

**Managing For Results
List of Attachments**

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MFR – B	Sample indicator development reports (Question 1)
MFR – C	Sample department indicator reports (Question 1)
MFR – D	Municipal Court Performance Indicators packet (Question 1)
MFR – E	August 1996 City Manager’s Executive Report (Question 1)
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Please answer the following questions about Managing For Results in Phoenix.

1. Does Phoenix have a formal managing for results system in place? If so, please describe this system briefly. In what ways has this system changed and evolved in the past few years?



We focus on results – it is one of our core Vision and Values in Phoenix. A strong managing for results system has developed in Phoenix during the last ten years because we have found results information to be a valuable, powerful tool.

The belief and commitment in results information has taken time to grow and mature. We consciously avoided the use of legislative or administrative regulation to encourage citywide use. Instead, we gave our departments the chance to “test drive” results information and make a choice for themselves. We found that just as a carpenter naturally uses a ruler, professional managers and leaders naturally use this information to help them make decisions.

Performance indicators in Phoenix have evolved substantially over the years. During the 1970s, the City of Phoenix focused considerable attention on work standards, resources applied and outputs. In the 1980s, the City of Phoenix emphasized productivity and began to measure customer satisfaction as an organization. In fact, our commitment to citizen satisfaction, which is discussed in question 6, is, and remains, our most important results measure. In the 1990s, we completed the shift to a focus on results (Attachment MFR – A).

Taking First Steps

In 1990, the City Auditor Department began to work with City departments to develop results indicators using research done by the Government Accounting Standards Board entitled “Service Efforts and Accomplishments”. The objective of this approach was to measure “results of operations” for government entities. Indicators were developed to reflect inputs, outputs, efficiency, and outcomes. The SEA approach was used in a few City departments. A typical project consisted of the following steps:

1. The City Auditor’s staff met with operating department managers to review existing indicators.
2. Other cities were contacted to see what types of indicators were used to evaluate service performance.

3. Academic research was conducted to gain additional information and potential indicators.
4. The summary of indicators then was presented to department management for review. The department undergoing the review selected the indicators they felt were most relevant. The ability to capture the data was an important factor in deciding which indicators would be tracked.

Although some departments found the indicators useful, buy-in or ownership was lacking. Managers were asking “Why are we doing this?” We needed to be clear about the purpose and strategy of our indicator development effort, so we changed the approach.

Involving the Citizen

At the same time that we were working on results indicators, the City of Phoenix made strides in seeking input from citizens through surveys, forums, and questionnaires. A tremendous emphasis was placed on quality and citizen involvement. So, in 1991, we began using citizen focus groups to clarify our direction in developing results indicators. We were able to demonstrate to departments that the development of more results oriented indicators was contributing to citizen satisfaction.

The first citizen focus group was conducted in January 1991. A focus-group setting was used to brainstorm ideas and allow for a free-flowing discussion. Citizen input affected the indicators that were selected by the departments. The focus group helped clarify some of the discrepancies between what managers thought citizens wanted in terms of service delivery and citizens’ actual expectations.

Finding Simple Labels

Another step we took was a change in terminology to simplify the input-output-efficiency-outcome labels. We and the general public were spending too much time trying to figure out what category an indicator fell under (i.e., output, outcome, efficiency). Because the citizen was being brought in to focus on results (outcome and efficiency) we focused on “results.” From the citizen’s perspective, results usually fell into one of these four categories:

- Satisfaction
- Cost
- Cycle time
- Mission

Rolling Out the Process

The refined process, including citizen focus groups and simplified labels was used in all 25 City departments over the next five years (Attachment MFR – B). Departments used this new information internally (Attachment MFR – C). Departments also use results information to evaluate management and front-line employees. As an example, our Municipal Court includes measures of cycle times in performance evaluations of many of its employees (Attachment MFR – D).

As confidence, support, and buy-in took hold, we began changing our citywide systems. Our City Manager’s Executive Report (Attachment MFR – E) was transformed from less than 20 percent focus on results to over 60 percent focus on results (Attachment MFR – F). The Budget & Research Department, as part of its annual program budget review, requests and analyzes department performance information (Attachment MFR – G). The City’s published Summary Budget (Attachment MFR – H) contains service level trends that focus on results.

Staying On Track

Every two years, the City Auditor Department surveys all City departments to gauge their continued focus on results. This survey (Attachment MFR – I) provides the City Manager with a comprehensive inventory of the organization’s use of results data. Conducting the survey also communicates the City Manager’s interest and commitment to departments in a subtle, yet effective way.

2. **Does Phoenix have a citywide strategic planning process? If so, please describe this process in detail. Also, please explain who participates in Phoenix’s strategic planning process. (For example, to what**

extent are elected and appointed officials, agency managers, city employees, interest groups, and citizens involved? How are the views of these groups reconciled and incorporated into the plan?)

Phoenix has a comprehensive, citywide strategic planning process in place. The process itself is not static, but is ever changing. The process is about learning, gaining insight from all sources, and then bringing the ideas together to form a strategic vision of the direction that the organization should pursue.

As you will see from the short descriptions and attachments outlining our planning initiatives, we have evolved from the traditional regularly planned, step-by-step approach, to a more flexible process able to respond to rapid change in our community. We have been able to maintain the support and involvement of citizens, elected officials, employees, and managers by staying current and relevant to their needs and interests. Even though the names and participants change, the issues and objectives remain clear and consistent.

General Plan/Village Planning Committees

Key Participants – Citizens, Phoenix City Council

In 1985, the Phoenix City Council adopted the General Plan for Phoenix, a process designed to guide the direction of future growth in our urban areas (Attachment MFR – J). Citizen committees made up of people living and working in Phoenix neighborhoods gathered information through field trips, identified issues, and developed solutions. Phoenix Planning Department staff, ASU graduate assistants, and outside consultants aided the committees. To obtain citizen input, the committees conducted fairs and forums. The plan was presented at four public meetings with Phoenix City Council members attending. The adopted plan contains a land use map and nine elements including recreation, safety, and the environment.

The General Plan directs the Village Planning Committees to continue the ongoing planning process (Attachment MFR – K). Although the Village Planning Committees may provide guidance on a wide range of citywide and local issues, the basic principles underlying the implementation of the plan are involved with:

- Balancing housing and employment opportunities
- Concentrating intensity in village cores
- Promoting the unique character and identity of each village.

There are 11 Village Planning Committees involving almost 200 citizen volunteers serving two-year staggered terms.

Phoenix Futures Forum

Key Participants – Citizens

The Phoenix Futures Forum process involved 30 citywide and village forums and meetings leading up to 12 weeks of intensive task force activity (Attachment MFR – L). More than 3,500 people participated in one or more of these meetings. During the Forums, detailed notes were made of the comments of participants as well as of speakers. These comments were made in response to the questions “What do you believe are the most important challenges and opportunities which Phoenix must face in the next 25 years?” and “What are the most important strategies and actions which you believe should be taken to create the ideal Phoenix?”

Answers to these questions were used as a basis for the development of nine Vision statements surrounding:

- Community
- Governance
- Economy and Technology
- Environment and Natural Resources
- Transportation and Communication
- Urban Form
- Arts, Culture and Recreation
- Basic Human Needs
- Education

Task forces then developed strategies for implementation of each of the elements of the Vision statements.

The Phoenix Corporate Strategic Plan

Key Participants – Employees and Managers

Corporate planning (Attachment MFR – M) is a process that develops consensus within an organization. It helps develop a common understanding and agreement on how to proceed. The Phoenix Corporate Strategic Plan answers the questions: Where is Phoenix now? Where does it want to go? How will it get there? How will we continue to stay on track?

The Corporate Planning Model used was adapted from a generic model developed by the American Management Association. City departments first conducted a thorough internal analysis of the beliefs, policies, resources, and opportunities within the organization. This helped to identify the major constituents of the City, their expectations, and the organization's strengths and weaknesses. The departments also conducted an external analysis in their service areas to determine the environmental forces that shape City operations. Finally, departments examined the political, economic, sociological and technological trends facing Phoenix.

Next, the planning process looked into the future. City management identified hundreds of issues facing Phoenix in the coming years. Both the threats and opportunities they present were examined. These issues were condensed into nine areas called Key Results Areas. Executive managers were assigned responsibility for developing specific objectives and strategies for each Key Result Area and guide implementation. The nine Key Results Areas were:

- Enhanced Transportation
- Fiscal Strength
- Quality Services
- Neighborhood Vitality
- Environmental Management
- Shaping City Growth,
- Community Pride
- Safe City
- Education

Contained within each Key Results Area are objectives, with specific strategies, action plans, and action steps.

Vision and Values

Key Participants – Employees and Managers

In 1990, City Manager Frank Fairbanks adopted quality as the direction for improvement efforts in the organization (Attachment MFR – A). Greater employee involvement was encouraged, a focus on results was called for, and the primary importance of customer satisfaction was recognized. No programs, new positions, or consultants were added. The City embarked on changing roles, relationships, principles and values – the organization changed. A brief description of quality was shared with employees. How departments and individuals achieved quality was up to them. The important thing was to get there. We had a lot of success with quality, but we needed to move forward.

In 1995, the City Manager again asked employees how to keep the City of Phoenix successful. What do we need to do to improve? Hundreds of employees from all parts and all levels of the organization responded (Attachment MFR – N). The results of the process are the statements you see at the beginning of our response to question 1 above. A proactive communication process called “cascading meetings” was executed to deliver the Vision and Values to each employee of the City (Attachment MFR – O). By design, every employee in the organization learned about and discussed the meaning of the Vision and Values from his/her supervisor. Our Vision and Values are in front of employees many times during the day – on business cards, pens, posters, video, speeches, and recognition. In addition, questions relating to the Vision and Values have been included in our employee satisfaction survey to provide feedback on the impact and effectiveness of this important direction setting initiative.

Seamless Service

Key Participants – Elected Officials, Managers, and Employees

The beauty of our Vision and Values process is the flexibility it gives us to be responsive to policy/service issues. Based on feedback the City Council received from citizens, the Council requested that the City Manager work toward improving customer service. Because the City is a large organization, citizens can get lost in their search for information. The Seamless Service Task Force was charged with developing one simple method for City employees to respond efficiently and effectively to citizen’s telephone and face to face requests.

Throughout the City, staff from 25 departments worked to develop solutions and implement change (Attachment MFR – P). Examples of our telephone solutions included:

- Training employees to handle citizen telephone requests more effectively.
- Adopting a citywide standardized approach for transferring citizen calls.
- Giving citizens the option to reach a person rather than leave a voice mail message.
- Making the telephone directory easier to use and putting it on-line with search capabilities.
- Continuing and improving access to provide Spanish-speaking contacts.

In order to develop solutions for face-to-face citizen service, employee focus groups were conducted to learn what tools would best serve citizens and employees. A pocket-sized Seamless Service Directory was developed and made easily available to all field employees. Communication and training were again key to the success of this direction setting initiative. Our Personnel Department took on a rigorous training schedule for literally thousands of employees in all City departments. The task force also put together a training video which was shared with all City employees (see again Attachment MFR – P).

Phoenix Violence Prevention Initiative

Key Participants – Citizens, Elected Officials, Managers, and Employees

As stated at the outset of this question, flexibility and responsiveness are hallmarks of our planning process in Phoenix. No better example of this responsiveness can top Violence Prevention Initiative (Attachment MFR – Q).

A steering committee consisting of more than 40 citizens and leaders was assembled to ensure a wide variety of voices was heard from the faith community, education, social service providers and advocates, the media, neighborhoods, nonprofits, and the health field. After some initial learning, an additional 300 citizens, managers, and employees joined the process to develop the strategies that would form our community's first violence prevention strategy. A quick look at the major strategic themes include:

- Fill the unsupervised “gap periods” for youth
- Strengthen youth support systems
- Strengthen parental support systems
- Guarantee “right start” services to all preschool children
- Strengthen neighborhood assets and protective factors

Reducing violence in our community is a way “We Make Phoenix Better,” it is an issue that impacts all of our departments.

- 3. Do individual agencies prepare their own strategic plans? If all major agencies do not prepare strategic plans, indicate which ones do. Is there a central office responsible for strategic planning in Phoenix? What guidance is provided to agencies with respect to the structure and content of their plans? To what extent are these agency plans linked to and consistent with the government-wide plan?**

Phoenix departments (individual agencies) prepare their own strategic plans. No specific guidelines apply to the structure or content of the plans; departments are encouraged to use a process that best fits their culture and environment. In all cases, department plans are developed through input from all levels of stakeholders.

The diversity in the planning approaches and products can be seen in the examples we are submitting for review. In some cases, departments have Operating Procedures that guide the development of their plans (Attachment MFR – R). Some plans are more formal and are published for large distribution (Attachment MFR – S), (Attachment MFR – T), (Attachment MFR – U). Others are more informal and are used primarily as an internal planning document (Attachment MFR – V).

The City Manager's Office, specifically the Deputy City Managers, coordinate departmental planning and assure consistency with our citywide direction. This coordination is conducted as part of weekly meetings that each Deputy City Manager has with his/her Department Heads. City Council Subcommittees and Boards, such as the Parks Board and Aviation Board, also provide guidance and control into the department planning process.

- 4. In what areas has Phoenix achieved its performance improvement goals? In what areas does your city still seek to improve?**

GOALS ACHIEVED

Phoenix has successfully achieved performance goals in many areas. These achievements are demonstrated through positive outcomes such as higher citizen satisfaction, cycle-time reductions, lower costs, and even happier employees. The following represent just a few examples of success:

Citizen Satisfaction

Phoenix strives to deliver services well and create a community that its citizens believe is a good place to live. To measure its progress in this area, Phoenix has conducted a community attitude survey every two years since 1985. In 1998, Phoenix commissioned WestGroup Research to conduct a statistically valid survey of Phoenix residents. In general, respondents spoke highly of Phoenix. The vast majority (91percent) agreed that Phoenix is a good place to live and 86 percent expressed satisfaction with overall City performance (Attachment MFR – W).

Decreased Cycle Times

Phoenix established cycle time goals for many City services. The development and monitoring of cycle times yielded some astounding process improvements and efficiency gains. The process of enforcing neighborhood protection ordinances provides an excellent example of improvement and goal achievement.

In 1995, the City Council established the Neighborhood Protection Ordinance (NPO) and Code Enforcement Policy designed to protect neighborhoods from hazardous, blighting, and deteriorating conditions. According to this policy, the Neighborhood Services Department (NSD) is responsible for enforcing the zoning and code ordinances.

The NPO program requires an annual performance evaluation based on four criteria: cycle time, response time, recidivist case cycle time, and customer satisfaction and awareness. Based on initial evaluations, goals to reduce cycle time were established. To accomplish this, many process improvements were implemented that allowed support personnel to be shifted to direct service positions in the field. Improvements included eliminating outdated procedures, designing an automated Case Management System, and using an Automated Call Distribution System to enhance customer service. Finally, NSD staff fostered strong partnerships with City departments and outside agencies that resulted in more comprehensive efforts to resolve complex neighborhood problems. These improvements resulted in the achievement of cycle-time reduction goals.

NSD reduced the time required to bring a property into compliance with ordinances by 56 percent. It also reduced complaint response times. It now takes only half the amount of time to complete an initial inspection after a complaint is received.

Cycle Time By Fiscal Year (In Working Days)		
Function	FY 1997-98	1994 (Baseline)
Case Disposition Cycle	59	135
Complaint Response Time	10	20

(Attachment MFR – X)

Cost Reductions

Like all cities, one of Phoenix’s primary goals is to deliver services cost effectively. Phoenix invented the Public/Private competitive proposal process in 1979 as one method to pursue that goal. Since that time, private contractors have competed with City departments in 13 service areas. In some cases, Phoenix successfully competed and won the right to provide service. In other cases, the private sector was awarded the service. As a whole, the process resulted in many improvements, one of which is cost reduction.

Public/Private competition has many benefits. It positively influences public expectations about government, promotes efficiency, draws attention to customer complaints and down time, and encourages creativity. One of the most tangible benefits experienced by Phoenix is cost reduction. Since beginning the process in 1979, Phoenix has saved over \$33 million, as detailed in the chart below.

COMPETITIVE PROPOSAL PROCESS	
Actual Cost Savings/Avoidance	
Life-to-Date June 30, 1998	
<u>Aviation</u>	
Airport Landscaping	\$1,000
Nursery/Plant Maintenance	14,400
<u>Fire</u>	
Emergency Transportation	2,898,000
Billing & Collection Services	560,600
<u>Housing</u>	
Low-Income Housing Maintenance	23,000
Senior Housing Management	116,000
<u>Neighborhood Services</u>	
Lot Maintenance	13,600
<u>Parks, Recreation, & Library</u>	
Median Maintenance	470,000
Landscape Maintenance	1,700
<u>Public Works</u>	
Refuse Collection	20,163,700
Landfill Operations	7,711,000
<u>Street Transportation</u>	
Street Sweeping	36,000
Street Repair	109,000
Landscape Maintenance	653,800
<u>Water Services</u>	
Water Meter Repair	176,000
Wastewater Instrumentation Calibration	161,500
Painting Manholes with Insecticide	199,300
Total to Date	\$33,308,600

(Attachment MFR – Y)

Employee Satisfaction

Clearly, employees are the most valuable asset in the City of Phoenix organization. As a result, Phoenix makes every effort to create a work place that values diversity, creativity, teamwork, and a strong work ethic. The primary measure of overall success in this category is a citywide survey designed to measure the current status of employee morale.

Phoenix has commissioned a study of employee morale since 1978. In 1998, WestGroup Research conducted the survey (Attachment MFR – Z). The study revealed both strengths and weaknesses, but a huge percentage of employees agreed that the City was a good place to work (97 percent). In addition, most (93 percent)

would recommend the City as an employer to friends and neighbors. Phoenix's goal to provide a good work place is clearly demonstrated through these extraordinarily high employee approval ratings.

AREAS FOR IMPROVEMENT

As shown by one of Phoenix's core values, "We learn, change, and improve," the organization focuses on continuous improvement. Even though goals have been accomplished in the areas above, there is a constant effort to improve. Also, like any City, Phoenix has several areas in particular where it would like to improve. Some of the primary areas are public transit and crime reduction.

Public Transit

In Phoenix, we have invested significant effort and resources in the area of public transportation. However, the continued explosive growth of the region and accompanying worsening of traffic congestion has led to a public outcry for viable alternatives to automobile transportation (Attachment MFR – T). Phoenix pumps about \$25 million a year into public transportation out of its general purpose fund. However, without a dedicated transit tax, it cannot hope to expand transit services or even keep up with the tremendous population growth.

Phoenix plans to address this need by developing a citizen-driven transit plan (Attachment MFR – AA). Transit staff will present this plan to the City Council for a transit sales tax referendum in the spring of 2000. Phoenix will create a citizens committee with 600 to 1,000 members, conduct focus groups, conduct meetings in all council districts, and facilitate the creation of a steering committee. Facilitators will incorporate electronic keypad voting technology at focus groups and meetings to better increase citizen participation and input. The planned result is a proposed transit plan that is responsive to citizens needs and an increase in public support for a transit tax referendum.

Violent Crimes

Phoenix has experienced a drop in the rate of violent crime every year since 1996 (Attachment MFR – AB). However, citizen opinion polls consistently show that violent crime is an area of concern. Phoenix officials hope to continue the trend of reduced crime rates through improved policing strategies such as Community-Based Policing and other collaborative approaches.

5. Please answer the following questions about performance measurement:

- a. Please describe the process by which Phoenix measures outputs (i.e., activities, such as number of arrests for a law enforcement agency). For what percentage of Phoenix's activities are output measures utilized? Please provide concrete examples of the output measures used.

Outputs are measured and reported in a variety of different ways:

- Each department reports indicators in the monthly City Manager's Executive Report. The indicator data is gathered and calculated by the departments then submitted to the City Clerk Department, which produces the report.
- The Budget Report includes a description and service level trends for each department. Departments gather the information and report it to the Budget and Research Department each year.
- Executive and Middle Managers are compensated on a "pay-for-performance" basis through the City's Performance Achievement Program. A plan is developed by each department for its management team that includes performance measures and goals for those measurements. The plans are approved by the City Manager's Office and are evaluated once a year.
- Departments have additional reports as needed that include more detailed indicators that they use to manage their teams. Often departments will have indicators for each section or division within their department.

Approximately 55 percent of the City's measurements could be classified as "output" measures.

A few examples of output measures include:

- Number of "priority-one" calls responded to by the Police Department
- Number of discrimination complaints resolved by the Equal Opportunity Department
- Gallons of water produced by the Water Services Department
- Tons of recyclable materials collected by the Public Works Department
- Number of court cases concluded by the Municipal Court
- Acres of parks maintained by the Parks, Recreation and Library Department

- b. Please describe how Phoenix measures outcomes (i.e. results, such as a reduced crime rate). For what percentage of Phoenix's activities are outcome measures utilized? Please provide concrete examples of the outcome measures used.

Outcome measures are reported in the same way as output measures described above – City Manager Executive Report, Budget Summary, Performance Achievement plans and individual department reports.

Approximately 45 percent of the City's measurements could be classified as "output" measures.

A few examples of output measures include:

- Citizen satisfaction
- Bond rating
- Percent of "priority-one" calls answered within five minutes by the Police Department
- Percent of D/M/WBE Certification goals reached by City departments
- Percent of water leaks repaired by Water Services within the five-day standard
- Percent of Municipal court trial court decisions appealed / upheld
- Cost of maintenance per acre of parks

- c. Please describe any effort Phoenix has made to expand the use of outcome (results) measures.

During the early through mid-90s, each of the City departments went through a process to identify the most meaningful results indicators. This was done by identifying current indicators used, benchmarking other organizations and most importantly, talking with customers/citizens.

In 1995, more than 1,000 volunteers made up of employees, managers, department heads, executives, and union leaders helped develop the City's Vision and Value Statements. There are seven statements, one of which is "We Focus on Results." Employees / management look to these seven statements as a guide to keeping them on track with what we are striving for in our work.

After these two processes were completed, there was a need to update the long standing monthly City Manager's Executive Report. Each department was asked to make their indicators in the report more useful/meaningful. As a result of the update, the report went from being 18 percent outcome-based in 1994 to 60 percent in 1998.

Based on the success of this change, the City Manager encouraged Executives and Middle Managers to make the same sort of overhaul to their Performance Achievement Plans. In his annual memo about the plans for the new year, he encouraged managers to "reduce the number of subjective measures and increase the use of objective measures" (Attachment MFR – AC). Now plans are approximately 50 percent outcomes, up from 37 percent in prior years.

We keep our finger on the pulse of our managing for results system by regularly surveying. Departments are asked to identify all performance measurements that they use. The City Auditor Department analyses each indicator to determine whether it should be classified as output or outcome. The resulting percentages are reported to the City Manager. Knowing that this type of report is going to the City Manager is a subtle incentive for departments to move more toward outcome measures.

Finally, the Budget and Research Department performs Comprehensive Program Budget Reviews of various departments and programs. Staff stress the need for outcome measures. For example, in the review of Youth Programs throughout the City, they recommended that program evaluations with outcome measurements be developed for existing and new youth programs.

6. How does Phoenix determine what issues and problems will need to be dealt with in the future? In particular, please describe how Phoenix uses any of the following techniques and methods for assessing needs and tracking accomplishments:

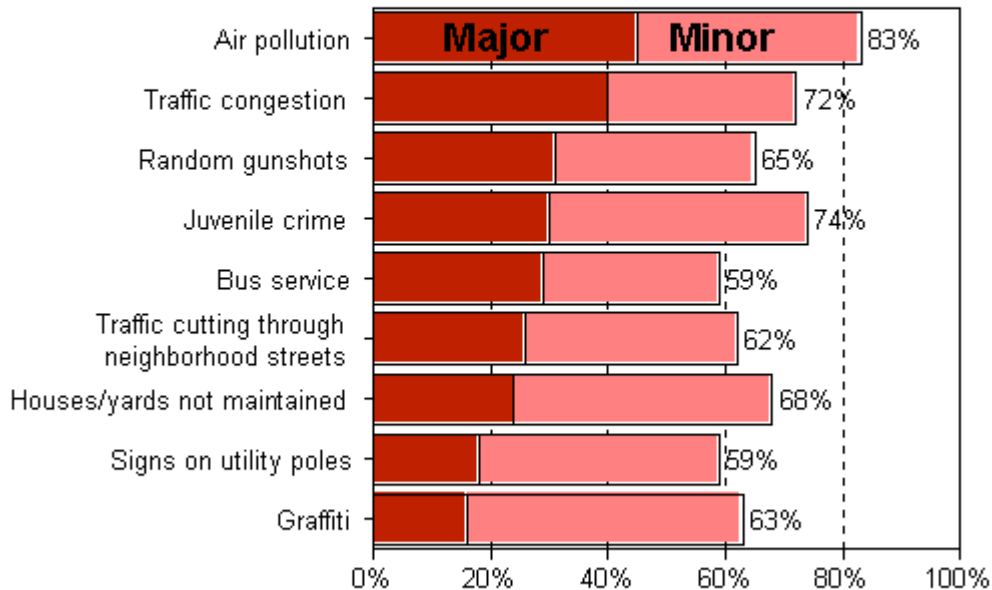
- a. Citizen surveys. (If you use these, please explain how frequently they are conducted and which citizens are involved, and send examples of the instruments.)

Phoenix solicits significant input from its citizens to determine what issues and problems should be addressed. This feedback also is used to measure whether goals are met. Surveys are one of the primary tools used to gather this information. Following are some examples of surveys conducted:

Community Attitude Survey – As discussed in question 4 above, Phoenix has conducted a community attitude survey every two years since 1985. An independent research firm administers the survey and compiles the results. In 1998, Phoenix commissioned WestGroup Research to survey 707 Phoenix residents. Citizens are asked to identify the most important neighborhood problems. The results of our most recent survey are presented in the following chart:

Major Problems in Phoenix

Next, would you say the following things are major problems, minor problems, or not problems in your neighborhood?



n=707

Our Citizen Attitude Survey, which is available to all citizens on our website at <http://www.ci.phoenix.az.us/index.html>, provides an excellent tool to assess needs and track accomplishments (Attachment MFR- W).

Department Administered Surveys – All City departments conduct satisfaction surveys. For instance, the Police Department commissions an independent survey of resident attitudes every two years. The survey asks for feedback on police services as well as proposed improvements. This information is forwarded to three advisory boards (community, staff, and command) and incorporated into the department's two-year Policing Plan. The Police Department also conducts year-round surveys of citizens through its patrol operations (Attachment MFR – AD). Surveys are given to citizens who are arrested, ticketed or have other interaction with police to determine if they were treated fairly, courteously, and professionally.

The Fire and Aviation departments provide additional examples of citizen surveys. The Fire Department extensively surveys citizens (Attachment MFR – AE). It distributes surveys to almost all people who receive service. For example, Fire staff distribute surveys to people who have experienced property fires, used the Alternative Response services, received emergency medical care, were involved in injury incidents, or were transported to the hospital. The Aviation Department contracts with an independent research firm to conduct an annual survey of airline passengers to determine satisfaction with airport services and identify areas for improvement. The above represent just a few examples of the many citizen surveys conducted by departments across the City.

"How are we Doing?" Cards – Cards that ask for feedback on the service provided are available at all public service counters (Attachment MFR – AF). Departments track responses to identify strengths and weaknesses in front-line service delivery. For example, people who come in to pay their water bills have the opportunity to give formal feedback on the service they received. Results are compiled by our Public Information Office; then forwarded to departments for action.

- b. Benchmarking or some other systematic means of gathering comparative information from other cities. (If you use these, please describe the data you collected and how you used it.)

Benchmarking activities are commonplace throughout Phoenix. In fact, the City Council has established a list of cities to use for survey comparison purposes. These cities, as well as others, are used to compare issues such as costs, user fees, work order rates, and work processes. For instance, the Aviation Department recently participated in a benchmarking study that compared items such as maintenance costs, custodial costs, concession revenue, and a host of other measures. This information will be used to identify areas for potential improvement.

Phoenix also participates in the International City/County Manager Association Comparative Performance Measurement Consortium. The Consortium produces an annual report that presents comparative performance data from local governments in four major service areas: police, fire/EMS, neighborhood, and support (Attachment MFR – AG). This information is used to compare relative performance and identify improvement areas.

- c. Collection and use of baseline data. (If you use such data, please describe the data you collect and how you use it.)

In Phoenix, baseline data represents an initial measurement of performance for a service delivery area. Baseline data is often collected to measure the incremental change or improvement over time of specific outcomes or measures. For example, Phoenix established a baseline when tracking crime rates over time. Another example was discussed in our response to question No. 4. When measuring the improvement of cycle times in the Neighborhood Protection Ordinance complaint and resolution process, Neighborhood Services established an initial (baseline) measurement in 1994 and used this for comparison purposes every year as part of an annual evaluation process.

- d. Specified performance targets. (If you use these, please describe how the targets were developed, how progress toward them is measured, and provide examples of the targets in use.)

Specified performance targets are best demonstrated through Phoenix's Performance Achievement Program. The Performance Achievement Program is an employee performance appraisal process designed for all executive and middle management personnel (Attachment MFR – AH). It is essentially a "pay-for-performance" system. The program has four stages in the process: 1) Plan Development, 2) Plan Implementation, 3) Evaluation, and 4) Salary Rating.

Performance targets are created in the Plan Development phase. Managers and their supervisors collaborate to develop appropriate targets. Targets reflect key performance measures for the area of responsibility. For example, performance targets included in Police Department Performance Achievement plans include specific reductions in the crime rate index and response-time goals. Plans from the Public Works Department include average cost per fleet mile, cost per household, and customer satisfaction, and plans from the City Auditor Department include economic impact, audit cycle time, cost per audit, and customer satisfaction.

Each manager is responsible for measuring achievement of goals. Data is tracked and measured throughout the year and actual results are compared to targets at year-end. Salary increases are based on the manager's relative performance.

- e. Any other approach. (Please describe any other methods Phoenix uses to identify problems that require attention and to track progress.)

Phoenix is constantly developing new approaches to identify issues and track progress. Many involve a citizen-driven, collaborative process. Examples can be seen in the budget process, performance indicator development, neighborhood services, and policing efforts.

During the development of the City's budget, Phoenix conducts 11 community budget hearings to get citizen input. Staff and council representatives present a trial budget to the community. Changes to the budget are made based on problems and needs brought forward by citizens (Attachment MFR – AI).

The Neighborhood Services Department uses a collaborative process between City staff, neighborhood groups, nonprofit groups, and the private sector to both identify issues and deliver services. Its Neighborhood Initiative Area program focuses all these resources in a targeted area to revitalize neighborhoods (Attachment MFR – AJ).

The Police Department is enhancing its Community-Based Policing philosophy through the implementation of "Area Management." This involves breaking precincts into smaller geographic areas and creating neighborhood police stations. This will enhance communication channels for serving public needs, create a more accessible location for the public, and focus on neighborhood problem identification and problem solving. Feedback on results is received immediately based on collaboration and interaction with the public (Attachment MFR – AK).

7. How does Phoenix make certain that the performance data provided by its agencies are accurate?

Ensuring the accuracy of performance data is important to maintain public trust and accountability. Phoenix accomplishes this objective in several ways.

First, in many cases, Phoenix uses an independent contractor to collect and report data. The Community Attitude Survey, Internal Customer Survey, Aviation Passenger Survey, Police Resident Opinion Survey, and Aviation Benchmarking study are a few examples in which an independent firm was used.

Next, Phoenix helps ensure accuracy through the implementation of superior information systems. For example, Phoenix implemented a new financial management system in July 1998 called SAP R/3. This system is widely recognized as one of the best financial management systems available in the world. It allows on-line, real-time access to financial information and has the capability to collect and enable reporting of cost performance data. SAP R/3 will be used for enhanced time and ABC cost accounting, which will allow tracking of unit cost and cycle time for many financial and operational activities in the City (Attachment MFR – AL).

Accuracy is also verified and encouraged through reviews conducted by the City Auditor Department. Audits and analysis often involve the verification of performance measurement data. The audit process is discussed in more detail in our response to question No. 9.

Lastly, Phoenix creates an environment designed to foster and value integrity and ethical behavior. Phoenix developed an official ethics policy and one of the core City values is, “We work with integrity.” Every new employee attends ethics training as part of an orientation program. Phoenix also publishes and distributes an Ethics Handbook and follows-up on any violations (Attachment MFR – AM).

8. How does Phoenix measure the performance (in terms such as outputs, outcomes, or efficiency) of its human resources management, financial management, capital management, and information technology systems? Please provide examples of how this is done.

Note to the Reader: At this point, eye fatigue must be setting in. Since we are on the “home stretch” and this question is also covered in the other sections, our response is presented in bullet points below. You see, in Phoenix we focus on results; but we also want people to see us as reasonable!

Human resource management

- Citywide employee satisfaction – outcome
- Cost of Personnel services per employee – efficiency
- Average cycle time of recruitments – efficiency
- Satisfaction with Personnel services – outcome

Financial management

- Bond rating - outcome
- Voter approval of spending limitation – outcome
- Unqualified opinion on financial statement - outcome

Capital management

- Voter approval of bond election – outcome
- Number of projects completed – output
- Project cycle time – efficiency

Information Technology

- Number of work stations connected to the Phoenix net – output
- Number of Citcom phone calls processed – output
- Percent on-time service delivery – efficiency
- Percent of timely problem resolution – efficiency

9. Are performance audits done by the City Council, a city’s auditor’s office, or other city offices? If so, please describe these audit activities, including who conducts them, how frequently they are conducted, to whom the results are reported, the size of the staff involved in the process, and the likelihood (based on historical experience) that the recommendations will be followed. Please provide examples of this work.

Performance audits are conducted by the City Auditor Department. The City Auditor is responsible for conducting financial, program result, fiscal compliance, procedural, and operational audits of City departments, offices, and programs (Attachment MFR – AN).

The City Auditor Department maintains a six-year inventory of core audits (Attachment MFR – AO). Individual audit cycles vary based on specific requirements and risk factors. All audits are conducted a minimum of every six years. An Audit Committee composed of two Council members, the City Manager, Assistant City Manager, Budget and Research Director, Finance Director, and City Auditor review and approve the annual Audit Plan detailing audits to be completed.

Audit results and recommendations are reported to the directors of the affected departments, Deputy City Managers, City Manager, and City Council. Reports are also distributed to members of the Audit Committee.

The City Auditor Department has 31 employees and reports directly to the City Manager. Each audit project is generally conducted by one to two auditors and one audit manager.

Historically, departments have agreed with more than 97 percent of the audit recommendations presented in written reports. The City Auditor Department also has an annual audit follow-up process (Attachment MFR – AP). Each year, departments are asked to update the status of any audit recommendations not yet implemented. This information is gathered and forwarded to the City Manager’s office for action. In addition, the first step in any ongoing audit is to review the status of recommendations made in prior audits.

Attached are several summaries from recent performance evaluation audit reports. These audits covered programs in the Police, Neighborhood Services, Human Services, and Parks, Recreation and Library departments. In general, the purpose of these reports was to evaluate achievement of program goals, effectiveness of achieving missions, cost and benefit of programs, service levels, and outcomes (Attachment MFR – AQ).

10. Please describe how, and provide specific examples of instances where, performance measures have been used by the City Manager, the City Council, and agency managers to make decisions or manage programs.

Neighborhood Preservation

The Neighborhood Preservation Ordinance and Policy Annual Evaluation was discussed in question 4 under the heading “Reduce Cycle Time.” This process is one of our best examples of the use of performance measures by Managers and the City Council to make program decisions.

Each year, the Neighborhood Department staff presents trend data in the following categories to the Housing and Neighborhood Subcommittee:

- Cycle Time by Case Disposition
- Response Time
- Recidivists
- Customer Satisfaction
- Cases Opened/Closed
- Number of Cases Opened Per Full-Time Employee
- Monthly Caseload
- Case Profile by Originating Source
- Dollars Spent on hardship Cases

- Case Aging
- Percent of Abatement Cases Abated by the Owner

The Housing and Neighborhood Subcommittee makes recommendations based on the data and testimony from citizens and staff. As discussed in question 4, the process has led to great improvements in the delivery of service to the citizen (Attachment MFR – X).

Operation AIM

In August 1995, City Council approved a pilot truancy program called Operation AIM (Attendance is Mandatory). It was piloted in only one school district. Program statistics as well as a program evaluation performed by the City Auditor Department were presented to the City Council at the end of the pilot year. Performance measures used included average truancy days and overall attendance rates before and after the program. Recommendations for improving the effectiveness and efficiency of the program also were presented. Based on this information, Council approved a recommendation made by staff to expand the pilot program to cover a total of nine districts and implement process improvement suggestions.

Performance measures were again presented to Council at the end of the 97/98 program. Based on these outcomes, Council voted to continue the program at these schools (Attachment MFR – AR).

- 11. Please describe how information about agency performance is communicated to the City Manager, the City Council, and citizens. (For example, are reports prepared and disseminated that are geared toward them? If so, how often are these reports issued? Provide examples of how the information technology systems promote the dissemination of information to stakeholders.)**

Agency performance is communicated to the City Manager, the City Council and Citizens in a variety of different ways, as summarized below:

City Manager Executive Report (Attachment MFR – F) – This report is issued monthly to departments, the City Manager and Council. It contains citywide and department-specific performance measurements presented in a graphical format with written comments/highlights at the end of each department’s section.

Community Attitude Survey (Attachment MFR- W) – This survey is conducted every two-three years. It asks citizens to rate City services and quality of life in the City. The results of this survey are reported to the City Manger and the City Council in a written report. Communication to citizens takes a variety of forms – on the City’s Internet site, in the Notes Newsletter (see further description below), and in pamphlets mailed to various community and business leaders.

Council Sessions and Subcommittee Meetings – Formal Council meetings and Policy Sessions are conducted weekly. Each Subcommittee meets one-two times a month. Departments present information on program performance at these meetings as requested by the Council and/or public. Information from these meetings is available on the Phoenix Internet site. The City Council Policy meetings are broadcast on the City’s local access television station (Channel 11).

City Page (Attachment MFR – AS) – the City publishes one page in the Arizona Republic newspaper every Friday. As well as announcing events and giving notice of public meetings, the page includes a section entitled “Did you Know.” This section gives quick and simply stated facts about the City’s performance, such as “Did you know... In the last six months, City of Phoenix employees have suggested dozens of good ideas that have saved taxpayers nearly \$1.5 million.” This page also reports progress on areas of interest. For example, in April an article detailed the City’s Y2K efforts.

Annual Citizens Report (Attachment MFR – AT) – Each year this report is included as an insert in an issue of the Arizona Republic newspaper, as well as being available at all City locations and on the Internet site. In it, examples of how we are performing listed under the following categories: Courtesy, Service to the Community, Living and Working Together, Efficiency, Heroes and Financial Health. It is worded in a friendly, easy-to-read format so that it is easy for citizens to understand.

Notes Newsletter (Attachment MFR – AU) – This is a newsletter that is included as an insert in the monthly City water bills and on the Internet site. It informs citizens of upcoming events, describes various programs and committees, reports results of surveys and gives recognition to awards the City may receive. In addition, some issues contain information on program performance. The November 1998 issue presented the Phoenix Water Services Department 1997 Water Quality Annual Report.

Newsletters/Reports – Numerous projects that are of special public interest have their own newsletters or publications that are used to communicate with all levels of stakeholders. Some examples include “The Rio Salado Update,” “Neighborhood News,” “Neighborhoods that Work – Directory of Neighborhood Successes” and the Community and Economic Development Annual Report. Many of these publications can also be found on the City’s Internet site (Attachment MFR – AV).

Other ways of communicating performance to citizens include the Mayor’s State of the City Address, State of the Neighborhoods Address, Council district newsletters and Phoenix Channel 11 programming. These are covered in more detail under question 14.

12. How well do Phoenix’s information technology systems support managing for results? (For example, do the available information technology systems do a good job of supporting the timely and accurate acquisition, use, and reporting of performance data?)

Many of the information technology systems within the City are useful in the gathering and reporting of performance measures. Many indicators are actually calculated by systems based on information already in the systems. The following examples illustrate our approach:

- **Fire Department Response Time** - The goal of the Fire Department (Fire) is to have responded to an emergency call within three minutes of dispatching the call. Fire uses its Computer-Aided Dispatch system to track response time for certain key transactions. First, Fire measures the time it takes to receive a call from the Police Department’s 911 system. Fire then measures the cycle time to enter the call into the CAD system then finally dispatched to the requested fire station. Fire uses strict protocols to track the acceptance of a call by the fire station. If a call is not answered in prescribed times, the call will be dispatched to a different station. Once the fire station accepts the call, the final cycle time measure is started: response time from dispatch to emergency scene. Fire management uses statistics from CAD to make decisions. The CAD system can identify cycle time by station, by truck and by shift. These results measures are used to help identify areas of performance improvement as well as identify possible locations for additional stations.
- **Development Services Plans Review** – The Development Services Department is responsible for enforcing the building code within the City of Phoenix corporate boundaries. A step in the enforcement is the review and approval/denial of building permits. DSD has different performance goals for each type of plan review: Small (buildings under 5,000 square feet) – 14 calendar days; Large (5,000 to 50,000 sf) – 30 calendar days; Extra Large (over 50,000 sf) – 45 calendar days. DSD uses its KIVA system to track cycle time for plans review. The system starts tracking the review time once entered into the system and assigned to a plans reviewer. Management uses this results measurement to ensure a high level of customer responsiveness and performance evaluation.
- **City Manager’s Executive Report** – The City Manager requires each department and function within the City of Phoenix to measure both quantitative and qualitative results. These results are submitted to the City Manager monthly for inclusion in the City Manager’s Executive Report. Each department submits its monthly statistical data electronically to the City Clerk Department for processing. Clerk staff loads the data into a spreadsheet that is linked to the word processing document that is formatted with graphs, charts and diagrams. The final product is a professional presentation of both organizational and departmental performance measures.
- **Employee Training** – The Personnel Department uses the CHRIS system to manage the Employee Development Program. As part of the management of the program, Personnel seeks participant feedback

after each course in the form of a class evaluation. The evaluation seeks input regarding customer satisfaction, effective use of time, trainer preparedness and trainer knowledge. The evaluation data is entered into CHRIS for statistical analysis. Personnel uses the data to make decisions on subject effectiveness, trainer abilities and overall program customer satisfaction.

- Help Desk Management- The Information Technology Department operates a Help Desk function for enterprise business systems. As part of the management of the Help Desk, data is captured to monitor response time from phone call to problem resolution. Statistics also are tracked to determine the frequency problem resolution occurs within goal.

13. Please identify any significant awards or recognition that Phoenix has received in the past year for improving the performance of key city government functions?

Following is a list of awards won by City employees or departments that have national significance. A complete listing of all awards submitted is attached.

- Frank Fairbanks, 1998 PTI Technology Leadership Award.

Budget and Research

- Distinguished Budget Presentation Award from Government Finance Officers Association for 1997 and 1998.

Finance

- Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association for 1998.
- Outstanding Safety Record for Tank Trucks from the American Trucking Association Safety Management Council for drivers from Petroleum Stores (1998).

Community and Economic Development

- International Parking Institute Award of Excellence (1999) for downtown Phoenix parking and traffic management plan.
- City Hall Communications Grand Award (1999) for economic development international brochures printed in several languages.

Development Services

- Insurance Services Office Effectiveness Rating of "2." After an independent audit performed by the ISO, the overall quality and effectiveness of the City of Phoenix Development Services Department code enforcement program was judged to be among the best in the nation. Major areas evaluated by ISO are the adoption of current model codes without technical amendment, administrative procedures, qualifications of staff, staffing levels for the workload and a commitment to continuing education, including public awareness. The best rating given to any jurisdiction is a "2" with Phoenix being only one of a handful of major cities with this rating. The average rating for all jurisdictions evaluated to date has been "4" or "5".
- 1998-1999 Streamlining Achievement Award by the National Conference of States on Building Codes and Standards as one of eight jurisdictions selected as a model for its Customized Plan Review and Permit By Appointment processes.

Information Technology

- National League of Cities 1998 Innovation Award for Harnessing Information Technology. Phoenix At Your Fingertips website identified as a winner in the Public Access Category.
- Global Bangemann Challenge (1999). Phoenix At Your Fingertips is one of 20 worldwide finalists in the program for best practices in community technology.
- Special Achievement in GIS Award (1998) from Environmental System Research Institute for GIS innovations.

City Clerk

- National Beacon Award from Cable Televisions Public Affairs Association for Vote By Mail public service announcements in 1998.
- Mailing Excellence Award Judges Choice Selection 1998 by the National Postal Forum for the Vote By Mail brochure.
- City Hall Communications Grand Award for Vote By Mail outreach communications (1998)

Aviation

- Journalists Choice Airport (Americas) by Official Airline Guides (OAG) for Phoenix Sky Harbor International Airport's outstanding communications and marketing programs. Voting for this category was done by members of the media as well as frequent/business travelers in a survey conducted by the A. C. Nielsen International Research organization. Other regional winners of this award for other regions in the world were (1) Hong Kong's Chek Lap Kok Airport for the Asia Pacific region and (2) Germany's Frankfurt Airport for the Europe, Africa and Middle East region.
- Best Websites of Interest to Families by the ABC's of Parenting Directory for the Phoenix Sky Harbor International Airport website at www.phxskyharbor.com.

Equal Opportunity

- Promising Practices Award for the We're All on the Same Team program by the President's Commission on Race in 1998.

Arts

- Excellence Award from the Federal Highway Administration for the 7th Avenue Pedestrian Bridge.
- Arts Commission Director Phil Jones was honored by the Consortium of Black Organizations and Others for the Arts in 1999 for his contributions to the local arts community.

Fire

- Silver Award for Excellence in Local Programming in Television and Cable Productions at the Worldfest International Film Festival for Phoenix Fire Network "Fireworks" program.

Housing

- Public Housing Management Assessment Program High Performer from the U.S. Department of Housing and Urban Development (1998) for the seventh straight year.

Human Services

- John J. Gunther Award for Best Practices for the Youthbuild Program from the U.S. Department of Housing and Urban Development in 1998.
- National Accreditation from the National Council of Aging for two City senior services centers in 1998. Only 8 have been accredited nationwide.

Neighborhood Services

- Award of Merit for Program Innovation from the National Association of Housing and Redevelopment Officials for the Longview Neighborhood project (1997).
- James C. Howland Award for Urban Enrichment from National League of Cities for the Longview Neighborhood project (1997).

Personnel

- Workforce Magazine Optimas Award in Quality Of Life for family friendly programs at the City of Phoenix (1998).
- 1998 New York Festivals International Film and Video Award for benefits information video.
- Ned Hermann Award for Creativity in Training from the American Association for Training and Development (1998).

Police

- 1997 IACP National Chief's Challenge First Place Award from the International Association of Chiefs of Police for municipal departments with more than 2,000 officers.

Public Information

- SAVVY Award from the City-County Communications and Marketing Association for the Phoenix Budget for Community Review in 1998.

Sister Cities

- Best Overall Program for Youth and Education from Sister Cities International for involving youth in the Youth Ambassador program (1998).

Water Services

- George Warren Fuller Award (1999) from American Water Works Association for outstanding lifetime contributions and leadership to the water industry to Mike Gritzuk, Director.
- Engineering Excellence Grand Award for the upgrade of 23rd Avenue Wastewater Treatment Plant in 1998
- Build America Award from Associated General Contractors of America (1998) for the Nitrification/Denitrification renovation at 91st Avenue Wastewater Treatment Plant.
- Marvin M. Black Partnering Award from Associated General Contractors of America (1998) for Nitrification/Denitrification renovation at 91st Avenue Wastewater Treatment Plant along with construction partners.
- Gold Award from the Association of Metropolitan Sewerage Agencies for perfect compliance with EPA standards at the 23rd Avenue Wastewater Treatment Plant in 1998.
- Silver Award from the Association of Metropolitan Sewerage Agencies for outstanding compliance with EPA standards at the 91st Avenue Wastewater Treatment Plant in 1998.

14. Please describe how Phoenix’s elected and appointed leadership is able to integrate all governmental systems within a coherent framework for governance? How well are the goals of Phoenix’s elected and appointed leaders communicated to city employees, other levels of government, to citizens, and to the private and nonprofit sectors?

The City’s leadership is able to integrate all governmental systems through keeping in touch with the current activities and issues going on in the City. This is done through review of the monthly City Manager Executive Report and attending weekly Policy and Council session and semi-monthly subcommittee meetings. These meetings enable leaders to be hands-on in policy decisions. The City Manager’s Office has weekly meetings with department directors to keep abreast of current issues.

Goals of the elected and appointed leaders are communicated in a variety of different ways (Attachment MFR – AW). First of all, the Mayor gives an annual State of the City speech. This is presented orally at a meeting open to employees and the public. It is also broadcast on the City’s local access station, printed on the Internet site, and sent to employees via e-mail. The Mayor also has his own section on the Internet site to communicate throughout the year.

Each Council person communicates through the local access station, via the Internet and by newsletters that are mailed to community groups and constituents as well as being accessible on the Internet site. They also meet with numerous community groups and citizens. The Council offices have professional City staff who the Council persons communicate with on a daily and weekly basis to share feedback they are getting from citizens.

Employees receive a weekly newsletter called City Connection. Besides listing upcoming events and employee recognition articles, it includes messages from the City Manger and Mayor on important topics . For additional examples of communication tools used in the City of Phoenix, see question 11.

15. Is there anything else you think we should know about your managing for results policies and procedures? (For example, does Phoenix face any unusual challenges in the area of managing for results? Has it developed any unique or innovative approaches to managing for results?)

Bertelsmann Network

The City of Phoenix is a founding member of the International Network for Better Local Government sponsored by the Bertelsmann Foundation. We have participated in many conferences, exchanges, and research projects with local governments in Europe, Japan, and New Zealand. Our involvement gives our City and our employees a great opportunity for learning and growth.

A research project that is particularly relevant to the topic of Managing For Results is entitled “The Evolving Organization” (Attachment MFR – AX). This study of 12 innovative local governments from around the world attempted to identify their secrets of success. The research suggests that these innovative governments focus on four common factors:

1. Participation
2. Communication
3. Accountability
4. Building Trust

We believe these common factors underlie the questions included in this Government Performance Project City Survey. We invite you to look through the attached executive summary. Local governments across the world are facing similar challenges and are developing common solutions.

Community Indicators

For the last year and a half, Phoenix has been working with citizens to develop a list of key performance measures for evaluating City services. These measures will serve as a “report card” for City services and help

determine the “bottom line” for City business. This project will create a “score sheet” for City employees dedicated to serving their customers. The project has a target date of December 1999.

We worked with the National Civic League and the Urban Institute and conducted two pilot workshops to discuss the concept of performance measurement and explore possible areas for measurement. Ten community forums were conducted throughout the City to find what areas were most important to citizens for measurement. During these meetings, citizens indicated they were most interested in 12 areas: public safety, laws and regulations, transportation, neighborhoods and housing, education, social services, economic development, planning and zoning, environment, general government, youth and recreation, and citizen participation.

Based on this valuable citizen input, hundreds of possible outcomes were identified in the areas that are most important to the community. During the second round of meetings, citizens used computer voting technology to select the following set of outcomes that have their highest priority:

Public Safety

- Violent crimes per 100,000 pop.
- Property crimes per 100,000 pop.
- Total no. of fires per 100,000 pop.
- Police response time (Priority 1 calls)
- Fire response time

Neighborhoods

- Median resale price of a single-family home
- Neighborhood Preservation case cycle time from complaint to compliance
- Number of complaints about residential solid waste (garbage) collection
- Number of neighborhoods with traffic mitigation measures in place
- Percent of street miles with lighting that meets current spacing policies

Transportation

- Traffic accidents per 100,000 population
- Percent of intersections at or over capacity
- Percent of people with commute of 20 minutes or less
- Bus passengers per mile
- Bus passengers per mile – peak hours
- Percent of people considering the transit system good or excellent

Citizen Participation

- Percent neighborhood preservation cases resolved voluntarily
- Voter turnout as a percent of registered voters
- Number of neighborhood associations listed

Education

- Average Stanford Achievement Test Scores
- Average SAT Scores
- Number of students taking SAT test
- Graduation Rate (Phoenix Districts)

Environment

- Number of days exceeding air quality standards
- Acres of developed parks per 1,000 pop.
- Acres of desert mountain preserves per 1,000 pop.

Government

- Citizen satisfaction with City services (measured every two years)
- City's cost per resident
- Total tax-supported employees per 1,000 pop.
- Number of sworn police and firefighters per 1,000 pop.

Social Services

- Unemployment rate
- Percent of children approved for free and reduced price lunches

Economic Development

- Average household disposable income
- Employment growth rate
- Value of commercial construction permits
- Value of residential construction permits

Youth

- Juvenile victims of felonies
- Number of incidents of violence on school grounds
- Number of library visitors served
- Number of recreation users at all public facilities (including parks, recreation centers, schools, etc.)

After review and approval by the City Council, the City will begin to measure its performance on the indicators to determine how well it is doing in achieving the desired outcomes. Results will be measured and reported to the City Council on an annual basis.

The indicators and results will be communicated to the public through CityPage, our weekly newspaper advertisement; Notes, a monthly newsletter distributed with the City's utility bill; our Annual Citizens Report, distributed with the Sunday newspaper; the City's annual budget document; and Phoenix At Your Fingertips, the City's Worldwide Web site.

The indicators and results will also be widely communicated to City employees through City Connection, our weekly employee newsletter; Champions, a periodic newsletter published by the City Auditor Department; and the City Manager's Executive Report, a monthly publication used to monitor the performance of City departments. The indicators will be used as a motivational tool for employees to improve their performance in providing service to their customers.

Thank you for your valuable assistance in providing this information.

PLEASE PROVIDE THE NAMES AND CONTACT TELEPHONE NUMBERS OF THOSE WHO COMPLETED THIS SECTION OF THE SURVEY:

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WHO YOU WOULD RECOMMEND THAT WE CONTACT FOR INTERVIEWS ABOUT THE TOPICS COVERED BY THIS SURVEY?

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