

# CHAPTER 4

## IMPLEMENTATION FRAMEWORK

General Plan & Detailed Plans .....	4.1
Annual Work Program .....	4.2
Progress Assessment .....	4.3
Organizational Capacity .....	4.3





# IMPLEMENTATION FRAMEWORK

The framework illustrated in *Exhibit IF-1* and described below<sup>1</sup> provides a process for implementing Plan Tucson in relation to other City planning processes and the budget process. While the steps in the Plan Tucson implementation process are described linearly, in practice they are undertaken typically in an iterative manner within a dynamic and evolving environment. Elected official input and public participation are an important component of each step.

## General Plan & Detailed Plans

Plan Tucson provides overarching guidance in the form of goals and policies. Implementation of these goals and policies is undertaken through more refined planning to further define how the goals and policies will be achieved. The resulting detailed plans may relate to particular geographic areas, topics, or public services. For instance, such plans may relate to a particular area of the City, such as the downtown, a neighborhood, or a corridor. Alternatively, they may

relate to a particular topic, such as financial sustainability or economic development, or to a particular service or facility, such as public safety, water, roadways, transit, or parks and recreation.

As referenced in Chapter 2, as well as other chapters of Plan Tucson, there are many existing plans being consulted by City elected officials and staff in making decisions about land use, roadway design, sustainability measures, and other matters. Additionally, there are Plan Tucson policies that are anticipated to be the catalyst for additional detailed

<sup>1</sup>This section addresses the proposed approach to “effectuation of the plan” as referenced in A.R.S. 461-07, Administration of general plan. More general discussion of the administration of Plan Tucson can be found in Chapter 5, Plan Adoption, Amendment, and Administration.

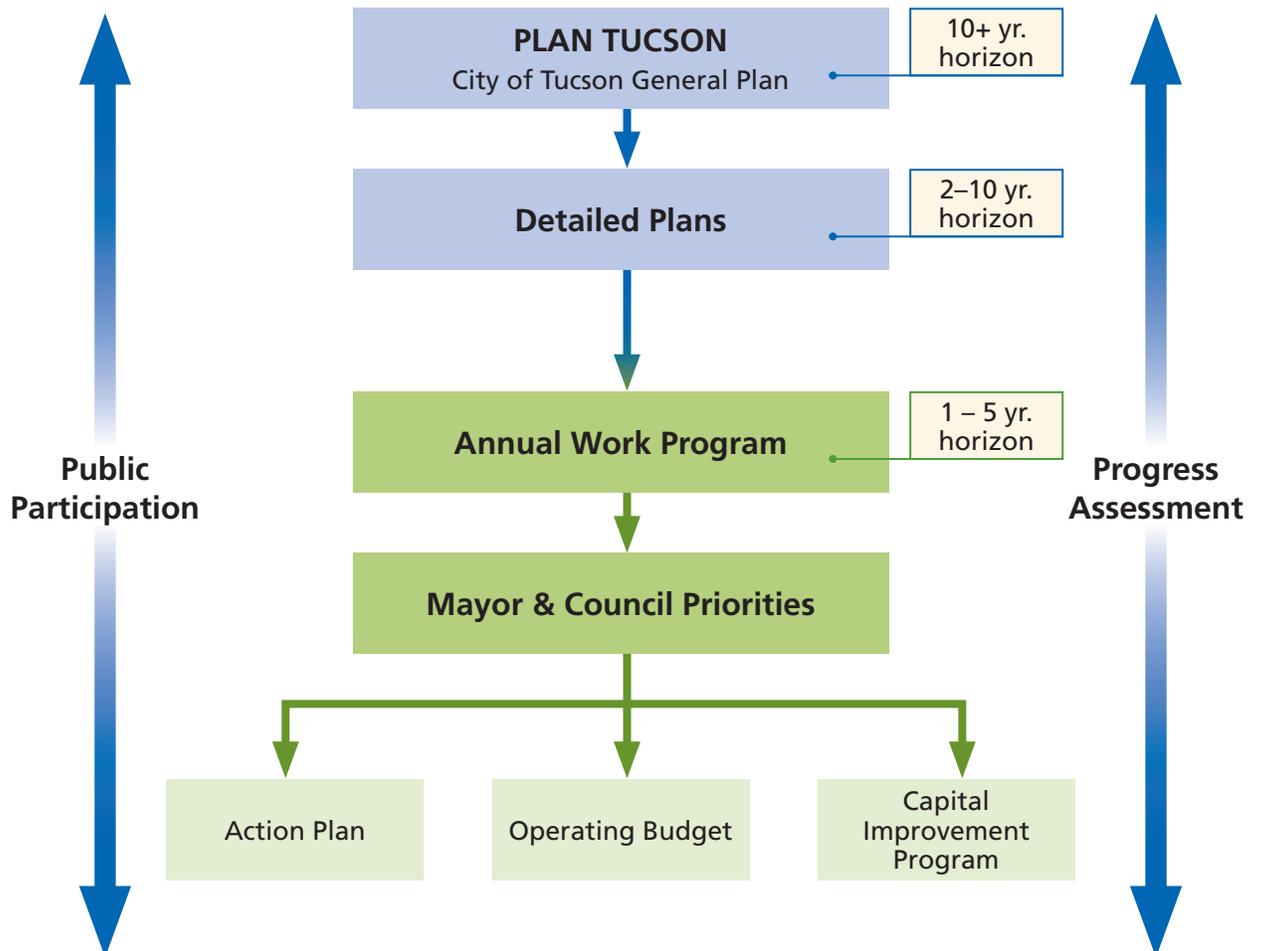
plans. For example, Policy LT-18, page 3.110, calls for “coordinated land use, infrastructure, and public service planning for ‘planning and service areas’, taking into consideration social, economic, and environmental needs; particular geographic attributes; existing Specific Plans; and the Plan Tucson Opportunity Areas Map.” Taking action to pursue this policy should build the foundation for a more integrative approach to planning, help ensure more efficient and cost-effective service provision, and provide planning for areas of the City for which detailed plans do not exist.

### Annual Work Program

The implementation of Plan Tucson and associated detailed plans should be accomplished through the development and implementation of an Annual Work Program that sets annual priorities and identifies specific actions, investments, programs, and services along with the necessary resources to carry out the Work Program.

**Mayor and Council Priorities:** Mayor and Council provide input and direction for and approval of the General Plan and detailed plans. In addition, the General Plan and detailed plans should inform the Mayor and Council as they

EXHIBIT IF-1 Plan Tucson Implementation Framework



set annual priorities to guide the Work Program for the City and its component parts: (1) the Action Plan, (2) the Operating Budget, and (3) the Capital Improvement Program.

**Action Plan:** The Action Plan is proposed as a new document that will serve as a companion document to the City's Operating Budget and Capital Improvement Program (CIP) to highlight the significant initiatives, programs, and projects City staff will implement in the short term to achieve the Mayor and Council's priorities and the Plan Tucson goals and policies. The Action Plan will include different types of actions, ranging from physical improvement projects to preparation of detailed plans, to development of regulations and ordinances. While the Action Plan should be considered on an annual basis in coordination with the City's budgeting process, actions will take varying amounts of time to complete, and, therefore, some actions will appear in consecutive Action Plans until they have been accomplished.

**Operating Budget and Capital Improvement Program:** Mayor and Council priorities and Plan Tucson goals and policies are operationalized through the annual budget process in which resources are allocated to specific services, programs, and projects. The Action Plan will create a linkage between these budget documents and the Mayor and Council priorities and Plan Tucson goals and policies. The Operating Budget is the City's annual financial plan detailing how project revenues will be expended for operational expenses within departments, divisions, and program and service areas. The Capital Improvement

Program (CIP) is a 5-year plan that identifies the capital projects and significant equipment and infrastructure investments that will be made by the City, along with the projected costs and funding sources for each project.

## Progress Assessment

Regular communication between City staff, the Mayor and Council, and the community on progress being made toward fulfilling Mayor and Council priorities and Plan Tucson goals and policies is a critical component of successful implementation. An annual assessment of the City's achievements will be published by the City Manager's Office. In addition, all Mayor and Council Communications will address clearly the relationship between the topic of the Communication and Mayor and Council priorities and Plan Tucson goals and policies. Monthly reporting by all departments and improved project management and oversight are other approaches that are being put in place to aid in progress monitoring and assure effective implementation of Plan Tucson.

## Organizational Capacity

The degree to which the City can successfully implement Plan Tucson through the mechanisms described in this chapter is dependent on issues of organizational capacity, that is, on the staffing levels, systems, equipment, facilities, resources, training, and technology needed to support the delivery of programs, services, and projects. Investment in organizational capacity is fundamental to the advancement of Plan Tucson goals and policies.