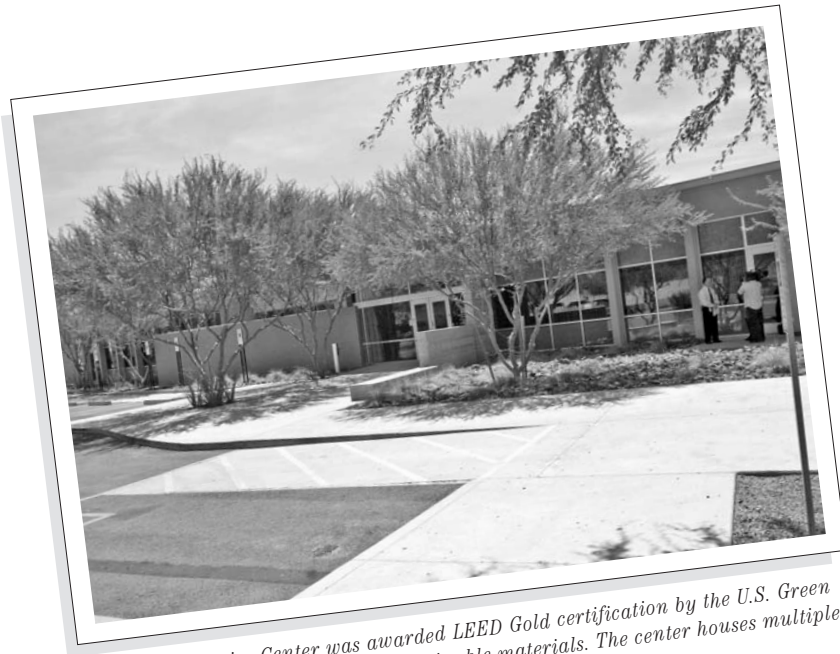




PUTTING PHOENIX  
TO WORK



*Glenrosa Service Center was awarded LEED Gold certification by the U.S. Green Building Council for its use of sustainable materials. The center houses multiple city departmental operations for the city's west side.*

## Our Commitment To Excellence

**D**ue to the extended economic recession, this is the season of change. All around us are signs that change has happened, or is on its way. The city of Phoenix works diligently to manage change in our organization, and more importantly in our community. We have built a reputation as a solid, well-run and efficient organization. Although we have to do more with less, we must maintain our ethics and integrity along with our commitment to excellence.

As an organization, we are fortunate to have innovative and dedicated employees who know our residents count on us to provide high-quality programs and services. In addition to the standard services provided by municipal government, we know we must do our part to create and maintain a sustainable community. Below are a few of the awards we have received for our environmentally conscious efforts over the past year:

- Valley Forward recognized the city with four Crescordia Environmental Excellence Awards. This is an annual award given for significant contributions to the environment. The city was recognized for the following city projects – Memorial Hall at Steele Indian School Park, the Neighborhood Resource Center, the Rio Salado Equestrian Trailhead, and the Rio Salado Habitat Restoration Area. The city also received awards of merit for the Camelback East Village Core Pedestrian Streetscape and Underpass, Recycling Changes Everything – On the Weekend program, the Henson Village HOPE VI Development, and the Arts, Culture and Small Business Overlay District.

- The Glenrosa Service Center received the U.S. Green Building Council LEED Gold Certification for its use of sustainable materials. The service center, which houses multiple department operations for the city's west side, is owned and maintained by the Public Works Department.
- Phoenix tops the "Unexpected" Green City on the MSN.com list of 12 "unexpected green cities." The article highlighted the city's partnership with Arizona State University's Global Institute of Sustainability.
- The Phoenix Chapter of the International Association of Business Communicators awarded the Public Works Department with the Copper Quill Award for its "Recycling Changes Everything" program.

### Commitment to Quality Service

Our residents expect quality service, and we continuously challenge ourselves to raise the standards of customer service without compromising our organization's integrity. We work hard to provide programs that enhance our residents' quality of life while maintaining public safety.

The following lists a few of the awards received over the last year demonstrating this commitment.

- The Arizona Chapter of the National Association of Housing and Redevelopment Officials (NAHRO) recently presented the city's Housing Department with three awards recognizing the city's commitment to providing important services and a better living environment for residents of public and affordable housing.
- The Phoenix Public Library received an award for exceptional leadership and excellence in delivering digital media to the community at the Digipalooza OverDrive's International User Group conference in Cleveland, Ohio.
- Silver State Bank/Arizona Small Business Association (ASBA)/O'Neil Association Arizona Economic Indicators Monitor named Phoenix as the Most Business Friendly City. Twenty-seven percent of the ASBA's 3,000 members were polled and selected the city of Phoenix as the most business friendly government entity.

**We are Committed to Making Phoenix Better**

The city's Vision and Values statements continue to serve as a common source of motivation for city of Phoenix employees to do all that they can to make Phoenix better.

- We are dedicated to serving our customers
- We value and respect diversity
- We work as a team
- We each do all we can
- We learn, change and improve
- We focus on results
- We work with integrity
- We make Phoenix better!

The following are a few examples of how city employees have demonstrated their commitment to our Vision and Values statements by going above and beyond to improve the quality of life for Phoenix residents.

- Former City Councilman Greg Stanton, District 6, received the Jacque Steiner Public Leadership Award for Children from the Children's Action Alliance, a nonprofit organization that advocates for Arizona children. He was recognized for his contributions that include pushing for educational after-school programs, creating the KidsCare Task Force, and promoting health care in the Creighton School District.

- Phoenix Police Commander Chris Crockett received the "Healthcare Heroes" award from Blue Cross Blue Shield of Arizona. Commander Crockett was recognized in the "First Responder" category for his coordination of the statewide "Crystal Darkness" TV broadcast educating the public about the dangers of crystal methamphetamines.



*Jocelyn Hanson, director of art education for the Phoenix Office of Arts and Culture, secured grants and partnered with arts groups to offer arts education in after-school programs.*

- Phoenix Planning Department's Dean Brennan was inducted as a fellow in the American Institute of Certified Planners. This is the highest honor given to professional planners for exemplary service and commitment to the planning profession.
- Phoenix Aviation Department's Johnnie Funderburg was recognized as the Minority Business Advocate of the Year. The Arizona Minority Business Enterprise Center also awarded the Aviation Department its corporate award for supporting and advancing the growth of local minority businesses.

### City of Phoenix Excellence Awards

Each year, the city honors city employees and employee teams for excellence. Their efforts help to make Phoenix a more livable city.

The individual winners include Director of Arts Education Jocelyn Hanson, Senior Tax Auditor Gisela Pittman, Parks Foreman Ed Miller and Parks Supervisor Ted Koester.

- Jocelyn Hanson, director of art education for the Phoenix Office of Arts and Culture, founded the Phoenix Arts Collaborative. The partnership included the Arts Office, Valley arts organizations and the Phoenix Elementary School District. Under the auspices of the partnership, Jocelyn secured a five-year, \$3.5 million state grant to offer arts education in inner-city schools. Although the grant program ended in 2008, it was so successful that Jocelyn was encouraged to develop a similar program to serve more schools. She created another partnership to develop art space in Phoenix schools. Her partners are ASU's Herberger College of the Arts, Arizona State Library and the Arizona Department of Education, which has committed \$2.7 million for the program.



*Ed Miller, parks foreman with the Parks and Recreation Department, provided park users with commercial plastic bags for pet waste.*

 PUTTING PHOENIX TO WORK

- Gisela Pittman is a senior tax auditor with the Finance Department's Tax Division. The Tax Division is charged with auditing, assessing and collecting sales tax revenues owed to the city. Despite the challenges brought on by the weak economy, Gisela is one of the division's top performers. In 2008, she completed 41 audit assignments compared to a staff average of 16. Gisela's audits added \$2 million to city coffers. In order to work effectively with the business community, auditors must be diplomatic and tactful. Gisela demonstrates those traits in her daily work. She consistently earns high ratings in formal evaluations completed by taxpayers. They often comment on her professionalism, courtesy and helpfulness.
- Ed Miller, parks foreman with the Parks and Recreation Department, provided park users with commercial plastic bags for pet waste. Each bag costs 7 cents, and the dispensers cost \$63. On average, a 100-count dispenser is refilled every three days. Ed made a dispenser out of plastic pipe and filled it with recycled grocery bags. Ed's dispenser costs \$22 to make, and the recycled bags are free. In 2008, the Northeast Parks District began replacing the commercial products with Ed's version. He has manufactured more than 50 dispensers and has shared the design with other divisions. Ed's idea is a money-saver and good for the environment.
- A dining hall without tables and benches. That was the case at Camp Colley, the city's outdoor adventure camp. The city built the dining hall in 2006, but did not have the money to furnish it. Parks Supervisor Ted Koester decided to design and build the benches and tables himself. Ted spent countless hours of his own time cutting the wood and assembling the furniture so that it not only matched the unique decor of the dining hall, but that it also met the ADA standards for disabled individuals. With the occasional help of some volunteers, he finished the project – 13 tables and 26 benches – in time for the opening of camp last year.



*The Lake Pleasant Water Treatment Plant project team played a key role in the design and construction of the water treatment plant, the largest "design-build-operate" project in North America.*

The winning employee teams included four groups whose efforts make Phoenix a better place for its residents.

- The Inventory Management Division of the Finance Department was tasked with converting 79 diesel storage tanks from dyed fuel to clear fuel to comply with a new state policy. The team got the job done without interrupting the fuel supply at any of the city fueling facilities. Failure to comply was not an option as fines of \$104,890 (\$10 per gallon based on average daily fuel), civil penalties of \$1,000 per day, and the possibility of imprisonment were the penalty. The well-timed plan developed by the team allowed each tank to be drawn down to a minimal amount and having clear fuel immediately available to refill it.

- The Water Services Department worked closely with the private contractor hired to build and operate the recently completed Lake Pleasant Water Treatment Plant. It was the largest “design/build/operate” project in North America. Team members played key roles in all aspects of the project, including a year-long design process that helped eliminate time between construction phases and reduced completion of the project from six to four years. In 2008, this project received eight major awards, including an international honor, and was featured in numerous national publications.

- Staff from several different departments – Community and Economic Development, Development Services, Fire, Neighborhood Services, Planning and Water Services – pitched in to create the “Adaptive Reuse” program. This program eases the way for entrepreneurs to convert abandoned gas stations, empty stores and other vacant buildings into active coffee shops, art galleries and other businesses. A key part of the program included making policy changes and revising building ordinances that would reduce expenses for the new owners and cut the time needed to open their businesses. This team is helping give old buildings new life and helping entrepreneurs at the same time.



*The Adaptive Reuse project team helped small investors convert abandoned buildings into viable businesses, such as restaurants and shops.*

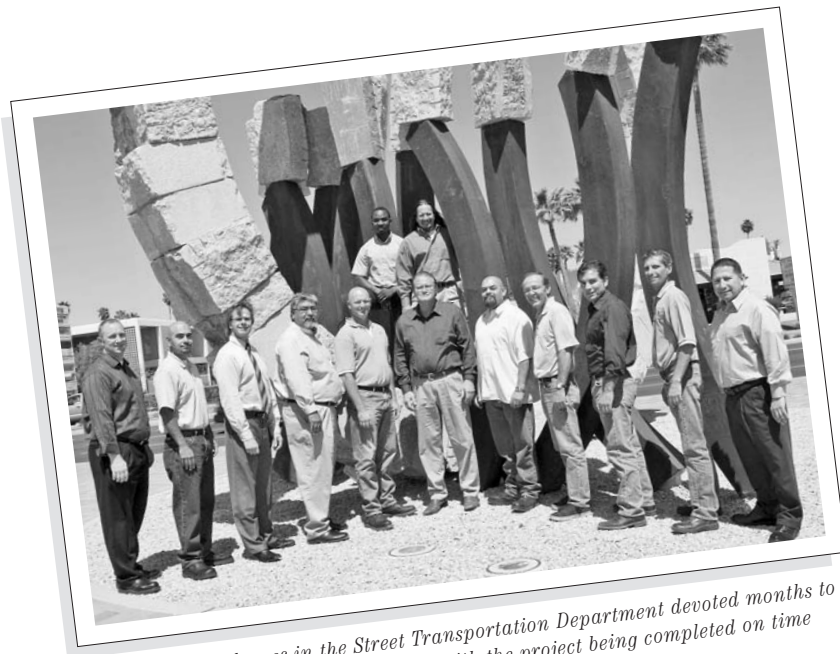


- Street Transportation employees made sure the construction of the METRO Light Rail starter line was a smooth process. It was the single largest building project in the history of the city. It took a highly dedicated team of Street Transportation employees to ensure it all went smoothly. This 14-member team worked long hours for months on end, responding to hundreds of complaints from residents and emergency requests from contractors. Because of this team's efforts, METRO is a resounding success, with average monthly boarding exceeding 900,000.


### **Employee Suggestions Streamline Operations and Cut Costs**

The Employee Suggestion Program, which began in the mid-1950s, has saved millions of dollars through direct cost savings and other productivity and cost-avoidance improvements. Employees can make improvement suggestions for any city operation, not just for their own department. Some examples of employee suggestions implemented in the 2008-09 fiscal year:

- Detective/Bomb Technician Richard Hopkins suggested that the Phoenix Police Bomb Squad dispose of all impounded fireworks along with other impounded explosives. In the past, the Police Department contracted with Environmental Response Inc. to dispose of impounded fireworks. However, the company would only dispose of fireworks contained in marked boxes and it cost \$3,000 per disposal. By implementing Detective Hopkins suggestion, the city saved money and ensured the fireworks were disposed of properly.



*A team of employees in the Street Transportation Department devoted months to the light rail project, which paid off with the project being completed on time and under budget.*



- Ennis Bogardus, aviation building maintenance worker, suggested an adjustment to the airport's toilet paper dispensers. The locking mechanism was not secured and was striking patrons, causing an increase in insurance injury claims. There were 210 dispensers distributed throughout Sky Harbor and ordering replacements would not be cost effective. Ennis developed a low maintenance and cost effective solution. His solution required a screwdriver and a bottle of lock tite applied to the thread of the screw that held the locking mechanism in place.

- Police Officer Walter Olsen developed a process for filing a claim for stolen city property. Occasionally, Police Department equipment is stolen from the homes of police employees. This equipment is the sole responsibility of those to whom it is assigned. If the equipment is stolen, the employee may be financially responsible for its replacement. Officer Olsen's suggestion created a formal process that assisted employees in making a claim to their own insurance company to reimburse the city or the employee for the stolen property.

- Vicki Szasvari, building equipment operator I, suggested the city discourage the use of Styrofoam cups. She proposed a simple campaign to encourage employees to bring in their own reusable cups from home. This program supports the Environmentally Preferable Purchasing (EPP) program coordinated through the Office of Environmental Programs. This suggestion reduces the number of Styrofoam cup orders and eventually the disposal of said cups in the city's landfills.

As you can see, we work very hard to earn our reputation as a well-run city. We strive to be leaders in our professions. Each day the core values of our organization – what we call our “Vision and Values” – are at the root of everything we do.