



**RANDI
DORMAN**

★ FOR MAYOR ★

A VISION FOR TUCSON AS A 21ST CENTURY CITY

Tucson has limitless potential, and the decisions we make in the next four years will have a profound impact on our next 40 years. I've spent the last 20 years helping to lead the revitalization of downtown Tucson and I will lead the way in creating opportunities in each part of the city. I'm running to be Tucson's first female mayor because it is time we think differently about what is possible here.

We need to create a vision for Tucson that rises above the status quo. A vision that includes the jobs and opportunities Tucsonans need, that encourages our children to stay and raise their families, that empowers small businesses to grow and new businesses to come here so we can build the thriving 21st century city we deserve.

The Mayor of Tucson has just one vote on the Council, but her true power is in her ability to set a vision, connect and collaborate with people to align behind that vision, and make that vision happen. That is what I do every day.

Plan

My overarching goal is to ensure we think differently about what is possible for Tucson, inspire the community to reach higher and bring the vision of a better Tucson to life.

The primary elements of my plan are listed below and detailed in the pages that follow.

- Jobs and the Economy
- Smart Growth
- Sustainability
- Education
- Public Safety
- Compassion First Policies
- Arts
- Advocacy

JOBS AND THE ECONOMY

We must grow our economy so that we can invest in areas that improve our quality of life, such as public safety, parks, roads, educational support programs and the arts. We can start with transforming our small Economic Development Department into an Economic Development Hub, focused on giving local small and medium sized businesses, and startups, the tools they need to grow, and new businesses reason to come here. The businesses that are going to take Tucson to the next level are already here; they just need to be nurtured so they can create good paying jobs for all Tucsonans. When we lift all sectors, we'll be able to give Tucsonans the opportunities they need and start to decrease the high rate of poverty in Tucson.

City of Tucson Economic Development Hub:

- Have readily-available best practices resources for employee recruitment and retention.
- Provide education for small-businesses and their specific needs, such as IT, marketing and social media bootcamps.
- Collaborate with PCC, JTED and the UofA to create programs bridging the gap between the current workforce skills and the ones businesses need.
- Create a centralized job finding/posting system for Tucson. Collaborate with the entire economic corridor, including UofA, NAU and ASU for our grads and theirs.
- Provide small business ambassadors to help small businesses navigate the Planning and Development Services process and the sign code.
- Be the conduit to micro-loans and small business loans. Explore relationships with private sector lenders and other resources.
- Collaborate with Tucson Metro Chamber on their highly successful industry-specific hiring events. The one held in October had a 68% hiring rate because they connected the right people with the right jobs.
- Brand Tucson as a destination to live, work and play.
- Collaborate more closely with the Arizona Commerce Authority on retention, expansion and attraction.
- Utilize the federal Opportunity Zones program to fund incentives and development in those designated areas all around Tucson
- Use Community Development Block Grant funds for small business improvements.

- Renew the GPLET and possibly expansion so that it can be used for affordable housing on the edges of downtown as well as continuing to support the development of projects in the core of downtown.
- Assess our current workforce and what skills they have in order to work on filling in the gaps.

Industry-specific Ecosystems

We can collaborate with business groups in town to establish and nurture ecosystems of sectors such as Health and Wellness, Creative Industries and the Arts, Aerospace, Construction and Logistics, Diagnostics and Bioscience, and Technology. Strong ecosystems foster healthy competition, innovation, and job growth. A diverse and vibrant economy will help us be more resilient during economic downturns, and will create job opportunities at all levels. Growing these sectors will foster innovation and enable people to have careers in Tucson, not just jobs.

New Business Attraction

We must continue to attract new businesses to Tucson if we want our economy to grow. I will use my 30 years of business experience to not just respond to new business inquiries but to be proactive in seeking them. As Mayor I will partner with Sun Corridor, and use my global connections to advocate for companies to relocate and/or expand to Tucson.

Regional Collaboration

Like many cities, Tucson experiences silos that prevent city and county governments from working together as they should. Our strength lies in acting like a region.

Departmental Collaboration: We can free up funds in the city budget by collaborating with the county to reduce redundancies in departments like Parks, Planning and Development services and possibly in the lower court system. When we do this we can reinvest those funds into quality of life initiatives like parks, roads, education, public safety and the arts

Annexation: The city needs to continue our annexation efforts to bring neighboring areas into the city so that we retain that state shared revenue in Tucson instead of letting it go to Phoenix. Only 64% of Tucson is incorporated compared to 97% of Phoenix. Keeping our money in Tucson will enable us to pay for the things that create a better quality of life here.

International Collaboration: As Mayor I will help facilitate business growth with our trade partners in Mexico by shining a spotlight on opportunities for companies to do business with Tucson and expand here, and strengthen our relationships with trade groups from Mexico. I will also advocate for infrastructure to be in place to efficiently move goods and services between our countries.

SMART GROWTH

In the past, Tucson has tried to shield itself from growth by opting to not plan for it, with terrible results. Growth is inevitable, and we must balance growth with maintaining culture and character by employing Smart Growth strategies

Planning and Development

- Create density in the core of the City and along the corridors while preserving neighborhoods, sense of place and culture, and open space.
- Create a range of housing options throughout the City through incentives and zoning.
- Improve the Rezoning process so it is consistent, predictable and accurately reflects the views of the neighborhoods and the developers.
- Work with neighborhood groups to facilitate broader participation and ensure all voices are being heard. Explore utilizing technology to better ensure working parents and others who may not be able to make an evening meeting still have a voice.
- Reimagine failing retail strip malls and big box stores into mixed use opportunities through zoning changes and incentives.
- Balance investment in downtown with protection against displacement in and around downtown through a variety of means. Create tools to combat the negative effects of gentrification as follows:
 - Explore property tax caps, Senior Tax Exemptions and Homestead Tax Exemptions to limit rising property taxes.
 - Expand the GPLET, create a city TIF district and utilize the federal Opportunity Zone program to create funding mechanisms to create both low-income and workforce housing in neighborhoods in and around downtown.
 - Explore giving renters the right of first refusal to purchase rental properties they live in being sold.
 - Offer developers higher levels of density in return for funding more affordable housing units.
 - Explore creating a Legacy Business Program like San Francisco did to protect businesses that have achieved longevity of 30 years or more, possessed distinctive architecture or interior design and/or contributed to a sense of history in the surrounding neighborhood.
 - Continue the Pathway to Purchase down payment assistance program to help first time home buyers purchase homes.

- Go into neighborhoods experiencing growth and displacement and provide information about existing programs, such as the Healthy Homes and Home Access programs, as well as how to maximize the financial benefit of a home in passing wealth down to the next generation and using increased equity in the home to fund improvements.
- Support Community Benefit Agreements where appropriate like the one the Historic Fourth Avenue Coalition created for the Union development.
- Continue to explore additional ideas, especially those from other cities who have experienced displacement and found effective solutions.

Infrastructure, Transportation and Mobility Master Plan

- Use Smart City technology to improve infrastructure, and manage assets and resources efficiently.
- Incorporate Adaptive Signalization of traffic signals to alleviate congestion through technology in lieu of street expansion. This will be highly effective for the vast majority of our major thoroughfares.
- Our current bus system barely meets the needs of those who need to use it. We must create a public transportation system people will choose to use starting with creating consistent and reliable service.
- Expand the Modern Streetcar route and pair with bus rapid transit routes. We need to prioritize expansion south to airport because we are losing economic opportunity by not connecting our airport to the center of town, like all other 21st century cities. We can also expand the streetcar further north and east into other parts of the city, along with adding bus rapid transit so it's easier to go from one part of the city to another. We need to create these plans now so that we are first in line and shovel ready when federal infrastructure funds become available, as they have been in the past.
- Work to reauthorize the RTA in 2026 and look to see if we can fund some of the Complete Streets needs through the RTA.
- Support Complete Streets initiative, taking back our neighborhood streets for bike riders and pedestrians
- Migrate our bus and city vehicle fleet to electric. The city is in the process of testing one bus to get performance metrics during our extreme climate time of year. Assuming positive test results, I will advocate to halt any further purchases of fossil fuel vehicles and migrate all of our

city and bus fleet to electric. If we want to move Tucson forward we can't continue to invest in yesterday's technology.

- Work with TEP, the City of Tucson, the University of Arizona and private business to install electric car infrastructure throughout Tucson.
- Long term start planning high speed rail, certainly Tucson to Phoenix, but ultimately Sonora through the Sun Corridor to Flagstaff. This will be a game changer and will finally leverage our best competitive business advantage, which is our proximity to Mexico.

SUSTAINABILITY

Climate change has and will have a profound effect on our city. The most dynamic cities in the country are taking on climate change in big ways. While individual actions to reduce our impact on the environment are helpful, real gains can be made through managing where and how we live. People living in multi-family dwellings near public transportation use a fraction of the energy of those living in single family homes on the outskirts. In my developments we incorporate sustainable practices in every project we do, I will fight for the City of Tucson to do the same as follows:

- Promote infill density in the core and along the corridors where it should be along with the repurposing of old buildings like our 51 unit Ice House Lofts. I will work to make urban infill and re-using old buildings, two of the greenest things you can do, easier to do through zoning and incentives.
- Address passive ways to reduce carbon emissions by requiring and incentivizing smart growth in the urban core of our city and along primary corridors. Greater density uses less energy and water and allows residents to walk to services in lieu of always driving. As a smart growth developer, our developments look at creating responsible density that provide greater units per acre in urban settings that tap into existing infrastructure in lieu of “flat and splat” outside of the city that decimates our natural Sonoran Desert environment.
- Provide a variety of transportation options. We must plan for an expansion of not only our Modern Streetcar, but other aspects of our public transit system so that we are shovel ready when federal infrastructure funds are available, like they have been in the past. Implementing the City of Tucson Complete Streets initiative will also ensure there are options for pedestrians and bicyclists.
- Provide incentives and strategies to plant more indigenous trees and vegetation that are passively irrigated throughout our city. We will need to provide as many trees as possible on every lot and right-of-way possible. With roughly 35% of Tucson covered in asphalt we need to look into how to reduce this heat island material and replace this with native planting.
- Expand the city’s current Healthy Homes program to include renovation costs to make homes more energy efficient. Currently the program offers up to \$40,000 to rehabilitate homes for low income residents and there is no reason that rehabilitation couldn’t be used to replace windows, doors, roofs, appliances etc to make homes more energy efficient.
- Continue collaboration in Tucson’s 2030 District to work towards the 2030 goals of substantially reducing the environmental impact of building construction and operations while contributing to Tucson’s re-surgency economy.

- Work with Tucson Water to change the rainwater harvesting match incentive to be on a sliding scale based on income. This important incentive should be available to those who don't have the upfront funds to invest.
- Work with the city and TEP to provide trees for no or low cost, and explore pairing rainwater harvesting and tree planting incentives, especially in lower income neighborhoods.
- Advocate for a building code that requires high albedo (cooling white) roof surfaces for new construction and remodels.
- Explore growing the Solar industry as an important sector for Tucson and create an ecosystem of solar and solar-related companies in the city.
- Pressure TEP to get even more of its energy from renewable sources so that even those who can't afford personal solar panels can be assured their energy is coming from renewable resources.
- Work with TEP, the City of Tucson, the University of Arizona and private business to install electric car infrastructure throughout Tucson.
- Build on and further improve long range plans for water security for Tucson and its inhabitants.
- Migrate our bus and city vehicle fleet to electric. The city is in the process of testing one bus to get performance metrics during our extreme climate time of year. Assuming positive test results, I will advocate to halt any further purchases of fossil fuel vehicles and migrate all of our city and bus fleet to electric. If we want to move Tucson forward we can't continue to invest in yesterday's technology.
- Utilize the city's lobbyist in Phoenix to advocate for sustainability policies on the state level.

EDUCATION

Education is key to creating the thriving 21st century city we deserve. Education is a pathway out of poverty, and investment early-on creates a more prosperous and safer future for our whole community. While the Mayor and Council don't have direct control over our school systems, there is still much we can do to make a real difference:

- Support early childhood and educational programs like First Things First, Make Way for Books, the county's pre-K initiative, Steps to Success and more through advocacy and collaboration.
- Support the Community Schools and Higher Ground programs that surround schools whose populations face high levels of poverty and trauma with the services and support the whole family needs. These programs need to be expanded and used as a model throughout the city.
- Make it easier for City employees and others to use the public school tax credit by creating an intuitive and easy to understand communications piece. Distribute to city employees initially to test, then expand city-wide to support public schools.
- Utilize the City of Tucson lobbyist to advocate for public education funding at the state level more robustly.
- Leverage the Mayor's membership in the League of Arizona Cities and Towns to rally other Arizona Mayors to advocate as a group for increased education funding at the legislature.
- Work through the Economic Development Hub I will create to connect job training programs at PCC, U of A and JTED with employers.
- Support Early Childhood education - it is a long-term workforce and public safety issue.
- Give high school juniors and seniors library cards to the UofA and Pima Community College libraries. This will both give them access and socialize them towards higher learning institutions.

PUBLIC SAFETY

The top priority of any city government should be to keep its citizens safe.

Police

We do not have enough police officers. Estimates range on what “enough” is, but we are not there and should aim for closer to 22-24 officers per 10,000 people. We are on a good trajectory with the new classes of recruits and the addition of CSOs into the mix, but we’re still falling short. In order to attract and retain more of the officers I propose the following:

- Shift to classifications pay model for police to better reward good work and diminish mid-career moves.
- Provide take home cars for police officers who live in the city for those who want it.
- Work with the Public Safety Communications Department to more efficiently allocate lower-priority calls to CSOs or non-police officers in order to decrease calls sent to active police in the field.

In addition to adequate police staffing, it’s important we ensure our police are well trained and have a positive relationship with the citizens they serve. One strategy I support is to offer a \$5,000 housing credit for public safety officers who live in the city. By being embedded in the communities they serve, they are more likely to better understand and relate to Tucson citizens and will have better response times in providing help when called upon.

Fire

We do not have enough firefighters, and we do not have a budget or plan to get us to the numbers we need or the pay levels at which they should be. The City has allowed our firefighters to be overworked and have left the Department with an interim Chief for over a year. Our city needs a fully functioning fire department in order to keep our city safe. There is opportunity to help as follows:

- Ensure adequate State Cancer Presumptive Coverage with added screenings, more kinds of cancer coverage, and better head neck and wrist coverage.
- We can continue the Tucson Collaborative Community Care program (which sends two firefighters, a social worker, and paramedic to talk about the person’s issues, examines their home, and connects them with the correct social services).
- Work with the Public Safety Communications Department to more efficiently allocate lower-priority calls to CSOs (police or otherwise) or not-fully-trained firefighter in order to decrease calls sent to TFD.

In addition, we should explore the following:

- Renewal of Prop 101 in 2022. If enough of the capital needs are met explore shifting some funds into operations and put it back in front of the voters.
- Potential state legislative solutions to help fund the public safety pension system (PSPRS).

COMPASSION FIRST POLICIES

In 2016, Jácome Plaza, the park outside the library downtown, had a growing population of people experiencing homelessness. I had recently become Chairwoman of the Downtown Tucson Partnership, and from my work in New York, I knew how complex the challenges are for people experiencing homelessness and knew we had to find a solution that focused on Compassion First. From there we created our award-winning DTP Connects program.

We partnered with Old Pueblo Community Services, who uses a housing first model. We set up a table in the middle of the park with a sign that said, “Need a Home?” and five days a week we sat with people to help find them housing. In just three months we found 85 people temporary or permanent housing and in four months we decreased chronic homelessness in downtown by 95%. The simple act of connecting existing services with the people who needed them had a profound impact. We can expand that program throughout the city and replicate that model to tackle many of the challenges we face here in Tucson.

We have extraordinary non-profit organizations here, and as Mayor, I will convene our non-profits to coordinate their services and properly connect them to the Tucsonans who need them. Then we can determine where there are gaps that the city needs to fill, and advocate for collaboration where appropriate to serve those facing poverty, homelessness, food insecurity, addiction, trauma and other hardships.

We must grow our economy to properly provide for those in need, improve our education systems, create more affordable housing and create good-paying jobs at all levels to truly change the cyclical nature of poverty here in Tucson.

ARTS

The arts enable our community to thrive and has been underappreciated here for decades. Our arts community generates approximately \$100 million in economic impact per year, and almost all that money remains in the community. We must reframe our thinking about the arts from being something non-essential to being an integral part of our identity.

- Leverage the arts as the economic driver it is. Creative Industries and the Arts have major potential to grow as an ecosystem and drive our economy.
- Explore a dedicated funding stream for the arts (such as the one Denver did for Science and the Arts) so we can finally invest in our arts institutions that makes Tucson so special.
- Brand Tucson as an arts destination to capitalize on our high quality arts institutions, and our unique events and festivals like the All Souls Procession.

ADVOCACY

- Implement mandatory Diversity & Inclusion Training for all city employees to improve understanding of the full diversity in our community.
- Convene an African American Roundtable regularly to better understand and meet the needs of the African American community here. Work with the community to determine which groups feel their voice is not represented in city government and convene with them too.
- Treat gun violence like the public health crisis it is. Work with pediatricians to advocate for them asking about guns in the home and safe gun storage at each well-child visit. Provide gun locks and gun safes to pediatricians to distribute to their patients.
- Work with Pima County to close the gun show loophole.
- Collaborate with Moms Demand Action, Everytown for Gun Safety and others to determine best practice strategies to implement in Tucson.