

**CITY OF PEORIA, ARIZONA
CITY MANAGER REPORT**

RCM #: 2a

Date Prepared: December 2, 2009

Council Meeting Date: December 15, 2009

TO: Mayor and Council

THROUGH: Carl Swenson, City Manager

FROM: Katie Gregory, Budget Coordinator



SUBJECT: Organizational Strategic Plan

SUMMARY:

The City of Peoria embarked on a six-month project to create an organizational strategic plan in February of 2009. The purpose of this plan is to identify what the organization must look like in the future to be successful, as well as the steps necessary to get there. The Plan is intended to reflect the organizations values and principles, and serves as a guide to how we will conduct business.

Steps in this process included assessing the organization's current state; coalescing visions of the desired future; identifying gaps between those; assessing strengths, weaknesses, opportunities and threats; determining areas of future organizational focus; and setting forth goals and objectives to move the organization forward.

Staff will provide a brief presentation to Council on the status of the Organizational Strategic Plan and changes incorporated since the October 24 Council Workshop.

ATTACHMENT:

Organizational Strategic Plan Goals and Objectives

STRATEGIC GOALS AND OBJECTIVES

STRATEGIC GOAL #1: PROVIDE EXCELLENT CUSTOMER SERVICE.

Foster a customer service culture based on PEORIA's established values (Professional, Ethical, Open, Responsive, Innovative, and Accountable).

Key Outcome: *The City will receive a favorable score in a citywide survey of all customer service objectives.*

Strategic Objectives:

- a) Develop citywide standards and measures for customer service.
- b) Provide training to all employees on delivery of excellent customer service.
- c) Expand access to information, programs and services through increased utilization of technology.
- d) Increase access to city programs by providing bilingual and ADA-compliant services.

STRATEGIC GOAL #2: ENHANCE ORGANIZATIONAL DEVELOPMENT.

Improve the effectiveness and productivity of the organization through innovation and values-based employee development.

Key Outcome: *The City will receive a favorable score in a citywide survey of all organizational development objectives.*

Strategic Objectives:

- a) Promote a work culture that fosters inclusion and values diversity.
- b) Develop methods to increase efficiency and effectiveness.
- c) Develop leaders within the organization.
- d) Provide learning opportunities for all employees.
- e) Emphasize integrity in departmental practices.
- f) Encourage innovative ideas and actions that promote positive change.

STRATEGIC GOAL #3: INCREASE INFORMATION SHARING.

Increase effectiveness of communication through the sharing of timely, accurate and relevant information.

Key Outcome: *The City will receive a favorable score in a citywide survey of all information sharing objectives.*

Strategic Objectives:

- a) Improve exchange of information throughout the organization.
- b) Expand employee knowledge of organizational and departmental goals, policies, and planning documents.
- c) Employ cross-functional teams for multi-departmental initiatives.

STRATEGIC GOAL #4: PROMOTE SUSTAINABILITY.

The City will position itself as a leader in sustainable actions

Key Outcome: *The City will earn regional or national recognition, such as the ICMA Sustainable Community award, for the organization's sustainability actions*

Strategic Objectives:

- a) Design and deliver cost effective services that reduce the impact on the environment.
- b) Employ sustainable practices and technologies.
- c) Educate and involve the community in sustainable practices.
- d) Employ strong fiscal management practices that encourage sustainable fiscal decision-making.

STRATEGIC GOAL #5: PROMOTE CIVIC ENGAGEMENT.

Develop relationships that build a sense of community.

Key Outcome 1: *The City will receive a favorable score in a citywide citizen survey regarding citizen perception of our actions towards building a sense of community.*

Key Outcome 2: *The City will receive a favorable score in a survey of local and regional stakeholders regarding the city's effort to build and maintain strategic partnerships.*

Strategic Objectives:

- a) Establish standards for civic engagement for all major City projects, programs, and initiatives.
- b) Develop strategic partnerships with private business, local, regional, and national organizations.