

Phoenix Sister Cities, Inc.

Phoenix Sister Cities, Inc. (PSC) is a nonprofit, citizen-based, volunteer organization that is governed by a Board of Directors. The Board is comprised of not less than nine (9) nor more than twenty-five (25) Commission members who are appointed by the Mayor and approved by the City Council; the chairperson of each City Committee, the Economic Relations, Youth and Education, and Disabilities Awareness Committees; and an ex-officio representative from the Mayor's Office. The organization currently has more than 350 general and 40+ corporate memberships and partner organizations. Funding sources for PSC programs and exchanges are provided through membership, events, grants, sponsorships and in-kind contributions.

Phoenix Sister Cities, Inc.**Strategic Plan**

FY 2013-2016

1.0 Introduction

The Phoenix Sister Cities, Inc. (PSC) strategic plan is a top-level management tool to conceptualize, articulate and commit to written form PSC's strategic vision and strategic goals. It serves as a blueprint and roadmap for the future.

The PSC strategic plan uses a three-year planning horizon. This plan will be reviewed annually in order to evaluate progress.

2.0 Background

President Eisenhower created the United States Sister Cities program in the 1950s as a way to foster direct people-to-people relationships with cities around the world. Phoenix joined the international sister cities movement in 1975 and established its first sister cities affiliations in 1976 with Hermosillo (Mexico) and Himeji (Japan). Today, more than 600 communities in the U.S. are linked with over 2,000 international cities in 136 countries on six continents. Phoenix has 10 sister cities: Hermosillo, Mexico (1976); Himeji, Japan (1976); Taipei, Taiwan (1979); Chengdu, China (1987); Ennis, Ireland (1988); Grenoble, France (1990); Calgary, Canada (1997); Catania, Italy (2001); Ramat-Gan, Israel (2005); and Prague, Czech Republic (2013).

3.0 Mission Statement

Phoenix Sister Cities exists to create people-to-people relationships between residents of Phoenix and its sister cities through commercial, educational, cultural and artistic exchange programs, as well as events that create global, long-term international partnerships and business opportunities for the citizens of Phoenix.

4.0 Key Programs

The PSC Board of Directors is committed to initiating and supporting programs in five thematic areas: economic relations, youth and education, arts, culture and sports, disabilities awareness, and municipal and technical cooperation. Additionally, PSC conducts special events and supports other strategically aligned organizations.

Economic Relations Programs (Economic Relations Committee)

The Economic Relations Committee is responsible for PSC's business, commerce and sustainability programs including:

- The annual Global Links Business Outlook Luncheon
- Inbound and outbound business and trade delegations
- Green business and technology awareness and exchanges
- Coordinating PSC's mission and objectives with the City of Phoenix Community and Economic Development Department, Aviation Department, and other organizations as needed

Youth & Education (Youth and Education Committee)

The Youth and Education Committee is responsible for PSC's programs including:

- *Youth Ambassador Exchange Program*
- Youth Ambassador Alumni Program
- Youth Ambassador Big Buddy Program
- Teach Abroad Program
- Educational Exchanges (Examples: teachers, faculty, schools, universities, etc.)
- Youth Sports Exchanges

Arts, Culture & Sports (Board of Directors, Committees & Staff)

PSC, in cooperation with staff, coordinates Arts & Culture Programs including:

- Sister Cities inbound and outbound delegation visits
- Participation in Chinese Week, Arizona Matsuri, St. Patrick's Day Parade, Ennis 5K Family Fun and Run Walk, and other committee coordinated events
- Phoenix Sister Cities' annual signature event

Disabilities Awareness (Disabilities Awareness Committee and City Committees)

The Disabilities Awareness Committee is responsible for developing, promoting and implementing PSC's inclusion of ~~culturally diverse people, and~~ people-with disabilities in all aspects of Phoenix Sister Cities' programs and exchanges. Specifically, the Disabilities Awareness Committee will:

- *Assure appropriate disability awareness and diversity activities are integrated in PSC's special events as requested*
- Produce the International Competition for Artists with Disabilities
- Produce the International Competition for Writers with Disabilities

Municipal & Technical Cooperation (City Committees & Staff)

The PSC staff, in conjunction with the appropriate committees, coordinates the Municipal & Technical Cooperation Programs. The primary effort is to provide needed support in the following areas:

- Humanitarian Assistance

- Municipal Operations & Best Practices
- Technical Cooperation
- Technology

5.0 Strategic Vision

PSC's strategic vision is to have a direct and positive impact on the local and international communities by being a model organization of citizen involvement for furthering international understanding, goodwill and economic opportunities between the people of Phoenix and its sister cities.

6.0 Goals & Objectives

Well-defined strategic goals and focus areas are critical to PSC's future success and growth within both the organization and community at large.

The PSC Board of Directors has identified key areas that directly address strengthening organizational operations, viability and long-term growth. These areas are interrelated and directly support the following strategic goals.

A. Education & Student Engagement Goals

To invest in its future, PSC will provide youth the opportunity to experience the history, language, food, culture, arts and daily activities in other parts of the world while promoting the benefits of global partnerships. As such, this committee will:

- Support and generate funding for youth and education programs, such as: Youth Ambassador Exchange Program (YAEP); Youth Ambassador Alumni Association and Big Buddy Program; SCI International Young Authors' Competition; Teach Abroad Program; Dia de los Niños; teacher, sports, school and university exchanges, etc.
- Support a comprehensive internship program in cooperation with Arizona State University, Maricopa Community College District, and other regional colleges and universities.

B. Global Understanding Goals

To ensure that PSC is creating and nourishing people-to-people international relationships, it will increase awareness of sister city relationships by engaging in cooperative programming. To that end, every committee will:

- Partner with outside organizations on events and activities
- Collaborate with other PSC committees on programming
- Participate in the full spectrum of PSC activities
- Engage the community at large in PSC events and activities

C. Marketing & Public Marketing Goals

Increasing awareness of PSC is a priority. As such, PSC will:

- Explore potential outside resources to provide professional services
- Develop and implement a marketing and public relations plan to include: community outreach; traditional and social media; events management; website development; collateral production; and other communications strategies

D. Business & Economic Relations Goals

PSC will leverage the City of Phoenix's economic development efforts through programming, as well as municipal and technical cooperation. Therefore, the committee will:

- Build and sustain relationships for economic development
- Provide strategic opportunities for local, national and international businesses
- Provide municipal technical cooperation
- Collaborate with the Community and Economic Development Department and Aviation Department
- Explore strategic partnerships with key organizations and formalize memorandums of understanding for cross-promotional purposes

E. Membership Recruitment & Fund Development

To ensure sustainable funding through general and corporate memberships, sponsorships and other revenue generating activities, PSC will:

- Diversify its revenue stream
- Increase and sustain general and corporate memberships
 - Identify and target companies with operations in sister cities
 - Target local companies interested in expanding their businesses internationally
- Evaluate the financial viability of programs and events
- Research new events that have revenue-generating potential
- Enhance PSC awareness and increase membership
- Create a culture of giving

7.0 Strategic Action Plan 2013-2014

Strategic actions are established annually to provide the basis for initiating and implementing PSC's vision, goals and strategic plan. The 2013-2014 strategic actions are:

- **Establish a Membership Recruitment & Fund Development Committee**
 - Review membership levels and benefits
 - Evaluate the financial viability of current programs and events
 - Develop and execute membership recruitment and a fund development plan

- The committee will report to and actively engage the Board

- **Establish a Marketing & Public Relations Committee**
 - Review existing marketing materials
 - Create a Request for Proposal (RFP) for marketing services
 - Interview and retain consulting services
 - Develop and execute a 1-3 year plan

- **Develop a Signature Event to be Conducted Annually**
 - Establish a Signature Event committee
 - Develop a plan for an annual, signature event based on the theme "Mayor's International Dinner"
 - Determine feasibility of conducting the inaugural event in FY13/14
 - Determine sponsorship levels with associated benefits
 - Develop a marketing plan
 - Establish a budget based on a net income of \$20,000

8.0 Implementation Guidance

Review the PSC strategic plan annually through the Strategic Planning Committee and Board of Directors.