

Campaign Place on Jackson, a 302-unit facility that offers single rooms for people working downtown, opened in the downtown area.

The city officially opened its first dog park, the PetsMart Dog Park at Washington Park. It includes benches, water spigots, and doggie mitt dispensers. Plans are under way for additional dog parks in other parts of the city.

IMPROVING PUBLIC SAFETY

The Fire and Police departments worked with the Emergency Management Coordinator to establish the Homeland Security Bureau to manage security issues for the city.

The City Council reacted quickly to safety issues involving Ford Crown Victoria vehicles by authorizing the retrofit of the city's 800-vehicle fleet with fuel cell bladders and undercarriage safety shields to prevent possible fires. Staff from the Public Works, Police and Finance departments and representatives from city labor unions and Ford Motor Co. worked on the project.

The Police Department improved its criminal investigations capability by creating two new bureaus – Violent Crimes, which consists of the homicide, assault, fugitive, and robbery detail, and Property Crimes, which includes the auto theft, document crimes, burglary investigations, pawnshop and special projects details.

The Police Department saw its acclaimed Help Eliminate Auto Theft (HEAT) program grow from a department pilot project to a metropolitanwide effort to reduce car theft. In the first six months of the program, auto theft fell by 9.4 percent.

The Family Advocacy Center reached 7,622 victims, an average of 635 contacts a month.

In an effort to reduce red light traffic collisions, the city installed red light cameras at 10 intersections that had the highest traffic fatality rates where the number one cause of collisions was red light running. The result was a 48 percent reduction of



deaths and a 26 percent reduction in red light collisions.

The Fire Department opened stations at 22650 N. Tatum Boulevard, 4110 E. Chandler Boulevard and 3547 Sky Harbor Boulevard and relocated a fourth to 3949 E. Air Lane. It also opened a new Command Training Center, which is being used to train emergency scene managers in incident command procedures.

FOCUSING ON CUSTOMER SERVICE

Programs allowing payment of monthly city utility bills and parking tickets online were started by the Water Services, Information Technology, Finance and Police departments. So far, the city has received more than \$1.5 million in electronic payments.

The Information Technology Department and Public Information Office made major improvements to the city's Web site, branding it to phoenix.gov and reorganizing the contents. The site receives more than 21 million "hits" each month.

The Development Services Department created a program that allows customers to log on to the Internet and check the results of their building inspections. Previously, customers had to wait at the site for the inspector to bring them the results.

To help residents locate their City Council district, an interactive program was placed on the city's Web site that allows residents to find their district by simply typing in their address. The City Clerk, Law, Information Technology, and Engineering departments and the

City Manager's and Public Information offices worked on the project.

The Development Services Department issued 390 single-family residential building permits through the city's Infill Housing Program.

The Human Services Department reduced the waiting time at Family Service Centers from an average lead time of more than 50 days to same-day service for the majority of people who request services.

The city expanded its boundaries by 27.95 square miles and increased its assessed valuation by \$2.024 million through 30 annexations, all of which were completed with strong property owner support and without legal challenges.

The Aviation Department added 220 new volunteers to its Navigator Program, bringing the number of people assisting airport visitors to 419.

IMPROVING TRANSPORTATION

Valley Metro Rail received approval from the Federal Transit Administration to begin acquiring land for construction of the light rail system.

Public Transit delivered on the first entirely new service that was promised from the Transit 2000 Election – the RAPID nonstop express service – and built two new park and ride lots that feature covered parking spaces and security.

The Street Transportation Department built eight and one-half miles of streets and sidewalks and five miles of on-street bicycle lanes. It also installed 16 new traffic signals, 790 illuminated street name signs and 4,474 new streetlights.

PROTECTING OUR ENVIRONMENT

Construction of 18 acres of Rio Salado habitat near the Central Avenue Bridge at the Salt River was completed.

The Office of Environmental Programs provided dust control training to 400 city workers and coordinated a dust control compliance program for 380 city-owned vacant lots.

Engineering and Architectural Services lead the implementation of a plan for energy-saving "green" buildings and worked with other departments to get them to apply "green" building principles to their construction projects. The Library Department's newest branch being built in Desert View Village will be the city's first under the "green" building program.

The Tres Rios Full Scale Project reached a significant milestone by receiving \$1 million in construction funds from the federal government. This is a multi-agency project that incorporates flood control, ecosystem restoration, wildlife habitat, recreation, and educational components.

The Water Services Department implemented an electronic leak detection program that is expected to prevent the loss of several million gallons of water per year.

More than 35,000 Phoenix homes had the opportunity to participate in the Public Works Department's "Phoenix Recycles" residential recycling program. Approximately 117,000 tons of recyclable material was collected.

The city increased its use of compressed natural gas in city vehicles by 15 percent, bringing usage since the CNG program began three years ago to 500,000 gallons a year from 10,000 gallons.

ECONOMIC DEVELOPMENT

The Community and Economic Development Department assisted in bringing 17 new businesses to the city, which represented a capital investment of \$151 million and about 3,000 new jobs.

Development was started on an 18-hole championship golf course on city-owned property comprised of the Del Rio Landfill and Rio Salado Park in southwest Phoenix.

The Civic Plaza joined other downtown support organizations in a program that distributed more than 150,000 retail shop discount cards to convention delegates.

The Office of Protocol staff directed the visits of 232 delegates from 27 countries.

Major League Baseball spring training held 29 games at Maryvale and Municipal stadiums, bringing in more than \$300,000 in revenue.

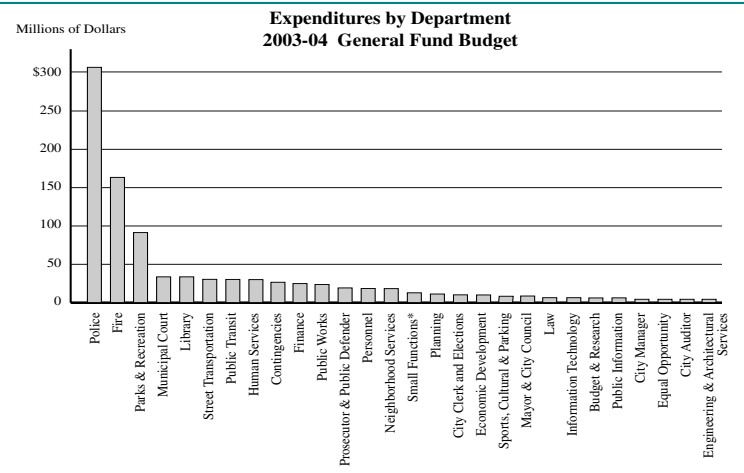


YOUTH

Youth and Education Programs worked with several other departments and local schools to develop an online database for Operation AIM, a truancy reduction program.

More than 700,000 youths participated in the city's 166 after-school recreation programs and 127 summer recreation programs.

About 8,400 children – a 50 percent increase from a year ago – took part in 240 special book programs sponsored by the Library Department.



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America West Arena

Phoenix Zoo

Iovrea Castle

Phoenix Art Museum

Desert Botanical Garden

Papago Park

Squaw Peak Recreation Area

Pueblo Grande Museum

Orpheum Theatre

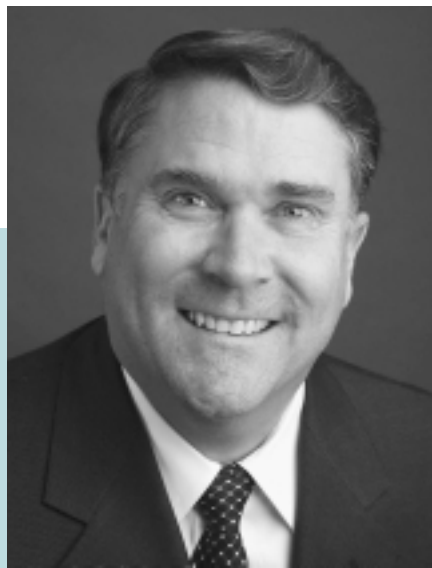
Encanto Park

PHOENIX PRIDE COMMISSION

PHOENIX POINTS OF PRIDE

We Take Pride in What We Do





**Mayor Skip Rimsza**  
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## MESSAGE FROM MAYOR SKIP RIMSZA

Greetings:

As Mayor and CEO of the city of Phoenix, it is my pleasure to present the city of Phoenix Annual Citizens Report to you, our customer. This is my ninth and final time to bring you this report. I’ve never been prouder.

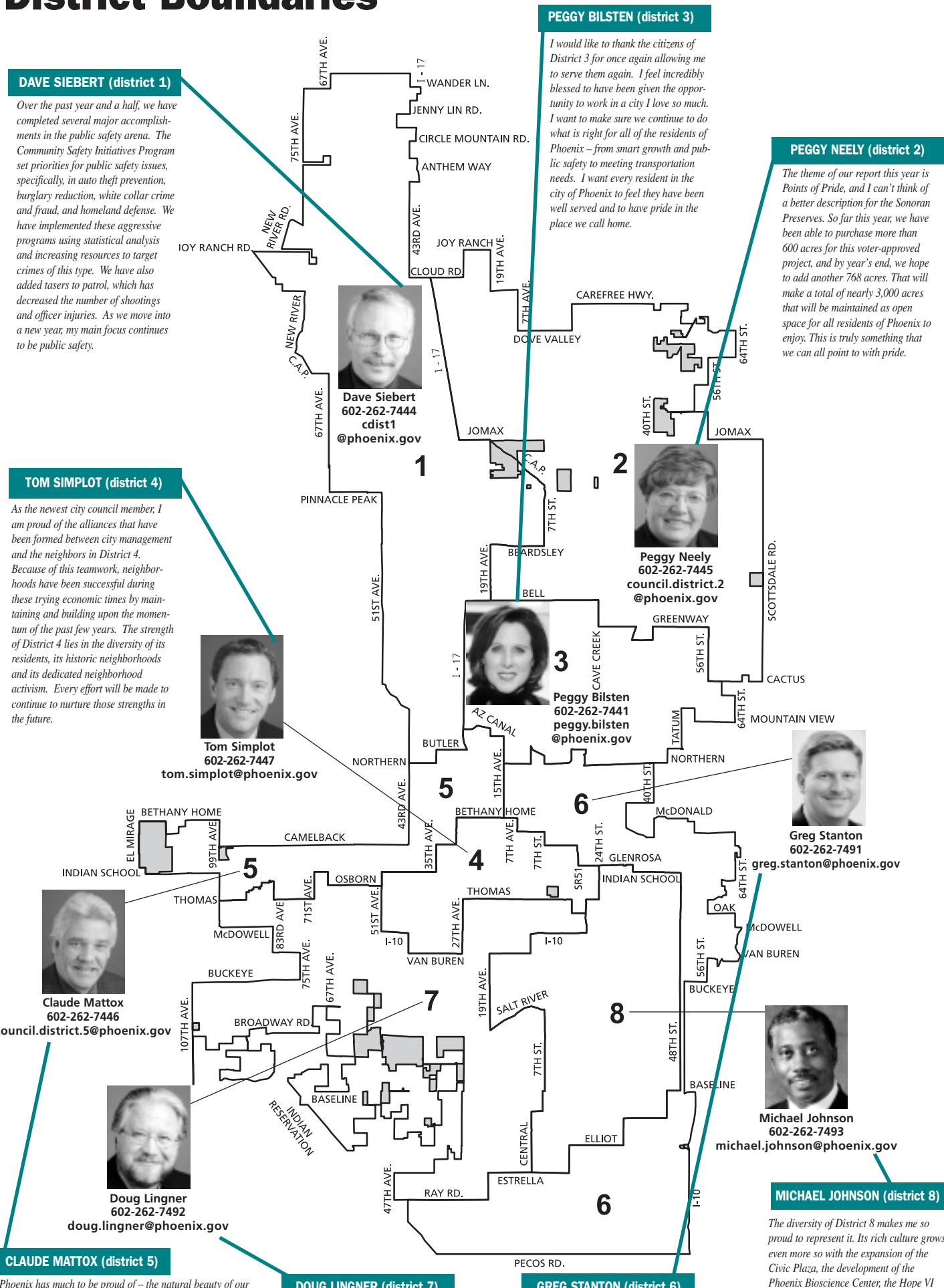
Then again, we all have a great deal of which to be proud. Phoenix continues to be recognized as one of the best-run cities in the world – and one of the best places to work, live, and raise a family. And it all starts with our people – my 14,000 colleagues at the city of Phoenix, and my 1.4 million friends and neighbors who call this wonderful place “home.”

So much has changed in my 3,375 days as mayor. We have more police officers per capita than at any time in our history. We have preserved our desert and built more parks. We passed the first bond program in a dozen years – and are finally giving ourselves the transportation options we have needed for too long.

We’re expanding Civic Plaza, giving our first graders library cards and are bringing the very future to downtown Phoenix – genomics.

I’m proud of every single thing we’ve done together. And I’m grateful for the trust and support you have given me as mayor. Thank you all from the bottom of my pride-filled heart.

## Phoenix Council Members and District Boundaries



## MESSAGE FROM CITY MANAGER FRANK FAIRBANKS

Phoenix is proud of our past, our present and our future.

Our pride is emphasized by the 27 Points of Pride locations that our residents have chosen to highlight. From the America West Arena in the heart of our bustling downtown to the Wrigley Mansion that overlooks the beautiful Biltmore area, these special places in our city serve as a constant reminder of that pride.

Our pride also focuses on how we deliver services to our residents. Our 14,000 employees all take a great deal of pride in what they do and how they can improve the delivery of services.

Much of our pride shows up in the many accomplishments the mayor, City Council and all of our employees achieved this past year. We are especially proud because many of those achievements were accomplished under difficult financial conditions.

This annual report to the residents of our great city highlights many of those accomplishments. I hope you find them something to be proud of as well.



**Frank Fairbanks**  
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## MAJOR ACCOMPLISHMENTS



### CITYWIDE

Construction began on the first phase of the Phoenix Bioscience Center, a \$46 million, six-story bioscience research headquarters facility being built in downtown. It will house two nationally known research organizations, Translational Genomics Research Institute and the International Genomics Consortium.



Significant strides were made by the city in working with Arizona State University, University of Arizona and Northern Arizona University and their plans to develop programs and facilities at the new Phoenix Bioscience Center and offer other expanded educational options downtown.

The city secured \$300 million in funding from the State Legislature for the expansion of the Civic Plaza, matching the \$300 million city investment approved by voters in 2001.

The city, with Intergovernmental Programs taking the lead, was successful in achieving its major state legislative priorities. Among them were retaining full state-shared revenues, protecting Sky Harbor International Airport from onerous legislation and extending a half-cent transportation sales tax.

The city added 23,000 acre-feet per year of water to its water resources portfolio under an agreement with the Gila River Indian Community.

### BUDGET

The mayor, City Council, management, departments, boards and commissions and employee groups worked with the Budget and Research Department to develop cost-cutting measures necessary to balance the 2003-04 general fund budget. The plan identified \$72 million in cutbacks and the elimination of 170 positions. The Personnel Department played the lead role in the position reduction process by evaluating and managing the procedure for layoffs and moving employees into vacant positions or positions held by employees with less seniority.

The budget reduction program adopted by the city was well received by national bond-rating agencies with Standard and Poor's raising the city's rating on its tax revenue bonds and Moody's Investors Service maintaining its ratings.

The Public Transit Department developed a plan for the extension of the half-cent sales tax, with 50 percent of the sales tax funding dedicated to public transit, and worked with the Finance Department to draft a \$500 million, 20-year financing plan for Valley Metro Light Rail.

Municipal Court collected \$1.187 million in delinquent fines and fees under a new program that allowed it to intercept state of Arizona tax refunds from individuals who owed money to the court.

Recommendations made by the city Auditor Department after studying department budgets and expenditures resulted in savings to the city of \$2.8 million.

### PRESERVING OUR NEIGHBORHOODS

The City Clerk and Law departments stepped up efforts to get the state Liquor Board to deny liquor licenses to applicants when the City Council has recommended they be rejected. The effort paid off, too, with the state turning down all 16 applications that carried council recommendations for denial.

The Graffiti Busters program of the Neighborhood Services Department responded to 24,000 complaints (up 25 percent from last year) and removed graffiti from a record 30,395 sites (up 15 percent).

Responding to requests from neighborhood groups, the Neighborhood Services Department presented 40 special informational classes to 14,000 neighborhood leaders.

Major zoning ordinance amendments for commercial districts, hillside development and mobile vendors were completed by the Planning Department.



The Housing Department received a \$35 million federal HOPE VI grant to demolish and revitalize the Matthew Henson Housing Project.

The Phoenix Arts Commission managed 35 public art projects that involved collaborations with 12 city departments and six outside agencies.

The Aviation Department's Community Noise Reduction Program partnered with the Neighborhood Services, Finance and Law departments to implement a pilot program for residential land acquisition west of Phoenix Sky Harbor International Airport.

More than 100 households had their evaporative coolers serviced or replaced under a Human Services Department program aimed at helping disabled and elderly low-income homeowners beat the summer heat.

The Historic Preservation Office and Parks and Recreation Department established a team to oversee implementation of Tovrea Castle Park and the restoration of the Tovrea Castle, which city voters approved as part of the 2001 bond program.

The Historic Preservation staff identified 759 historic buildings by sponsoring historic property surveys for six neighborhoods.

(Continued on next page)

## Your Points of Pride

The Phoenix Points of Pride, some of which are pictured on the cover, were chosen by more than 10,000 people who took part in voting conducted by the Phoenix Pride Commission. Initially 25 locations were selected in 1992. Additional ones were added in 1996 and 2000.

- **America West Arena**, 201 E. Jefferson St.
- **Arizona Biltmore**, 24th Street and Missouri Avenue
- **Arizona Center**, Van Buren Street between Third and Fifth streets
- **Camelback Mountain**, East McDonald Drive at Tatum Boulevard
- **Deer Valley Rock Art Center**, 3711 W. Deer Valley Road
- **Desert Botanical Garden**, 1201 N. Galvin Parkway
- **Cricket Pavilion**, 2121 N. 83rd Ave.
- **Encanto Park**, 15th Avenue and Encanto Boulevard
- **Heard Museum**, 2301 N. Central Ave.
- **The Herberger Theater Center**, 222 E. Monroe St.
- **Historic Heritage Square**, Sixth and Monroe streets
- **Mystery Castle**, 800 E. Mineral Road
- **Orpheum Theatre**, 203 W. Adams St.
- **Papago Park/Hole-In-The-Rock**, Galvin Parkway and Van Buren Street
- **Patriots Square Park**, Washington Street and Central Avenue
- **Phoenix Art Museum**, Central Avenue and McDowell Road
- **Phoenix Symphony Hall and Terrace**, 225 E. Adams St.
- **Phoenix Zoo**, 455 N. Galvin Parkway
- **Pueblo Grande Museum and Archaeological Park**, 4619 E. Washington St.
- **Shemer Art Center and Museum**, 5005 E. Camelback Road
- **South Mountain Park**, 10919 S. Central Ave.
- **Squaw Peak Recreation Area**, 2701 E. Squaw Peak Drive
- **St. Mary's Basilica**, Third and Monroe streets
- **Telephone Pioneers of America Park**, 1946 W. Morningside Drive
- **Tovrea Castle**, 5041 E. Van Buren St.
- **Wesley Bolin Memorial Plaza**, 1700 W. Washington St.
- **Wrigley Mansion**, 2501 E. Telawa Trail