



# City Council Work Session

Monday, May 22, 2023  
4:30 p.m.

Council Chambers Conference Room  
88 E. Chicago St., Chandler, AZ



## Work Session



Pursuant to Resolution No. 4464 of the City of Chandler and to A.R.S. 38-431.02, notice is hereby given to the members of the Chandler City Council and to the general public that the Chandler City Council will hold a WORK SESSION open to the public on Monday, May 22, 2023, at 4:30 p.m., in the Chandler City Council Chambers Conference Room, 88 E. Chicago Street, Chandler, Arizona. One or more members of the Chandler City Council may attend this meeting by telephone.

Persons with disabilities may request a reasonable modification or communication aids and services by contacting the City Clerk's office at 480-782-2181 (711 via AZRS). Please make requests in advance as it affords the City time to accommodate the request.

Agendas are available in the Office of the City Clerk, 175 S. Arizona Avenue.

## Agenda

### Call to Order

### Discussion

1. **Presentation and Discussion of the 2023-2025 Strategic Framework Update and Proposed Action Items**

### Adjourn



**City Council Memorandum      City Manager's Office Memo No. N/A**

**Date:** May 22, 2023  
**To:** Mayor and Council  
**From:** Joshua H. Wright, City Manager  
**Subject:** 2023-2025 Strategic Framework Proposed Action Items

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**Attachments**

Strategic Framework Update and Action Plan Presentation



CITY COUNCIL WORK SESSION: 5/22/2023



# Strategic Framework 2023-2025

## Update & Action Plan



# AGENDA

## CITY COUNCIL STUDY SESSION



2021-2023 Strategic Framework  
Closeout



2023-2025 Strategic Framework ELT  
Action Items



Next Steps



# 2021-2023 City Council Strategic Framework Results





# 2021-2023 Strategic Plan Progress

## STATUS OF CURRENT EXECUTIVE LEADERSHIP TEAM ACTION ITEMS

### 100% of Action Items Addressed

Graph represents the breakdown of the current status of the Action Items.



#### Completed

Projects completed between 2021-2023 (Field of Honor, RAD Development Agreement, etc.)



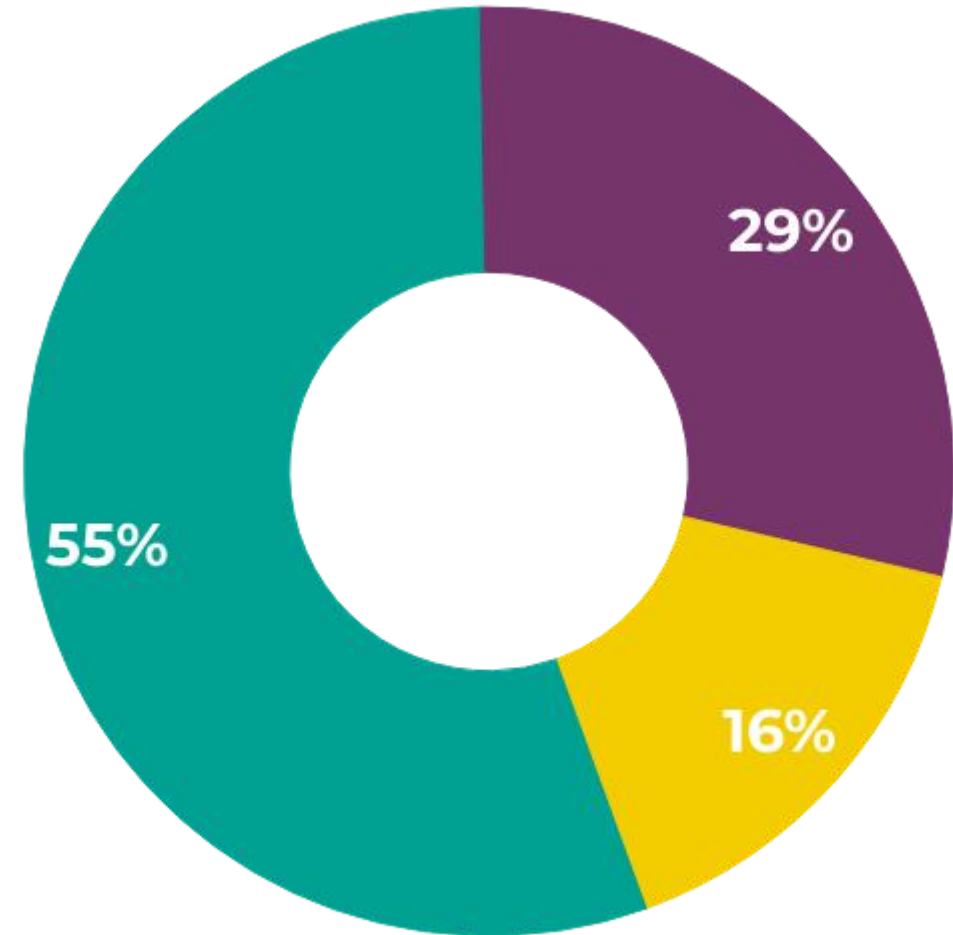
#### Ongoing

Programs or services that will occur each fiscal year. (Envision, Golden Neighbors, etc.)



#### Started

Projects started between 2021-2023 that have not been completed. (Southeast Arterial Road Improvements, Frye Road protected bike lane, etc.)



# Economic Vitality Highlights



Airpark Area Plan

Airport Business Strategic Plan

Inside the Fence Airport Development

Downtown Area Plan Update

Project Cornucopia – Development Code Updates

City Partnerships with ASU & UofA

Internship Program with Chandler Gilbert Community College

Parks Strategic Master Plan



# Innovation & Technology Highlights



New Car Charging Stations for City Fleet

26 Hybrids & 8 Electric Vehicles

City Facility Energy Audits

Solar RFP Contractor Selected

47% of Street Lights Replaced with LED

Energy Efficiency Requirements Included in Building Code Re-Adoption

Process Automation Updates

City Brand Standards Update

Phase 1A of Upgrade to City's Fiber Infrastructure



# Mobility Highlights



Over 28,000 Chandler Flex Rides Since July 2022

Over 6,000 First Mile Last Mile Rides Per Year

29 Planned Bicycle Detection Camera Installations

Chandler Airpark Flex Transit Study

Frye Road Protected Bike Lane Design

Canal & Trail Improvements

Prop 400 Extension Efforts

West Chandler Bike Lane Improvements

Southeast Chandler Arterial Road Improvements



# Neighborhoods Highlights



**Over 1,800 Residents Participated in Four Envision Galveston Events**

**Over 1,300 Volunteers & Over 50 Projects at For Our City Day**

**Nearly 300 Seniors Participated in 10 Golden Neighbors Events**

**DEI Strategic Plan**

**RAD Development Agreements**

**Building Blocks Data System**

**Utility Water Pipe Replacement in Westwood Manor, Chieftain Village & Kingston Neighborhoods**



# Quality of Life Highlights



**Behavioral Health Unit & Solari Partnership**

**Chandler Connect - Navigator Program**

**ChangeUp Panhandling Program**

**GIS Encampment Mapping**

**Support Court, Mental Health Court, & Veterans Court**

**Fire Station 2 Reconstruction**

**Parks and Monuments**

**Televeda Virtual Recreation Platform**

**Intel Partnership for 230kV Power Line Relocation**

**Reclaim Water Interconnect Facility & NAUSP Sale to Avondale**

**\$8M Reimbursement for Loop 101/202 Repair**



# Good Governance Highlights



Voter Education for Bond & Home Rule Elections

Space Utilization Study Completed

COVID Relief Funds Used to Generate Ongoing Savings

Compensation & Classification Study Completed

Improved Remote Work Capabilities

Hiring Process Improvements

PSPRS Pay Down



## Performance Dashboards

The Performance Management portal was released in November 2022. The goal was to better track and display our progress on the City Council's Strategic Framework, with updates to data and information monthly. The portal can be found at [chandleraz.gov/performance](https://chandleraz.gov/performance).

Economic

Quality of Life

Good Governance

Vacancy Rates

11%

Measured  
N-22

FY 21/22

Office Vacancy Rates

16.2%

Measured  
30-JUN-22

FY 21/22

Industry Vacancy Rates

2.2%

Measured  
30-JUN-22

FY 21/22

Permits Issued

4,430

Value of Permits Issued

\$1.17B

Airport Takeoffs &amp; Landings

162k

\$337.9M

2,454



# 2023-2025 Strategic Framework ELT Action Items





# 2023-2025 City Council Focus Areas



## Community Safety

Ensure community safety with continued investment in people, systems, and technology



## Connectivity

Ability to connect people through local, regional, & virtual networks



## Economic Vitality

Creative policies and marketing efforts that ensure Chandler remains a world-class community



## Neighborhoods

Ensure that all neighborhoods remain safe and vibrant



## Quality of Life

High quality developments, parks, & amenities shape the character of our neighborhoods



## Sustainability & Technology

Pursuit of sustainable and technological infrastructure advance our ability to meet our unique needs



# Community Safety Action Items



- Evaluate the performance of current E911 pilot programs that divert calls to behavioral health providers and recommend modifications or enhancements, as appropriate.
- Expand programs that connect police and fire to Chandler schools to enhance safety and community trust.
- Develop a fiscally sustainable plan for supporting housing stability and homelessness services in a post-federal funding environment.
- Continue efforts to aggressively market public safety career opportunities (sworn and civilian) and attract talent to fill vacancies, employing multiple tactics and highlighting Chandler's unique community support for its first responders.
- Develop a fiscally sustainable plan for supporting public safety wellness initiatives, including firefighter cancer screening, police officer cardiometabolic screenings, and mental health programs.
- Complete reconstruction of Fire Station 2 and feasibility assessments for new police and fire facilities, exploring opportunities for partnership and innovative service delivery models.
- Plan for and invest in technology platforms that enhance the City's responsiveness to the evolving nature of crime and address resident expectations for interacting with the criminal justice system.
- Implement planned municipal facilities security enhancement projects and develop additional recommendations to protect employees and residents.
- Create a cybersecurity roadmap that outlines necessary future investments and opportunities to strengthen the City's security posture.



# COMMUNITY SAFETY

## RECOMMENDED PERFORMANCE METRICS

Police and Fire Response Times

# of Sworn Police Officers and Firefighters

Police and Fire Calls Per Year

# of Fire Inspections Performed

Part 1 Crimes Per 1,000 Residents

Homeless Transitioned to Stable Housing

Part 2 Crimes Per 1,000 Residents

Support Court Volume/Successful Outcomes



# Connectivity Action Items



- Complete the next phase of planned municipal fiber network investments for resiliency and redundancy of City systems.
- Assess the current state of Chandler's level of service from broadband providers, identifying gaps and recommending strategies for improved coverage.
- Continue support of Proposition 400 Extension and the Regional Transportation Plan while identifying how Chandler will continue to serve as a regional leader under potential outcomes.
- Develop a fiscally sustainable plan for supporting existing micro-transit services in a post-federal funding environment while exploring new pilot programs and opportunities for improved integration with other forms of transit and active transportation.
- Complete Frye Road Protected Bike Lanes and other planned bicycle and pedestrian projects and studies to augment mobility options while maintaining existing forms of transportation.
- Accelerate pavement maintenance efforts to preserve Chandler's reputation for clean, safe, and well-managed streets.



# CONNECTIVITY

## RECOMMENDED PERFORMANCE METRICS

**Shared Mobility Usage**

**Miles of Separated Bike Paths**

**Chandler Flex Transit Boardings**

**Miles of On-Street Bike Lanes**

**First Mile Last Mile Rideshare Usage**

**Miles of Streets Maintained**

**Chandler Bus Service Miles & Ridership**

**Pavement Quality Index**



# Economic Vitality Action Items



- Initiate updates to the City's General Plan, Downtown Area Plan and policies governing adaptive reuse and infill development.
- Produce a strategic business plan for Chandler Municipal Airport and initiate assessment of the community impact of potential future runway expansions.
- Recommend code changes that position Chandler for an infill and redevelopment environment while promoting innovative design and encouraging reinvestment in aging areas of the community.
- Create intentional, periodic avenues to receive feedback from the development and business communities on ways to improve processes and enhance service delivery.
- Initiate a workforce development pilot program that connects Chandler's growing employers with educational partners, talent, and resources.
- Launch the Chandler Endeavor entrepreneurship program at the ASU Chandler Innovation Center in partnership with Arizona State University and the Chandler Chamber of Commerce.
- Offer co-sponsored or co-branded business educational programs and classes in partnership with local and regional organizations.
- Engage with Chandler's higher education institutions to expand programming and community involvement.
- Perform clear, concise and consistent marketing of all initiatives to position Chandler as the premier place to invest among target industries.



# Economic Vitality

## RECOMMENDED PERFORMANCE METRICS

Median Household Income

Unemployment Rate

Retail, Office, Industrial Vacancy Rates

Private Capital Investment

Job Creation

Permits Issued, Valuations & Turnaround Time

Airport Operations Totals

Total Corporate Jet Traffic Operations



# Neighborhoods Action Items



- Complete Historic Preservation program updates and encourage the inclusion of additional neighborhoods, landmarks, and community assets.
- Continue executing the City's affordable housing strategy, including commencing construction of Chandler's first Rental Assistance Demonstration (RAD) project and planning for subsequent repositioning of public housing assets.
- Complete planned infrastructure and amenity upgrades in the Galveston Neighborhood while continuing to solicit stakeholder input and partner with area organizations and leaders.
- Complete planning efforts for the Southside Village Neighborhood with stakeholder input, including infrastructure upgrades, park enhancements, and reimagination of the Salvation Army/Winn School campus.
- Use the Envision program, public art, and volunteer events to engage traditional neighborhood residents in community pride and revitalization efforts.
- Conduct a new Community Needs Assessment and update the Human Services General Fund grants process with input from the Housing and Human Services Commission, nonprofit organizations, and other stakeholders.
- Offer tools and explore policy changes that connect neighbors, support neighborhood viability and emphasize property standards in partnership with residents and community organizations.
- Explore code changes that facilitate infill housing options with quality amenities while maintaining neighborhood character.



# Neighborhoods

## RECOMMENDED PERFORMANCE METRICS

**Envision Events & Attendance**

**Code Enforcement Cases**

**For Our City Projects**

**Average Days to Resolve Cases**

**Affordable Housing Units**

**Code Enforcement Cases Proactively  
Initiated & Resolved**

**Homeless Transitioned to Stable Housing**

**Initial Inspections Completed Within  
Two Business Days**



# Quality of Life Action Items



- Begin implementation of the Diversity, Equity and Inclusion Strategic Plan, including the creation of metrics to track progress on both internal and external goals.
- Complete the diamond sports complex, multigenerational center expansion, and pickleball court projects at Tumbleweed Park.
- Initiate a pilot program for neighborhood-scale recreation using existing public and private facilities and partner organizations.
- Commence the first phase of improvements and programming enhancements at Tumbleweed Ranch as a recreational and interpretive history amenity.
- Continue the holistic approach to reinvestment in aging parks and athletic fields in support of the Parks Strategic Master Plan.
- Develop additional opportunities for Chandler residents and City employees to engage in volunteerism year-round.
- Retool special events policies, streamlining the application process for private entities while moving to a partnership (rather than management) model for City involvement.
- Expand visual and performing arts offerings throughout the community through partnerships with private, nonprofit, and educational organizations.



# Quality of Life

## RECOMMENDED PERFORMANCE METRICS

Acres of Parks & Trails

Library Visits

Field Playability Condition Assessment

Recreation Center Attendance

Special Event Attendance

DEI Events

Art Exhibits Implemented in Community

Residents & Students Reached Through  
DEI Events



# Sustainability & Technology Action Items



- Evaluate and recommend updates to the City's Water Allocation Policy to reflect development trends and water conservation goals.
- Continue executing the City's water conservation strategy, including implementing new incentive programs and public outreach campaigns.
- Continue construction of the Reclaimed Water Interconnect Facility and transfer of physical resources to Chandler to increase local recharge.
- Complete the City's fleet electric vehicle charging study and define the municipal role for placement of charging stations in the community.
- Continue the replacement of aging City vehicles with electric and hybrid alternatives that generate return on investment.
- Implement utility billing and metering technology upgrades to enhance the customer experience and offer new decision-making tools.
- Initiate the replacement process for the enterprise resource planning software used to manage the City's financial and human resources operations.
- Evaluate and recommend options to reduce energy consumption and generate energy from alternative sources at municipal facilities, demonstrating the return on investment and sustainability of new technologies.
- Complete the tree asset inventory and urban forestry management plan to promote proper care, replacement, and water conservation.
- Initiate an update of the City's sustainable building program guidelines in conjunction with industry partners.
- Identify and plan for significant changes in the City's workforce, including staffing, technology, workspace, compensation and benefits, and talent attraction and retention.



# Sustainability & Technology

## RECOMMENDED PERFORMANCE METRICS

Water Recharge Volume

Hybrid Vehicles in City Fleet

Total Water Usage

Public Car Charging Stations

Tree Inventory

Energy Used Offset by Renewable Energy

Electric Vehicles in City Fleet



# NEXT STEPS



## TASKFORCES

Focus Area Taskforces formed to advance progress of Strategic Framework



## DASHBOARDS

Dashboards will be updated with refined metrics & defined targets where appropriate



## COUNCIL UPDATES

Continued updates to City Council and subcommittees on the progress of the Strategic Framework



# QUESTIONS

