolidge community
6. Providing services that add value to the lives of our residents

PRINCIPLE 2

PARTNERSHIP WITH COMMUNITY

► Means

1. Developing and maintaining an effective working partnership with Coolidge Chamber of Commerce and business community
2. Developing and maintaining an effective working partnership with Pinal County and surrounding cities
3. Developing and maintaining an effective working partnership with the school district
4. Developing and maintaining an effective working relationship with Federal and State delegations and agencies
5. Working with residents to take responsibility for the community
6. Informing and educating residents on City of Coolidge – policies, programs and services

PRINCIPLE 3

FINANCIALLY SUSTAINABLE CITY

► Means

1. Delivering services in the most effective and efficient manner
2. Having a diverse revenue base
3. Having adequate resources to support defined services and service levels
4. Having financial reserves consistent with defined city policies
5. Leveraging city resources through partners, grants and outside resources
6. Investing in the city’s future – facilities, infrastructure and services
7. Attracting grants and outside resources

CITY OF COOLIDGE CORE BELIEFS

City of Coolidge

Core Beliefs

Show the Coolidge S-P-I-R-I-T!

We S erve.

We P roduce.

We act with I ntegrity.

We take R esponsibility.

We are I nnovative.

We practice T eamwork.

Core Beliefs – Definition

BELIEF 1

SERVE

► Means

1. Treating your customers with empathy, kindness and sincerity
2. Taking time to explain your decisions and actions, especially when you say “no”
3. If you cannot help your customers, finding someone who can
4. Responding to calls and e-mails – same day or next work day
5. Knowing your customer, listening to your customer’s needs and concerns
6. Doing everything within your authority to satisfy the customer
7. Providing customer friendly service to all while striving to exceed the expectations of your customers

BELIEF 2

PRODUCE

► Means

1. Taking pride in your work product – putting your or your team’s name on the results
2. Completing jobs on time
3. Using resources in the most efficient, cost effective manner
4. Showing up on time, giving a full days work
5. Planning work activities to maximize resources and time
6. Doing the right job right the first time
7. Projects completed on time within budget
8. Develop own and team goals and performance measurements

BELIEF 3

INTEGRITY

► Means

1. Communicating in an open, direct and honest manner
2. Being honest and trustworthy
3. Treating others with respect and courteous manner
4. Treating everyone in a fair, equitable and ethical manner
5. Being loyal to the City, Mayor and City Council, and Management
6. Delivering on your commitments and promises
7. Having a positive, “can - do” attitude

BELIEF 4

RESPONSIBILITY

► **Means**

1. Being accountable for your actions and decisions
2. Knowing and following city policies and rules
3. Setting clear performance standards for self and employees
4. Taking responsibility for the results and outcomes
5. Demonstrating “excellence” in all your work activities
6. Being an ambassador in representing the city and community
7. Taking the initiative – doing things before you are told or asked

BELIEF 5

INNOVATIVE

► **Means**

1. Looking for better, more economical methods of getting the job done
2. Being open to new ideas and suggestions
3. Pursuing professional development and continuing education opportunities
4. Sharing suggestions on “how - to” improve the organization and operations
5. Thinking creatively, making creative suggestions
6. Maintaining knowledge of the “best practices” and how they can apply to Coolidge
7. Being willing to consider options

BELIEF 6

TEAMWORK

► **Means**

1. Being an active team player
2. Looking beyond your work unit and department – succeeding as the city team
3. Cooperating with others to solve problems, resolve conflicts and complete tasks
4. Acting consistently with the city’s vision, goals, mission and core beliefs
5. Helping others to be successful in their jobs
6. Being involved in the community

CITY OF COOLIDGE PLAN 2008 - 2013

Goals 2013

Clean and Safe City

High Performing City Organization

Expanded City Economy

Managed Growth and Revitalization

Revitalized Downtown

More Livable City

Goal 1

Clean and Safe City: Low Crime, Attractive City, Community Pride

OBJECTIVES

1. Reduce the number of homes and businesses not meeting code
2. Demolish or reuse abandoned buildings and homes
3. Reduce the trash and litter
4. Maintain low crime rate (Part 1 and Part 2)
5. Increase police presence and visibility in community

MEANS TO CITIZENS

1. Taking responsibilities for home and community safety.
2. Feeling safe and secure.
3. Protection of property values.
4. Beautiful neighborhood and community.
5. Positive image of Coolidge – community pride.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Police presence in the community
2. Abandoned buildings, homes and developments
3. Residents sharing responsibility for community safety
4. Irresponsible property owners and tenants
5. Unkept homes, commercial areas and properties

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for cleanup, revitalization, and beautification
2. Drug problems linked to criminal activity
3. Lack of residents resources to maintain property
4. Lack of medical and healthcare services
5. Providing services in expanded geographic areas

POLICY ACTIONS 2008 – 2009

	PRIORITY
1. Rental Registration and Inspection Program: Development and Direction	High
2. Police Staffing Level and Compensation: Evaluation, Plan and Funding	High
3. Code Revisions, including Property Maintenance Code	
4. Main Fire Station: Direction, Location and Funding	

MANAGEMENT IN PROGRESS 2008 – 2009

1. Commercial Solid Waste Collection: Privatization
2. Code Enforcement Hearing Officer
 - Policy Direction (6/08)
 - Implementation (7/08)
3. 2nd Ambulance Unit (24/7): Funding
4. Owner Occupied Housing Rehabilitation Projects: Annual

MANAGEMENT ACTIONS 2008 – 2009

	PRIORITY
1. Signal Peak Curve: Evaluation and Recommendations	High
2. 300 Gallon Alley Removal: Policy Direction and Funding	
3. Community Assistance Program for Housing Cleanup and Minor Repairs: Development	

ON THE HORIZON

1. Recycling Program: Development
2. Downtown Fire Station: Evaluation, Direction, Location and Funding
3. Fire Services – Pulte Home Agreement: Direction
4. Surveillance Cameras: Policy Direction and Funding
5. Fence Replacement Program: Development, Incentives and Funding
6. Eastside Fire Station: Direction, Location and Funding

Goal 2

High Performing City Organization – Exceptional Service, Financially Sustainable

OBJECTIVES

1. Align city organization: “Show the Coolidge S-P-I-R-I-T”
2. Improve City Hall
3. Expand city revenues to support services and service levels
4. Maintain market-based compensation
5. Measure performance of City organization and service effectiveness
6. Increase citizen participation in City government

MEANS TO CITIZENS

1. Value for their tax dollars.
2. Top quality customer service.
3. Timely response to requests or emergencies.
4. Consistent response from all departments.
5. Services responsive to needs.
6. Opportunities to get involved.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Economy and impact on City revenues
2. Aging City streets and infrastructure
3. Increasing cost of City service delivery and business activities
4. Promises to annexed areas regarding services and dirt streets
5. Residents’ expectations for services and responsiveness
6. Staff setting policy direction
7. Prioritizing City services: cost versus value to residents

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Service levels and available resources
2. Accountability for performance and results
3. Attracting and retaining the “right” employees
4. New residents versus long-term residents: differing perspectives
5. Employee fear or concern of layoff
6. Employee resistance to change

POLICY ACTIONS 2008 – 2009

- | | PRIORITY | |
|---|--|------|
| 1. City Complex: Plan and Direction | <table border="1"><tr><td style="text-align: center;">Top</td></tr></table> | Top |
| Top | | |
| 2. New Revenue Sources: Study and Policy Direction | <table border="1"><tr><td style="text-align: center;">Top</td></tr></table> | Top |
| Top | | |
| 3. Neighborhood Street Improvement: Program and Funding | <table border="1"><tr><td style="text-align: center;">High</td></tr></table> | High |
| High | | |
| 4. Dirt Streets Maintenance and Paving: Program Development and Funding | | |

MANAGEMENT ACTIONS 2008 – 2009

- | | PRIORITY | |
|---|---|-----|
| 1. Solid Waste/Wastewater Rates: Evaluation and Revision | <table border="1"><tr><td style="text-align: center;">Top</td></tr></table> | Top |
| Top | | |
| 2. Growth Management Organization and Management: Study and Recommendations | <table border="1"><tr><td style="text-align: center;">Top</td></tr></table> | Top |
| Top | | |

MANAGEMENT IN PROGRESS 2008

1. S-P-I-R-I-T Program: Enhancement

MAJOR PROJECTS 2008 – 2009

1. Transit Facility: Approval of Site

ON THE HORIZON

1. Long-term Financial: Plan and Projections
2. Boards/Commissions/Committees Training: Development
3. Comprehensive Capital Improvement Plan: Development and Funding Sources
4. School – City Joint Financial Partnership: Direction
5. Public Works Facility: Direction, Location and Funding
6. Outcome-based Performance Measurement System: Development
7. Long-term Debt Management Plan: Development
8. Management Succession Planning: Evaluation and Plan
9. Vehicle Purchase and Replacement Program: Policy, Guidelines and Funding
10. School Support by City: Analysis, Evaluation and Direction
11. Sidewalk: Policy, Program Development and Funding

Goal 3

Expanded City Economy – More Diverse Businesses, More Jobs

OBJECTIVES

1. Develop as a major energy center
2. Develop airpark
3. Have land available for employment and industrial uses
4. Attract new businesses employing residents
5. Attract medical and urgent care facility and services

MEANS TO CITIZENS

1. Jobs.
2. Children can return home.
3. Diverse tax base – less burden on homeowner.
4. Greater convenience – shopping, entertainment.
5. Private sector investing in the city.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Lack of hotels and motels
2. Lack of leisure amenities: movie theater, bowling alley, miniature golf, etc.
3. Lack of restaurants
4. Lack of industrial land with infrastructure
5. Potential of airport and airpark
6. Jobs for residents

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Untapped tourism potential
2. Strategic location along the Sunbelt Corridor
3. City's relationship to regional economic development organizations and funding
4. Defining acceptable, targeted businesses
5. Lack of a highly-trained local workforce
6. Lack of incentives for economic development
7. Tapping CAVIT

POLICY ACTIONS 2008 – 2009

1. Airport: Annexation

PRIORITY

MANAGEMENT ACTIONS 2008 – 2009

1. Hotel Attraction Strategy and Actions
2. Airport Master Plan: Development
3. Tollway: Alignment and Center Line
4. Retail Attraction: Strategy and Actions
5. Hendrix Recycling Land Swap: Direction

PRIORITY

Top
Top
High
High

ON THE HORIZON

1. Medical and Urgent Care Facility: Attraction, Strategy and Actions
2. Rail Spur: Policy Direction and Actions
3. Economic Development (T.I.F.) Lobbying (through Arizona Municipal League)
4. City Economic Development, Policy and Commission: Evaluation and Direction
5. Trans-Canada Generating Plan: Rezoning, Approval, Groundbreaking (2009)
6. Commuter Rail Study
7. Tourism: Development Strategy, Marketing Plan and Actions
8. Movie Theater Attraction: Strategy and Actions
9. Business Development Plan for Coolidge: Development
10. Resort Development: Market Analysis and Direction
11. Solar Panel and “Green” Technology: Development
12. Greater Central Arizona Economic Development Foundation: City’s Participation and Future

Goal 4

Managed Growth & Revitalization: Quality New Development, Quality Infill

OBJECTIVES

1. Vision and plan used and followed in development decisions
2. Up-to-date General Plan and Master Plans
3. Service and infrastructure coinciding with new development
4. Remove or reuse abandoned buildings and homes
5. Upgrade city streets and sidewalks in older neighborhoods
6. Improve wastewater system

MEANS TO CITIZENS

1. Opportunities to move up in Coolidge.
2. Quality developments with amenities.
3. Quality homes at affordable prices.
4. Water to enjoy.
5. Vistas and beauty.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Decline in housing market
2. Funding for City street improvements
3. Quality of schools
4. Rising gas prices
5. Protecting the interests of Coolidge – advocacy at regional level
6. Entitlements expiring

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for roads: ADOT
2. Who pays for growth: current residents versus future residents
3. Low price points for housing
4. When will developers start building
5. Turning commitments into actions
6. Public perceptions of annexations
7. Maintenance of inactive developments

POLICY ACTIONS 2008 – 2009

	PRIORITY
1. Airport: Annexation	Top
2. Impact Fees: Evaluation and Direction	Top
3. Annexation to Highway 287 (including Power Plant)	
4. Wastewater Mechanical Plant: Timing, Design and Funding	
5. Zoning Code: Update	
6. Strategic Property Acquisitions: Direction and Funding	

MANAGEMENT ACTIONS 2008 – 2009

	PRIORITY
1. Entitlements: Review and Renewal	Top
2. Effluent Agreement with Developer	High
3. Development Standards: Review and Update	High
4. Development Agreements: Review and Guidelines for the Future	

MAJOR PROJECTS 2008 – 2009

1. Arizona Boulevard Improvement Project (ADOT) (including San Carlos Line Irrigation)

MANAGEMENT IN PROGRESS 2008 – 2009

1. Martin Valley and Community Facilities District (including Issuance of \$400,000 Debt)
2. Inter City Rail Study
3. Commuter Rail Study
4. Transportation Framework Study

ON THE HORIZON

1. Design Standards: Review and Code Revision
2. “Green” Development Standards: Evaluation and Policy Direction
3. Annexation: Strategic and Infill Areas
4. Solar Power for Wastewater Treatment Plan and City Complex: Evaluation and Direction
5. Neighborhood Indicator System: Evaluation and Development
6. Lot Size (Minimum Standards): Review and Revision
7. Heartland Ranch Development: Park and Future Development
8. Sandia Development and Community Facilities District

Goal 5

Revitalized Downtown – Becoming a Community Focal Point & Economic Center

OBJECTIVES

1. Improve the cleanliness and appearance of commercial buildings
2. Remove or reuse abandoned and deteriorated buildings
3. Attract more retail businesses and restaurants
4. Expand community events and festivals Downtown
5. Expand as a government-schools' civic centers

MEANS TO CITIZENS

1. Pride in city.
2. Place to go for eating and entertainment.
3. Community events and festivals.
4. Quality city hall and complex.
5. Beautiful Downtown.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Attracting private investments
2. Parking in the future
3. Upgrading City facilities
4. Improving appearance of Downtown
5. Attracting the “right” businesses to Downtown

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Owners and developers approach, design and long-term outlook
2. Funding and City's role
3. Residential developments in Downtown
4. Theme for Downtown
5. Structural integrity of some buildings
6. Asking price for buildings and lots

POLICY ACTIONS 2008 – 2009

	PRIORITY
1. Downtown Master Plan: Conceptual Plan, Density – Policy Direction, Conceptual Approval	Top
2. San Carlos Park: Final Design and Funding	High
3. Downtown Area Streets, Street Lights and Streetscapes Improvements: Funding, Final Design	High
4. Downtown Overlay District: Policy Direction	
5. City Complex Plan: Direction	

ON THE HORIZON

1. Downtown Façade Program: Direction, City Funding
2. Housing Development: Direction, Strategy and Actions
3. Downtown Business Association: Development
4. Zoning Issues Resolution
5. School District Presence in Downtown: Expansion
6. Downtown Event: Development
7. Veterans’ Memorial: Completion

MANAGEMENT ACTIONS 2008 – 2009

	PRIORITY
1. Downtown Business Improvement District: Development	

Goal 6

More Livable City

OBJECTIVES

1. Increase in town choices for residents
2. Work with school district for quality schools and educational programs
3. Improve quality roads
4. Expand recreational facilities, programs and services
5. Provide services for all generations

MEANS TO CITIZENS

1. Leisure venues and activities for all family generations.
2. Greater convenience in daily living.
3. Support for family-oriented activities.
4. Reason for continuing to live in Coolidge.
5. Coolidge – a great place to live.

SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Resolving Regional Park
2. Aging recreational facilities, including out-dated swimming pool
3. Lack of quality of life amenities for residents
4. Funding for parks
5. Working with School District

LONG TERM CHALLENGES AND OPPORTUNITIES

1. Relationship between recreational amenities and lower crime rate for youth
2. Low disposable income for residents
3. City's role versus private sector involvement
4. Technology access for residents and businesses
5. Increasing participants in recreation programs and services
6. Changing leisure and recreational patterns of residents

POLICY ACTIONS 2008 – 2009

1. Regional Park: Resolution
2. Library: Direction, Location and Actions
3. Aquatic Facility and Water Park: Plan,

PRIORITY

Top

High

MANAGEMENT ACTIONS 2008 – 2009

1. Parks and Recreation Master Plan: Funding and Development
2. Recreation Lake: Evaluation and Direction

PRIORITY

High

ON THE HORIZON

1. Citizen Survey on Quality of Life: Development and Analysis
2. 60 Acres Multi-use Community Park: Planning, Design and Funding
3. Multi-generational Center: Evaluation, Direction and Funding
4. Skousen Road Bridge: Design and Funding (Irrigation District)
5. Christensen Road Bridge Replacement: Design and Funding (ADOT)
6. Community Events and Festivals: Evaluation and Enhancement Actions
7. Linear Parks Master Plan: Development
8. Broadband and WiFi Community Services: Evaluation, Study and Private – Public Partnership
9. Youth Recreation: Needs Assessment and Program Direction
10. School Sports: Direction
11. Municipal and Private Golf Facility: Evaluation and Direction

CITY OF COOLIDGE ACTION AGENDA 2008 - 2009

City of Coolidge

Policy Agenda 2008 - 2009

TOP PRIORITY

Regional Park: Resolution
New Revenue Sources: Study and Policy Direction
Airport: Annexation
Impact Fees: Evaluation and Direction
Downtown Master Plan: Conceptual Plan, Density – Policy Direction, Conceptual Approval
City Complex: Plan and Direction

HIGH PRIORITY

**Police Staffing Level and Compensation:
Evaluation, Plan and Funding**
Rental Registration and Inspection Program: Development and Direction
Neighborhood Street Improvement: Program and Funding
Downtown Area Streets, Street Lights and Streetscapes Improvements: Funding, Final Design
San Carlos Park: Final Design and Funding
Library: Direction, Location and Actions

City of Coolidge

Management Agenda 2008 - 2009

TOP PRIORITY

Solid Waste/Wastewater Rates: Evaluation and Revision

**Growth Management Organization and Management:
Study and Recommendations**

Hotel Attraction

Airport Master Plan: Development

Entitlements: Review and Renewal

HIGH PRIORITY

Signal Peak Curve: Evaluation and Recommendations

Tollway: Alignment and Center Line

Retail Attraction: Strategy and Actions

Effluent Agreement with Developer

Development Standards: Review and Update

Parks and Recreation Master Plan: Funding and Development

Major Projects 2008

Commercial Solid Waste Collection: Privatization

Code Enforcement Hearing Officer

- **Policy Direction (6/08)**
- **Implementation (7/08)**

2nd Ambulance Unit (24/7): Funding

Owner Occupied Housing Rehabilitation Projects: Annual

S-P-I-R-I-T Program: Enhancement

Martin Valley and Community Facilities District (including Issuance of \$400,000 Debt)

Inter City Rail Study

Commuter Rail Study

Transportation Framework Study