



Phoenix Strategic Plan

Mission Statement

“To improve the quality of life in Phoenix through efficient delivery of outstanding public service”

About the Strategic Plan

To help guide decision-making at all levels of the organization, and to focus the city’s efforts on its core businesses, it is important that the city of Phoenix develop a strategic plan for the city. Throughout the budget cycle, a strategic plan proves beneficial in communicating and setting budget priorities. The priorities in the Phoenix Strategic Plan will assist in allocating limited resources. The plan will be updated annually as part of the budget cycle. The Phoenix Strategic Plan was coordinated by a team in the City Manager’s Office. For more information about the Strategic Plan, please visit phoenix.gov/strategicplan or send an email to strategicplan@phoenix.gov.

Economic Development and Education

A diverse, vibrant economy that provides economic opportunity for residents is essential to achieving the city’s aspirations for a high quality of life. Creating and preserving jobs and enhancing our revenue base are key objectives. Businesses, neighborhoods and individual residents benefit from the improved quality of life that the city’s economic development efforts create. The most important building block of a strong economy is an educated and productive workforce.

Priorities

1. Create and retain high-quality jobs focusing on key domestic and international business sectors.

To a great extent, the quality of life for Phoenix residents will be dependent on the number and quality of jobs created and retained that are convenient and appropriate for residents of the city of Phoenix.

Strategies

- a. Support the attraction of wealth-generating, emerging technology, manufacturing, producer service, renewable energy and bio-science employers to the city of Phoenix.
- b. Support the retention and expansion of key wealth-generating employers.
- c. Attract foreign direct investment from around the world.
- d. Further develop the creation of a film production industry as a key business sector.

2. Foster an environment for entrepreneurial growth.

Entrepreneurs make critical contributions to the economy, including the generation of new jobs. Energized, educated entrepreneurs create economic opportunity for others and enhance a culture of innovation.

Strategies

- a. Facilitate the retention and expansion of small- and medium-sized wealth-generating businesses, particularly businesses focused on innovation, technology, finance/business services, and bio-sciences.

- b. Participate in regional collaboration to enhance entrepreneurial opportunities.
- c. Support and grow diversity in Phoenix business ownership.
- d. Support initiatives that create and expand venture capital funds.

3. Revitalize the urban areas of Phoenix.

Thriving urban cores are critical to the economic health and well being of the entire metropolitan area. Strong urban centers enhance Phoenix’s image and should be reflective of the city’s collective social and economic aspirations as a region.

Strategies

- a. Support development of the downtown research and educational campuses.
- b. Promote residential and commercial infill compatible with neighborhoods.
- c. Promote adaptive reuse of existing structures.
- d. Enhance the city by redeveloping brownfields.
- e. Comprehensively revitalize targeted neighborhoods.
- f. Engage and collaborate in Discovery Triangle.

4. Expand the city’s revenue base. Sales taxes provide the largest source of local government funding. Phoenix needs to attract and retain a fair share of retail activity to sustain quality public services for residents.

Strategies

- a. Continue efforts to preserve and expand the city’s retail sales tax revenue base.
- b. Attract new auto and other vehicle dealerships and retain existing auto centers/corridors.
- c. Market the Phoenix Convention Center.
- d. Promote and market the region to the business and leisure traveler.
- e. Support professional/amateur/youth sports, film, entertainment and special events, which generate tourism revenue.
- f. Encourage the revitalization of existing retail centers and neighborhood retail businesses.





5. *Develop and retain qualified talent to meet the needs of business and the community.* A skilled workforce is essential for an economy to sustain and enhance its competitiveness. A workforce development strategy that allows employers to grow and residents to enhance their income is critical to maintaining a high quality of life for Phoenix residents.

Strategies

- a. Provide assistance to job seekers and employers by focusing on high skill, technology and other key occupation areas.
- b. Collaborate regionally with community colleges, universities and other providers to develop school and training curriculum to develop skill sets for targeted key business sectors.
- c. Strengthen the relationship between the public-sector workforce programs and the business community.
- d. Coordinate and enhance economic development efforts with the education community by promoting quality STEM models within the K-12 system, including math and science career pathway programs that provide real world context.
- e. Focus resources on enrichment and education programs through community centers and libraries.
- f. Promote access to information technology and provide Phoenix residents with instruction and access to available resources.

6. *Promote early literacy and prepare young children for academic success.* Early childhood development is critical in preparing youth for success in school and developing a foundation of knowledge, skills and life-long learning in families and the community.

Strategies

- a. Promote the increased funding of early childhood development, health and social service programs.
- b. Collaborate with community resources to ensure all children have access to preventative and continuous health care, including physical, oral, mental and nutritional health.

- c. Support families with the information and services they need to help their children achieve academic success.
- d. Partner with institutions of higher education to train well-qualified early childhood teachers and care providers.

7. *Commit to achieving educational excellence for all Phoenix residents through sponsored facilities and programs.* The future success of the region depends on ensuring that residents are prepared to meet the challenges of the 21st Century as educated, productive and engaged residents.

Strategies

- a. Partner with schools, after-school providers, neighborhood organizations, businesses and other stakeholders to maximize educational opportunities for Phoenix residents.
- b. Leverage educational resources at Phoenix public libraries, including access to information technology.
- c. Promote sports, experiential learning, arts and other recreation programming known to improve learning outcomes.
- d. Focus resources on quality youth engagement, enrichment and education programs through community centers, libraries and school-based, after-school programs during out-of-school hours, when children are most at risk.
- e. Increase access to, and success in, higher education through the College Depot.

Financial Excellence

Financial excellence ensures the effective and efficient allocation of city resources for the delivery of quality services to residents. It creates trust and confidence that city resources are used appropriately. At the core of financial excellence is integrity and innovation. The Phoenix Financial Excellence strategic plan strives to maintain fiscally sound and sustainable financial plans and budgets that reflect community values and residents' priorities.

Priorities

1. *Maintain high bond ratings.* A bond rating is a measure of the credit quality of the city. Factors considered in a rating are the health of the local economy, stability and volatility of revenues, level of reserves for liquidity during unexpected financial conditions, as well as sound financial practices, policies and structures or systems that allow flexibility to address challenges. An entity that looks long term and has plans to address unexpected changes is positively considered. In essence a bond rating reflects an independent view of financial excellence. In addition, a higher bond rating will usually result in a lower borrowing cost.

Strategies

- a. Implement a plan to achieve a general fund budgetary fund balance of at least 5 percent of total expenditures within the next five years to provide the necessary liquidity to address revenue volatility and unexpected expenses.
- b. Develop a multi-year financial plan for the general fund that maintains long-term bond ratings.
- c. Develop and maintain financial policies that achieve high bond ratings.
- d. Maximize current revenues by taking steps to ensure collection of established taxes, rates, fees and fines.





2. Develop capital and funding plans for critical infrastructure. With the significant downturn in the state, local and national economy and the associated impact on revenues, the financial capacity to fund and finance additional capital projects has been significantly reduced. As a result, a focus on maintaining existing infrastructure must be balanced with the need for new infrastructure. This includes prioritizing the use of the remaining 2006 general obligation (GO) bond capacity and other resources and investigating alternative methods to finance priority capital needs.

Strategies

- a. Establish a five-year capital planning process that prioritizes the evaluation of existing facilities and infrastructure, for use of available funds and considers repair and/or replacement.
- b. Identify and evaluate alternative approaches to finance capital investments as part of the capital decision-making process.
- c. Prioritize the use of existing resources, for example remaining GO bond funds and pay-as-you-go (cash) funding, to address the highest priority needs.

3. Provide accurate and reliable revenue and expenditure forecasting.

To ensure available resources are allocated to the highest priority needs, accurate and reliable forecasts of both revenues and expenditures are needed. This requires access to the necessary resources and expertise to ensure all critical factors are considered in revenue forecasts and all factors that impact expenditures are considered and modeled. Accuracy of expenditure forecasts also requires discipline of all city departments to ensure expenditures are monitored and managed. Without accurate forecasts and management of expenditures, reserve levels may be tapped below critical levels and services may be unnecessarily reduced.

Strategies

- a. Establish a fiscally responsible revenue forecast based on external and internal inputs and consistent with best practices to efficiently allocate resources.
- b. Establish an expenditure forecast that aligns with the city's strategic priorities.
- c. Develop multi-year performance measures and benchmarks to monitor the effectiveness of financial operations.
- d. Develop multi-year forecasts that contemplate various economic scenarios that assist in the development of alternative planning strategies.
- e. Develop structures and incentives to encourage and reward managers and employees for maintaining discipline in managing expenditures.

4. Maintain a transparent financial environment, free of fraud, waste and abuse.

One of the most important aspects of financial excellence is the ability to assure the public, business community, investors and the rating agencies that systems and processes are in place to prevent fraud, waste and abuse of public funds. An important element of preventing fraud, waste and abuse, is regular financial reports that are easy to access, accurate and understandable. Financial excellence requires the implementation of quality financial systems, staff training, internal controls and regular internal and external audits to prevent fraud, waste and abuse.

Strategies

- a. Maintain comprehensive and continuous auditing of high-risk areas.
- b. Implement strong citywide policies and practices that promote ethical behavior.
- c. Provide accurate financial information on at least a quarterly basis that is easily accessible and understandable to internal and external audiences.
- d. Continue to ensure all steps are taken to receive financial excellence awards for budgeting and financial reporting from the Governmental and Financial Officers Association (GFOA) each year.
- e. Highlight financial successes and educate residents on the importance of high-quality credit ratings, e.g. AAA bond ratings.

Infrastructure

Infrastructure is the basic physical and organizational structure needed for the operation of a society or enterprise and the services and facilities necessary to function, such as roads, pedestrian and bicycle systems, water supply, sanitary and storm sewers, public transit, airports, railroads, public buildings and facilities, solid waste collection, power supply, and telecommunications.

Priorities

1. Create and maintain intra-city transportation. Provide safe, clean, efficient, sustainable, multi-modal surface transportation systems to support mobility needs of present and future residents, businesses, and visitors within the city of Phoenix.

Strategies

- a. Plan, design, construct, and operate new streets, pedestrian friendly sidewalks, bicycle lanes, hiking trails, bridges and drainage ways for new residential and commercial development to reduce congestion, improve air quality, reuse materials, leverage new technology, encourage infill development, create livable neighborhoods, and promote growth. Consider using modern street car and light rail as surface transportation modes to support and encourage new development.
- b. Maintain existing streets and associated assets in a state of good repair so they are clean, safe, and aesthetically pleasing for all users. Invest resources and technology to extend the service life of existing infrastructure, protect the city's investment, and support a high quality-of-life standard.
- c. Develop and maintain passenger and operating facilities for a multi-modal regional transit system. Utilize sound methodology and principles to locate facilities to meet ridership demands and bus operations. Implement a maintenance and improvement plan that adequately addresses the needs of federally funded assets. Continue to design and construct facilities that use sustainable design standards, are attractive, and provide an enhanced sense of security to encourage increased use of public transit.





- d. Procure and maintain assets required to operate the transit system. Coordinate with local agencies to ensure transit infrastructure will support transit operations. Analyze routes to ensure they will support ridership needs.
- e. Coordinate, permit, and document private utilities within city right-of-way and easement areas to minimize initial roadway disruptions, reduce future roadway cuts, maintain reasonable utility corridors for future growth, encourage future development, and minimize visual impact for residents and businesses. Improve reliability and accuracy of as-built documentation through new technology to increase safety and reduce utility locating and relocation costs.
- f. Plan, design, develop, and maintain a green infrastructure, such as interconnected trail systems that increase shade canopy coverage and promote pedestrian mobility, parks, preserves, tree and shade master plans and habitat restoration.

2. Establish and enhance inter-city transportation. Provide safe, efficient, sustainable, cost-effective multi-modal transportation systems to support economic growth, population growth, and competitiveness through connectivity to regional, national, and global destinations.

Strategies

- a. Participate in, or lead, planning efforts to maximize the effectiveness of future freeway construction alignments or expansions to the existing freeway system. Coordinate with partners on sustainable funding mechanisms to support present and future infrastructure improvements to the freeway system.
- b. Maintain local access to city owned and operated aviation facilities and expand the national and international destinations its airlines serve. Continue to improve and enhance or expand internal airport transportation systems.
- c. Coordinate with the appropriate agencies on expansion plans for increased freight corridors and participate in planning efforts to expand the heavy rail system to provide additional links to out-of-state destinations.

- d. Plan, design, develop, and maintain a regional multi-use trail system to connect Phoenix with adjacent cities or preserve areas to accommodate walkers, hikers, joggers, bicyclists and equestrians. Consider jointly-funded regional projects to enhance existing connections and to evaluate inter-city connections and future infrastructure needs.

3. Develop and operate public utilities.

Protect the public health and environment by providing reliable, efficient and affordable water, wastewater, storm water, and garbage and diversion (recycling, reducing, reusing) services.

Strategies

- a. Manage, develop, operate, and maintain infrastructure that is integrated, well-maintained, reliable, aesthetically pleasing and continuously improves the high-quality service delivery standards.
- b. Develop a financing plan for long-term sustainable infrastructure growth and replacement that implements an equitable fee structure and incentives for conservation.
- c. Use public/private partnerships for growth and economic development. Optimize regional partnerships to cooperatively utilize new and existing infrastructure to maximize collection efficiencies, implement new diversion and resource recovery technologies, minimize the need for future capital investment, reduce transportation demands and provide sustainable land reuse.
- d. Develop an asset management plan that identifies improvements needed to ensure reliability, regulatory compliance, operational efficiencies and resource recovery, while creating an integrated system that improves information access by sharing citywide and across departments.

4. Construct and manage public facilities. Provide safe, efficient, sustainable, cost-effective, well-maintained and aesthetically pleasing public facilities for delivery of municipal services to residents and visitors; build, maintain and manage capital assets to preserve long-term investment and ensure uninterrupted support services.

Strategies

- a. Apply benchmarking and other industry comparison techniques in order to manage costs and maintain industry-leading service levels.
- b. Communicate the value of Capital Asset Management and establish a dedicated funding source for city infrastructure repair and capital improvements.
- c. Plan, construct, and maintain park buildings, trails systems, open spaces, picnic areas and ramadas, pools, playgrounds, lighted basketball, volleyball, soccer and softball facilities, restrooms, and golf courses that meet the diverse recreational and cultural needs of the city's residents and visitors. Continue investment to maintain appearance and safety of existing facilities which could result in greater use.





Innovation and Efficiency

The city of Phoenix must further enhance its commitment to developing new and creative service delivery methods to provide services to residents. The recent economic climate challenges the city to do more with less, while maintaining high-quality public services. The city must also remain dedicated to developing and seeking continuous improvements in business processes, and maintaining a culture of innovation and efficiency. The recent efforts of the city manager in creating the Innovation and Efficiency Task Force have helped set the stage as the city formalizes its approach.

Priorities

1. Infuse a mindset focused on innovation and efficiency into the city of Phoenix organizational culture. An “innovation and efficiency” way of thinking must become a much more prevalent part of the organization’s core value system and be integrated into the way every day business is conducted. Executives, managers, supervisors and frontline staff must embrace an attitude that questions existing business processes and practices throughout the organization, with the goal of fostering innovation through the creation and implementation of new ideas.

Strategies

- a. Develop a communication plan for executive and middle managers to create an innovation and efficiency movement through all levels of staff.
- b. Empower supervisory staff to encourage and reward the creation of innovative ideas as a dominant model within the organization.
- c. Build innovation and efficiency core values and skills sets into staff management practices, including recruitment, selection, orientation, development, mentorship, performance measurement and compensation systems.
- d. Cultivate and reward a philosophy of innovation through exploratory thinking among all employees.

2. Establish and support city programs and mechanisms focused on developing and implementing tangible innovations throughout the organization. The city’s innovation and efficiency efforts must be driven from the top to all levels, be results oriented, and demonstrate investment of available means. A proven approach involves assignment of resources dedicated to producing substantial innovative changes that enhance customer service, increase productivity, reduce costs, and engage employees.

Strategies

- a. Assign an executive sponsor from the City Manager’s Office with the authority, responsibility and resources to provide strategic direction, guidance and support for innovation and efficiency objectives.
- b. Recruit, select and assign a creative and diverse Innovation Team of multi-departmental staff with wide-ranging skills and experience representing the city’s business units, which explores creative solutions, evaluates business processes, identifies improvements and investigates right sourcing opportunities.
- c. Utilize technology and a standard business process evaluation approach to achieve optimal efficiency and streamlined systems in providing top quality services.
- d. Invest resources necessary to carry out innovation and efficiency strategies and objectives.

3. Work continually toward elimination of barriers to innovation and efficiency. Several obstacles can stand in the way of creating an environment of innovation and pathways to efficiency. The organization must seek to identify these real or perceived hindrances and when appropriate, actively remove or facilitate working through them.

Strategies

- a. To lessen the “business silo” effect, provide incentives for department directors, managers and staff to collaborate, consolidate, streamline and adapt processes or functions that overlap or cross formal organizational structures.

- b. Identify unneeded requirements or obsolete expectations that unnecessarily slow down business processes and work to eliminate them.

4. Engage the Phoenix community in the city’s innovation and efficiency methodologies to facilitate citizen involvement, input, and awareness.

Involvement by Phoenix residents in the accomplishment of the city’s innovation and efficiency goals will boost the meaningfulness and connectedness of the achievements to the community. It is important for the city to enhance public awareness about innovation and efficiency achievements and make strong efforts to request relevant input.

Strategies

- a. Celebrate innovation and efficiency efforts and accomplishments on a citywide scale.
- b. Actively inform customers of innovation and efficiency efforts through available public communication methods and media.
- c. Continue to reach out to the community through the Mayor and City Council, Boards and Commissions, neighborhood associations and other stakeholders to engage the community and invite participation and input.
- d. Create an environment that actively celebrates and informs employees of innovation and efficiency efforts throughout the organization.





Neighborhoods and Livability

To preserve healthy, vibrant, diverse and safe neighborhoods that enhance the quality of life for all Phoenix residents through neighborhood vitality, by providing a range of housing opportunities and choices, supporting quality parks and open space, and enriching its populace with a strong art and culture infrastructure, and an accessible and quality library system.

Priorities

1. Support neighborhood vitality through strong partnerships, collaborations and by leveraging resources. In order to preserve healthy, vibrant, diverse and safe neighborhoods, the city must support neighborhood self-reliance and enhance the quality of life for all residents through community-based problem solving, neighborhood-oriented services and public/private cooperation.

Strategies

- a. Encourage and continue to enforce compliance with city ordinances to prevent blight, address graffiti, illegal activities (dumping, signage and businesses) and deterioration in order to ensure a quality community.
- b. Strengthen the capacity of neighborhood organizations, volunteers, businesses, nonprofit and faith based organizations to assist in addressing neighborhood issues effectively in partnership with the city to make Phoenix an attractive place to live and work.
- c. Focus revitalization efforts in a manner that maximizes private and public resources to the greatest extent possible.
- d. Enhance the physical and economic environment of principally low- to moderate-income neighborhoods citywide, including continued strategic revitalization through the various programs and services supported and funded through federal, local and private resources.
- e. Ensure that new development in or adjacent to neighborhoods is compatible and promotes adaptive reuse of vacant and underutilized buildings and structures.

f. Promote aggressive and appropriate neighborhood infill development to improve Phoenix neighborhoods, reduce decay and take advantage of opportunities to maintain healthy communities.

2. Provide a diverse range of housing opportunities and choices to Phoenix residents. Promoting diversified housing opportunities enriches the quality of life for all Phoenix residents, including low- to moderate-income families, seniors, persons with disabilities and the homeless. Providing a range of housing opportunities allows the city to continue to preserve healthy, vibrant, diverse and safe neighborhoods.

Strategies

- a. Support strong housing development by designing all housing units, subdivisions and site plans in a quality manner to promote health, safety, functionality, attractiveness and sustainability.
- b. Increase homeownership opportunities to help stabilize neighborhoods.
- c. Promote and increase the availability of decent, safe and affordable housing and expand the supply of assisted housing choices.
- d. Encourage the development of special needs housing and supportive services for persons with disabilities, seniors, homeless and those with special needs. Work with for-profit and nonprofit organizations to promote and participate in a regional continuum of care system that will effectively transition persons who are homeless to appropriate permanent housing.
- e. Provide quality, affordable rental housing opportunities through the acquisition and rehabilitation of existing properties and construction of new rental units that focus on undergoing revitalization, receiving rehabilitation (federal and/or grant funding) benefiting low- and moderate-income households in collaboration with external partners.
- f. Support and ensure equal opportunity and fair housing by prohibiting unlawful discrimination in housing by addressing and reducing impediments.

3. Ensure Phoenix residents have quality parks and open space.

Partner with the community to provide a parks and recreation system that meets the needs of Phoenix residents and visitors that is convenient, accessible, and diverse in programs, locations and facilities.

Strategies

- a. Support healthy communities by providing clean, safe and accessible parks and recreational facilities that meet the needs of Phoenix neighborhoods and incorporate sustainable design standards with available resources.
- b. Support diverse and accessible educational and life enrichment activities that embrace art, dance, music, culture, fitness, nutrition, sports and out-of-school time as a foundation for recreational activities offered at parks and park facilities.
- c. Create a network of shared-use trails and pathways that are safe, convenient and connected within and between preserves and parks.
- d. Protect natural and open spaces, such as mountain and desert preserves, in order to preserve the environment and provide recreational opportunities for Phoenix residents and visitors.

4. Promote a strong arts and culture infrastructure. Continue to partner with the community to provide strong arts and culture facilities and programs to create a more beautiful and vibrant city which contributes to a better quality of life.

Strategies

- a. Enrich and infuse arts and culture into all aspects of Phoenix's life by integrating arts and culture into neighborhoods citywide and public art into planning and development of Phoenix's infrastructure.
- b. Generate public and private support and resources to strengthen, expand and stabilize funding for the arts.

5. Provide accessible and quality library systems to Phoenix residents.

Partner with the community to provide a Library system that meets the needs of residents and visitors and is accessible, convenient, and diverse in locations, programs and facilities.





Strategies

- a. Develop and maintain a system of public libraries with sufficient technology, materials, hours and staff to meet each community's needs.
- b. Design, build and maintain signature facilities that are accessible to all residents.
- c. Continue an aggressive plan of library development, expanding and/or renovating existing facilities and building new ones to meet residents' needs.
- d. Enhance library technology to provide greater access to the internet and electronic resources for library users.

Phoenix Team

As the organization becomes leaner and continues to face increasing pressures for improved results, it becomes even more critical for a heightened connection between employees and their work, their organization, and the people they work for and with. Methods for motivating employees must be updated to keep employees engaged and retained within the organization. Additionally, traditional means of communication may no longer be adequate to convey critical information to both employees and the public.

Priorities

1. Establish pay and benefits and a workplace culture that attracts, retains and motivates a highly qualified workforce. Given the current state of the economy, the community has expressed interest in the current salary, benefits and overall compensation packages for government employees.

Strategies

- a. Conduct a study of current industry and professional pay levels and compensation practices by benchmarking other organizations.
- b. Analyze and evaluate merit pay and pay-for-performance options.
- c. Develop updated compensation policies and guiding principles.
- d. Explore alternate pay and benefit options for part-time or for a nontraditional workforce.
- e. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.

2. Provide a workplace culture that supports the health, productivity and efficiency of employees. The city of Phoenix understands that organizational success depends on a healthy, productive and efficient workplace and workforce. Employees also recognize that they can improve their lives by taking charge of their own health and making greater use of technology to ease ever increasing work demands.

Strategies

- a. Analyze and evaluate employee and retiree health care benefit options.
- b. Create citywide programs focusing on increasing employees' capacity to manage their own wellness and health care.
- c. Explore technology uses for greater access to current credible data to make informed decisions and improve work responsiveness.
- d. Evaluate civil service system provisions and explore options.

3. Establish communications plans to engage and inform employees and the community. The city's recent budget challenges have made evident the necessity of providing clear, timely and accurate information to employees and the public to garner continued support for and achievement of organizational goals and continued quality services.

Strategies

- a. Develop and implement comprehensive internal communications to increase understanding and connection to city of Phoenix goals and values among employees at all levels of the organization.
- b. Promote more interdepartmental communication to increase consistency of messages, ensure faster decision making, empowerment, effectiveness and accountability.
- c. Create an alliance of understanding between employees and the public, through a variety of media formats, to accurately demonstrate and communicate the city's efforts in running a world-class operation.
- d. Use new technologies, such as Facebook, Twitter and other social media, to reach employees and the public.
- e. Develop opportunities to "showcase" improvements, accomplishments and quality programs provided by employees that benefit the community.





4. Create development opportunities that enhance the city's standing as a high-performing organization.

The city continues to reduce unnecessary hierarchy to improve efficiencies and speed communication and decision making. This has resulted in a flatter organization, increases in span of control, and consequently fewer promotional opportunities. Further, an increasing number of employees are leaving the city as they reach retirement eligibility. As a result, it becomes even more critical to manage and coordinate the available human resources effectively to provide leadership and ongoing quality services to the community.

Strategies

- a. Analyze and develop a reward and recognition program that supports the organization's goal to attract and retain top talent.
- b. Coordinate efforts on the department level to cultivate skilled employees and leaders within the organization.
- c. Establish methods for capturing organizational knowledge and expertise through workforce planning efforts.
- d. Increase professional development and training opportunities that reflect the key values of the organization.

5. Mobilize and leverage community partnerships and volunteer programs to enhance programs and services.

The city continues to make difficult choices regarding programs and services to our customers in light of revenue stream uncertainty. Additionally, the community has expressed interest in assisting the city in continuing to provide quality services to residents in a variety of areas.

Strategies

- a. Coordinate a citywide program that increases exposure to volunteer opportunities throughout the city of Phoenix.
- b. Use technology to reach, match and record volunteers to city needs.
- c. Identify and engage with community and corporate partners to develop quality programs and services.
- d. Explore and capitalize on opportunities to work with other governmental entities to pool resources and share information.

Public Safety

The city of Phoenix is committed to a high level of public safety and working in partnership with the community to maintain a safe and secure city. The Public Safety Study Area includes members of and services provided by the Police Department, Fire Department, Municipal Court, Prosecutor's Office and Office of Emergency Management. Working together, these departments strive to provide Phoenix with an environment of safety and security.

Priorities

1. Prevent crimes and accidents by enhancing community awareness of public safety systems and partnering with other crime prevention programs.

The city provides the community with information about a variety of public safety issues including crime and accident prevention, information on the operation of the judicial system, and education on police and fire department services.

Strategies

- a. Provide information and education to all Phoenix residents and visitors about actions that can be taken to keep themselves and their families safe.
- b. Provide residents and visitors with information about how public safety agencies deliver service to the community, and how the judicial system operates.
- c. Educate communities in traffic safety and the prevention of crime and accidents in the home and workplace.
- d. Partner with other city departments, such as Parks and Recreation, Library, and Human Services, and other agencies, to proactively address crime prevention.

2. Provide public safety workers with the tools necessary to professionally meet city and regional public safety needs.

Ensure that public safety workers have the training, education, equipment, facilities and other resources needed to provide a high level of service to the community.





Strategies

- a. Provide appropriate training, continuing education and professional development to emergency and non-emergency public safety service providers to be able to better serve their customers.
- b. Provide appropriate management and planning support for public safety service providers.
- c. Support public safety responders with programs and procedures that promote and support their safety and well-being.
- d. Provide necessary resources including personnel, equipment, vehicles and facilities for public safety service providers.
- e. Provide volunteer opportunities for community members.

3. **Ensure timely and appropriate response.**

The city of Phoenix deploys public safety workers in a manner that provides a timely and appropriate response to emergencies. Response resources include those needed for routine incidents as well as the capacity to respond to and manage natural and human-caused incidents of regional significance.

Strategies

- a. Deploy resources to respond to emergencies within acceptable timeframes.
- b. Support emergency response with appropriate investigation and prosecution activities.
- c. Provide equal access to justice, professional and impartial treatment, and the fair and timely resolution of all court matters.
- d. Provide sufficient resources to manage incidents of regional significance.
- e. Work in concert with other public safety, governmental and non-governmental agencies to eliminate duplication and provide quality service and seek opportunities to work cooperatively to improve customer service and efficiency.
- f. Ensure that after an incident, recovery of public and private resources occurs in the affected area(s).

4. **Provide strong customer service internally and externally.**

Every member of the community and every organization working in Phoenix is a public safety customer. Firefighters, police officers and officers of the court swear an oath to protect the people they serve. Every public safety worker should serve their customers with dignity and honor to develop mutual trust and respect.

Strategies

- a. Embrace diversity and treat every customer with respect, compassion, equality, and fairness and work in a way that engenders community trust and support.
- b. Build relationships with communities that encourage collaboration, communication, trust and understanding.
- c. Provide customers with a venue to openly discuss issues of concern.
- d. Seek opportunities to work cooperatively with other jurisdictions and groups to improve the efficiency and effectiveness of customer service.
- e. Maintain relationships with other city of Phoenix departments to ensure that public safety is incorporated into the plans and goals of non public safety departments.

5. **Ensure fiscal responsibility in all public safety efforts.**

Public safety managers and public safety workers must be responsible stewards of the funds provided by the customers to support public safety efforts.

Strategies

- a. Encourage, support, and value innovation, efficiency, and continuous improvement.
- b. Be open to discuss and implement change in service provision methods and change in the needs of the communities that we serve.
- c. Constantly seek ways to reduce the cost of public safety services while preserving or improving the quality of the service provided.
- d. Utilize resources and technology carefully and effectively.
- e. Pursue grant funding from all sources, as appropriate, to provide public safety services.

Social Services Delivery

The city of Phoenix has a long history of responding to community needs and providing services to those most in need. Building upon this foundation, the city is committed to continue seeking innovative and effective methods for delivering social services. The city will serve as a catalyst to support a full continuum of high quality services for Phoenix residents.

Though the city of Phoenix has, and will continue to respond to specific social services needs directly where appropriate, the framework of this plan defines and coordinates the greater scope of needs and services required by Phoenix residents. By providing a clear vision and continued leadership, city services will be provided in tandem with other resources provided by community and faith-based organizations, as well as, other levels of government.

Priorities

1. **Strengthen the safety net of social services available to protect those who are most vulnerable or in crisis.**

The city of Phoenix will assure those most in need have access to basic needs such as shelter and food. The city will connect the homeless, working poor, elderly, disabled and victims of violent crimes to core services needed to stabilize their lives.

Strategies

- a. Enhance the support and delivery systems of core services including shelter, utility assistance, housing and food to vulnerable populations.
- b. Expand access to city and non-profit programs providing essential services.
- c. Enhance the coordination of emergency programs to streamline client access to services.
- d. Increase the effectiveness of existing and new programs through the implementation of innovative service delivery models with increased emphasis on accountability and performance-based assessments.
- e. Continue advocacy for the city's "fair share" of national and state resources for programs serving emergency and at-risk populations.





2. Enhance the quality of life for low-income or at-risk individuals and families.

The city of Phoenix will empower all residents to live in safe, affordable housing and achieve economic self-sufficiency through access to social, employment and other economic resources needed to maximize their quality of life.

Strategies

- a. Promote linkages to job training and other employment and educational resources empowering low-income households to realize a livable wage.
- b. Enhance the community's capacity to provide at-risk populations, including the disabled, elderly and chronically homeless, with access to supportive services leading to greater self-sufficiency.
- c. Develop performance-based measures, such as a "Return on Investment" (ROI) to promote effective program management and responsible fiduciary stewardship of fiscal resources.
- d. Create safe and affordable housing opportunities for all Phoenix residents by strengthening programs and services that enhance opportunities for households to gain and/or retain housing meeting their economic, social and cultural needs.

3. Build healthy, caring communities.

The city of Phoenix will promote rich, diverse and innovative networks of public, community, and faith-based programs, services, and facilities to maximize the potential of every community. The city will serve as a resource and a catalyst in strengthening neighborhoods and building community capacity.

Strategies

- a. Engage the faith community by promoting awareness of social services issues and developing their ability to actively respond to these needs.
- b. Maximize the impact of the faith community's participation on the health and capacity of social services networks by leveraging their increased support through coordinated planning and strategic partnerships.
- c. Enhance and expand the formal and informal networks connecting the social services sector (non-profits, faith community, etc.) to individuals and families in high need neighborhoods.
- d. Develop new and innovative mechanisms to improve the alignment and efficiency of local and citywide social services resources to meet neighborhood needs.
- e. Strengthen communities by promoting a broad and diverse continuum of programs and services.

Sustainability

The city of Phoenix is committed to securing environmental and economic livability for future generations in the region, with an emphasis on solar energy production. Phoenix has long used sustainability as a guiding principle, believing that sustainable living is critical to ensuring that the actions we take today do not compromise the ability of future generations to meet their needs. Phoenix's sustainability motto, "Living Like it Matters!" reaffirms the sustainability creed that guides its current programs and future plans.

Priorities

1. **Accelerate renewable energy development.** The city has a long-standing commitment to resource conservation and continues to be an active participant in energy conservation, efficiency and environmental preservation. Pursuing renewable energy development guides the city towards energy independence.

Strategies

- a. Pursue utility scale solar development through emerging technology on the SR 85 Landfill property.
- b. Implement small or distributed scale solar projects on city-owned buildings and property.
- c. Proceed with gas-to-energy projects at landfills and treatment plants.
- d. Develop effective public-private partnerships to secure timely power purchase and solar service agreements.

2. Enable opportunities for environmental stewardship.

Environmental sustainability is best achieved by encouraging shared responsibilities, protecting natural systems, and promoting the efficient use of natural resources. It also is important to implement policies, programs and practices that have a far-reaching effect on the environment.





Strategies

- a. Actively participate with the Maricopa Association of Governments (MAG) to attain and exceed federal air quality standards for the region.
- b. Create sound water management policy and ensure choices are available to engage residents in conservation efforts including water, solid waste, natural habitat and open space.
- c. Seek, evaluate and integrate emerging technologies and products including green building elements, environmental purchasing, energy management, alternative fuels, alternative surfacing materials and heat island reduction.
- d. Develop new methods to further reduce the tonnage of solid waste being hauled to landfills and increase recycling participation and diversion rates by residents.
- e. Continue attaining federal funds to pursue sustainability initiatives.
- f. Facilitate the development and expansion of local green businesses to achieve a stronger economy and job creation in the city.

3. *Enhance sustainable land use and mobility practices.*

The success in sustainable land use and mobility lies in adopting policies that encourage the use of green infrastructure and buildings, brownfield redevelopment, creating connectivity within road networks and ensuring connectivity between pedestrian, bike, transit and road facilities.

Strategies

- a. Develop and implement voluntary programs and incentives for residents such as the Green Construction Code, Energize Phoenix and rooftop solar.
- b. Implement recommendations from the Tree and Shade Master Plan and develop integrated Pedestrian, Bicycle and Transit plans.
- c. Utilize the Capital Improvement Program to achieve sustainability priorities.
- d. Promote mixed land use to achieve complete communities and encourage infill development.

4. *Foster collaboration and communication.*

Empowering employees at all levels through collaborative workgroups will galvanize them to realize the city's sustainability goals. They in turn become an example of the city's efforts and progress to the community they serve. Communicating and celebrating the city's accomplishments is essential to motivating employees, customers, stakeholders and the public in achieving sustainability goals.

Strategies

- a. Strengthen and support the city's Sustainability Task Force efforts through a renewed organizational commitment and public/private partnership networking.
- b. Provide a mechanism to formally coordinate public information and education programs offered by the city and its partners regarding sustainability.
- c. Develop media campaigns, utilizing multiple channels to increase internal and external messaging on organization sustainability programs and accomplishments.
- d. Engage city of Phoenix employees by fostering a culture of sustainability.

Technology

Information technology is a vital part of a vibrant city government. Information technology, utilized appropriately, enables enhanced services to the community, increases efficiency of operations, delivers useful information and supports innovation. The Phoenix Strategic Plan's Technology Area leverages technology to drive key actions that fundamentally enhance the way Phoenix connects to information.

Priorities

- 1. *Provide seamless customer service.* A seamless customer experience is achieved when a customer interacts with both internal and external city service providers without experiencing service interruptions during the service delivery process.

Strategies

- a. Use technology to provide a consistent customer experience, based on standardized service processes applied to all forms of customer interaction.
- b. Enhance phoenix.gov as a single "front door" for residents and businesses by offering web-based government services.
- c. Adopt and expand the concept of technology service catalogs and hardware/software services that assist internal and external customers with finding technical solutions to business problems.
- d. Support the concept of a single "3-1-1" contact center through which telephone and web inquiries can be funneled to provide efficient and timely customer support and case management tracking.

2. *Increase operational efficiency through constant innovation.*

Constant product and service innovation nurtures ideas and focuses on customer satisfaction, combines process and technology to enhance productivity and value, drives down operational costs and supports other city strategies.





Strategies

- a. Support and drive innovations that leverage technology and business solutions citywide.
- b. Focus on organization-wide applications, using right-sourcing and managed services where appropriate.
- c. Partner with city departments to conserve and redeploy resources while providing services supporting multiple city lines of business.
- d. Encourage development and use of computer-based business analysis processes and tools to more efficiently manage business data as well as help identify trends and innovations that impact customer service delivery.

3. Turn data into information through a web-enabled city. When business data is stored in easily accessible, organization-wide repositories, the city can create opportunities to use this data to make better decisions. Internet-based information delivery and collection efforts empower the community to interact with and receive city services 24 hours a day, giving them the opportunity to conduct their business online versus waiting in line.

Strategies

- a. Investigate strategies to assist internal and external customers with access to data and web-based services at outlying city facilities.
- b. Identify common transactions and customer services within departmental business processes that can reasonably be developed into web-enabled services.
- c. Modify and implement online systems that utilize reengineered business processes for departments and the community.
- d. Create a technology foundation to support web-enabled government services.

4. Create a shared common

infrastructure. Consolidating technological infrastructure around common IT components allows improved investments on behalf of the entire city. Strategic use of technology will result in tangible cost savings and results in the efficient and effective allocation of resources.

Strategies

- a. Establish citywide business standards and measurement criteria that support consistency in IT project management, project completion and realized benefits.
- b. Enhance IT standards and requirements that will govern information system design, development and operation across all city departments.
- c. Consolidate technologies where practical to take advantage of savings achieved through economies of scale.
- d. Secure software and hardware savings through volume purchasing and installation, and reduced maintenance costs.

5. Enhance information security and privacy.

In today's business environment, information security and privacy form the foundation of technology projects. The city should create a comprehensive program to protect data and technology infrastructures, secure systems and assets, mitigate threats, and provide a mechanism for business continuity in emergencies.

Strategies

- a. Establish the organizational framework to develop and implement a comprehensive security and privacy program.
- b. Educate employees and residents about the importance of information security and about safeguards to protect confidential data.
- c. Collaborate with city security authorities to ensure a unified security and privacy framework.
- d. Investigate strategies to insulate the city's technology infrastructure from threats to information security and privacy by adopting and implementing industry-standard continuity of operations concepts.

