

Board of Directors Meeting

December 14, 2017

1. Approval of Meeting Minutes.

Presenter:

Mr. Sal Rivera, *Chairman*
Phoenix IDA

2. Phoenix IDA Strategic Plan for 2018 - 2020.

Introduction:

Mr. Juan Salgado

Phoenix IDA

Presenter:

Mr. Paul Magallanez

Phoenix IDA

Strategic Plan 2018-2020

Paul Magallanez

Community & Economic Development Administrator

December 14, 2017

Mission

Supporting community and economic development through access to capital.

Vision

Framing Question:

What will it take to make the Phoenix IDA
the model for innovative and
comprehensive community investment by
2020?

Strategic Planning Process

Phase One: Environmental Scan

- Individual interviews with all staff
- Input from other IDAs
- Board survey

Strategic Planning Process

Phase Two: Team Focus Group Sessions

- Priorities that emerged
 - Entrepreneurship and Innovation
 - Financial & Organizational Sustainability
 - Branding and Communications

Strategic Planning Process

Phase Three: Strategic Plan Development

- Goals: Primary outcomes
 - Strategies: Approach to achieve goals
 - Objectives: Steps to achieve strategies
 - Tactics: Tasks to achieve objectives

Strategic Goal 1

By 2020, the Phoenix IDA will respond to community capital needs by expanding entrepreneurship, innovative programs, geographical reach, and the number of people served.

Strategic Goal 1: Key Strategies

- Develop a process for identifying community needs and partners
- Establish protocols for program evaluation and new program creation
- Promote the growth of core services and programs
- Develop new lines of business to improve community impact
- Invest comprehensively in communities we serve

Strategic Goal 2

By 2020, the Phoenix IDA will be fully sustainable for core services, programs, and staff.

Strategic Goal 2: Key Strategies

- Ensure financial sustainability
- Ensure organizational sustainability
- Ensure facilities sustainability

Strategic Goal 3

By 2020, the Phoenix IDA will be a well-known brand in Arizona.

Strategic Goal 3: Key Strategies

- Affirm statements of mission, vision and values
- Identify sectors for the brand: public, private and nonprofit
- Advance and promote the Phoenix IDA brand
- Implement a customer experience program

Strategic Plan

Next steps:

- Staff assigned to lead strategies
- Benchmark dates have been established for objectives and tactics
- Strategies, objectives and tactics will be incorporated into individual performance goals

Mission

Supporting community and economic development through access to capital.

3. Nonprofit Loan Participation Program.

Introduction:

Mr. Juan Salgado
Phoenix IDA

Presenter:

Mr. Paul Magallanez
Phoenix IDA

4. 2017 Multifamily Housing Tax Regulatory Agreements Annual Report.

Introduction:

Mr. Juan Salgado
Phoenix IDA

Presenter:

Mr. James Barham
Phoenix IDA

6. Chairman's Report.

Presenter:

Mr. Sal Rivera, *Chairman*
Phoenix IDA

7. Call to the Public.

Mission

Supporting community and economic
development through access to capital.

Follow us @phoenixida