

# City of Phoenix

*Meeting Location:  
City Council Chambers  
200 W. Jefferson St.  
Phoenix, Arizona 85003*



**City of Phoenix**

## **Agenda**

**Tuesday, June 9, 2026**

**2:30 PM**

**phoenix.gov**

**City Council Policy Session**

If viewing this packet electronically in PDF, open and use bookmarks to navigate easily from one item to another.

## OPTIONS TO ACCESS THIS MEETING

Virtual Request to speak at a meeting:

- Register online by visiting the City Council Meetings page on phoenix.gov at least 2 hours prior to the start of this meeting. Then, click on this link at the time of the meeting and join the Webex to speak:

<https://phoenixcitycouncil.webex.com/phoenixcitycouncil/j.php?MTID=mb74db9e02f66aacf6250372a45877ef1>

- Register via telephone at 602-262-6001 at least 2 hours prior to the start of this meeting, noting the item number. Then, use the Call-in phone number and Meeting ID listed below at the time of the meeting to call-in and speak.

In-Person Requests to speak at a meeting:

- Register in person at a kiosk located at the City Council Chambers, 200 W. Jefferson St., Phoenix, Arizona, 85003. Arrive 1 hour prior to the start of this meeting. Depending on seating availability, residents will attend and speak from the Upper Chambers, Lower Chambers or City Hall location.

- Individuals should arrive early, 1 hour prior to the start of the meeting to submit an in-person request to speak before the item is called. After the item is called, requests to speak for that item will not be accepted.

At the time of the meeting:

- Watch the meeting live streamed on phoenix.gov or Phoenix Channel 11 on Cox Cable, or using the Webex link provided above.

- Call-in to listen to the meeting. Dial 602-666-0783 and Enter Meeting ID 2557 226 0529# (for English) or 2557 074 7763# (for Spanish). Press # again when prompted for attendee ID.

- Watch the meeting in-person from the Upper Chambers, Lower Chambers or City Hall depending on seating availability.

- Members of the public may attend this meeting in person. Physical access to the meeting location will be available starting 1 hour prior to the meeting.

Para nuestros residentes de habla hispana:

- Para registrarse para hablar en español, llame al 602-262-6001 al menos 2 horas antes del inicio de esta reunión e indique el número del tema. El día de la reunión, llame al 602-666-0783 e ingrese el número de identificación de la reunión 2557 074 7763#. El intérprete le indicará cuando sea su turno de hablar.

- Para solamente escuchar la reunión en español, llame a este mismo número el día de la reunión (602-666-0783; ingrese el número de identificación de la reunión 2557 074 7763#). Se proporciona interpretación simultánea para nuestros residentes durante todas las reuniones.

- Para asistir a la reunión en persona, vaya a las Cámaras del Concejo Municipal de Phoenix ubicadas en 200 W. Jefferson Street, Phoenix, AZ 85003. Llegue 1 hora antes del comienzo de la reunión. Si desea hablar, regístrese electrónicamente en uno de los quioscos, antes de que comience el tema. Una vez que se comience a discutir el tema, no se aceptarán nuevas solicitudes para hablar. Dependiendo de cuantos asientos haya disponibles, usted podría ser sentado en la parte superior de las cámaras, en el piso de abajo de las cámaras, o en el edificio municipal.

- Miembros del público pueden asistir a esta reunión en persona. El acceso físico al lugar de la reunión estará disponible comenzando una hora antes de la reunión.

### **CALL TO ORDER**

### **COUNCIL INFORMATION AND FOLLOW-UP REQUESTS**

This item is scheduled to give City Council members an opportunity to publicly request information or follow up on issues of interest to the community. If the information is available, staff will immediately provide it to the City Council member. No decisions will be made or action taken.

### **CONSENT ACTION**

This item is scheduled to allow the City Council to act on the Mayor's recommendation on the Consent Agenda. There is no Consent Agenda for this meeting.

### **CALL FOR AN EXECUTIVE SESSION**

A vote may be held to call an Executive Session for a future date.

### **REPORTS AND BUDGET UPDATES BY THE CITY MANAGER**

This item is scheduled to allow the City Manager to provide brief informational reports on topics of interest to the City Council. The City Council may discuss these reports but no action will be taken.

**DISCUSSION AND POSSIBLE ACTION (ITEM 1)****1 2030 Phoenix Food Action Plan - Citywide**

Page 7

This report describes the 2030 Phoenix Food Action Plan and requests approval to adopt the plan. This community-based plan guides efforts over the next five years toward achieving the Council-approved 2050 local food system goal of healthy, affordable, and culturally relevant food for all. This plan reflects a shared vision: an equitable, sustainable, and thriving local food system. Collaboration and collective action, connecting communities, sharing abundance, and celebrating health are at the heart of this plan.

**THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.****Responsible Department**

This item is submitted by Assistant City Manager Ginger Spencer and the Office of Environmental Programs.

*Attachments*

[Attachment A - 2030 Phoenix Food Action Plan.pdf](#)

[Attachment B - 2030 Phoenix Food Action Plan Community Collaborators.pdf](#)

**INFORMATION AND DISCUSSION (ITEM 2)**

2      **\*\*\*ADDITIONAL INFORMATION (SEE ATTACHED MEMO)\*\*\*  
(CONTINUED FROM MAY 5, 2026) - Public Safety  
Improvements and Community Transparency Initiative  
Updates - Citywide**

Page 141

On September 24, 2024, the Mayor and City Council approved a series of recommendations and actions to improve public safety. The Council-approved actions included efforts to address homelessness, enhancements to the Community Assistance Program (CAP), recommendations related to Office of Accountability and Transparency (OAT), and a series of other measures aimed at improvements to the Phoenix Police Department. This report provides updates since the last presentation to the City Council on January 27, 2026. In addition, the report outlines progress on the Community Transparency Initiative, as directed by the Mayor and City Council on March 25, 2026.

**THIS ITEM IS FOR INFORMATION AND DISCUSSION.****Responsible Department**

This item is submitted by Assistant City Manager Lori Bays and the City Manager's Office.

*Attachments*

[Additional Information Memo for 6-9-26 Policy.pdf](#)

[Attachment A - Policy Session City Council Action Items.pdf](#)

**ADJOURN**



---

## 2030 Phoenix Food Action Plan - Citywide

This report describes the 2030 Phoenix Food Action Plan and requests approval to adopt the plan. This community-based plan guides efforts over the next five years toward achieving the Council-approved 2050 local food system goal of healthy, affordable, and culturally relevant food for all. This plan reflects a shared vision: an equitable, sustainable, and thriving local food system. Collaboration and collective action, connecting communities, sharing abundance, and celebrating health are at the heart of this plan.

### **THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.**

#### **Summary**

Phoenix continues to prioritize building a healthy local food system by increasing access to healthy food, supporting urban agriculture, creating economic opportunities and reducing food waste. Over the past decade, the City of Phoenix has made several commitments and investments to support the local food system, beginning with: healthy local food system goals in the 2015 PlanPHX (also in the 2025 PlanPHX); the 2025 Phoenix Food Action Plan; an allocation of \$14 million from the Coronavirus Relief Fund and the American Rescue Plan Act for food system programs; the inclusion of food systems goals in the 2021 Climate Action Plan; and the establishment of a general funded Food Systems Program within the Office of Environmental Programs (OEP) in 2021.

Food is an essential component of a healthy, thriving community and plays a critical role in shaping health outcomes, the local economy, environmental sustainability, and cultural identity. The term “food system” encompasses all the processes, people, and resources involved in growing, processing, packaging, distributing, consuming, and disposing of food and food-related items. The City of Phoenix considers its local food system to include the geographic area of Maricopa County.

#### Status of the Local Food System

While Phoenix made significant investments toward improving the local food system in the past five years, including the completion of ninety percent (90 percent) of the actions identified in the 2025 Food Action Plan, the pandemic and recent federal

administrative changes that reduced support to residents, farmers, and businesses have negatively affected our food system. Food insecurity persists in our community. Phoenix contains 43 of the 55 food deserts located in Maricopa County. Food deserts are defined as areas where the population has limited or no access to fresh, healthy, and affordable food.

Local food production is a key component in a resilient local food system. Maricopa County is a national leader in food production. Drought and extreme heat have created challenges for local food production; local food production is also being impacted by the continual loss of farmland, with 36 percent of the Maricopa County's farmland converted to urban development between 1997 and 2017. Local farmers and producers are adapting with more innovative, water efficient production methods such as controlled environment agriculture, container farming, and agrivoltaics.

### Plan Vision and Guiding Values

The community envisions an equitable, sustainable, and thriving local food system where everyone has enough to eat and has access to healthy, affordable, and culturally appropriate food. The plan's guiding values are Equity and Justice, Health and Joy, Community Connection and Sharing Abundance, Partnerships and Collective Action, and Sustainability and Resilience. This vision and these guiding values are embedded throughout the plan and will guide the implementation of the proposed actions.

### Plan Structure

The 2030 Food Action Plan (2030 Plan) (**Attachment A**) consists of 10 strategic priorities that were identified based on community needs and vision for the food system. Each strategic priority includes a goal and specific actions that support the development of an equitable, resilient, and thriving food system. The 10 priorities include:

1. Food Access: All Phoenix residents have enough to eat, and fresh, healthy, and culturally relevant food is available, affordable, and easily accessible in every Phoenix neighborhood.
2. Health: Community health and well-being is improved, supported by education and programs that increase access to nutritious foods.
3. Education & Training: Food education and trainings are available and accessible to every Phoenix resident.
4. Food Production: Food production is a valued use of land and is supported by City plans, processes, and resources.
5. Local Food Economy: A thriving, equitable, and circular food economy that works for all and creates opportunities for community wealth-building.

6. Food Waste Prevention: Food waste is prevented, surplus food is redistributed to those in need, and inedible food is composted.
7. Community & Cultural Connections: Community is built around food, and all residents have opportunities to grow, share, and gather in accessible community spaces.
8. City Planning & Policy: Policies established by the City that support the entire food system are important to the development of a resilient system.
9. Partnerships & Collaboration: Building meaningful connections with all people involved in our local food system leads to transformational change and resilience.
10. Food System Resilience: The local food system can withstand and recover from disruptions, and strategies are in place to support and monitor its long-term sustainability.

The draft 2030 Plan was provided to the public for comments for a 30-day period in English, Spanish, and Mandarin from mid-April to mid-May. Forty-five public comments were received, with the majority being positive responses and with items suggested already included in the plan. Additionally, 31 food systems partners including food banks, local farmers, university collaborators, and community organizations signed on to a Letter of Support for the 2030 Plan and have committed to helping implement it. **Attachment B** shows the list of collaborating organizations and individual support letters received from many of the organizations. The 2030 Plan is available in both English and Spanish.

#### Plan Development - Community Engagement

OEP co-created the plan with Phoenix residents and other food system stakeholders through an extensive 10-month community engagement process, reaching more than 2,300 residents. From January to October 2025, OEP conducted interactive community workshops, surveys, open houses, tabling events, social media campaigns, and focus groups and interviews with representatives from across the local food system. Gathering input from Phoenix residents, particularly those most affected by limited access to healthy food, was essential to the development of the plan. To reduce barriers to participating in the planning process, all OEP workshops, open houses, and community events provided attendees with food, language interpretation, translated materials, and childcare. During outreach events, the OEP also connected attendees with existing food access resources offered by the City and community partners.

#### Plan Approach

The 2030 Plan is a community plan for expanding food access and strengthening the local food system. The plan is intended to be implemented collaboratively. Many of the plan's actions build on existing initiatives and priorities of community partners. The plan recognizes and leverages these efforts, calling out their alignment with community

needs and promoting collaboration to strengthen these activities.

### Plan Implementation

This 2030 Plan aims for a comprehensive approach to addressing the 10 Strategic Priorities that community members identified in the engagement process. Implementing the actions in each strategic priority requires that City departments and external food system stakeholders, including business, community-based organizations, other government agencies, educational institutions, work together to accomplish the goals in this five-year plan. Funding and other resources also play a critical role in the ability to implement the actions identified and have been estimated. Further refinement of key performance indicators and budget estimates will be needed as the actions are initiated. OEP will develop a mid-point progress report to provide a high-level update on plan progress by the end of 2028. Lastly, a post-plan impact report will be prepared to highlight outcomes of the plan.

Transforming our food system requires everyone: residents, businesses, community organizations, government agencies, schools, and partners across the food lifecycle. Together, we can create transformational, lasting change.

### **Financial Impact**

There is no financial impact. OEP will continue to explore philanthropic, federal, and corporate funding to augment programs wherever possible.

### **Responsible Department**

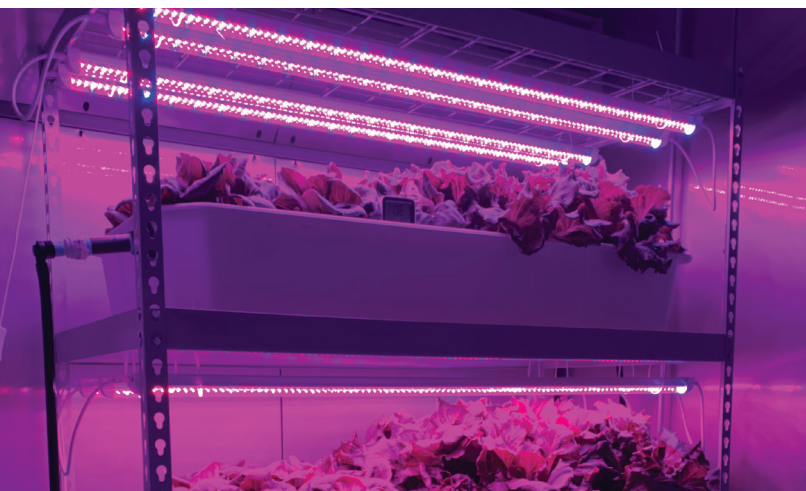
This item is submitted by Assistant City Manager Ginger Spencer and the Office of Environmental Programs.



# 2030



# FOOD ACTION PLAN





# Table of Contents

---

MAYOR'S WELCOME LETTER.....	2
LAND & WATER ACKNOWLEDGMENT .....	3
ACKNOWLEDGMENTS .....	4
EXECUTIVE SUMMARY.....	7
INTRODUCTION.....	11
DEVELOPMENT OF THE 2030 PLAN .....	17
APPROACH & STRUCTURE OF THE 2030 PLAN.....	22
VISION & GUIDING VALUES .....	24
STRATEGIC PRIORITY 1: FOOD ACCESS.....	26
STRATEGIC PRIORITY 2: HEALTH .....	32
STRATEGIC PRIORITY 3: EDUCATION & TRAINING .....	38



STRATEGIC PRIORITY 4: FOOD PRODUCTION .....	46
STRATEGIC PRIORITY 5: LOCAL FOOD ECONOMY .....	52
STRATEGIC PRIORITY 6: FOOD WASTE PREVENTION .....	58
STRATEGIC PRIORITY 7: COMMUNITY & CULTURAL CONNECTION .....	64
STRATEGIC PRIORITY 8: CITY POLICIES & PLANNING .....	70
STRATEGIC PRIORITY 9: PARTNERSHIP & COLLABORATION .....	76
STRATEGIC PRIORITY 10: FOOD SYSTEM RESILIENCE .....	80
PLAN IMPLEMENTATION & NEXT STEPS .....	86
CONCLUSION.....	88
APPENDIX A: ACTION IMPLEMENTATION TABLES .....	90



# Mayor's Welcome Letter

*Dear Friends & Neighbors,*

*A resilient local food system matters to all of us. From the livelihoods of local farmers and chefs to the kitchen tables of Phoenix families, healthy and sustainable food is crucial to our health, economy, and environment. Building upon the success of the 2025 Food Action Plan, I'm excited to introduce the next phase of this work through the 2030 Food Action Plan—charting the path toward achieving the 2050 goal of healthy, affordable, and culturally relevant food for all.*

*The goals included in this plan illustrate Phoenix's commitment to strengthening local supply chains and expanding access to affordable and healthy food for residents. By supporting local producers—from established farmers to backyard gardeners—the actions outlined in this plan bolster resilience to disruptions and create new economic opportunity.*

*Phoenix is proud to have an incredible network of restaurants and chefs, and this plan outlines strategies to support their ability to source ingredients locally and reduce waste in their kitchens.*

*The 2030 Food Action Plan is the result of many hours of collaboration with residents, City staff, and countless organizations and individuals who make up our local food system. Together we are creating a stronger, healthier and more delicious Phoenix!*

**Mayor**

Kate Gallego  
City of Phoenix



# Land & Water Acknowledgment

Land and water are foundational to the food system. Indigenous communities have stewarded the land and waters of this region for generations, and their deep connection, knowledge, and relationship to the land, plants, and animals of the Sonoran Desert are central to traditional foodways. The City of Phoenix is committed to honoring and learning from the wisdom of Indigenous communities, implementing actions that help conserve the lands and waters that feed us, and promoting practices that create a more equitable local food system, where everyone has access to healthy, affordable, and culturally appropriate food.

## Land Acknowledgement

The City of Phoenix acknowledges that Phoenix is located within the homeland of the O’Odham and Piipaash peoples and their ancestors, who have inhabited this landscape from time immemorial to present day. The landscape is sacred and reflects cultural values central to the O’Odham and Piipaash way of life and their self-definition. This acknowledgment demonstrates our commitment to work in partnership with the Ancestral Indigenous Communities to foster understanding, appreciation, and respect for this heritage.

The Salt River Pima-Maricopa Indian Community (SRP-MIC) and the Gila River Indian Community (GRIC) claim aboriginal title (Original Indian Title) to lands exclusively used and occupied by the Akimel O’Odham and Piipaash, equaling 3,751,000 acres of South-Central Arizona. Ancestral O’Odham settlements are located throughout the entirety of present-day Phoenix. This land remains spiritually connected to the O’Odham of the SRP-MIC and the GRIC, both of which are confederations of two distinct cultures with their own languages, customs, traditions, religions, and histories. Both the O’Odham and the Piipaash are oral history cultures, and the song cultures of these people are tied explicitly to tangible places. These places can be natural landforms, such as the mountains that surround our valleys. Still, they also include archaeological sites because they are part of a cultural landscape associated with specific historical, cultural, and religious values. Those places are tangible reminders to the O’Odham and Piipaash about shared attitudes, goals, and practices that characterize who they are, where they belong, and how they relate to each other in the past, continuing today, and into the future. The City of Phoenix has preserved and continues to steward several Ancestral O’Odham sites and landscapes, and is committed to honoring the vital meaning and intent of this land acknowledgment.

*Source: City of Phoenix Parks and Recreation Department*

## Water Acknowledgement

The City of Phoenix acknowledges the nexus of food and water and recognizes that the state of water availability, usage, and conservation is critical to the development of a resilient local food system for Phoenix and Maricopa County. The Strategic Priorities and actions identified in this plan consider the factors identified in the City’s Water Resource Plan and Drought Management Plan as well as state and regional policies, such as the Groundwater Management Act and Phoenix Active Management Area Plans. The City has committed to water resource management strategies and solutions that enable both food access and water security.

*Source: City of Phoenix Water Services Department*



# Acknowledgments

The City of Phoenix Office of Environmental Programs is grateful to the following contributors who gave their time, efforts, insights, and expertise to help create the 2030 Food Action Plan, which focuses on community-driven solutions to create an equitable, sustainable, and thriving local food system.

## Mayor and City Council

Kate Gallego, Mayor

Kesha Hodge Washington,  
Vice Mayor and Councilmember, District 8

Ann O'Brien,  
Councilmember, District 1

Jim Waring,  
Councilmember, District 2

Debra Stark,  
Councilmember, District 3

Laura Pastor,  
Councilmember, District 4

Betty Guardado,  
Councilmember, District 5

Kevin Robinson,  
Councilmember, District 6

Anna Hernandez,  
Councilmember, District 7

## City Manager's Office

Ed Zuercher,  
City Manager

Ginger Spencer,  
Assistant City Manager

Alan Stephenson,  
Deputy City Manager

## Office of Environmental Programs

Nancy Allen

Rosanne Albright

Maddie Mercer

Ariel LeBarron

Karen Ibarra

Gabriel Sheppard

## Office of Environmental Programs (continued)

Reagan Savoy

Lahayla Curiel

Kailey Mullis (former)

## Office of Sustainability

Carla De La Chapa

Carlos Aguiar Hernandez

Jorge Morales Guerrero (former)

TrixieAnn Golberg  
(former)

## Interdepartmental Food Action Plan Team

Pearl Meza,  
Aviation Department

Kari Lambert,  
Budget and Research Department

Martha Espindola,  
City Auditor Department

Danielle Vermeer,  
City Manager's Office

Max Wilson,  
City Manager's Office

Angie Holdsworth,  
Communications Office

Abby Garcia,  
Community and Economic Development Department

Pam Lindley,  
Community and Economic Development Department

David Chavez,  
Housing Department

Jessica Foreman,  
Housing Department

Kendra Brooks,  
Human Services Department



**Interdepartmental Food Action Plan Team  
(continued)**

Stephanie Zuffranieri,  
Human Resources Department

Tristan Sullivan-Leppa,  
Human Resources Department

Lahayla Curiel,  
Office of Innovation

David Benton,  
Law Department

Sonja Flippin,  
Neighborhood Services Department

Yvette Roeder,  
Neighborhood Services Department

Cynthia Piez,  
Parks and Recreation Department

Aundrea Austin,  
Phoenix Public Library

Laura Castillo,  
Phoenix Public Library

Karl Kendall,  
Phoenix Public Library

Kelly Pearson,  
Phoenix Public Library

Terry Lawler, Phoenix Public Library

Joel Carrasco,  
Planning and Development Department

Liza Oz-Golden,  
Planning and Development Department  
(former)

Yanitza Soto,  
Office of Public Health

Samantha Hacker,  
Public Transit Department

**Interdepartmental Food Action Plan Team  
(continued)**

Skitch Kitchen,  
Public Transit Department

Alicia Flores Garcia,  
Public Works Department

Alyssa Knowles,  
Public Works Department

Karen Apple,  
Office of Sustainability

Luz Jimenez,  
Office of Sustainability

Erin Andres,  
Water Services Department

**Unlimited Potential**

Emma Viera

Tawsha Trahan

Gabby Hernandez

**Pinnacle Prevention**

Adrienne Udarbe

Jessie Gruner

Kenneth Steel

**Local First Arizona**

Kimber Lanning

Ginger Sykes Torres

Jason Lowry

*We would like to give special thanks to all the Phoenix residents, farmers, food businesses, and community organizations who shared their experiences, expertise, and vision for the food system. This is not just the City's plan - this is your plan. Let's get to work, together.*





# Executive Summary

The 2030 Food Action Plan (2030 Plan) outlines the goals, strategic priorities and actions that the City of Phoenix will implement to increase access to healthy, affordable, and culturally relevant food for all residents in Phoenix. The 2030 Plan is the second five-year plan prepared by the Office of Environmental Programs (OEP) and co-developed with residents, community-based organizations, farmers, food businesses, and an interdepartmental city team. These stakeholders have created a 2030 Plan that recognizes the important work that has and continues to occur outside of local government and embraces continued partnerships and commitments to work together.

The plan's intentional emphasis on collaboration increases the opportunity to strengthen the local food system by supporting urban agriculture and locally grown food, creating economic opportunities for entrepreneurs and expansion of existing businesses throughout the food system. The 2030 Plan includes goals to provide education and training, support community health, develop community and cultural connections, establish supportive planning and zoning policies, and foster meaningful connections between actors in the food system. As a result, our food system becomes more resilient and can withstand potential disruptions.

The 2030 Plan builds upon the foundation set by the original 2025 Food Action Plan, approved by the Phoenix City Council in March 2020, just weeks before the global food system experienced a major shock - the COVID-19 pandemic. The City of Phoenix responded to this crisis by leveraging its allocation of Coronavirus Relief Funds and American Rescue Plan Act (ARPA) COVID-19 Funds to launch emergency food access programs and implement actions identified by the community in the original plan. Through these programs, the OEP became embedded in the local food system and quickly learned how the system was or wasn't working because of the pandemic and preexisting economic, environmental, and other social inequities. Establishing community partnerships and having a clear, actionable plan in place contributed to the successful implementation of the 2025 Food Action Plan, with ninety percent (90%) of the actions completed or in progress.

The 2030 Plan was developed using the guiding vision of an equitable, sustainable, and thriving local food system, where everyone has enough to eat and has access to healthy, affordable, and culturally relevant food. Guiding values include equity and justice, health and joy, community connection and sharing abundance, partnership and collective actions, and sustainability and resilience. Through a 10-month community engagement process, from January to October 2025, the OEP reached more than 2,300 individuals through a series of interactive community workshops, surveys, open houses, tabling events, social media campaigns, and focus groups and interviews with representatives from across the local food system.

The outcome of the engagement process resulted in ten Strategic Priorities and associated actions that are summarized in Table 1. Summary of 2030 Food Action Plan Strategic Priorities and Actions.



STRATEGIC PRIORITY	Actions
<b>FOOD ACCESS</b>	1.1. Develop or expand programs that provide resources (funding, infrastructure, marketing support, and/or incentives) for neighborhood food access sites.
	1.2. Expand the utilization of public food assistance programs through promotion, partnerships, and initiatives that address barriers to enrollment.
	1.3. Provide resources to help Phoenix residents to shop for healthy, culturally relevant, and locally grown food on a budget.
	1.4. Develop, maintain, and share a Phoenix-specific community food map to raise awareness of existing food access sites.
	1.5. Promote the expansion of mobile produce markets by strengthening community partnerships and leveraging City facilities as food access points.
	1.6. Explore strategies to develop and improve shuttle services that help residents reach grocery stores and other food access points.
<b>HEALTH</b>	2.1. Promote access to healthy food at City facilities, events, and programs by developing and promoting a Healthy Food and Beverage Purchasing Campaign
	2.2. Support “Food is Medicine” initiatives that integrate food access and health with medical care through programs and nutrition services to improve health outcomes, especially for vulnerable populations.
	2.3. Partner with established community kitchens and activate under-utilized commercial kitchens within existing City of Phoenix facilities to expand access to food, health, nutrition, and culinary education for City of Phoenix residents.
<b>EDUCATION &amp; TRAINING</b>	3.1. Expand garden education trainings to help City of Phoenix residents learn how to grow their own food in a variety of settings.
	3.2. Pilot and implement culturally responsive health, nutrition, and culinary classes and trainings for City of Phoenix residents.
	3.3. Coordinate with City of Phoenix departments to incorporate food and food systems-related elements into City programs, projects, and facilities.
	3.4. Engage City of Phoenix employees in the local food system by providing opportunities for education, training, and engagement at City facilities.
<b>FOOD PRODUCTION</b>	4.1. Create a strategy to identify and activate City-owned sites for food production.
	4.2. Develop an urban agriculture and community food project at the City-owned property located at 32 <sup>nd</sup> Avenue & McDowell Road.
	4.3. Develop and expand initiatives that provide resources for local food producers, such as grant programs, training and mentorship opportunities, and assistance navigating City processes and policies.
	4.4. Collaborate with technical assistance providers to provide resources and promote sustainable food production, including organic and regenerative approaches, traditional Indigenous agricultural methods, and other innovative growing techniques.
	4.5. Support the adoption of water conservation practices and water-smart infrastructure for home gardens, community gardens, school gardens, and urban farms in coordination with the Drought Management Plan.
<b>LOCAL FOOD ECONOMY</b>	5.1. Develop local food procurement guidelines, draft contract language, and sustainable sourcing best practices for the City of Phoenix and other local institutions within the city.
	5.2. Develop a strategy for connecting local producers and food businesses with business support programs and local procurement opportunities.
	5.3. Support the development and expansion of agriculture, agri-food tech, and other food systems workforce development initiatives in Phoenix.
	5.4. Support the development of “middle of supply chain” (food processing, storage, and distribution) infrastructure, such as food hubs, cold storage, aggregation points, and community kitchens.
	5.5. Partner with local stakeholders to develop a city-wide “Buy Local Food” marketing campaign to celebrate local growers and other local food businesses.



STRATEGIC PRIORITY	Actions
FOOD WASTE PREVENTION	6.1. Support food waste prevention education and composting at city-owned sites.
	6.2. Evaluate opportunities for collaboration with schools and other community sites to implement food waste prevention and composting education.
	6.3. Support local restaurants to reduce food loss and waste through education, resources, and technical assistance on food waste prevention strategies.
	6.4. Develop or expand residential programs that provide food waste prevention education and resources.
COMMUNITY & CULTURAL CONNECTIONS	7.1. Activate public spaces like libraries, community centers, and senior centers with programming related to growing and learning about food.
	7.2. Invest in community-led initiatives that promote neighborhood food production, food sharing, knowledge sharing, storytelling, and community connection around food and food systems topics.
	7.3. Develop, maintain, and share an online repository of community food-related educational trainings, volunteer opportunities, and resources to help residents get involved in the local food system by growing, selling, sharing, cooking, or preserving food.
CITY POLICY & PLANNING	8.1. Update zoning codes and ordinances through an Urban Agriculture Text Amendment to clearly identify which zoning districts allow agricultural land uses and community kitchens and develop definitions for current and emerging agricultural land uses.
	8.2. Explore opportunities to incorporate food systems elements and incentives into form-based codes, such as the Walkable Urban Code.
	8.3. Update the 2013 Community Garden Policy Guidelines and create a detailed process that clarifies the steps required to establish a community garden and associated infrastructure and buildings.
	8.4. Incorporate strategies to improve food accessibility through the built environment in future land use plans, strategic plans, and master plans.
PARTNERSHIPS & COLLABORATION	9.1. Establish partnerships with Phoenix School Districts to increase student access to local, healthy, culturally relevant food and to encourage student participation in growing, cooking, and minimizing food waste.
	9.2. Participate in the re-establishment of the Maricopa County Food Systems Coalition (MarCo) to create a vibrant, supportive network for all food system stakeholders.
	9.3. Coordinate a Maricopa County Community Food Assessment on the status of the food system. Engage external stakeholders to provide input on the scope, potential contractors to conduct the assessment, and to obtain funding.
	9.4. Establish an Interdepartmental Food Team to coordinate food system work across departments for implementation of this 2030 Plan
FOOD SYSTEMS RESILIENCE	10.1. Participate in the City of Phoenix Human Services Preparedness and Response Team and develop food security recommendations.
	10.2. Support and participate in food security preparedness and response convenings hosted by external food system stakeholders to develop an emergency food security plan to address unexpected disruptions to the local food system and quickly respond to emergency food access needs.
	10.3. Identify and develop strategies to reduce the greenhouse gas (GHG) emissions associated with the production, distribution, and consumption of food within the city of Phoenix.
	10.4. Collect, manage, and share local food system and health data with partners and the public to provide a better understanding of the current state of the Maricopa County food system.
	10.5. Identify and pursue innovative funding strategies to implement the plan's actions and bolster food system resilience, including capital funding sources like general obligation bonds.
	10.6. Develop strategies to monitor and report on the progress of the 2030 Plan, including a publicly available food systems dashboard that tracks implementation actions and impact.



Completing all the actions identified in this 2030 Plan over a five-year period requires the following implementation resources:

- Ongoing cross-departmental **collaboration** with working groups focused on specific actions.
- Ongoing **engagement of known partners** and **outreach to others** that are not currently connected.
- Collection of baseline data and **ongoing data collection** to measure the metrics identified for actions.
- Additional staff to administer programs as funding is obtained that either **enhances existing or creates new programs.**
- Continued **exploration of municipal funds**, such as General Obligation Bond Funds and funds available from local and national philanthropic organizations. Federal funding has decreased or has been eliminated for certain food system-related activities and seeking other funding partners will be critical.



# Introduction

Food is an essential component of a healthy, thriving community. Food has many functions in society and plays a critical role in shaping health outcomes, the local economy, environmental sustainability, and cultural identity. Food is also deeply important at the personal level, providing sustenance and connection to traditions, loved ones, and a sense of place.

The process of getting food from the farm to your plate is complex. Farmers, food processors, distributors, food outlets (like restaurants, stores, and markets), consumers, and food recyclers each play a part. The term **“food system”** encompasses all of the processes, people, and resources involved in growing, harvesting, processing, packaging, distributing, marketing, consuming, and disposing of food and food-related items.

A healthy food system contributes to economic growth, public health, and community well-being by:

- Developing a strong community food network to produce, process, cook, transport, sell, and share food while working to prevent food loss and waste.
- Supporting all options for improving access to healthy food, including community gardens, urban farms, farmers’ markets, community supported agriculture, food hubs, healthy food retailers, and other innovative strategies.
- Creating economic opportunities for new and existing food businesses to thrive and grow, as well as opportunities for urban farmers to sell their food locally.
- Developing pathways for residents to get involved in the food system through education, resource sharing, volunteer opportunities, and workforce development.

**The City of Phoenix strives to create a sustainable, equitable, and thriving local food system, where everyone has enough to eat and has access to healthy, affordable, and culturally relevant food.**





Over the last decade, the City of Phoenix (City) has made several commitments and investments to support the food system. In 2015, Phoenix residents approved a Healthy Food System goal in the City’s general plan, PlanPHX, to promote the growth of a healthy, affordable, secure and sustainable food system that makes healthy food available to all Phoenix residents. In 2016, Phoenix City Council adopted the 2050 Environmental Sustainability Goals, including a Local Food System Goal to maintain a healthy, sustainable, equitable, and thriving local food system. In March 2020, Phoenix Mayor and City Council approved the City’s first-ever Food Action Plan, outlining the short-term goals, strategies and actions to achieve access to healthy food for everyone in Phoenix. The implementation of the 2025 Phoenix Food Action Plan (PFAP) was tasked to the Office of Environmental Programs.

**Significant progress has been made towards the goals outlined in the 2025 PFAP through the collective efforts of the City and its community partners, grantees, and Phoenix residents. To date, more than 90% of the plan’s actions have been completed or are in progress.** Much of this progress was made possible due to the City’s allocation of \$14 million in American Rescue Plan Act (ARPA) COVID-19 relief funds, which led the creation of new programs that provided emergency food access, supported food producers, provided training for Phoenix residents, and strengthened the local food supply chain.

**The City of Phoenix has developed the 2030 Phoenix Food Action Plan to guide its policies, programs, and investments to improve the local food system over the next five years.**



# What is a local food system?

**Local food systems** are networks of food production and consumption that operate within a specific geographic area. The City of Phoenix considers its local food system to include the geographic area of Maricopa County. In local food systems, food is grown close to where it is consumed, which reduces the distance that food travels to get from the farm to the table. This reduces pollution and fossil fuel dependence tied to food transportation and helps to increase the trust and social connectedness between producers and consumers. Local food systems benefit farmers by helping them to increase direct sales and profitability, strengthen the local economy by creating local jobs, and ensure that consumers have a reliable supply of fresh food.





## What is a Food Action Plan, and why do we need one?

A **Food Action Plan** is a strategic framework designed to strengthen the local food system by addressing issues related to food access, sustainability, health, and economic development. The plan consists of a collective vision, priority areas, and tangible actions co-developed with Phoenix residents and other food system stakeholders. It prioritizes and coordinates activities across the food system by centering community needs and values, providing a starting point for tackling complex challenges like food insecurity.

The 2030 Phoenix Food Action Plan (2030 Plan) will guide the development of new City food programs, investments, and policies so that they are aligned with the community's priorities. The plan also seeks to promote collaboration across City departments and other partners working within the local food system, including community-based organizations, farmers and food producers, school districts and higher education institutions, local agencies, grassroots and mutual aid efforts, businesses, and Phoenix residents.

A Food Action Plan is important, because it:

- **Centers community needs, values, and vision for the food system through a participatory planning process.** Food action planning involves gathering extensive community input and co-developing strategies to improve access to healthy, affordable, and culturally appropriate food.
- **Embeds equity and food justice as core priorities.** Food action planning recognizes inequities within the food system and intentionally incorporates strategies that address the impacts of historical disinvestment and systemic racism.
- **Promotes coordination and collaborative implementation** Food action planning engages stakeholders from across the food system to better understand partners' priorities and upcoming initiatives and results in actions that build on existing work and shared goals.
- **Provides an actionable strategy for increasing food system resilience.** Food action planning involves a focus on tangible solutions that can be implemented by the City, community partners, and Phoenix residents.

### How the 2025 Food Action Plan Shaped the City's Pandemic Response:

A few weeks after the City's first Food Action Plan was adopted by Phoenix City Council in March 2020, the global food system experienced a major shock. The COVID-19 pandemic disrupted international supply chains, leading to widespread shortages and empty shelves at the grocery store. The limited availability of food, compounded by rising unemployment, exacerbated existing inequities in food access. The OEP responded to this crisis by leveraging its allocation of American Rescue Plan Act (ARPA) COVID-19 relief funds to implement new programs through its Resilient Food Systems Initiative. This funding directly enabled the creation of 14 new programs that activated the local food system and sought to increase its resilience through partnerships with local farmers, restaurants, community organizations, food banks, and Phoenix residents.

The City's quick response to emergency food access needs during the pandemic was made possible by having a clear, actionable plan in place. The Resilient Food Systems Initiative programs were designed based on community needs and priorities identified during the development of the 2025 Phoenix Food Action Plan and South Phoenix Food Action Plan.



People living within food desert areas are more likely to experience food insecurity. **Food insecurity** describes a state where an individual or household lacks consistent access to sufficient, safe, and nutritious food to maintain a healthy and active life (USDA, 2025). Food insecurity is a systemic issue and may be caused by:

**- Income-related factors.**

People with lower and/or unstable incomes are more likely to experience food insecurity. People may face income instability due to job loss, unreliable work, financial emergencies, or systemic barriers to building wealth.

**- High cost of living.**

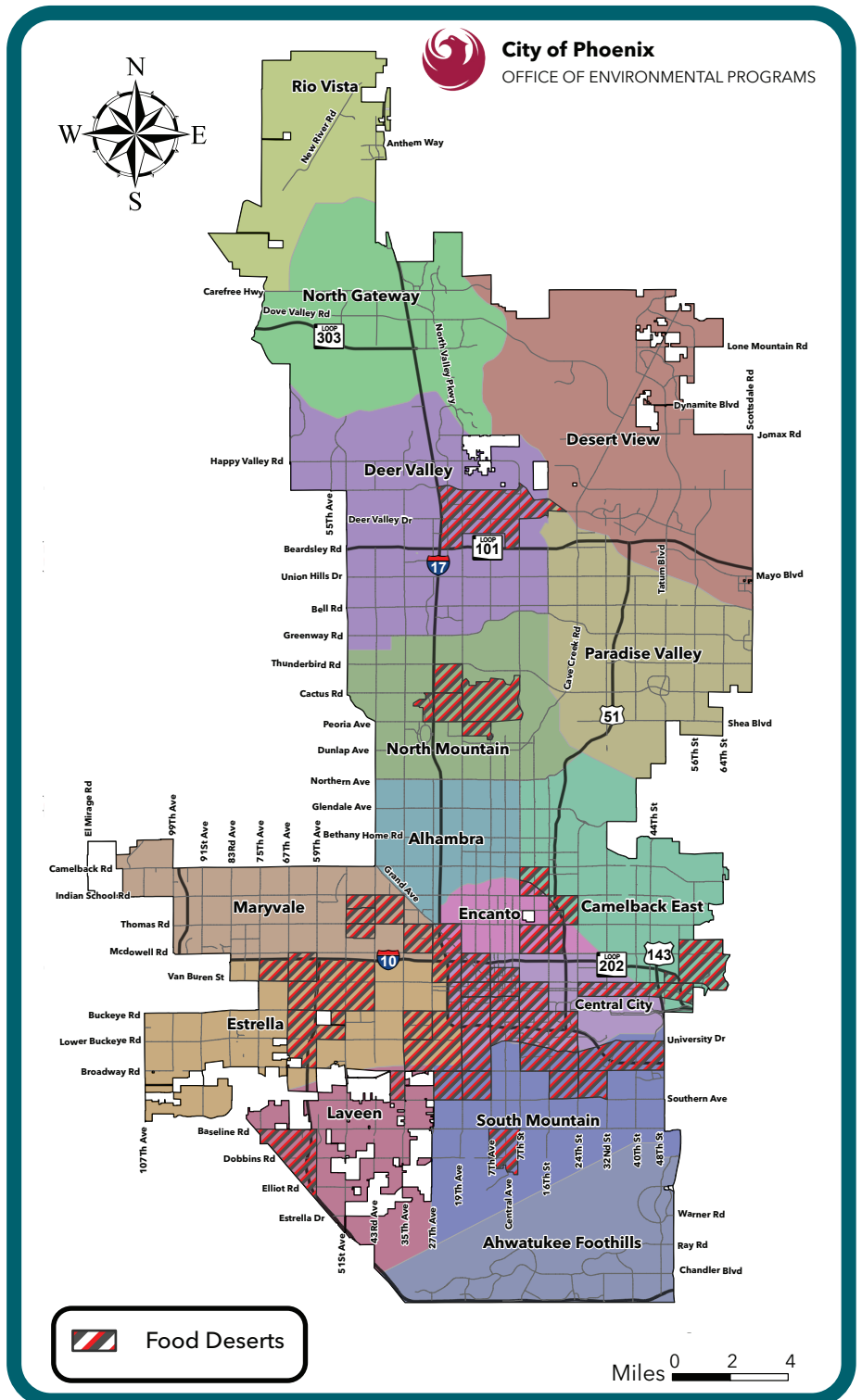
The rising cost of food and other essentials - such as housing, utilities, health care, and childcare - can strain household budgets, make it difficult to afford adequate amounts of nutritious food.

**- Environmental factors.**

Limited or no access to public transportation or a personal vehicle can make it difficult to access food, especially in areas where there is a lack of nearby grocery stores and other food access points.

**- Social factors.** Historical and ongoing discrimination, in addition to certain policies and development practices, have created disparities in food insecurity for specific populations, communities, and geographic areas.

**43 of the 55** food deserts in Maricopa County fall within the city of Phoenix boundaries, and nearly half of Phoenix's population lives within an area classified as a food desert.



*This map is based on 2019 data from the USDA Food Access Research Atlas.*



The 2025 Phoenix Food Action Plan was developed in response to Maricopa County's first Community Food Assessment, conducted by the City of Phoenix and the Maricopa County Food System Coalition in 2018. This study identified major gaps in food security and diet-related health, finding that "43.4% of residents only sometimes have enough money for basic needs, including food" (Community Food Systems Assessment, 2018). In particular, the assessment highlighted the presence and impacts of **food deserts**, defined by the U.S. Department of Agriculture as areas where the population has limited access to fresh, healthy, and affordable food.

### Food Apartheid & the Importance of Food Justice

"Food deserts" are not a naturally occurring phenomenon. These areas are a result of the social inequities, often exacerbated by historical disinvestment and systemic racism. **Food apartheid** refers to the fact that some communities are disproportionately impacted by a lack of availability of healthy food.

"Redlining" refers to the historical practice of lenders denying loans to people based on their race or where they lived. Starting in the 1930s, some neighborhoods - often, those comprised predominately of people of color and people with lower incomes- were deemed "hazardous" for lenders. As a result, these neighborhoods were disinvested in, creating ongoing disparities in infrastructure and services like healthcare facilities and grocery stores. In a study of 202 U.S. cities, researchers identified that redlined census tracts had reduced modern-day food access compared to tracts that had been graded "most desirable" (Shaker et al., 2022).

Today, Black, Latinx, and Indigenous communities tend to have fewer supermarkets and more convenience stores with limited healthy food options than white communities (da Silva Magalhães et al., 2025). This inequitable distribution of supermarkets limits access to nutritious foods and further contributes to racial and ethnic health disparities, including higher rates diet-related chronic diseases (Odoms-Young et al., 2023). In addition to Black, Indigenous, and People of Color (BIPOC) communities, several other populations are disproportionately impacted by food insecurity. These include low-income households, households with children, older adults, veterans, people with disabilities, people who are unhoused or experience housing insecurity, people who identify as LGBTQ+, and immigrant and refugee communities.

To address these disparities, the implementation strategies included in the plan seek to prioritize communities and geographic areas of Phoenix that experience disproportionate challenges related to accessing food and participating in the local food system.



# Development of the 2030 Plan

The 2030 Phoenix Food Action Plan was co-developed with Phoenix residents and other food system stakeholders through an extensive 10-month community engagement process. During January to October 2025, OEP conducted a series of interactive community workshops, surveys, open houses, tabling events, social media campaigns, and focus groups and interviews with representatives from across the local food system.

Gathering input from Phoenix residents, particularly those that are most affected by limited access to healthy food, was essential to the development of the plan. To reduce barriers to participating in the planning process, all OEP workshops, open houses, and community events provided attendees with food, language interpretation, translated materials, and childcare. During outreach events, the OEP also connected attendees with existing food access resources offered by the City and community partners.

## Guiding Community Engagement Principles:

- **Engage stakeholders from across the food system, with a specific focus on residents most impacted by food insecurity**, including seniors, youth, and residents living in food desert areas.
- **Partner with trusted community-based organizations to invite participants and serve as independent facilitators** to create space for the community to comfortably share their feedback.
- **Address barriers to participation to make engagements accessible and welcoming** by using plain language and providing food, childcare, live interpretation, and translated materials.
- **Build trust and relationships by listening to community needs and creating space to share stories, connect with neighbors, and co-develop solutions.**



## Below is a summary of the outreach efforts conducted to support the development of the 2030 Plan:

### 1 Interactive Community Workshops

Eight (8) resident-focused workshops were held across the Phoenix from March - May 2025. The workshops featured interactive activities focused on visioning and identifying strategies to improve the local food system.

Attendees completed a "food systems investment menu" that included proposed solutions organized into five categories: growing food, accessing food, buying food, eating and learning about food, and getting involved in the local food system. Each category included sample solutions and a write-in option. Participants voted for their top choice per category and then discussed their selection, identified possible barriers, and brainstormed implementation solutions.

### 2 Community Food Surveys

Two (2) community surveys were conducted to collect feedback on existing food access barriers and proposed solutions. The first survey also included questions related to the City's Climate Action Plan and Energy Access Plan and was conducted from February to August 2025. The second survey focused specifically on community food access and proposed solutions, and it was conducted from August to October 2025.

5

### Focus Groups - Farmers

Three (3) focus groups with local farmers were conducted in August 2025. The goals of the focus groups were to understand the gaps and opportunities within the current Maricopa County food system, understand farmer experiences with City of Phoenix food system grants and programs, and understand what farmers would like to see prioritized in the next food action plan and made available in the future.

4

### Focus Groups and Art & Writing Contest - Youth

Two (2) focus groups were held for Phoenix youth, one in May 2025 and one in October 2025. The first focus group was held in collaboration with the Climate Action Plan with support from the Arizona Youth Climate Coalition and RE:Frame, a youth-led cultural center in South Phoenix. The second focus group was held at RE:Frame's site with participants from its Environmental Justice Hub. Both sessions involved listening to youth concerns about the food system, identifying priorities, and discussing strategies to tailor solutions to community-specific needs. In addition to the focus groups, OEP facilitated the "Our City, Our Climate" Youth Art & Writing Contest for middle school and high school students in the fall of 2025. The contest sought to expand students' participation in public planning processes by having them create a piece that reflected their vision for Phoenix's climate future.

3

### Focus Groups - Seniors

Eight (8) focus groups were held with seniors at city-operated senior throughout Phoenix. The lunchtime sessions were held during August - October 2025. Attendees discussed barriers to food access and identified potential solutions. Sessions were conducted in English with live interpretation available in Spanish and Mandarin.



### 6 Focus Groups - Local Businesses

Five (5) business workshops were held from August to October 2025, conducted in partnership with the Climate Action Plan and Energy Access Plan. Phoenix business owners and employees shared how climate impacts their businesses and discussed strategies to improve their business's efficiency, reduce costs, and become more sustainable. Many of the attendees represented food businesses.

### 7 Open House Events

Four (4) open house events were held during fall 2025 to gather additional community feedback and connect attendees to existing food-related resources. Three of the events were held in city-operated community centers, and the fourth event was held at a local urban agriculture site in conjunction with an on-site farmers' market.

### 8 Tabling Events

OEP staff tabled at five (5) large-scale community events to gather feedback from a combination of Phoenix residents and food systems stakeholders. These include events hosted by City of Phoenix departments and by community-based organizations. All events had a food, climate, and/or health focus, and tabling involved asking attendees about their priorities for food access and the food system, personal or organizational challenges/barriers they face, and resources that would help strengthen the system.

### 11 Interdepartmental Working Group

In addition to engaging community stakeholders, an Interdepartmental Working Group was developed to gather information and promote city-wide coordination on the 2030 Plan. The working group includes representatives from eighteen (18) City of Phoenix departments. Since August 2025, the working group has met monthly to discuss existing food-related initiatives led by different departments, plans for upcoming projects, and commitments to participating in the implementation of the Food Action Plan.

### 10 Stakeholder Interviews

15+ interviews were conducted with food systems stakeholders during November 2025 - March 2026. Interviewees included community-based organizations, food banks, higher education institutions, local government agencies, coalitions, and other partners within the Maricopa County food system. Interviews covered topics including upcoming program and policy priorities, challenges and barriers experienced, resources available to share, and resources needed to advance their food systems work.

### 9 Innovate PHX Challenge

In January 2026, the OEP partnered with the City's Office of Innovation and Venture Cafe to host the sixth "Innovate PHX Challenge." The Innovate PHX Challenge is structured as an all-day "hackathon," where teams of entrepreneurs, subject matter experts, and Phoenix residents come together to develop a solution to a complex issue like food insecurity. For this Innovate PHX challenge, teams were tasked with developing a concept for a neighborhood food hub that increased food access and offered opportunities for education, community connection, and economic mobility.



### Outreach and Facilitation Support

The City of Phoenix partnered with three trusted community-based organizations - Pinnacle Prevention, Unlimited Potential, and Local First Arizona - to promote the workshops and events, identify participants, and facilitate the interactive activities. Pinnacle Prevention, a capacity-building organization dedicated to building a just food system, served as the primary facilitation team during the community workshops and farmer focus group sessions. Unlimited Potential is a community organization that provides health and sustainability education through its network of community health workers (CHWs). Unlimited Potential supported outreach efforts by leveraging its network of CHWs, who are embedded in their communities, to recruit participants and facilitate small-group conversations. Local First Arizona is the largest local business association in the U.S. and has an extensive network of local business that they support via promotion and technical assistance. Local First Arizona facilitated a series of business workshops, leveraging their network to identify and engage Phoenix businesses. These three organizations established trust with Phoenix residents, local farmers, and local businesses helped to foster a space for honest and inclusive dialogue, where attendees felt comfortable voicing their thoughts and opinions.

### Collaboration with Climate Action & Energy Access Plans

In addition to partnering with community-based organizations, the 2030 Food Action Plan was developed in coordination with the City of Phoenix Office of Sustainability's Energy Access Plan and OEP's Climate Action Plan Update. The **C**limate **A**ction, **F**ood, & **E**nergy (CAFE) team co-developed interactive activities and surveys, coordinated workshop promotion, and shared community resources and information across events. Aligning efforts improved public participation across the three plans, reduced engagement fatigue for community members, and created lasting partnerships to support the implementation of programs focused on affordability and community well-being.





# Community Engagement -BY THE- NUMBERS

**2**  
Surveys

**750**  
responses

**4**  
Community  
Events

**330+**  
Attendees

**8**  
Senior  
Lunches

**240+**  
Attendees

**8 Community  
Workshops**

**100+**  
Attendees

**5**  
Business  
Workshops

**68**  
Attendees

**5 Tabling  
Events**

**600+**  
Attendees

**47**  
Attendees

**3**  
farmer  
focus groups

**1**  
Hackathon

**26**  
Attendees

**2**  
youth  
events

**70+**  
Attendees

**70+**  
Comments

**30-day**  
public comment period

**Total # of people engaged in the  
development of the 2030 Plan: 2,300+**



# Approach & Structure of the 2030 Plan

The 2030 Plan seeks to provide tangible, measurable strategies to improve the Maricopa County food system. However, this plan is not an exhaustive list; instead, it aims to function as a starting point, capturing community priorities and proposing actions that help actualize them.

The 2030 Plan is intended to be a community plan, not just “the City’s plan” for expanding food access and strengthening the local food system. **The plan was co-developed with Phoenix residents and food system stakeholders, and it is intended to be implemented collaboratively.** Many of the plan’s actions build on existing initiatives and priorities of community partners. The plan recognizes and leverages these efforts, calling out their alignment with community needs, and promoting collaboration to strengthen these activities.

### What’s New In the 2030 Plan?

The City’s 2025 Food Action Plan had five overarching goals, supported by 18 strategies and 51 actions. The five goals included:

- Healthy Food for All**
- Strengthen the Local Economy**
- Celebrate Local & Diverse Agriculture**
- Maintain a Sustainable Environment**
- A Resilient Food System**

The 2030 Plan consists of **ten strategic priorities** that were identified based on community needs and vision for the food system. Each strategic priority includes a goal and specific actions that support the development of an equitable, resilient, and thriving local food system.

## 10 strategic priorities



### Food Access:

*All Phoenix residents have enough to eat, and fresh, healthy, and culturally appropriate food is available, affordable, and easily accessible in every Phoenix neighborhood.*



### Health:

*Community health and well-being is improved, supported by education and programs that increase access to healthy, nutritious foods.*



### Education & Training:

*Food education and trainings are available and accessible to every Phoenix resident.*



### Food Production:

*Food production is a valued use of land and is supported by City plans, processes, and resources.*



### Local Food Economy:

*A thriving, equitable, and circular food economy that works for all and creates opportunities for community wealth-building.*



# Strategic Priority Structure

Each strategic priority includes:

- **Overarching goal** - reflects the community's vision of the strategic priority.
- **Background and community relevance** - provides context about why this strategic priority was selected, what trends/data are relevant, and how this aligns with community feedback.
- **Community highlight** - showcases a local organization or initiative that is leading the way in this space.

Each Strategic Priority includes specific actions for implementation. Each action includes:

- **Collaborators** - identifies departments & community partners that have committed to working on the action.
- **Metrics** - proposes metrics to evaluate the success and impact of the action.
- **Timeline** - includes an estimated timespan for completing the action.
  - Short-term: 1 - 2 years
  - Medium-term: 3 - 4 years
  - Long-term: 5+ years

## A Plan of Plans

Beyond the Food Action Plan, food and food system-related issues are included in several major City plans and initiatives:

- **PlanPHX (Phoenix General Plan - 2015, 2025)**
- **2021 Climate Action Plan**
- **2050 Sustainability Goals**
- **2050 Zero Waste Plan & Circular Economy Roadmap**
- **2022 South Central Transit-Oriented Development Plan**
- **2026 RIO PHX Plan**
- **2024 Shade Phoenix Plan**



### Food Waste Prevention:

Prevention strategies reduce waste generation, surplus food is redistributed to those in need, and inedible food is composted.



### Community & Cultural Connections:

Community is built around food, and all residents have opportunities to grow, share, and gather in accessible community spaces.



### City Planning & Policy:

The City establishes comprehensive policies that support activities and stakeholders across the food system.



### Partnerships & Collaboration:

Building meaningful connections with all people involved in our local food system leads to transformational change and resilience.



### Food System Resilience:

The local food system is able to withstand and recover from disruptions, and strategies are in place to support and monitor its long-term sustainability.



# Vision & Guiding Values

The overarching vision and guiding values are embedded throughout the plan and will guide the implementation of the proposed actions.

*An equitable, sustainable, and thriving local food system, where everyone has enough to eat and has access to healthy, affordable, and culturally appropriate food.*



## **Equity & Justice:**

Intentionally addressing & undoing inequities within the local food system



## **Health & Joy:**

Celebrating the importance of food for individual and community well-being



## **Community Connection & Sharing Abundance:**

Fostering a sense of community and creating spaces to share, learn, and gather around food



## **Partnerships & Collective Action:**

Collaborating with stakeholders across the food system, building on existing work and shared goals



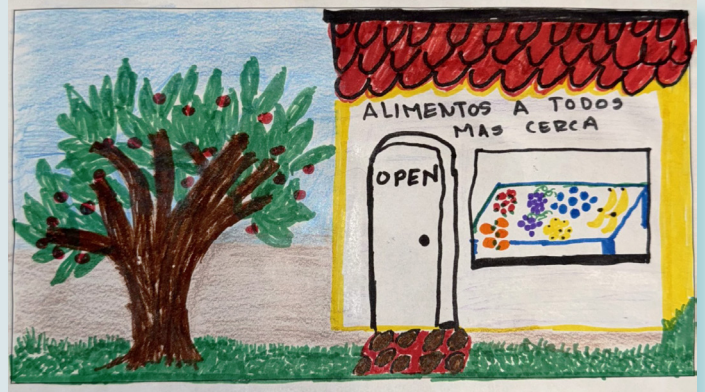
## **Sustainability & Resilience:**

Preserving resources, land, & knowledge to benefit current & future generations



# "A Day in the Life" - Food Systems Visioning

Write or draw your vision of how you want your neighborhood to look when it comes to food. Show how you would access food and what you would do with it -- whether you're growing, cooking, sharing, or eating it!





## STRATEGIC PRIORITY #1 **FOOD ACCESS**

*Everyone in Phoenix has enough to eat, and fresh, healthy, and culturally appropriate food is available, affordable, and easily accessible in every Phoenix neighborhood.*

### **Background & Community Impact**

Maricopa County is a national leader in food production; however, the food system does not work for many people in Phoenix, especially people who are low-income, ethnic minorities, seniors, and children. According to a 2023 study by Feeding America, 13.7% of the Maricopa County population was identified as being food insecure. Of this group, an estimated 66% were eligible for the Supplemental Nutrition Assistance Program (SNAP) and other nutrition program benefits (with income levels 185% below the poverty line). An estimated 34% have income levels that disqualify them from receiving federal nutrition benefits, highlighting a gap in support that community members identified during the plan's outreach efforts. To address this need, actions to support and supplement public benefits have been included.





The inability to afford food was cited by Phoenix residents as the most common barrier to food access. However, residents also reported other challenges that prevented them from accessing healthy, culturally appropriate food, such as a lack of nearby food access points, limited transportation access, and a lack of time and knowledge that impacted their ability to obtain and prepare it. In surveying Phoenix residents, **36% of respondents indicated experiencing some level of food insecurity in the last 12 months (n=750), and only 30% stated that they didn't face any barriers to accessing fresh, healthy food (n=409)**. To address these barriers, residents called for more food access sites to be located in neighborhoods, expanded transportation options to reach these sites, and resources to make healthy food more affordable.

What barriers do you have when it comes to accessing fresh, healthy food?	Number of Responses
It is too expensive for my budget	203
No barriers	121
I don't have time to cook or prepare it	87
It is too far from where I live	78
I don't have transportation to get to it	54
I don't know where to find it	48
I don't know how to cook or eat it	44
Other	21
I don't have access to basic kitchen equipment	9

– Data is from the community food surveys conducted during the 2030 Plan's outreach efforts.

### Dimensions of Food Access

There are several key dimensions of food access that the 2030 Plan seeks to support:

- **Availability** – there is a sufficient quantity of safe, quality food that is consistently available.
- **Accessibility** – food is physically accessible - it is located nearby, and people have the resources to travel to obtain it.
- **Affordability** – food is priced such that people can afford a nutritious diet without compromising other essential needs.
- **Acceptability** – people have access to food that is culturally appropriate and aligns with their cultural practices, preferences, and dietary needs.



### Action 1.1

*Develop or expand programs that provide resources like funding, infrastructure, marketing support, and/or incentives for neighborhood food access sites.*

#### Collaborators:

- **Existing food distribution sites** (farmers' markets, corner stores, food pantries, etc.)
- **Community-based organizations**
- **Business development organizations**
- **City departments** (Environmental Programs, Community & Economic Development, Human Services, Neighborhood Services)

#### Metrics:

- **Number of food access sites**
- **Number of visitors to food access sites**
- **Average distance of household from a food access site**
- **Resident satisfaction with the availability of food**

#### Timeline:

Medium-term

### Action 1.2

*Expand the utilization of public food assistance programs through promotion, partnerships, and initiatives that address barriers to enrollment.*

#### Collaborators:

- **Community-based organizations** (Pinnacle Prevention, Wildfire, etc.)
- **Local agencies** (Maricopa County Department of Public Health, Arizona Department of Economic Security)
- **City departments** (Environmental Programs, Human Services, Public Health, Communications)

#### Metrics:

- **Number of SNAP-eligible residents enrolled in benefits programs**
- **Number of residents reached through communications campaigns.**

#### Timeline:

Short-term



### Action 1.3

*Provide resources to help Phoenix residents shop for healthy, culturally appropriate, and locally grown food on a budget, such as trainings on shopping skills, meal planning, and tips for navigating benefit and rewards programs.*

#### Collaborators:

- **Community-based organizations**
- **Existing food outlets** (farmers' markets, markets, grocery stores, etc.)
- **City departments** (Environmental Programs, Human Services, Library)

#### Metrics:

- **Number of individuals trained on affordability resources**
- **Resident confidence in their ability to make their food purchases go further** (before and after training)
- **Resident reported savings on groceries** (before and after training)

#### Timeline:

Short-term

### Action 1.4

*Develop, maintain, and share a Phoenix-specific community food map to raise awareness of existing food access sites.*

#### Collaborators:

- **Local agencies** (Maricopa County Department of Public Health, Arizona Department of Health Services)
- **Higher education institutions** (Arizona State University)
- **City departments** (Environmental Programs, Innovation, Human Services, Neighborhood Services, Public Transit)

#### Metrics:

- **Number of sites included on community food resource map**
- **Number of visits to online community food resource map**
- **Resident knowledge of food affordability resources**

#### Timeline:

Short-term



### Action 1.5

*Promote the expansion of mobile produce markets by strengthening community partnerships and leveraging City facilities as food access points.*

#### Collaborators:

- **Community-based organizations** (Activate Food Arizona, etc.)
- **City Departments** (Environmental Programs, Library, Parks & Recreation, Human Services, Neighborhood Services)

#### Metrics:

- **Number of visits to mobile produce markets held at City sites.**
- **Number of City locations serving as food access points.**

#### Timeline:

Short-term

### Action 1.6

*Explore strategies to develop and improve shuttle services that help residents reach grocery stores and other food access points.*

#### Collaborators:

- **City Departments** (Environmental Programs, Public Transit, Human Services)
- **Valley Metro**
- **Community-based organizations**

#### Metrics:

- **Number of rides taken on grocery shuttle services.**
- **Number of shopping trips completed.**
- **Number of routes improved / re-routed.**

#### Timeline:

Long-term



## COMMUNITY HIGHLIGHT

# ACTIVATE FOOD ARIZONA'S Farm Express Mobile Markets

Activate Food Arizona is a 501(c)(3) non-profit "do tank" which develops and deploys innovative community-based food system solutions to improve the lives of all Arizonans, most notably via its Farm Express Mobile Market program. Farm Express is a three-vehicle fleet of mobile produce markets (one of which is operated out of a decommissioned City bus) that sells healthy, affordable produce at cost in communities throughout the Greater Phoenix Area. The fresh, high-quality fruits and vegetables sold on the markets come from wholesale distributors as well as Arizona farmers and producers. The markets accept SNAP benefits, Double Up Food Bucks, as well as cash and card payments to ensure all community members have access to the produce they need for themselves and their families while also supporting the local food economy.



*"Access to quality, affordable, and culturally relevant food is non-negotiable. Everyone has a role to play in ensuring that members of our community can access the food they need to nourish themselves and their families. For the past 12 years, Farm Express has been laser-focused on this mission—fostering community through food and building deep, lasting relationships with residents of all ages and backgrounds. We're proud of what we've accomplished together and are committed to continuing to build a food system that works for all of us."*

*- Elyse Guidas, MPH,  
Executive Director of Activate Food Arizona*

Farm Express overcomes transportation and distance-related barriers to food access by bringing fresh produce directly to residents who need it most, including many City-operated facilities such as libraries, housing sites, and community centers. Currently, the Farm Express buses visit more than 35 unique locations throughout the Valley, providing fresh produce to approximately 15,000 people per year. During the summer of 2025, Activate Food Arizona partnered with the City of Phoenix to host indoor produce markets at several City of Phoenix library markets sites to reduce health risks associated with extreme heat for staff and shoppers alike. This collaboration provided uninterrupted service and critical food access at a time when extreme heat makes safely accessing food even more challenging.



## STRATEGIC PRIORITY #2 **HEALTH**

*Community health and well-being is improved, supported by education and programs that increase access to healthy, nutritious foods.*

### Background & Community Impact

Equitable access to nutritious, local, culturally appropriate, and affordable food makes a healthy community. Many studies have found that food insecurity and the lack of access to affordable, nutritious food are associated with poor dietary quality and an increased risk of diet-related diseases, including cardiovascular disease, diabetes, and certain types of cancer (Odoms-Young et al, 2024).

This section includes strategies to enhance Phoenix residents' access to healthy and nutritious foods by implementing policies and providing opportunities to learn, access, connect, and grow healthy food. Resident feedback shaped the development of key solutions including health and nutrition classes, food prescription programs, and expansion of community kitchens. The City of Phoenix can create an environment for residents to make informed decisions and participate in a resilient and healthy food system by, in part, integrating "Food is Medicine" approaches and strengthening pathways to food, health, nutrition, and culinary education.

#### What is "Food is Medicine"?

"Food is Medicine" is the concept of using food to prevent, manage, or treat specific diet-related chronic illnesses in coordination with the health care sector. Food is Medicine interventions often involve "prescribing" nutritious food as part of a patient's treatment, such as a produce prescription programs (prescribes fresh produce), medically tailored meals (prescribes prepared foods), or medically tailored groceries (prescribes produce and other staples). Initial research shows that programs like these improve health outcomes for patients with conditions like hypertension, diabetes, and cardiovascular disease (Downer et al., 2020).





## Action 2.1

*Promote access to healthy food at City facilities, events, and programs by developing and promoting a Healthy Food and Beverage Purchasing Campaign.*

### Collaborators:

- **City departments** (Environmental Programs, Public Health, Human Services, Parks & Recreation, Neighborhood Services, Public Works - Facilities, and City Manager's Office)
- **State of Arizona Business Enterprise Program**
- **CityHealth**

### Metrics:

- **Number of City events following Healthy Food & Beverage Guidelines**
- **Number of City contracts incorporating Healthy Food & Beverage guidelines**
- **Percentage of food items in vending machines at City facilities that meet the Healthy Food & Beverage guidelines**
- **Number of healthy food items available at City cafeterias and cafes**

### Timeline:

- **Short-term**

## Action 2.2

*Support "Food is Medicine" initiatives that integrate food access and health with medical care through programs and nutrition services to improve health outcomes, especially for vulnerable populations.*

### Collaborators:

- **Healthcare providers** (HonorHealth, etc.)
- **Food banks** (Desert Mission Food Bank, etc.)
- **Food is Medicine Coalition**
- **Community-based organizations**
- **Higher education institutions** (Arizona State University, University of Arizona)
- **Local agencies** (Arizona Department of Health Services)
- **City departments** (Environmental Programs, Public Health)

### Metrics:

- **Number of Food is Medicine initiatives developed in Phoenix**
- **Number of City-supported Food is Medicine initiatives**

### Timeline:

- **Long-term**



### Action 2.3

*Partner with established community kitchens and activate under-utilized commercial kitchens within existing City facilities to expand access to food, health, nutrition, and culinary education for Phoenix residents.*

#### Collaborators:

- Existing community kitchens
- Community-based organizations (Local First Arizona, etc.)
- Higher education institutions
- City departments (Environmental Programs, Human Services, Parks and Recreation, Housing)
- Teaching Kitchen Collaborative

#### Metrics:

- Number of commercial kitchens activated for food, health, nutrition, and culinary education
- Number of Phoenix residents trained at community kitchens
- Number of trainings offered in-person and online
- Participant evaluations, including pre/post surveys, learning
  - Resident confidence in their ability to prepare healthy and nutritious meals
  - Resident reported changes in fresh produce consumed (before and after training)

#### Timeline:

- Medium-term



# HONORHEALTH & DESERT MISSION FOOD BANK'S “Food is Medicine” PROGRAMS

HonorHealth is a nonprofit healthcare system that serves more than five million people in the greater Phoenix area. **Desert Mission, HonorHealth's community services arm, has been dedicated to addressing the social determinants of health through food access, education, and empowerment for nearly 100 years.** In collaboration with HonorHealth services and other community partners, Desert Mission is committed to supporting “Food Is Medicine” by partnering with individuals and families to improve their health, well-being, and quality of life.

Located at HonorHealth's John C. Lincoln Medical Center campus, Desert Mission serves the community through its four pillar programs: Food Bank, Living Well, Lincoln Learning Center, and Adult Day Health Care. Desert Mission Food Bank provides free, nutritious groceries to the community members. In partnership with St. Mary's Food Bank and its grocery rescue program, each household receives 50-70 lbs. of fresh food per visit. In addition, the food bank offers an infant emergency food box program, and a senior food box program. Desert Mission also accepts direct patient referrals from providers in collaboration with HonorHealth's initiative to screen patients for food insecurity.

Desert Mission's Living Well Program provides resource navigation support and community nutrition programs to address the underlying social and economic factors that influence health, such as education, employment, access, and financial stability. Living Well provides residents with a direct connection to resources, such as public benefit programs (SNAP, AHCCCS, medical insurance), school pantries, weekend meal programs, and homebound delivery. Desert Mission also distributes food at a variety of HonorHealth clinic locations in Phoenix and Scottsdale through its Mobile Farm Stand initiative. By working with Sun Produce Cooperative, a local farming co-op, fresh, seasonal produce is sold at affordable prices to the community. These navigational and food access resources are paired with a variety of food skills programs related to cooking, gardening, and healthy eating and nutrition.

To build upon these support services, HonorHealth received funding through the U.S. Department of Agriculture's Gus Schumacher Nutrition Incentive Program (GusNIP) initiative to launch a Produce Prescription Program. The Produce Prescription Program enables HonorHealth physicians to prescribe fresh fruits and vegetables for a patient's care plan. Eligible patients enrolled in Medicare or Medicaid who are managing chronic conditions such as Type 2 Diabetes, hypertension or obesity, or who are experiencing food insecurity, can receive \$50 per month in produce credits for six months. The patients can redeem their credits at Desert Mission's Mobile Farm Stand sites. In addition to fresh produce, participants in the program receive nutrition education and ongoing support from their care team, helping address both immediate needs and long-term health.



*"The best part about this program was getting fresh produce and the opportunity to try new veggies and fruits that I would normally not buy. It was a big help just having produce when there wasn't much food every day."*  
 - Desert Mission Program Participant



*"I got my A1C down 1 point. At home I have been struggling for ages. This program made healthy eating possible."*  
 - Desert Mission Program Participant



# STRATEGIC PRIORITY #3 EDUCATION & TRAINING

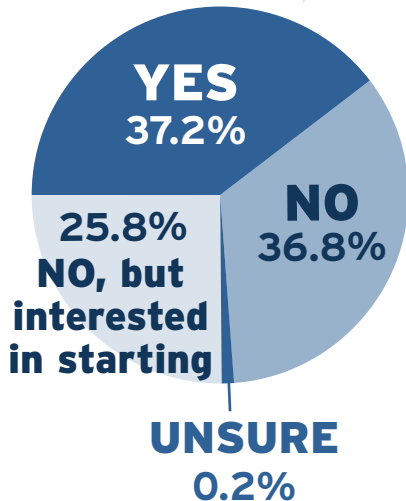
*Food education and trainings are available and accessible to every Phoenix resident.*

## Background & Community Impact

Food education and trainings on topics such as gardening, nutrition, and culinary skills are essential for empowering residents with the knowledge to grow their own food, make healthier choices, and prepare nutritious meals. Based on resident feedback, many community members face barriers rooted in limited knowledge of how to grow their own food and how to prepare it. The defunding of the Supplemental Nutrition Assistance Program Nutrition Education Program (or SNAP-Ed) on September 30, 2025 has created a significant gap in community-based nutrition education, gardening education, cooking and food resource management skills, and hands-on learning opportunities. Addressing this gap for Phoenix residents requires intentional investment in education and training efforts, strengthened partnerships, and expanded program offerings to ensure residents have access to the knowledge and skills needed to support their health and well-being.

This section outlines strategies to expand gardening education and strengthen health, nutrition, and culinary training opportunities that provide residents with the skills and resources to improve their well-being. This section also outlines the importance of partnerships to integrate food systems programming into both new and existing initiatives, broadening access and deepening community impact.

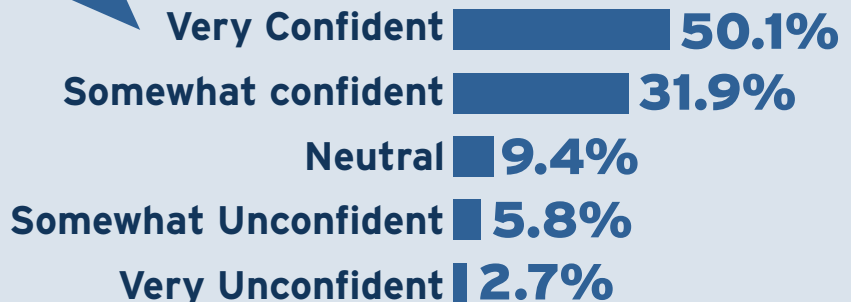
**Do you or your own household currently grow any of your own food?**



# 63%

of survey respondents either already grow their own food or are interested in starting.

**How confident do you feel in your ability to buy, cook, and eat food that help you feel your best?**





### Action 3.1

*Expand garden education trainings to help Phoenix residents learn how to grow their own food in a variety of settings (in backyards, in container gardens, indoors, community gardens, school gardens, etc.).*

#### Collaborators:

- Community-based organizations
- Community health workers
- University of Arizona Maricopa County Cooperative Extension (Master Gardener Program)
- Schools and school districts
- City departments (Environmental Programs, Water Services, Library, Housing, Parks, Human Services, Neighborhood Services)

#### Metrics:

- Number of garden education trainings offered in-person and online
- Number of Phoenix residents trained
- Participant evaluations, including pre/post surveys, learning assessments, completion rates, reported changes in behavior, etc.

#### Timeline:

- Short-term

### Action 3.2

*Pilot and implement culturally responsive health, nutrition, and culinary classes and trainings for Phoenix residents.*

#### Collaborators:

- Community-based organizations
- Food Skills Collaborative
- Higher education institutions
- City departments (Environmental Programs, Neighborhood Services, Human Services, Library, Parks and Recreation, Housing)

#### Metrics:

- Number of health, nutrition, and culinary education trainings offered in-person and online
- Number of Phoenix residents trained
- Participant evaluations, including pre/post surveys, learning assessments, completion rates, reported changes in behavior, etc.

#### Timeline:

- Short-term

The Supplemental Nutrition Assistance Program - Nutrition Education Program (SNAP-Ed) was established in 1992 and funded by the U.S. Department of Agriculture (USDA) to complement SNAP benefits by helping individuals and families with limited resources make healthy food choices within a limited budget. SNAP-Ed used evidence-based practices to increase underserved communities' and families' access to healthy foods, improve nutrition, increase physical activity, and reduce chronic disease.

In Arizona, SNAP-Ed was branded as "AZ Health Zone," administered by the Arizona Department of Health Services in partnership with the Arizona Department of Economic Security, the University of Arizona Cooperative Extension, county health

departments, and community-based organizations. The program provided coordinated services in all fifteen Arizona counties.

Each year, SNAP-Ed brought approximately \$14.9 million in federal funding into Arizona, supporting over 170 jobs statewide. The program delivered more than 750 nutrition classes annually, equipping families with skills in meal planning, budgeting, label reading, and healthy cooking. Beyond classroom education, AZ Health Zone strengthened community infrastructure and food systems statewide:

- Partnered with 780+ schools and early care sites to improve cafeteria practices, update school wellness policies, and integrate nutrition and physical activity into school systems.



## SNAP-Ed Works for Arizona

AZ Health Zone is Arizona's SNAP-Ed program, funded by the USDA and administered by ADHS in partnership with ADES. It is a comprehensive program that helps increase access to nutritious foods, physical activity, and education for individual and families with limited resources. The program is delivered across the state by Local Health Departments and the University of Arizona Cooperative Extension.

### SNAP and SNAP-Ed Work Together



Arizonans live at or below the 150% of the poverty line, placing them at high risk.

**1 in 5**

children in Arizona face hunger

**\$14.9 M**

per year is brought to Arizona through SNAP-Ed the nutrition education and community health initiative of SNAP. Creates over 170 jobs - 40% of these jobs are in rural Arizona.

### SNAP-Ed helps Arizona families make the most of their SNAP dollars

#### SNAP-Ed's Federal Funding Creates Local Impact



750+ nutrition classes delivered statewide, teaching skills for healthier eating.

38% of adults make more balanced meals and

32% improve shopping and eating habits based on what they learned



Work with 780+ schools and child care sites - enhancing cafeterias, building gardens, and teaching lifelong healthy habits.

Engaged 10,850 youth in improving schools and childcare site wellness.



Advances healthier communities through improving spaces to be active.

112 parks, trail and green spaces with community-led upgrades.

Started 60+ social groups including walking clubs, zumba & yoga meetups.



Supports local agriculture and expands access to fresh, nutritious food for 698,500+ Arizonans.

Through 155 gardens, farmers markets, food banks, and pantries, the program increases fruit and vegetable availability and strengthens the local food systems.



- Supported local agriculture and expanded fresh, nutritious food for 698,500 Arizonans through 155 gardens, farmers markets, food banks, and pantries.
- Assessed and improved food pantry environments using the Healthy Food Pantry Assessment Tool (HFPAT), strengthening food safety, storage, and access practices.

More than 1 million Arizonans annually experienced a combination of education, outreach, and environmental improvements. Research indicates that for every \$1 invested in SNAP-Ed, an estimated \$7 in healthcare cost savings may be realized through improved diet and chronic disease prevention.

In 2025, federal SNAP-Ed funding was eliminated from the federal budget, and Arizona's program concluded on September 30, 2025. Impacts included the discontinuation of community gardens, food access initiatives, cooking demonstrations, food preservation workshops, school wellness policy support, mobile market development, pantry improvements, physical activity infrastructure assessments, and local staffing positions supported through federal funds. The loss represents not only the reduction of direct education services but also the dismantling of long-standing cross-sector partnerships that strengthened Arizona's food system, school environments, and community wellness efforts.

## SNAP-Ed Impacts All of Arizona

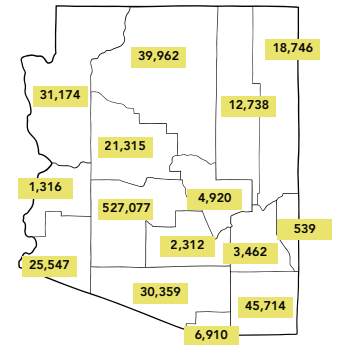
AZ Health Zone reaches every county in the state. That means

# 1M+

Arizonans a year experience a combination of SNAP-Ed education, outreach, and community improvements.

AZ Health Zone partners with local sites such as schools, child care providers, community centers, libraries, youth programs, public housing, parks, seniors centers, tribal organizations, food assistance programs, faith-based groups, health care providers, local agricultural outlets, and grocers.

AZ Health Zone Local Agency Reach by County



## Healthier Families, Stronger Communities, Smarter Spending

For every

# \$1

invested in SNAP-Ed



Arizonans see

# \$7

in estimated health care cost savings

Keller et al., 2024, J Nutr Educ Behav 56(8), 588-596

These savings come from improved diets and chronic disease prevention.

SNAP-Ed strengthens local economies, with over 80 partners in agriculture.

Every

# \$1

SNAP-Ed spends in local food system yields



# \$2

in local economic activity

Kerna et al., 2015, J Extension, 53, Article 6IAW40

All data is from the 2024 AZ Health Zone Evaluation Report and the SNAP-Ed Electronic Database System. This material was funded by USDA's Supplemental Nutrition Assistance Program - SNAP through the AZ Health Zone. This institution is an equal opportunity provider. Learn more at [www.azhealthzone.org](http://www.azhealthzone.org)



### Action 3.3

*Coordinate with City departments to incorporate food and food systems related elements into City programs, projects, and facilities.*

#### Collaborators:

- All City departments that lead resident-facing programs, projects, and facilities
- Community-based organizations
- University of Arizona Maricopa County Cooperative Extension

#### Metrics:

- Number of active community gardens at City sites
- Number of community kitchens at City sites
- Number of cooking/culinary classes offered at City sites
- Number of garden trainings offered at City sites
- Number of seed libraries at City sites
- Number of "Ask A Master Gardener" events offered at City sites

#### Timeline:

- Medium-term

### Action 3.4

*Engage City employees in the local food system by providing opportunities for education, training, and engagement at City facilities.*

#### Collaborators:

- **City departments** (Environmental Programs, Public Works, Human Resources)
- **University of Arizona Maricopa County Cooperative Extension**
- **Community-based organizations** (Keep Phoenix Beautiful, etc.)
- **Sun Produce Cooperative**
- **Mill / R. City**

#### Metrics:

- Number of employees subscribed to the employee farm bag program
- Number of employees attending garden/food related "lunch and learn" opportunities
- Number of employees attending City of Phoenix HR Wellness Team's cooking demonstrations
- Number of times the Mill bin is used in employee breakrooms
- Percentage change in food waste behaviors after education and resources are provided to City employees

#### Timeline:

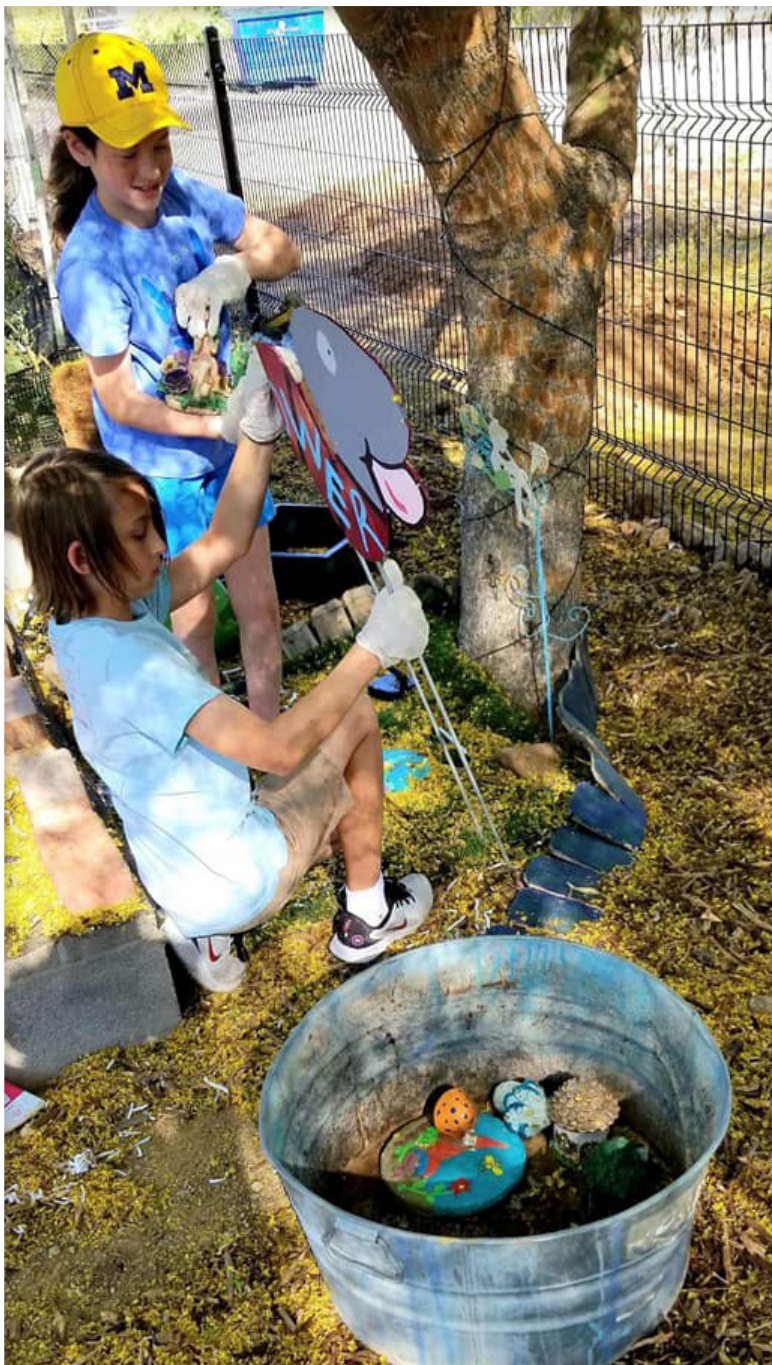
- Short-term



## COMMUNITY & CITY *Collaborations*

The City of Phoenix partners with a variety of community organizations to provide food skills education to Phoenix residents and employees. Below are examples of how the City's Library Department, Parks and Recreation Department, Housing Department, and Office of Environmental Programs have collaborated with community partners to offer gardening and food systems education.

- **Seed to Supper Series:** The City's Library Department worked with the Maricopa County Cooperative Extension (MCCE) to host a free beginner gardening course at the Harmon Public Library. The "Seed to Supper Series" taught residents about low-cost ways to plant and grow in Arizona, as well as how to choose crops, maintain gardens, and harvest food. This six-week program was funded by SNAP-Ed and was available for free.
- **Mountain View Park Community Garden:** The City's Parks and Recreation Department partners with Keep Phoenix Beautiful (KPB), a non-profit organization, to operate the Mountain View Community Garden (MVCG). KPB maintains the garden and organizes workshops on topics such as compost and soil, pests and fertilizer, watering, bees, etc. Each year, KPB offers 8-10 garden workshops, reaching approximately 150-200 community members annually. MVCG also hosts a after school program with Mountain View Elementary School, serving 20 students who participate in weekly garden visits and learn about growing food, nutrition, and climate factors. Lastly, two garden beds at MVCG are dedicated to the Desert Mission Food Bank, providing approximately 500 pounds of fresh produce each year.
- **Community Kitchen at a City Housing Site:** The City's Housing Department is partnering with Local First Arizona to develop a community kitchen, food entrepreneur incubation program, and teaching gardens at the Thash Mahd Impact Hub in the Edison Eastlake Choice Neighborhoods community. The Thash Mahd Impact Hub is expected to open in early August 2026.
- **Gardening Lunch & Learn:** The OEP and MCCE Master Gardener Program have teamed up to provide a series of "lunch and learn" opportunities for City of Phoenix employees. MCCE Master Gardeners present on a variety of gardening topics to City of Phoenix employees during lunch. These biannual "lunch and learn" opportunities are integrated into the City's Community and Organizational Awareness plan, and employees receive training credit for attending.





## STRATEGIC PRIORITY #4

# FOOD PRODUCTION

*Food production is a valued use of land and is supported by City plans, processes, and resources.*

### Background & Community Impact

Maricopa County is losing its farmland at a rapid pace. According to data from the U.S. Department of Agriculture, more than half of all farmland in Maricopa County has been lost, with 36% of the county's farmland converted to urban development between 1997 and 2017 (2020). Maricopa County continues to lose over ~11.5 square miles of farmland per year, with much of the land being converted into housing, commercial, and industrial uses. If land continues to be converted at this rate, **the Maricopa County is on track to lose its remaining 264,018 acres of farmland in just 36 years** (UA-CUSA, 2025).



# 36%

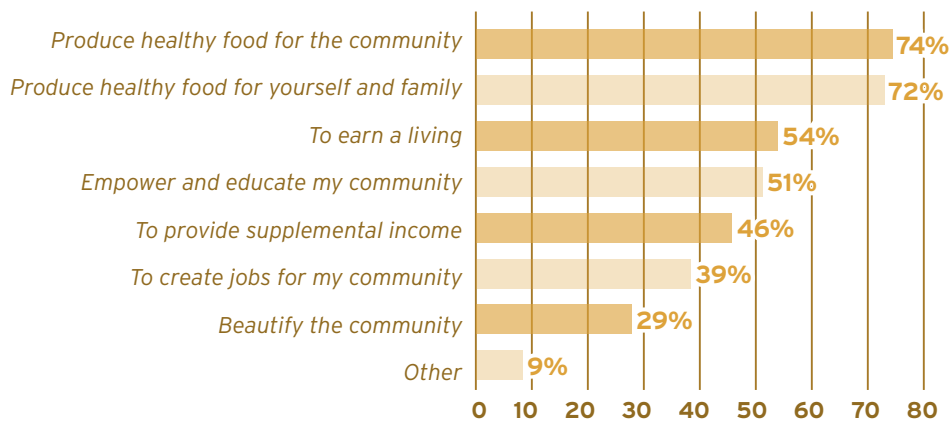
**More than half of all farmland in Maricopa County has been lost, with 36% of the county's cropland converted to urban development between 1997 and 2017 (2020).**

According to the US Department of Agriculture's 2022 Census of Agriculture, Maricopa County has 1,527 farms, a 19% decrease since 2017 (USDA, 2024). In 2022, the average farm size in Maricopa County was 329 acres, a 30% increase in size since 2017. Together, these changes indicate that farmland is being consolidated, which can increase the cost of farmland while limiting its availability (Union of Concerned Scientists, 2021). This reduces opportunities for new and small farmers. Small farms (1 to 9 acres in size) make up 57% of the total number of farms in Maricopa County, and 88% of the county's farms make less than \$25,000 in annual sales (USDA, 2024).



The number of new and beginning farmers increased in Maricopa County by 12.9% between 2017 and 2022. This trend reflects a growing interest in food production, among both Phoenix residents and prospective producers. Urban agriculture has become increasingly popular within the City, with community and commercial growers taking advantage of backyards, community gardens, incubator farm sites, indoor and controlled environments, and other non-traditional land arrangements. During outreach for this plan, having more land made available for food production, preferably within neighborhoods or at community sites was the top solution of Phoenix residents. Similarly, land access was a top priority for local farmers, in addition to water and infrastructure needs, business development support, and assistance with identifying local markets. To address these needs, this section includes solutions that aim to support local food production by 1) identifying, activating, and preserving viable land in Phoenix, 2) reducing financial and educational barriers to growing food, and 3) improving land access processes for community and commercial growers.

When asked about goals for their farming operation, local farmers' top response was "to produce healthy food for the community" (UA-CUSA, 2024).



Percentage of unique respondents to the questions (n=133)

### Action 4.1

**Create a strategy to identify and activate City-owned sites for food production.**

#### Collaborators:

- **City departments** (Environmental Programs, Planning & Development, Law, Finance - Real Estate Division, Neighborhood Services, Water Services, Parks and Recreation)

#### Metrics:

- **Number of City sites identified that are suitable for food production**
- **Number of City sites activated for food production**

#### Timeline:

- **Medium-term, on-going**



### Action 4.2

*Develop an urban agriculture and community food project at the City-owned property located at 32nd Avenue & McDowell Road.*

#### Collaborators:

- **City departments** (Environmental Programs, Parks & Recreation, Innovation, Community & Economic Development, City Engineer, Water Services) **and elected city council offices (District 4)**
- **SRP**
- **Community-based organizations**
- **Local farmers & producers**
- **Local businesses**

#### Metrics:

- **Pounds of food grown**
- **Pounds of food donated**
- **Number of households served**
- **Number of residents educated**

#### Timeline:

- **Medium-term**

### Action 4.3

*Develop and expand initiatives that provide resources for local food producers, such as grant programs, training and mentorship opportunities, and assistance navigating City processes and policies.*

#### Collaborators:

- **Local farmers & producers**
- **City departments** (Environmental Programs, Planning & Development, Finance, Water Services)
- **University of Arizona Center for Urban Smart Agriculture & Maricopa County Cooperative Extension**
- **Arizona State University Swette Center for Sustainable Food Systems**
- **Arizona Food Bank Network**
- **Arizona Department of Agriculture**

#### Metrics:

- **Number of grants (or amount of funds) distributed to local food producers**
- **Number of local food producers trained**
- **Number of training and mentorship sessions held**
- **Number of food producers assisted with new/expanded projects**

#### Timeline:

- **Medium-term**



## Action 4.4

*Collaborate with technical assistance providers to provide resources and promote sustainable food production, including organic and regenerative approaches, traditional Indigenous agricultural methods, and other innovative growing techniques (agrivoltaics, indoor/controlled environment, greenhouses, rooftop gardens, etc.)*

### Collaborators:

- **Local farmers and producers**
- **Community-based organizations** (that provide education and training)
- **City departments** (Environmental Programs, Communications, Sustainability, Water Services)
- **Higher education institutions** (Arizona State University Swette Center for Sustainable Food Systems, University of Arizona Center for Urban Smart Agriculture & Maricopa County Cooperative Extension)

### Metrics:

- **Number of urban agriculture sites established using sustainable food production techniques**
- **Number of urban agriculture sites that adopted sustainable food production techniques**
- **Number of technical assistance partnerships established**
- **Number of training sessions held or promoted**
- **Number of food producers trained**
- **Number of residents trained**
- **Number of grants / amount of grant funds distributed**

### Timeline:

- **Short-term**

## Action 4.5

*Support the adoption of water conservation practices and water-smart infrastructure for home gardens, community gardens, school gardens, and urban farms in coordination with the Drought Management Plan.*

### Collaborators:

- **City departments** (Water Services, Environmental Programs, Neighborhood Services, Planning & Development)
- **Local farmers and producers**
- **Community, school, and home gardeners**
- **Community-based organizations**

### Metrics:

- **Number of training sessions held**
- **Number of people trained on water conservation practices**
- **Number of gallons of water saved due to training and infrastructure improvements**

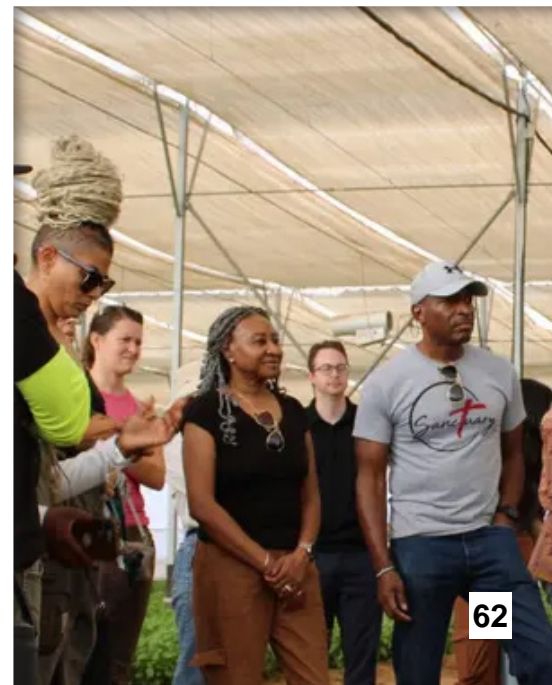
### Timeline:

- **Short-term**

# TECHNICAL ASSISTANCE FOR *Local Growers*

## **Arizona State University (ASU) Swette Center for Sustainable Food Systems:**

The ASU Swette Center for Sustainable Food Systems facilitates research, education, partnerships, and policy solutions to advance sustainable food systems. The Center offers degree programs that help create a pipeline of young professionals for future careers in the food and agriculture sector. Through the U.S. Department of Agriculture (USDA) NextGen Program, the ASU Swette Center provides scholarships for undergraduate and graduate students in sustainable food systems and offers paid internship opportunities that provide hands-on experience with local food systems organizations. Since 2024, the Center has provided Arizona growers with support to obtain USDA Organic certification, including farmer-to-farmer mentorship, technical assistance, workforce development, and networking. To date, the ASU Swette Center has served 28 Arizona farmers and ranchers seeking certification, engaged 11 farmer mentors, and assisted six Arizona producers in becoming USDA Organic certified. In addition to providing one-on-one training and mentorship, the Center has hosted a variety of events on topics such as selling to wholesale markets, forming organic farm cooperatives, field days, and more.





### **University of Arizona (U of A) Center for Urban Smart Agriculture:**

The U of A Center for Urban Smart Agriculture (CUSA) provides a variety of resources for urban, small-scale, and beginner farmers that are tailored to the unique challenges of growing food in the Sonoran Desert. CUSA offers virtual courses, hands-on training, networking opportunities, and grants for local growers across Arizona. In 2024, the center engaged 720 community members statewide through its monthly “Urban Ag Office Hours,” farmer field days, and farm tours designed to connect growers with the knowledge, tools, and networks they need to thrive. The center also conducts regular Urban, Small-scale, Beginner Farmer Needs Assessment to identify producer priorities, barriers, and educational needs. Upcoming priority areas include zoning policy improvement and navigation support; financial resources for farmers; and building-integrated agriculture and other innovative land access strategies.

### **Local First Arizona’s Ag Business Boot Camp:**

Local First Arizona (LFA)’s Ag Business Boot Camp is an eight-week, hybrid format program for small and beginning farmers in Arizona. The program is designed to build business skills and resilience by addressing the unique challenges of operating a farm business. The boot camp is available for farmers at any stage and is designed to be accessible regardless of location. Through a mix of peer-to-peer learning, webinars, one-on-one tailored support, and hands-on workshop, farmers learn about topics like business planning and goal-setting tools, fundraising strategies and funding opportunities, market expansion and buyer diversification techniques, food safety certifications, and value-added product development. Since the boot camp was established in 2025, 16 Arizona farm businesses have completed the program.



*“Traditional business technical assistance, such as business planning or accessing loans, often doesn’t fully align with the realities of farming, where producers face high risk, significant capital needs, thin margins, uncontrollable variables, and delayed revenue. This disconnect can make standard business support feel overwhelming or inaccessible.”*

*- Taylor La Ravia, Senior Manager for Food Resiliency, Local First Arizona*

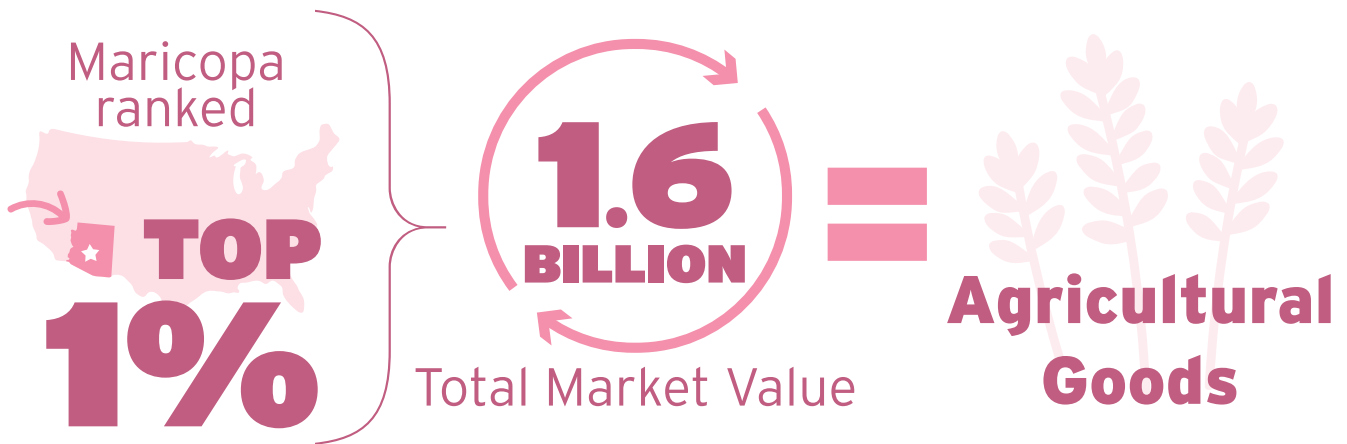


## STRATEGIC PRIORITY #5 **LOCAL FOOD ECONOMY**

*A thriving, equitable, and circular food economy that works for all and creates opportunities for community wealth-building.*

### Background & Community Impact

Food is a crucial component of the economy. Maricopa County is ranked in the top 1% of all U.S. counties for total agricultural sales, producing \$1.6 billion in total market value of agricultural goods (the largest of any county in Arizona) in 2022 (Rice, 2024). Beyond food production, restaurants and the food service industry in the Phoenix-Mesa-Chandler area contributed \$23.58 billion in direct economic output to the local economy in 2025 (Arizona Restaurant Association).

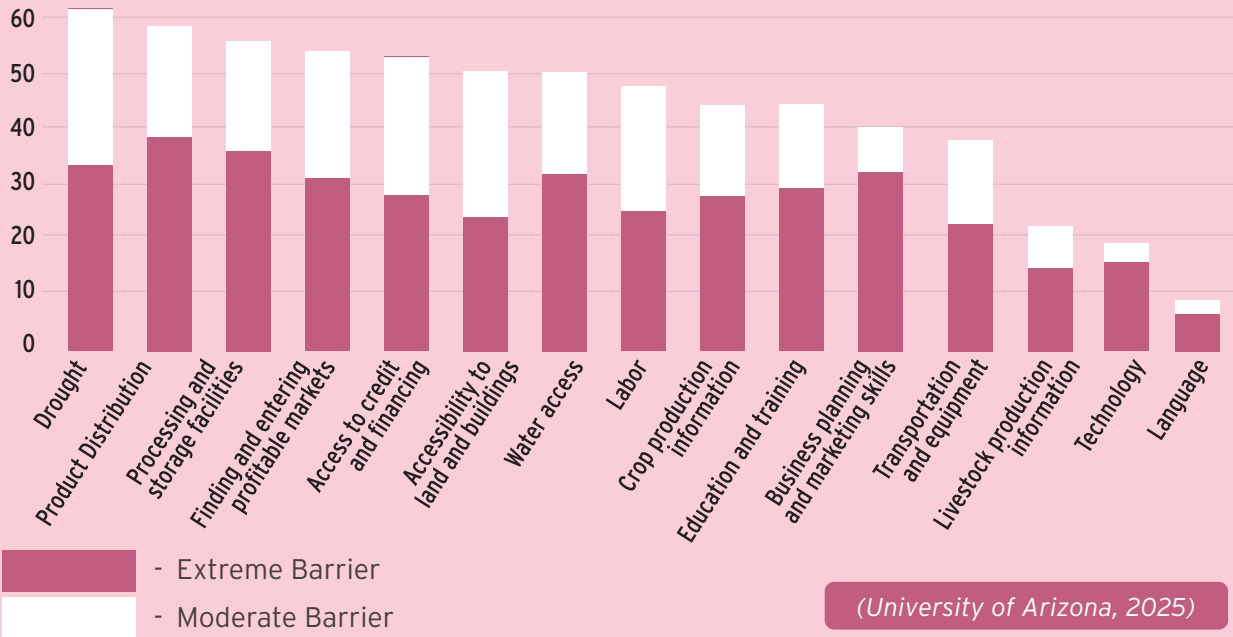


However, local farmers and small food businesses face significant obstacles in fully participating in and benefiting from the local food economy. In a recent survey, Arizona urban, small-scale, and beginning farmers identified several major barriers to participating in the local food economy (University of Arizona, 2022). Barriers included challenges with product distribution, limited processing/storage facilities, finding and entering profitable markets, accessibility of land or buildings, labor, and business planning and marketing skills. These barriers aligned with the needs identified by farmers during the plan's outreach process. Growers advocated for, in part, incentives for local businesses and institutions to source locally, programs and/or funding opportunities that support farmers' distribution and labor needs, and the development of a farmer-focused business and financial coaching program.

This section outlines several strategies to create economic opportunities for food producers, other food businesses, and residents while expanding access to healthy, local, and culturally relevant food. By building a supportive ecosystem that prioritizes sustainable procurement policies, workforce development and capacity-building initiatives, and connections between the sectors of the food system, Phoenix can create a resilient food economy that supports residents today and in the future.



# Identified Barriers



## Action 5.1

**Develop local food procurement guidelines, draft contract language, and sustainable sourcing best practices for the City of Phoenix and other local institutions within the city.**

### Collaborators:

- **City departments** (Environmental Programs, Sustainability, Finance)
- **Existing local procurement networks** (Arizona Food Bank Network, Arizona Farm to School Network, etc.)
- **Higher education institutions** (Arizona State University Swette Center for Sustainable Food Systems, etc.)
- **Hospitality and corporate sector**
- **Local farmers and producers**
- **Local food processors and distributors**
- **Local food businesses**
- **C40 Cities Food Procurement & Food Waste Working Group**

### Metrics:

- **Number of resources developed**
- **Number of identified institutions that could adopt procurement guidelines and procedures**
- **Number of local businesses/producers identified for sourcing**

### Timeline:

Long-term



### Action 5.2

**Develop a strategy for connecting local producers and food businesses with new and existing business support programs and local procurement opportunities.**

#### Collaborators:

- **City departments** (Environmental Programs, Community & Economic Development, Public Works, Library, Neighborhood Services, Sustainability)
- **Community-based organizations that provide business assistance and training** (Local First Arizona, etc.)
- **University of Arizona Center for Urban Smart Agriculture & Maricopa County Cooperative Extension**
- **Existing procurement networks** (Arizona Food Bank Network, Arizona Farm to School Network, etc.)
- **Local farmers, producers, and other food businesses**

#### Metrics:

- **Number of farmers and producers reached**
- **Number of food businesses reached**
- **Number of farmers, producers, and other food businesses enrolled in support and technical assistance programs**

#### Timeline:

Short-term

### Action 5.3

**Support the development and expansion of agriculture, agri-food tech, and other food system workforce development initiatives in Phoenix.**

#### Collaborators:

- **City departments** (Environmental Programs, Community & Economic Development, Sustainability)
- **Higher education institutions** (community colleges, universities, etc.)
- **Community-based organizations that provide training and education programs** (Local First Arizona, St. Mary's Food Bank, etc.)
- **Local farmers, producers, food distributors, grocers, & restaurants**

#### Metrics:

- **Number of existing workforce development programs identified**
- **Number of food system mentors and host sites identified**
- **Number of participants engaged in workforce development programs**
- **Number of participants employed after program participation**

#### Timeline:

Medium-term



## Action 5.4

*Support the development of “middle of supply chain” (food processing, storage, and distribution) infrastructure, such as food hubs, cold storage, aggregation points, and community kitchens.*

### Collaborators:

- **City departments** (Environmental Programs, Community & Economic Development, Planning & Development)
- **Local food procurement networks** (Arizona Food Bank Network, etc.)
- **Local farmers, producers, & distributors** (Sun Produce Cooperative, etc.)
- **Existing food hubs, community kitchens, and storage facilities**

### Metrics:

- **Number of food hubs in Phoenix**
- **Number of community kitchens in Phoenix**
- **Number of cold storage facilities in Phoenix**
- **Number of local aggregation sites in Phoenix**

### Timeline:

Long-term

## Action 5.5

*Partner with local stakeholders to develop a city-wide “Buy Local Food” marketing campaign to celebrate local growers and other local food businesses.*

### Collaborators:

- **City departments** (Environmental Programs, Finance, Neighborhood Services, Communications, Sustainability)
- **Community-based organizations**
- **Local business associations**
- **Local farmers, producers, & other food businesses**

### Metrics:

- **Number of residents reached with campaign messaging**
- **Number of businesses reached with campaign messaging**
- **Number of engagements / clicks on campaign materials**
- **Number of local farmers, producers, & food businesses engaged**

### Timeline:

Medium-term

## COMMUNITY HIGHLIGHT

# ARIZONA FOOD BANK NETWORK'S *Friends of the Farm* PROGRAM

Arizona Food Bank Network (AzFBN) is a coalition of four regional food banks and approximately 1,000 food pantries working together to address hunger and food insecurity across all 15 counties in Arizona. AzFBN promotes collaboration between food banks, pantries, soup kitchens, and other community organizations that strengthen the emergency food system. AzFBN develops innovative solutions for special populations experiencing hunger, including Tribal and Veteran communities, as well as children and older adults. Additionally, AzFBN shares information surrounding food advocacy, how residents can support each other and food banks, and events/important action items to end hunger in Arizona

Friends of the Farm (FoF) is a farm-to-food bank program of AzFBN that supports Arizona's small growers and farmers while also helping Arizona's food-insecure families. Friends of the Farm currently works with Arizona farmers to purchase and distribute food to their food bank network. By purchasing an agreed upon amount of food in advance from small-scale-producer. This multi-faceted approach to supplying food banks with a variety of Arizona grown fruit, vegetables, dairy, eggs, and meat is an innovative way to strengthen the local food economy, address food insecurity, and improve food system resilience.

The Friends of the Farm program was established in early 2020 through funding granted by then-Governor Doug Ducey, then expanded through funding from the US Department of Agriculture's Local Food Purchase Assistance (LFPA) Cooperative Agreement Program. Although the LFPA program has since been defunded, the FoF Program remains active and is seeking funding opportunities to allow them to continue to purchase from local farmers on a similar scale.

In 2025, 135 food producers were participating in the Friends of the Farm program, distributing more than 900,000 pounds of Arizona-grown food through AzFBN's four regional food bank partners and over 45 partner agencies. This represents an investment of \$3.81 million in local agriculture.

Additionally, the AZFBN has expanded the Friends of Farmers program to include the Farmer Development Series, which provides resources and trainings for local farmers. This farmer-led webinar series that addresses topics such as accessing institutional markets, farm infrastructure, technical support, and distribution & aggregation processes.



***"Farm-to-food bank programs play a critical role in supporting local producers, delivering fresh, nutrient-dense foods to underserved communities, and strengthening local food systems work in Arizona. At a time when demand for food assistance is at an all-time high, investing in small farmers is more important than ever to help meet growing needs, especially amid federal funding cuts."***

*- Erica Uhl, Friends of the Farm Program Manager*





# STRATEGIC PRIORITY #6 FOOD WASTE PREVENTION

*Prevention strategies reduce waste generation, surplus food is redistributed to those in need, and inedible food is composted.*

## Background & Community Impact

In the U.S., approximately 40% of all food is wasted (NRDC, 2012). This waste contributes to environmental harm and can result in financial losses of over \$2,900 per year for a family of four (EPA, 2025). Wasted food in the U.S. causes greenhouse gas emissions equivalent to those of more than 50 million gas-powered passenger vehicles per year (EPA, 2025).

In Phoenix, an estimated **270,000 tons of food waste is generated each year (NRDC - PHX Report)**. **Households are the highest food waste-producing sector, producing an approximate 149,000 tons of food waste per year. Restaurants generate an additional 69,000 tons of food waste per year**, the highest rate of any food industrial, commercial, and institutional sector in the city. Reducing food waste is an important part of the City's goals to reach zero waste and net-zero greenhouse gas emissions by 2050.

Approximately  
**40%**  
all food grown is wasted



**This waste contributes to environmental harm, can result in financial losses of over**

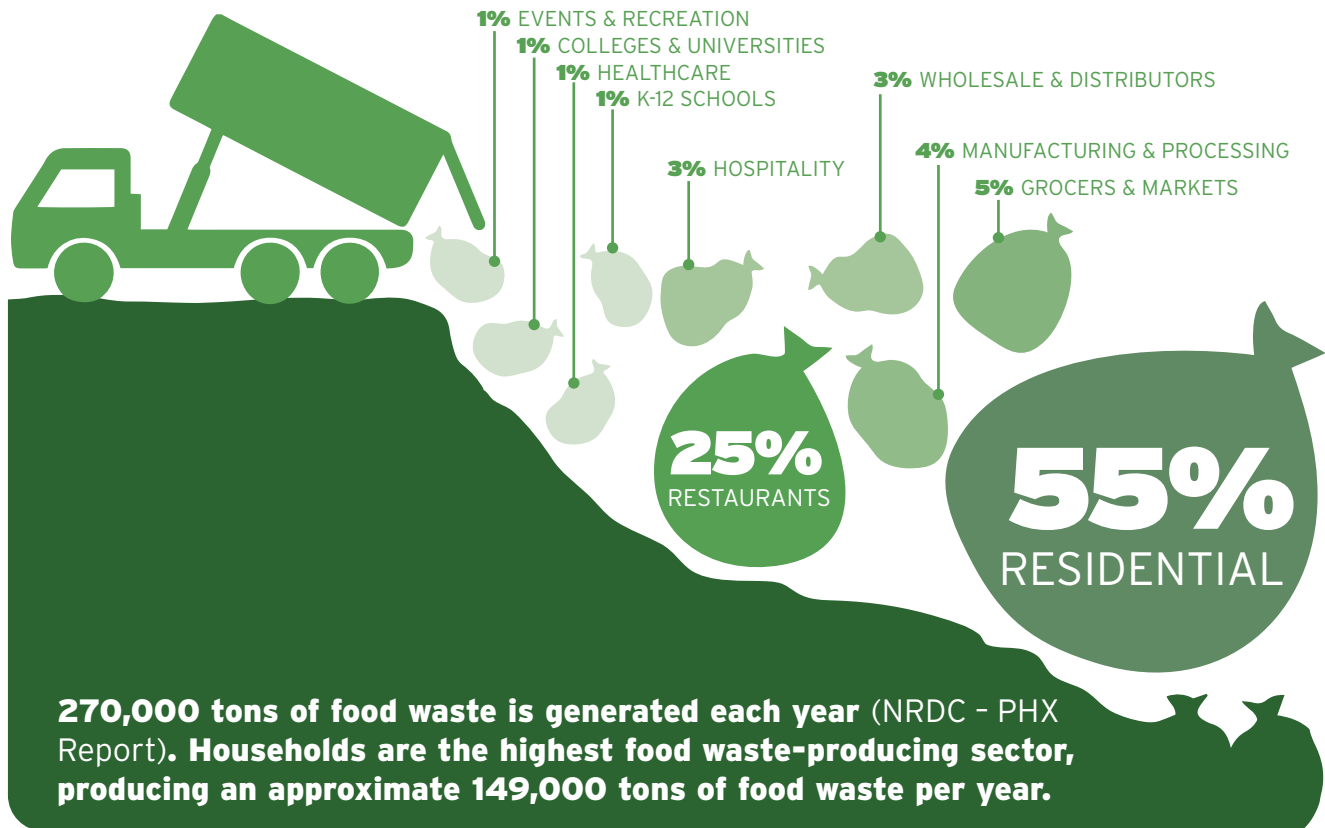
**\$2,900/** PER YEAR  
**for a family for 4**



During the 2030 Plan's outreach efforts, residents consistently expressed interest in both residential and communal composting opportunities as a way to manage food waste and produce organic soil amendments for home and community gardens. Residents have identified limited food shelf-life as a key challenge and have shared interest in learning food preservation methods such as dehydrating, freeze-drying, canning, and other techniques to stretch household food budgets and reduce waste. Food waste prevention education— including how to store, preserve, and compost food—can help prevent financial loss, increase opportunities for healthy eating, and divert edible food from landfills.



Together, resident feedback and other supporting data point to a strong opportunity for food waste reduction across both residential and commercial sectors through food donation, preservation, composting, and targeted education efforts.



### Action 6.1

*Support food waste prevention education and composting at city-owned sites.*

#### Collaborators:

- **City departments** (Public Works, Environmental Programs, Neighborhood Services, Housing, Aviation, Phoenix Convention Center, Parks & Recreation)
- **Higher education institutions** (Arizona State University College of Health Solutions, etc.)
- **Food waste recyclers** (Mill, R. City)
- **Food rescue organizations** (Waste Not, etc.)

#### Metrics:

- Number of residents trained in food waste prevention strategies
- Number of trainings held at city facilities
- Number of compost bins installed at city facilities
- Pounds of food diverted from the landfill
- Pounds of edible food rescued/donated

#### Timeline:

Short-term



### Action 6.2

*Evaluate opportunities for collaboration with schools and other community sites to implement food waste prevention and composting education.*

#### Collaborators:

- **City departments** (Public Works, Environmental Programs, Youth & Education)
- **Schools and school districts**
- **Community-based organizations**
- **Neighborhood groups and associations**
- **Food waste recyclers** (Mill, R. City)

#### Metrics:

- **Number of community sites engaged in food waste prevention and composting activities**
- **Number of students and residents engaged in food waste prevention and composting activities**
- **Number of trainings and events held**
- **Number of compost bins installed at community sites**
- **Pounds of food diverted from the landfill**
- **Pounds of edible food rescued/donated**

#### Timeline:

Medium-term

### Action 6.3

*Support local restaurants to reduce food loss and waste through education, resources, and technical assistance on food waste prevention strategies.*

#### Collaborators:

- **City departments** (Environmental Programs, Public Works)
- **Technical assistance partners** (local chef, etc.)
- **Restaurants**

#### Metrics:

- **Number of restaurants engaged in food waste prevention activities**

#### Timeline:

Short-term, on-going



## Action 6.4

*Develop or expand residential programs that provide food waste prevention education and resources on proper food storage, understanding best-by dates, shopping and recipe tips, and food preservation.*

### Collaborators:

- **City departments** (Public Works, Office of Environmental Programs, Housing, Neighborhood Services)
- **Higher education institutions** (Arizona State University College of Health Solutions, etc.)
- **Food waste recyclers** (Mill, R. City)

### Metrics:

- Number of households engaged in food waste prevention education
- Number of individuals engaged in food waste prevention education
- Hours of trainings completed
- Participant evaluations, including pre/post surveys, learning assessments, completion rates, reported changes in behavior, etc.
- Resident confidence in ability to prevent food waste

### Timeline:

Short-term



## COMMUNITY HIGHLIGHT

# Food Waste Reduction - WITH - RESIDENTS, RESTAURANTS, SCHOOLS, & THE PHOENIX CONVENTION CENTER



### Office of Environmental Programs:

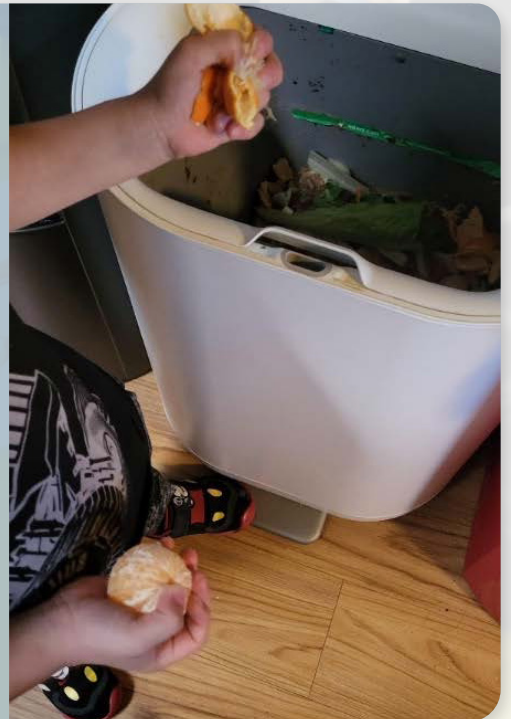
#### Food Waste Prevention with Restaurants

In 2024, OEP helped four restaurants in the Downtown Core – Dust Cutter, Gallo Blanco, Fair Trade Café, and Olla Olla Crepes -- to implement food waste prevention strategies through its Project REDUCE (Restaurants Eliminating & Diverting Uneaten food through Composting & Education) Program. Each restaurant received a \$2,000 microgrant and hands-on technical assistance from a local chef to identify and incorporate food waste prevention tips. The participating restaurants grew their business by reducing costs through smarter inventory management, increased sales with new menu items made from surplus ingredients, streamlined menus, and cut spoiled produce by 50-100% through better preparation, reuse, and staff training. Additionally, customer-focused educational content on social media reached over 27,000 views, helping community members to learn how to prevent food waste at home.

### Office of Environmental Programs:

#### Food Waste Prevention with Residents

OEP's Food Waste Watchers provided free education on food waste prevention and composting, along with a year-long complimentary compost collection service for residents living in food deserts and communities heavily impacted by COVID-19. The program engaged 123 participants and successfully diverted 5,385 pounds of food scraps from landfills. Food Waste Watchers included two research studies evaluating different combinations of solutions: one study paired education with a Mill bin (food recycler) or a Recycled City bucket (local compost collection service). Both studies led to reductions in household food waste, improved perceptions and behaviors around food waste, and—in the education group—improvements in diet quality. Notably, waste reductions were sustained and continued to improve over six months, highlighting the program's potential for lasting impact.





### **Public Works Zero Waste Team: Composting in Phoenix Schools**

In 2023, the City of Phoenix Zero waste team launched a compost collection program at five public elementary schools located in Phoenix. The City collaborated with the schools on food waste sorting and collection from the cafeteria and classrooms. In the cafeteria, collection bins for students were organized to separate leftover liquids, recyclables, compostables, landfill items, along with a table for uneaten, unopened foods in their original packaging. City staff trained students how to properly sort their waste while teaching them about the concept of food circularity. During the six-month program, students diverted 756,722 pounds of food waste and compostable packaging from the landfill. After hearing about the success of the first five schools, additional school districts have expressed interest in launching food waste collection.

### **Phoenix Convention Center: Composting & Food Rescue Initiatives**

The Phoenix Convention Center (PCC) is committed to advancing sustainability, reducing waste, and supporting community. In 2025, PCC and Aventura Catering, its food service provider, formalized a food donation program for packaged and hot prepared foods. Through this program, PCC partners with local food rescue organizations like St. Mary's Food Bank and the Phoenix Dream Center to redistribute excess leftover food from events. In 2025, PCC donated 33 tons of packaged and prepared foods, helping to increase food access while reducing food waste. PCC also composts food that cannot be donated, diverting 16.62 tons of food and landscape waste from entering the landfill in 2025.





## STRATEGIC PRIORITY #7 COMMUNITY & CULTURAL CONNECTION

*Community is built around food, and all residents have opportunities to grow, share, and gather in accessible community spaces.*

### Background & Community Impact

A strong community is at the core of a resilient food system. Throughout the development of the 2030 Plan, Phoenix residents emphasized a desire to connect with and support their neighbors by collectively growing and sharing food. Residents called for opportunities to grow food in community gardens, at City sites, and other collaborative growing spaces, especially for people living in apartments, condos, and other multi-family housing sites with limited space for food production. Residents also expressed an interest in sharing excess food with neighbors through free farm stands, community fridges, and other community food sharing programs. Sharing resources, helping each other to grow and learn, and creating an interconnected network of food and people were common themes throughout the plan's outreach efforts.

Residents also communicated their desire for more community gathering spaces designed around growing, learning, eating, and composting food within their neighborhoods. Residents called for these spaces to be accessible by alternative modes of transportation (especially walking, biking, and taking public transportation), and many emphasized the importance of green space, shade, and other urban cooling strategies. Beyond physical accessibility, residents emphasized that these shared spaces need to be inclusive, activated by culturally responsive, intergenerational programming. Food was identified as a tool for creating and expressing cultural identity, and residents shared the importance of connecting with one another through food.

#### Culturally Relevant Food & Culturally Responsive Programming

**Culturally relevant food** refers to foods and food-related practices that align with the cultural traditions, religious practices, dietary needs, and food preferences of a community. For example, certain cultural and religious practices may determine the types of food that one can eat (ex: foods that are halal or kosher). Culturally relevant foods and related practices provide comfort, foster a sense of belonging, and are essential for maintaining health and cultural identity.

**Culturally responsive programming** considers participants' cultural backgrounds, experiences, and languages in the design and implementation of initiatives. For food systems programs, this could involve designing curriculum around culturally relevant foods, offering classes in other languages, and working with community members to make sure the programming aligns with their needs. Embedding cultural responsiveness in City programs builds trust, respect, and community ownership, which leads to sustained commitment and the long-term success of initiatives (Odoms-Young et al., 2024).



## Action 7.1

*Activate public spaces like libraries, community centers, and senior centers with programming related to growing and learning about food (ex: community gardens, classes, seed libraries, etc.).*

### Collaborators:

- **City departments** (Environmental Programs, Library, Parks and Recreation, Human Services, Neighborhood Services)
- **Community-based organizations**
- **Local food distributors** (mobile markets, farmers markets, etc.)
- **Neighborhood groups and associations**
- **Phoenix Residents**

### Metrics:

- **Number of City sites with existing food assets and initiatives**
- **Number of City sites with new food assets and initiatives**
- **Number of residents engaged in food-related activities**

### Timeline:

Short-term

## Action 7.2

*Invest in community-led initiatives that promote neighborhood food production, food sharing, knowledge sharing, storytelling, cultural preservation, and community connection around food and food systems topics.*

### Collaborators:

- **City departments** (Environmental Programs, Neighborhood Services, Arts and Culture, Water Services)
- **Community-based organizations**
- **Neighborhood groups and associations**
- **Mutual aid organizations and coalitions**
- **Phoenix residents**

### Metrics:

- **Number of grants/amounts of grant funds distributed community-led food initiatives**
- **Number of community projects supported**
- **Number of community organizations engaged**
- **Number of residents engaged**

### Timeline:

Short-term, on-going



### Action 7.3

*Develop, maintain, and share an online repository of community food-related educational trainings, volunteer opportunities, and resources to help residents get involved in the local food system by growing, selling, sharing, cooking, or preserving food.*

#### Collaborators:

- **City departments** (Environmental Programs, Human Services, Library, Neighborhood Services, Volunteer Phoenix)
- **Community-based organizations**
- **Neighborhood groups and associations**
- **Phoenix residents**

#### Metrics:

- **Number of resources included in the repository**
- **Number of view with the online repository**

#### Timeline:

Medium-term



## COMMUNITY HIGHLIGHT

# TONATIERRA'S CENTZONMILPAN COMMUNITY HERITAGE GARDEN AT

## Barrios Unidos Park

Barrios Unidos is a collective of historic, predominantly Mexican and Indigenous neighborhoods including Golden Gate, Cuatro Milpas, Green Valley, Ann Ott and Campito, rooted in generations of community, culture, and care for the land in the city's central core. Over time, residents were displaced through voluntary relocation and forced buyouts due to the expansion of airport related activity. What followed were decades of development and gentrification, which reshaped the city's central core and led to displacement and environmental injustice.

The Centzonmilpan Community Heritage Garden emerged in 2021 as a part of the 6th Sun Stone Monument cultural revitalization project located in Barrios Unidos Park. The garden was created as a grassroots community response to reclaim space and preserve cultural identity of the surrounding communities and barrios. From this garden, the Xinachtli Seed Library, naturally emerged as an extension of this vision. Xinachtli, a Nahuatl word meaning "seed," represents an intergenerational movement among Indigenous Peoples to reaffirm and revive indigenous practices and ancestral knowledge.

For Tonatierra, seedkeeping and caretaking are not just practices, they are traditions passed down since time immemorial. Through this work, Tonatierra teaches youth how to honor and care for our seed relatives and plants, ensuring that these teachings continue to thrive for generations to come.

The Centzonmilpan Community Heritage Garden and Xinachtli Seed Library stand as acts of resistance and renewal, testaments to the power of community and the resilience of Indigenous knowledge. These initiatives reclaim space for community empowerment, cultural preservation, and the revival of ancestral knowledge, cultivating hope in the face of systemic challenges.

***"The Centzonmilpan garden bridges the neighborhood's past and present. Honoring the Huhugam ancestors, the original inhabitants of this area, as well as the legacy of the surrounding Barrios. Through the garden, we honor these communities, Indigenous Peoples, and ancestral practices. We are dedicated to uplifting these underrepresented histories of Phoenix, reviving cultural traditions, and sharing them with future generations."***

*- Xochitl Venzor-Enrique, Youth Project Coordinator- Tonatierra*





# STRATEGIC PRIORITY #8 CITY POLICIES & PLANNING

*The City establishes comprehensive policies that support activities and stakeholders across the food system.*

## Background & Community Impact

Building a food system where all residents can access healthy, affordable, and culturally relevant food requires the advancement of policies that improve infrastructure, support local food production, reduce food waste, and create opportunities for residents to participate in local government processes.

This section identifies actions that directly impact residents, farmers, and food businesses by updating zoning policies to better define and support urban food production and community kitchens. Encouraging the inclusion of local food systems goals and actions into land use, economic development, and other project planning will promote further collaboration between city departments, with community, and businesses to enhance the development of a resilient local food system. Additionally, supporting the use of city-owned parcels for urban agriculture, community kitchens, and education and training can improve food access.





## Action 8.1

*Update zoning codes and ordinances through an Urban Agriculture Text Amendment to clearly identify which zoning districts allow agricultural land uses and community kitchens and develop definitions for current and emerging agricultural land uses.*

### Collaborators:

- **City departments** (Planning & Development, Environmental Programs, Water Services, Housing, Neighborhood Services, Community & Economic Development)
- **Community-based organizations** (Orchard Community Learning Center, Creighton Community Foundation, International Rescue Committee, Local First Arizona Foundation, Spaces of Opportunity)
- **Local agencies** (Arizona Department of Agriculture)
- **Educational institutions** (University of Arizona Center for Urban Smart Agriculture)
- **Local farmers and producers**

### Metrics:

- **Urban Agriculture Text Amendment adopted.**
- **Educational materials created to accompany zoning text amendment.**

### Timeline:

Short-term

## Action 8.2

*Explore opportunities to incorporate food systems elements and incentives into form-based codes, such as the Walkable Urban Code.*

### Collaborators:

- **City departments** (Planning & Development, Housing, Environmental Programs, Street Transportation, Neighborhood Services, Community & Economic Development, Sustainability, Public Transit, Public Health)
- **Community-based organizations**
- **Neighborhood associations**
- **Local and regional agencies**
- **Property owners and residents**

### Metrics:

- **Inclusion of food system elements into form-based codes**
- **Educational materials created to accompany form-based code language**

### Timeline:

Long-term



### Action 8.3

**Update the 2013 Community Garden Policy Guidelines to include language that is reflective of current best practices and create a detailed process that clarifies the steps required to establish a community garden and associated infrastructure and buildings.**

#### Collaborators:

- **City departments** (Planning & Development, Environmental Programs, Water Services, Neighborhood Services, Street Transportation, Library, Parks and Recreation)
- **Community-based organizations** (Orchard Community Learning Center, Creighton Community Foundation, International Rescue Committee, Local First Arizona Foundation, Spaces of Opportunity, Cihuapactli Collective, St. Vincent de Paul)
- **Neighborhood associations**
- **University of Arizona Maricopa County Cooperative Extension**

#### Metrics:

- **Updated Community Garden Policy Guidelines and accompanying resources.**

#### Timeline:

**Short-term**

### Action 8.4

**Incorporate strategies to improve food accessibility through the built environment in future land use plans, strategic plans, and master plans.**

#### Collaborators:

- **City Departments** (Environmental Programs, Planning & Development, Street Transportation, Community & Economic Development, Housing, Heat Response & Mitigation, Sustainability)

#### Metrics:

- **Number of City plans that incorporate built environment elements to support the accessibility of food.**

#### Timeline:

**Long-term, on-going**



## COMMUNITY HIGHLIGHT

# Food Goals

## IN THE SOUTH-CENTRAL TRANSIT ORIENTED DEVELOPMENT PLAN

The South-Central Transit-Oriented Development (TOD) Plan, adopted by Phoenix City Council in 2022, outlines strategies for promoting health, mobility, and food access in the neighborhoods adjacent to the South-Central light rail extension. The plan was co-developed with residents and local businesses through an extensive community engagement process, and prioritizes investments in green infrastructure, housing, and transit-oriented communities (TOC). Community health and food access are key aspects of the plan, and there is an explicit mention of supporting urban agriculture-related land uses like community gardens, grocery stores, farmers' markets, and community kitchens. The plan's inclusion of food-focused design elements will help create opportunities for urban agriculture, community food programs, and partnerships in the South-Central neighborhoods. Looking ahead, the South-Central TOD Plan will serve as a model for incorporating food-focused land use into future planning and development projects to promote food access and community well-being.



### Health

#### **Outcome 1: Access to Community Health Solutions**

Creation of social and physical environments that promote good health for all residents.

#### **Outcome 2: Access to Recreation**

More than just proximity, access involves removing physical, financial, and social barriers and making open space usable for all residents they serve.

#### **Outcome 3: Access to Healthy Food**

Strong local and regional food economies position all residents for health and prosperity



### Mobility

#### **Outcome 1: Equitable Transportation Choices**

Shift away from reliance on private automobiles and embracing a connected network of reliable public transportation choices for all.

#### **Outcome 2: Right-Sized Streets and Parking**

Private automobiles take up precious land area that can be used for more equitable investments to meet the needs of existing residents. Safety of people shall be prioritized over vehicular level of service.

#### **Outcome 3: Safe and Walkable Block Pattern**

Smaller blocks, pedestrian scaled frontages, and wide shaded sidewalks create an equitable sense of place.



### Green Systems

#### **Outcome 1: Be Water Wise**

Water equals life. New ways of capturing, reusing, and appreciating our connection to water makes us resilient.

#### **Outcome 2: Beat the Heat**

If you shade it, they will walk. Trees and shade offset urban heat island impacts and reconnect people to nature.

#### **Outcome 3: Clean Air Make More**

Nothing smells better than a breath of fresh air. Good air quality is critical to community, economic, and environmental health and prosperity.





STRATEGIC PRIORITY #9

# PARTNERSHIPS & COLLABORATION

*Building meaningful connections with all people involved in our local food system leads to transformational change and resilience.*

## Background & Community Impact

Transformational change in the food system cannot be accomplished by the City alone. Change requires cross-sector collaboration throughout the food system between the City, community, other government agencies, food producers, distributors, retail outlets, waste management, and institutions, such as schools, universities, hospitals/healthcare, and hotels/resorts. Working collaboratively is a central component of the 2030 Plan, built into all Strategic Priorities and actions. The actions in this section will help the City and its community partners to better understand the local food system, build trust and shared commitment, and act together by learning from success and failures.

Establishing formal and informal partnerships has lasting impacts for our residents and businesses. Creating connections between all actors in the food system results in a more responsive and resilient local food system. Responding to current and future issues—such as extreme heat and drought, funding challenges, political changes, or disruptions to social programs – requires reinforcing existing relationships and fostering new ones to improve our existing food system and to develop response strategies for unanticipated emergencies.

### Action 9.1

***Establish partnerships with Phoenix School Districts to increase student access to local, healthy, culturally relevant food and to encourage student participation in growing, cooking, and minimizing food waste.***

**Collaborators:**

- **City departments** (Environmental Programs, Public Works, Youth and Education)

**Metrics:**

- **Number of schools engaged**
  - **Number of schools purchasing local fruits and vegetables**
  - **Number of schools with school/community gardens**
- Number of schools conducting food waste prevention**

**Timeline:**

**Mid-term**



## Action 9.2

*Participate in the re-establishment of the Maricopa County Food Systems Coalition (MarCo) to create a vibrant, supportive network for all food system stakeholders.*

### Collaborators:

- Community-based organizations
- Farmers
- City departments, state, county agencies, higher education institutions (Arizona State University, University of Arizona, etc.)
- Health/healthcare sector
- Community foundations
- Residents

### Metrics:

- Number of MarCo members (individuals & organizations represented)
- Number of MarCo members actively engaged in Phoenix food system solutions and/or projects

### Timeline:

Short-term, on-going

## Action 9.3

*Coordinate a Maricopa County Community Food Assessment to understand the current status of the food system. Engage external stakeholders to provide input on the scope, potential contractors to conduct the assessment, and to obtain funding.*

### Collaborators:

- City departments (Environmental Programs)
- Maricopa County Food System Coalition (MarCo)
- Community-based organizations
- Farmers
- Higher education institutions
- City, state, and county agencies
- Health/healthcare sector
- Community foundations
- Residents

### Metrics:

- Development of the assessment.

### Timeline:

Mid-term



## Action 9.4

*Establish an Interdepartmental Food Team to coordinate food system work across departments for implementation of this 2030 Plan*

### Collaborators:

- All City departments

### Metrics:

- Number of active members of the interdepartmental team
- Number of City departments represented
- Number of cross-departmental projects or initiatives developed
- Percentage of 2030 Plan Actions Completed

### Timeline:

Mid-term





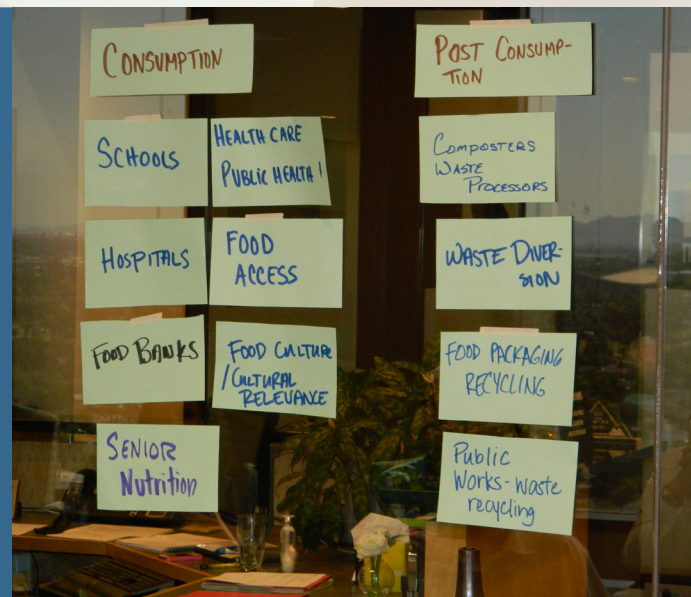
## COMMUNITY HIGHLIGHT

# MARICOPA COUNTY Food System Coalition

The Maricopa County Food System Coalition (MarCo) was founded in 2016 by several partners, including the Maricopa County Department of Public Health, Vitalyst, Valley of the Sun United Way, and the City of Phoenix. The coalition was established to promote collaboration across the food system by creating opportunities for stakeholders to better understand each other's work, develop cross-sector communication strategies, and co-create solutions to systemic issues.

The coalition was comprised of members from across the local food system, including community-based organizations, local agencies, universities, farmers, and community gardens. Members self-organized into several subcommittees that reflected the coalition's priorities - policy, community gardens, food waste, grants and fundraising.

In 2017, MarCo members worked together to develop a county-wide food systems assessment, funded by a Gila River Indian Community (GRIC) Grant. This project helped the coalition to assess community food access needs, identify challenges impacting local food production, and determine future focus areas. **The City of Phoenix's first Food Action Plan was developed in response to the outcomes of this assessment.**



MarCo was significantly impacted by the COVID-19 pandemic, when competing priorities and a transition to virtual meetings led many members to stop participating in the coalition. Like many volunteer-led organizations, MarCo struggled to rebuild its membership during and after the pandemic. In 2025, Pinnacle Prevention - a local food systems advocacy organization - conducted a series of focus groups to assess food systems stakeholders' interest in reestablishing a regional food system coalition. Many local partners expressed interest, noting that there is a need for better coordination and communication within the Maricopa County food system. From these conversations, a group of former MarCo members and new food systems stakeholders emerged, including representatives from the Community Exchange Table, the University of Arizona Maricopa County Cooperative Extension, Arizona State University, the Arizona Food Bank Network, the City of Phoenix, Local First Arizona, and several other community partners. Moving forward, this group of partners will work to reengage and support stakeholders from across the local food system.



## STRATEGIC PRIORITY #10

# FOOD SYSTEM RESILIENCE

*The local food system can withstand and recover from disruptions, and strategies are in place to support and monitor its long-term sustainability.*

## Background & Community Impact

**Food system resilience** refers to the ability of a food system to withstand shocks and stressors, such as natural disasters, pandemics, supply chain disruptions, and economic volatility, while continuing to provide healthy, affordable, and culturally relevant food to all. The food system is vulnerable to disruptions at the international, national, regional, and local levels. For example, the COVID-19 pandemic affected the food system at multiple scales. At the global, national, and regional levels, the pandemic caused manufacturing delays, transportation disruptions, labor shortages, and income and employment volatility, resulting in localized impacts like price increases, increased rates of food insecurity, food shortages, job loss, and business closures (WHO, 2020). During the 2030 Plan's outreach process, many Phoenix residents reflected on the pandemic's impact on the availability and affordability of food in their neighborhoods. Other economic disruptions, such as rising inflation rates and the cost of living, were also highlighted during residents' conversations on food access.

Policy can also cause disruptions within the food system. At the federal level, shifts in funding priorities have resulted in the termination of the initiatives like the SNAP-Ed Program, Local Food for Schools (LFS) Program, and Food Purchase Assistance (LFPA) Program (Politico, 2025). These programs had substantial impacts on the local food system, providing residents with education and farmers with technical assistance, infrastructure funding, and institutional procurement opportunities. Local solutions and alternative funding strategies are needed to fill the resulting education and service gaps, something emphasized by both local farmers and Phoenix residents during the plan's development process.

This section identifies actions that aim to strengthen the local food system by helping to identify, respond to, and more effectively bounce back from disruptions, policy changes, and climate, economic, and public health emergencies. A more resilient food system can be achieved by prioritizing food access and infrastructure during supply chain disruption and emergency response efforts, building coalitions with local organizations, investing in environmental sustainability, and identifying innovative funding strategies to continue this work into the future.



## Action 10.1

*Participate in the City of Phoenix Human Services Preparedness and Response Team and develop food security recommendations.*

### Collaborators:

- **City departments** (Environmental Programs, Human Services, Fire, Homeless Solutions, Housing, Communications, Neighborhood Services, Public Health)

### Metrics:

- **Number of distribution networks identified**
- **Number of emergency food distribution sites identified/developed**
- **Number of pounds of food / meals distributed during an emergency**
- **Number of residents / households provided with emergency aid**

### Timeline:

Short-term

## Action 10.2

*Support and participate in food security preparedness and response convenings hosted by external food system stakeholders to develop an emergency food security plan to address unexpected disruptions to the local food system and quickly respond to emergency food access needs.*

### Collaborators:

- **City departments** (Environmental Programs and Human Services)
- **Community-based organizations** (Activate Food Arizona, Pinnacle Prevention, LISC Phoenix, AZ Partnership for Healthy Communities, etc.)
- **Local agencies** (Arizona Department of Health Services, Arizona Department of Agriculture, Maricopa County Department of Public Health, etc.)
- **Local farmers and producers**
- **Local food distributors & food delivery/transportation partners**
- **Local restaurants and food outlets**

### Metrics:

- **Number of coalition members / partners identified**
- **Number of distribution networks identified**
- **Number of emergency food distribution sites identified/developed**
- **Number of actions implemented because of the convenings.**
- **Number of pounds of food / meals distributed during an emergency**
- **Number of residents / households provided with emergency aid**

### Timeline:

Short-term



### Action 10.3

*Identify and develop strategies to reduce the greenhouse gas (GHG) emissions associated with the production, distribution, and consumption of food within the city of Phoenix.*

#### Collaborators:

- **City departments** (Environmental Programs, Sustainability, Water Services, Public Works)
- **Local utilities** (Salt River Project (SRP), Arizona Public Service (APS))
- **Local agencies** (Arizona Department of Agriculture, Arizona Department of Environmental Quality, etc.)
- **Farmers, food producers, and other food businesses**
- **Higher education institutions (Arizona State University, etc.)**
- **Community-based organizations**
- **Phoenix Residents**

#### Metrics:

- **Identified baseline of food-related GHG emissions from an updated Consumption-Based Emissions Inventory**
- **Number of strategies developed to reduce food-related GHG emissions**
- **Reduction of food waste**
- **Reduction of food-related GHG emissions**

#### Timeline:

Medium-term, on-going

### Action 10.4

*Collect, manage, and share local food system and health data with partners and the public to provide a better understanding of the current state of the Maricopa County food system.*

#### Collaborators:

- **City departments** (Public Health, Environmental Programs, Innovation)
- **Higher education institutions** (ASU Swette Center for Sustainable Food Systems, etc.)
- **Local agencies** (Maricopa County Department of Public Health, etc.)
- **Community-based organizations**
- **Food banks and pantries**

#### Metrics:

- **Number of datasets identified or developed**
- **Number of resources developed** (interactive maps, dashboards, storymaps, print materials, etc.)
- **Number of materials (presentations, reports) developed using data**
- **Number of website clicks, interactions, or downloads**

#### Timeline:

Medium-term



## Action 10.5

*Identify and pursue innovative funding strategies to implement the plan's actions and bolster food system resilience, including capital funding sources like general obligation bonds.*

### Collaborators:

- **City departments** (Interdepartmental Working Group)
- **Community-based organizations**
- **Federal and state agencies with grant opportunities**
- **Philanthropic organizations & other funders**
- **Private sector**

### Metrics:

- **City funds invested in the local food system**
- **Grant funds obtained**
- **Private or philanthropic funds invested or donated**

### Timeline:

Long-term, on-going

## Action 10.6

*Develop strategies to monitor and report on the progress of the 2030 Plan, including a publicly available food systems dashboard that tracks implementation actions and impact.*

### Collaborators:

- **City departments** (Environmental Programs, Innovation, Communications)
- **Higher education institutions**

### Metrics:

- **Number of clicks / interactions with the dashboard**
- **Number of progress update presentations or reports developed**

### Timeline:

Short-term

## COMMUNITY HIGHLIGHT

# Community & City SNAP RESPONSE

In late 2025, the distribution of Supplemental Nutrition Assistance Program (SNAP) benefits was delayed due to the shutdown of the U.S. federal government. This caused an unprecedented disruption in benefits to the over 231,000 households that rely on SNAP in Maricopa County. Based on poverty statistics, an estimated 100,000 households (300-400,000 individuals) in the city of Phoenix would have been impacted (City of Phoenix, 2025).

To address the resulting food access emergency, Governor Katie Hobbs launched a temporary state program called "Food Bucks Now," which provided short-term assistance for families affected by the pause. This program was deployed in partnership with the Double Up Arizona network using leftover COVID-19 relief funds. The program supplied SNAP recipient families in need with a \$30 dollar voucher to purchase fresh produce at participating farmers markets, mobile markets and community grocery stores. In addition to the Food Bucks Now program, Governor Hobbs distributed \$1.5 million to food banks across Arizona to address a surge in demand during the SNAP pause.

During this time, the City of Phoenix Human Services Department and the Office of Environmental Programs collaborated to develop a variety of food access initiatives for residents. The City launched the website [phoenix.gov/foodhelp](https://phoenix.gov/foodhelp) with available resources for immediate food access support, nutrition programs, and senior meal services. The City also held a city-wide food and funds drive, partnering with St. Mary Food Bank to help collect and distribute donations to residents in need.



**Over \$30,000  
was raised and  
150,000 meals  
were distributed  
as a result of these  
efforts.**

Phoenix residents and businesses also stepped up to help their community. Individuals supported families in need by volunteering and donating non-perishable foods, restaurants provided free meals to SNAP recipients, and food delivery services offered reduced price on grocery deliveries and donations to local food banks.





# Plan Implementation & Next Steps

This 2030 Plan aims for a comprehensive approach to addressing the ten Strategic Priorities that community members identified in the engagement process. Implementing the actions in each strategic priority requires that city departments and external food system stakeholders, including business, community-based organizations, other government agencies, educational institutions work together to accomplish the goals in this five-year plan.

Action timelines have been identified as being short-term (1-2 years), medium-term (3-4 years) and long-term (5+ years). These timelines were developed based on community and stakeholder feedback and in consideration of key first steps and available resources. Funding and other resources also play a critical role in the ability to implement the actions identified and have been estimated and further refinement of budget estimates will be needed as the actions are initiated.



Additional details on implementation planning are included in *Appendix A. Action Implementation Details*. Each action table is structured into four parts:

- **Best Practice Examples** (*References local and/or national case studies to be used as inspiration and a proof of concept for that action*)
- **Necessary Funding** (*Notes if an action will require a small investment (under \$25,000), medium investment (under \$200,000), large investment (over \$200,000), or capital investment (over \$500,000)*)
- **Additional Resources** (*Identifies specific resources needed to implement the action, such as additional staff capacity, partnerships, data, etc.*)
- **Initial Steps & Key Considerations** (*Includes proposed implementation steps to start making progress toward the action*)

**Action 1.1** : Develop or expand programs that provide resources (funding, infrastructure, marketing support, and/or incentives) for neighborhood food access sites.

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> OEP's Food System Grant– Creighton Community Foundation FrescaZona Market</li> <li>• <b>National:</b> The Food Trust &amp; Wichita State University's Healthy Corner Store Initiative.</li> </ul>	<p>Medium Investment \$\$</p>	<p>Food Access Data Staff capacity for outreach &amp; program implementation Partnership w/ food access sites</p>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify existing neighborhood food access sites by developing a comprehensive map/list per council district.
- **Identify priority areas:** Evaluate baseline data to identify areas in Phoenix with the highest food access needs and the fewest food access sites that provide healthy, affordable, and culturally relevant food.
- **Understand community needs:**
  - Conduct outreach with neighborhood residents to determine 1) what barriers do they face when it comes to accessing healthy food and 2) what type(s) of food access sites would align with their needs.
  - Conduct outreach with existing food access sites to determine what their needs/barriers are when it comes to distributing healthy, affordable, and culturally relevant food.

## Evaluating the Plan

Evaluation of the success of the 2030 Plan requires obtaining available data, determining data gaps, and ongoing data collection that will require collaboration among city departments. Obtaining data from the community partners committed to this plan will be necessary to accurately determine the impact of the actions implemented.

The OEP intends to develop a public-facing dashboard to track implementation progress for each action (not started, started, in progress, complete), using data and metrics. Highlighting community progress and best practices will help to tell the story.

Additionally, the OEP will develop a mid-point progress report to provide a high-level update on plan progress by the end of 2028. Lastly, a post-plan impact report will be prepared to highlight outcomes of the plan.



# Conclusion

.....

Preparing the 2030 Food Action Plan has been an inspiring journey. Through conversations with residents and food system stakeholders, we've seen the incredible work already happening in our city. We thank you for your dedication to expanding food access, learning and providing education, and feeding our community. We look forward to deeper collaboration to continue growing our impact.

This plan reflects a shared vision: an equitable, sustainable, and thriving local food system, where everyone has enough to eat and access to healthy, affordable, and culturally relevant food. Collaboration and collective action, connecting communities, sharing abundance, and celebrating health and joy through a lens of equity and justice are at the heart of this plan.

Transforming our food system requires all of us: residents, businesses, community organizations, government agencies, schools, and partners across the food lifecycle. By centering those most impacted by food apartheid and committing to transparency and partnership, we can create transformational, lasting change.

We invite you to take part in the food system in a way that fits your role, whether as a grower, educator, entrepreneur, or advocate. Thank you to everyone who helped create this plan. It's not just the City's plan—it's YOUR plan. Let's get to work, together.





# Appendix A: Action Implementation Details

This 2030 Plan aims for a comprehensive approach to addressing the ten Strategic Priorities that community members identified in the engagement process. Implementing the actions in each strategic priority requires that city departments and external food system stakeholders, including business, community-based organizations, other government agencies, educational institutions work together to accomplish the goals in this five-year plan.

Action timelines have been identified as being short-term (1-2 years), medium-term (3-4 years) and long-term (5+ years). These timelines were developed based on community and stakeholder feedback and in consideration of key first steps and available resources. Funding and other resources also play a critical role in the ability to implement the actions identified and have been estimated and further refinement of budget estimates will be needed as the actions are initiated.

Additional details on implementation planning are included in *Appendix A. Action Implementation Details*. Each action table is structured into four parts:

- **Best Practice Examples** (*References local and/or national case studies to be used as inspiration and a proof of concept for that action*)
- **Necessary Funding** (*Notes if an action will require a small investment (under \$25,000), medium investment (under \$200,000), large investment (over \$200,000), or capital investment (over \$500,000)*)
- **Additional Resources** (*Identifies specific resources needed to implement the action, such as additional staff capacity, partnerships, data, etc.*)
- **Initial Steps & Key Considerations** (*Includes proposed implementation steps to start making progress toward the action*)



## Strategic Priority #1: Food Access

### Action 1.1

**Develop or expand programs that provide resources (funding, infrastructure, marketing support, and/or incentives) for neighborhood food access sites**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> OEP's Food System Grant– Creighton Community Foundation FrescaZona Market</li> <li>• <b>National:</b> The Food Trust &amp; Wichita State University's Healthy Corner Store Initiative.</li> </ul>	Medium Investment: \$\$	<ul style="list-style-type: none"> <li>• Food Access Data</li> <li>• Staff capacity for outreach &amp; program implementation</li> <li>• Partnership w/ food access sites</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify existing neighborhood food access sites by developing a comprehensive map/list per council district.
- **Identify priority areas:** Evaluate baseline data to identify areas in Phoenix with the highest food access needs and the fewest food access sites that provide healthy, affordable, and culturally relevant food.
- **Understand community needs:**
  - Conduct outreach with neighborhood residents to determine 1) what barriers do they face when it comes to accessing healthy food and 2) what type(s) of food access sites would align with their needs.
  - Conduct outreach with existing food access sites to determine what their needs/barriers are when it comes to distributing healthy, affordable, and culturally relevant food.

### Action 1.2.

**Expand the utilization of public food assistance programs through promotion, partnerships, and initiatives that address barriers to enrollment.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> Wildfire AZ (SNAP), Pinnacle Prevention (Double Up Bucks)</li> <li>• <b>National:</b> NYC's Guide to SNAP Benefits &amp; online eligibility tool</li> </ul>	Small Investment: \$	<ul style="list-style-type: none"> <li>• SNAP eligibility &amp; usage data</li> <li>• Partnership with local agencies &amp; community organizations</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify existing organizations and entities responsible for public benefit registration assistance. Identify City of Phoenix-specific SNAP eligibility data.
- **Identify priority areas:** Evaluate baseline data to identify areas in Phoenix with the highest rates of SNAP eligibility and the lowest SNAP registration rates.
- **Understand community needs:**
  - In the identified areas, conduct community outreach to determine main barriers to registration (language barriers, technology barriers, etc.).
  - Engage organizations currently promoting public food assistance programs to discuss capacity/resource needs and identify opportunities to collaborate.



### Action 1.3.

**Provide resources to help Phoenix residents to shop for healthy, culturally appropriate, and locally grown food on a budget.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> UA Cooperative Extension Community Nutrition Education Program</li> <li>• <b>National:</b> USDA SNAP-Ed Shop Smart Training &amp; Meal Planning Curriculum</li> </ul>	Small Investment: \$	<ul style="list-style-type: none"> <li>• Partnership with City departments, local agencies, &amp; community organizations</li> <li>• Training &amp; material development support</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify existing organizations that provide shopping and meal planning resources and identify which communities are already being served.
- **Identify priority areas:** Identify where gaps are by working with partners and reviewing outreach findings (ex: older adults at senior center focus groups asked for assistance with shopping tips and navigating rewards programs / digital coupons).
- **Understand community needs:** Conduct community outreach within the identified populations to identify specific topics and determine training structure/logistics

### Action 1.4

**Develop, maintain, and share a Phoenix-specific community food map to raise awareness of existing food access sites.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> ADHS Arizona Food Access Map, Local First Arizona's Good Food Finder</li> <li>• <b>National:</b> City of Denver's Food Access Map, City of Atlanta's Fresh Food Access Map</li> </ul>	Small Investment: \$	<ul style="list-style-type: none"> <li>• Food system data &amp; mapping platform</li> <li>• Partnership with local agencies &amp; community organizations</li> <li>• Staff, student, and/or volunteer capacity to maintain map dataset</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify existing organizations that provide shopping and meal planning resources and identify which communities are already being served.
- **Identify priority areas:** Identify the parts of the city with the fewest-identified food assets and identify the types of food assets that are underrepresented on the draft map
- **Understand community needs:** Gather community feedback on the type of information included and map's format to ensure that the resource is useful (ex: workshop attendees highlighted the importance of having a digital and print version available).



## Action 1.5

Promote the expansion of mobile produce markets by strengthening community partnerships and leveraging City facilities as food access points.

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> Activate Food Arizona's Farm Express Bus (ex: <i>partnering with City of Phoenix Library Department</i>)</li> <li>• <b>International:</b> Mobile Good Food Market Program (Toronto, Canada)</li> </ul>	<p>Medium Investment: \$\$</p>	<ul style="list-style-type: none"> <li>· Food access, transportation data</li> <li>· Partnership with City departments &amp; community organizations</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify current and past City-operated sites visited by mobile produce markets (ex: Activate Food Arizona's Farm Express Bus, Borderlands' Produce on Wheels Without Waste, etc.).
- **Identify priority areas:** Identify areas of the City with the highest food access needs and transportation barriers that aren't currently served by a mobile produce market. Identify City-operated sites (community centers, senior centers, libraries, etc.) within these areas.
- **Understand community needs:**
  - Conduct outreach with mobile produce market organizations to discuss their resource needs, planned site schedule, and capacity for expansion to other sites.
  - Partner with City departments to gather resident feedback at their service sites to gauge community interest and inform mobile market logistics (day/time, type of offerings, etc.).

## Action 1.6.

Explore strategies to develop and improve shuttle services that help residents reach grocery stores and other food access points.

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> All Thrive 365, SNAP-Ed's Farmers Market Visits for Seniors</li> <li>• <b>National:</b> SFMTA's Shop-a-Round Shuttle</li> </ul>	<p>Medium Investment: \$\$</p>	<ul style="list-style-type: none"> <li>· Food access, transportation data</li> <li>· Partnership with City departments, community organizations, &amp; local transportation agencies</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify existing shuttle services, the populations they serve, and the food access points within their service area (grocery stores, farmers markets, gardens, etc)
- **Identify priority areas:** If available, gather data on the usage rates of existing shuttle services. Identify areas of the City with the highest food access needs and transportation barriers that aren't currently served by a shuttle service to food access points.
- **Understand community needs:**
  - Meet with shuttle service and transportation providers to understand current policies related to food and groceries, understand operational needs, and discuss opportunities for expanded service areas and/or alternate routes.
  - Conduct outreach with current and potential users of shuttle services to identify opportunities for improved shuttle program efficacy. Gather feedback on the types of food access sites that residents would like to access via shuttle service (grocery store, farmers' market, food pantry, etc.).



## Strategic Priority #2: Health

### Action 2.1.

Promote access to healthy food at City facilities, events, and programs by developing and promoting a Healthy Food and Beverage Campaign.

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix</li> <li>• <b>National:</b> CityHealth Healthy Food Purchasing Policies, City of Philadelphia's Nutrition Standards</li> </ul>	<ul style="list-style-type: none"> <li>Small Investment</li> <li>\$</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships with City departments and City vendors</li> <li>• Marketing &amp; communications support</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify current City procurement practices and menus/food items provided at City events and facilities.
- **Identify priority areas:**
  - Identify the departments providing food to the community and the locations of the food distribution.
  - Identify City facilities with cafeterias, cafes, and vending machines.
- **Understand community needs:**
  - Conduct outreach with departments to identify opportunities to implement the campaign and promote access to healthy food at City facilities, events, and programs.
  - Gather feedback from departments on the campaign by facilitating an interdepartmental working group and conducting outreach with residents.

### Action 2.2.

Support "Food Is Medicine" initiatives that integrate food access and health with medical care through programs and nutrition services to improve health outcomes, especially for vulnerable populations.

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> Desert Mission Food Bank's Food is Medicine Program, UA College of Medicine's Farm Fresh Produce Program</li> <li>• <b>National:</b> City of Baltimore &amp; MedStar Health's FoodRx Program, Rockefeller Foundation</li> </ul>	<ul style="list-style-type: none"> <li>Medium Investment</li> <li>\$\$</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships with healthcare providers, community organizations, higher education institutions, local agencies, Food is Medicine Coalition, and City departments</li> <li>• Food access and public health data</li> <li>• Staff capacity for outreach, program design, &amp; implementation</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify existing "Food Is Medicine" initiatives and programs in Arizona.
  - If available, review data on the efficacy of existing "Food Is Medicine" programs, such as produce or nutrition prescriptions, medically tailored meals or groceries, and other health and diet-related programs.
  - Obtain city-level public health data on chronic diseases like hypertension, diabetes, and cardiovascular disease.
- **Identify priority areas:** Partner with healthcare providers, community-based organizations, and other agencies to identify areas to pilot "Food Is Medicine" initiatives, focusing on areas with high food access needs and high rates of diet-related chronic disease.
- **Understand community needs:**
  - Gather feedback from healthcare providers and community-based organizations to understand what support is needed to establish or expand "Food Is Medicine" programs (ex: funding, marketing/promotion, program development, data, partnerships, etc.).
  - Conduct outreach with current and potential "Food Is Medicine" program participants to get feedback on preferred program models and insights on how to best tailor the program to their specific food access and health needs.



## Action 2.3.

**Partner with established community kitchens and activate under-utilized commercial kitchens within existing City facilities to expand access to food, health, nutrition, and culinary education for Phoenix residents.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> Local First Arizona's Community Kitchens, University of Arizona Cooperative Extension Teaching Kitchen, City of Tempe EnVision Center</li> <li>• <b>National:</b> City of Dallas's Local Kitchen Program</li> </ul>	Programmatic: Medium Investment \$\$ Potential Capital Investment: \$\$\$\$	<ul style="list-style-type: none"> <li>• Partnerships with community-based organizations, higher education institutions, local agencies, schools, and City departments</li> <li>• Access to existing commercial kitchen space (and/or new infrastructure)</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Gather data on existing City of Phoenix-owned/operated commercial kitchen space.
  - Gather data on existing commercial kitchens available at community-based organizations, schools, and higher education institutions.
- **Identify priority areas:** Prioritize areas with the highest food access needs that are close in proximity to existing community kitchens and viable commercial kitchen space.
- **Understand community needs:**
  - Partner with City departments and community partners to gather resident feedback on preferred health, nutrition, and culinary education topics and programmatic logistics.
  - Interview existing community kitchen operators to understand capacity and identify space usage, permitting, equipment, and funding needs.

## Strategic Priority #3: Education & Training

### Action 3.1.

**Expand garden education trainings to help Phoenix residents learn how to grow their own food in a variety of settings (in backyards, container gardens, indoors, community gardens, school gardens, etc.)**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix GardenPHX Program, UA MCCE Seed to Supper course</li> <li>• <b>National:</b> Oregon State University Extension Service Seed to Supper course, Growing Gardens (Portland, OR)</li> </ul>	Large Investment \$\$\$	<ul style="list-style-type: none"> <li>• Partnership with local agencies, City departments, &amp; community organizations</li> <li>• Staff capacity for outreach, program design, &amp; implementation</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify existing organizations that provide garden education and trainings and identify which communities are already being served.
- **Identify priority areas:** Work with residents, City departments, and partners to identify the priority areas based on service area gaps, existing trainings/resources, and food access needs.
- **Understand community needs:** Conduct community outreach within the identified populations to identify specific topics and determine training structure/logistics.



## Action 3.2.

### Pilot and implement culturally responsive health, nutrition, and culinary classes and trainings for Phoenix residents.

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> HonorHealth/Desert Mission, Maricopa Community College &amp; Local First Arizona</li> <li>• <b>National:</b> Worcester County (Maryland) Cooking Up Health: A Nourishing Neighbors Program, SNAP-Ed Cooking Matters curriculum</li> </ul>	Medium Investment \$\$	<ul style="list-style-type: none"> <li>• Partnership with City departments, local agencies, &amp; community organizations</li> <li>• Food access &amp; public health data</li> <li>• Staff capacity for outreach, program design, &amp; implementation</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify existing organizations that provide health, nutrition, and culinary classes and trainings in Phoenix/Maricopa County.
  - Identify existing educational resources
  - Identify which communities are being served and identify in what ways they are being engaged (in-person, online, etc.).
- **Identify priority areas:** Work with residents, City departments, and partners to identify the priority areas based on service area gaps, existing trainings/resources, and food access and health needs.
- **Understand community needs:** Partner with community-based organizations and City departments to conduct outreach within the identified populations to identify specific topics and determine training structure/logistics.

## Action 3.3.

### Coordinate with City departments to incorporate food and food systems-related elements into City programs, projects, and facilities.

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix Housing Department and Local First Arizona - food entrepreneur incubation program, community kitchen, and teaching gardens at future Thash Mahd Impact Hub</li> </ul>	Programmatic: Small to Medium Investment \$ - \$\$  Potential Capital Investment: \$\$\$\$	<ul style="list-style-type: none"> <li>• Partnership with City departments through Interdepartmental Food Team</li> <li>• Food access data</li> <li>• Data on existing City food infrastructure</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify existing food and food system-related programs and initiatives being implemented by City departments.
- **Identify priority areas:** Identify existing food-related City programs and infrastructure located in areas with high food access needs.
- **Understand community needs:**
  - Review existing community feedback from the 2030 Food Action Plan, community surveys, and City planning processes to identify any previous requests for food systems infrastructure and programming.
  - Collaborate with City departments to conduct additional community outreach to identify food-related programs and infrastructure needs at City facilities.



## Strategic Priority #4: Food Production

### Action 4.1.

**Create a strategy to identify and activate City-owned sites for food production.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>National:</b> City of Atlanta's "Grows A Lot" Program, City of Chicago's Urban Agriculture Land Access Program, City of Minneapolis's Homegrown Minneapolis Garden Lease Program</li> </ul>	Small Investment \$	<ul style="list-style-type: none"> <li>• Partnership with City departments &amp; community organizations</li> <li>• Data on City-owned parcels</li> <li>• Staff capacity for the development of a new City process and accompanying educational materials</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify planned and existing urban agriculture projects located on City-owned properties. Create a map that identifies the location of these projects.
  - Document existing processes and requirements for leasing City-owned land for urban agriculture (for community gardens, urban agriculture demonstration projects, etc.).
- **Identify priority areas:**
  - Identify City-owned sites that could potentially be utilized for food production, based on factors like current zoning, water/utility access, current/future land use, etc.
  - Identify City parcels located in areas with high food access needs and few existing urban agriculture sites.
- **Understand community needs:**
  - Collaborate with City department partners to develop an internal protocol and training materials for implementing food production projects on City-owned property.
  - Conduct outreach with community partners to gather feedback on the proposed process and accompanying educational materials.

### Action 4.2.

**Develop an urban agriculture and community food project at the City-owned property located at 32nd Avenue & McDowell Road.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> Spaces of Opportunity, Orchard Community Learning Center at Brooks Academy</li> <li>• <b>National:</b> Rainier Beach Urban Farm &amp; Wetlands (Seattle, WA), North Richmond Farm Project (Richmond, CA)</li> </ul>	Capital Investment \$\$\$\$	<ul style="list-style-type: none"> <li>• Partnerships with City departments &amp; community partners</li> <li>• Water infrastructure development</li> <li>• Staff capacity for outreach and development of conceptual designs</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Understand community needs:**
  - In partnership with Unlimited Potential and City departments, conduct a series of community engagement events to gather resident input on the type of food access, food production, education, and community elements should be included at the site.
  - Conduct interviews with community partners and local institutions located near the site to gather additional feedback and identify potential partnership opportunities.
  - Design and distribute a Request for Proposal that reflects community's vision for the site in order to identify potential site operator(s).



### Action 4.3.

**Develop and expand initiatives that provide resources for local food producers, such as grant programs, training and mentorship opportunities, and assistance navigating City processes and policies.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> OEP Food Systems Grant, Local First Arizona's Ag Business Bootcamp</li> <li>• <b>National:</b> City of Cleveland's "Gardening for Greenbacks" Grant Program, Ohio State University Extension's Market Gardener Training Program, City of New Orleans' New Farm Business Checklist</li> </ul>	Medium Investment \$\$	<ul style="list-style-type: none"> <li>• Partnership with City departments, community organizations, &amp; local farmers and producers</li> <li>• Staff capacity for outreach, program and material design, &amp; program implementation</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Develop a list of existing technical assistance providers and training programs for local food producers. Gather information on the topics covered, available resources and, if possible, program outcomes / participant feedback.
  - Create a list of existing grant programs for local food producers.
- **Identify priority areas**
  - Work with technical assistance providers to identify the priority areas based on service area gaps, expressed need, and existing trainings/resources.
- **Understand community needs:**
  - Review existing feedback from farmer focus groups, OEP grant program participants, and the University of Arizona's Urban, Small-scale, and Beginner Farmer Needs Assessment.
  - Conduct additional outreach with local farmers, producers, and technical assistance providers to ensure programs and materials are useful and align with local producers' needs related to issues like zoning, water/land access, institutional procurement processes, etc.

### Action 4.4.

**Collaborate with technical assistance providers to provide resources and promote sustainable food production, including regenerative approaches, traditional methods, and other innovative growing techniques (agrivoltaics, indoor/controlled environment, greenhouses, rooftop gardens, etc.).**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> OEP Resilient &amp; Sustainable Agriculture Grant, UA Center for Urban Smart Agriculture, ASU TOPP Program</li> <li>• <b>National:</b> City of Dallas's Urban Agriculture Infrastructure Support Pilot Program, University of the District of Columbia's Center for Urban Agriculture &amp; Gardening Education</li> </ul>	Medium Investment \$\$	<ul style="list-style-type: none"> <li>• Partnerships with local educational institutions &amp; community organizations</li> <li>• Marketing &amp; communications support</li> <li>• Training &amp; material development support</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify existing trainings and educational resources that support sustainable agriculture practices and are specifically adapted for the Sonoran Desert.
  - Develop a list of technical assistance providers and funding opportunities that describes their offerings, eligibility criteria, and target population.
- **Identify priority areas:** Work with technical assistance providers to identify the priority areas based on service area gaps, expressed need, and existing trainings/resources.
- **Understand community needs:**
  - Review the findings the farmer focus groups, University of Arizona's Urban, Small-scale, and Beginner Farmer Needs Assessment, and resident outreach to identify topics of interest and infrastructure needs related to sustainable food production techniques.
  - Continue conducting outreach with local farmers and food producers to ensure training, resource, and funding opportunities are accessible and useful.



## Action 4.5.

**Support the adoption of water conservation practices and water-smart infrastructure for home gardens, community gardens, school gardens, and urban farms in coordination with the drought management plan.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix's "PHX Water Smart" trainings, City of Tempe's Sustainable Living Workshop Series, University of Arizona Center for Urban Smart Agriculture</li> </ul>	<p>Small Investment \$</p>	<ul style="list-style-type: none"> <li>• Partnerships with City departments &amp; community organizations</li> <li>• Marketing &amp; communications support</li> <li>• Staff capacity for training &amp; material development</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify existing water conservation training materials and resources related to food production.
- **Identify priority areas:** Review the findings the University of Arizona's Urban, Small-scale, and Beginner Farmer Needs Assessment, the farmer focus groups, and resident outreach to identify topic areas of interest related to water conservation.
- **Understand community needs:**
  - Review the findings the University of Arizona's Urban, Small-scale, and Beginner Farmer Needs Assessment, the farmer focus groups, and resident outreach to identify topic areas of interest related to water conservation.
  - Conduct additional outreach with gardeners and local food producers to gain insights on desired topics and training format.

## Strategic Priority #5: Local Food Economy

### Action 5.1.

**Develop local food procurement guidelines, draft contract language, and sustainable sourcing best practices for the City of Phoenix and other local institutions within the city.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> Arizona Food Bank Network's Friends of the Farm Program, Arizona Department of Education's "Try It Local" Resources</li> <li>• <b>National:</b> City of Seattle's "Buying with Purpose" Initiative, City of Austin - Good Food Purchasing Program</li> </ul>	<p>Small Investment \$</p>	<ul style="list-style-type: none"> <li>• Partnership with City departments, local institutions, local agencies, &amp; local farmers and producers</li> <li>• Staff capacity to develop guidelines, contract language, and resources</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Research existing local food procurement guidelines, resources, and best practices for cities and other local institutions.
  - Identify local institutions, food service providers, and other organizations that currently have sustainable purchasing and/or local food procurement guidelines in place (ex: universities, healthcare providers, school districts, food banks, etc.).
- **Identify priority areas:** Research and identify the local institutions that would have the most impact by procuring local food.
- **Understand community needs:**
  - Conduct outreach with representatives from local institutions and food service providers to gauge interest in local procurement, identify barriers and needs, and get feedback on draft guidelines, resources, and best practices.
  - Engage local farmers and local food procurement networks to better understand their capacity and needs for navigating institutional procurement processes.



## Action 5.2.

**Develop a strategy for connecting local producers and food businesses with new and existing business support programs and local procurement opportunities.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix Green Business Leaders Program, Local First Arizona Business Incubator Programs, Southwest Regional Food Business Center</li> <li>• <b>National:</b> City of Atlanta's AgLanta Program, City of Boston's GrowBoston Program, City of Chicago's Early-Stage Food Incubator Program</li> </ul>	<p>Small Investment \$</p>	<ul style="list-style-type: none"> <li>• Partnership with City departments, local agencies, community organizations, &amp; local producers and food businesses</li> <li>• Marketing &amp; communications support</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify existing business support programs and resources offered by City departments and other technical assistance providers in Phoenix.
  - Identify and evaluate current communication channels and practices used to reach local producers and food businesses.
- **Identify priority areas:**
  - Identify what type of food businesses are in need of the most support.
  - Identify what areas in Phoenix need most support.
- **Understand community needs:**
  - Engage local technical assistance providers to obtain information on existing programs and identify opportunities for collaboration.
  - Conduct outreach with local producers and food businesses to identify barriers to accessing existing business support and procurement opportunities and ensure that new resources are accessible.



## Action 5.3.

### Support the development and expansion of agriculture, agri-food tech, and other food system workforce development initiatives in Phoenix.

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> St. Mary's Food Bank Community Kitchen + LIFT Programs</li> <li>• <b>National:</b> DC Central Kitchen (Washington DC), Windy City Harvest Apprenticeship (Chicago, IL)</li> </ul>	<p>Small to Medium Investment</p> <p>\$ - \$\$</p>	<ul style="list-style-type: none"> <li>• Partnership and collaboration with City departments &amp; local community organizations</li> <li>• Marketing &amp; communications support</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify existing food business incubators and workforce development programs. If possible, gather data on program outcomes and participant feedback.
  - Assess job numbers and wage levels in local food sectors.
- **Identify priority areas:**
  - Identify areas of Phoenix with high unemployment rates and existing food system infrastructure (ex: urban farms, food hubs, community kitchens, etc.).
  - Identify sectors with growth potential (agrivoltaics, specialty crops, etc.).
- **Understand community needs:**
  - Partner with City departments to conduct outreach with local food producers and food businesses to identify skill gaps and growth areas.
  - Gather feedback from organizations that are implementing workforce development initiatives to understand what support is needed to establish or expand these programs (ex: funding, marketing/promotion, program development, data, partnerships, etc.).

## Action 5.4.

### Support the development of "middle of supply chain" (food processing, storage, and distribution) infrastructure, such as food hubs, cold storage, aggregation points, and community kitchens.

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> Arizona Fresh Food Hub, AZDA's Resilient Food System Infrastructure (RFSI) Grants, Sun Produce Cooperative</li> <li>• <b>National:</b> GrowNYC's New York State Regional Food Hub, Washington DC Centralized Processing Facility Study</li> </ul>	<p>Medium to Large Investment</p> <p>\$\$ - \$\$\$</p> <p>Potential Capital Project: \$\$\$\$</p>	<ul style="list-style-type: none"> <li>• Partnership with City departments, local agencies, community organizations, &amp; local producers, distributors, and other food businesses, staff capacity for site identification, communications, &amp; program development</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify existing cold storage facilities, commercial kitchens, and food distributors, and local food distribution networks. Gather information on storage, processing, and distribution capacity.
- **Identify priority areas:** Identify what areas could be most impacted by middle of supply chain infrastructure development (ex: areas with existing urban farms and food banks, areas with high food access needs, areas with high unemployment rates, etc.).
- **Understand community needs:** Conduct outreach with local producers and food businesses to identify barriers to accessing existing "middle of supply chain" infrastructure (ex: cost, distance, lack of transportation/storage capacity, etc.).



## Action 5.5.

**Partner with local stakeholders to develop a city-wide “Buy Local Food” marketing campaign to celebrate local growers and other local food businesses.**

### Best Practice Examples

- **Local:** Phoenix: Let’s Eat Local
- **National:** North Carolina State Department of Agriculture’s “Got to be NC”

### Necessary Funding

Small Investment  
\$

### Additional Resources

- Partnership with City departments, community organizations, local agencies, & local producers and food businesses
- Marketing & communications support

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review and reflect on outcomes from the Phoenix: Let’s Eat Local! Campaign.
  - Research other local food campaigns to identify best practices.
  - Identify community organizations (including technical assistance providers, business associations, etc.) that provide business promotion and marketing services.
  - Identify local businesses with existing partnerships with local farmers and producers.
- **Identify priority areas:** In collaboration with City and community partners, develop criteria for businesses to be included in campaign and create an outreach plan.
- **Understand community needs:** Gather additional feedback on what type of marketing would best promote food businesses and local producers.

## Strategic Priority #6: Food Waste Prevention

## Action 6.1.

**Support food waste prevention education and composting at City-owned sites.**

### Best Practice Examples

- **Local:** City of Phoenix’s partnership with Mill & R.City to collect food waste in City facilities, City of Tucson’s FoodCycle at Home Program
- **National:** City and County of San Francisco’s Zero Waste Coordinators, City of Albuquerque’s Food Waste to Compost Hub Program

### Necessary Funding

Small Investment  
\$

### Additional Resources

- Partnerships with City departments & community organizations
- Staff capacity to collect feedback and develop training materials

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review existing data on composting bin usage, contamination, and waste diversion in City facilities.
  - Survey City employees to track employee satisfaction and participation rate.
- **Identify priority areas:** Identify departments in City Hall, the Calvin Goode Building, and other City facilities with the lowest participation rates. If staff capacity and funds allow, explore other City facilities as potential sites to expand the collection services.
- **Understand community needs:** Gather employee feedback to understand barriers to engaging with the collection program. If needed, provide additional training on how to participate.



## Action 6.2.

**Evaluate opportunities for collaboration with schools and other community sites to implement food waste prevention and composting education.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix Zero Waste's Composting in Phoenix Schools, Let's Go Compost</li> <li>• <b>National:</b> New York City's Public Schools Composting Initiative, Garden School Foundation's Cafeteria to Compost Program (Los Angeles, CA)</li> </ul>	Small Investment \$	<ul style="list-style-type: none"> <li>• Partnerships with City departments, Phoenix Public Schools, &amp; community organizations</li> <li>• Staff, student, and/or volunteer capacity to support education and collection efforts in schools</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review existing data and participant feedback from school food waste collection pilot program.
  - Identify other existing school food waste prevention and composting initiatives in Maricopa County. Review existing educational resources and materials.
- **Identify priority areas:** Focus on Title 1 Phoenix Public Schools.
- **Understand community needs:**
  - Engage local food waste prevention and composting education providers to better understand their capacity and resource needs.
  - Collaborate with City departments to conduct outreach with principals and school districts to gauge interest in participation and identify barriers to participation.

## Action 6.3.

**Support local restaurants to reduce food loss and waste through education, resources, and technical assistance on food waste prevention strategies.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> OEP's Project REDUCE Program</li> <li>• <b>National:</b> City of Denver's Food Matters Restaurant Challenge, City of Portland's Composting &amp; Waste Reduction Restaurant Resources</li> </ul>	Medium Investment \$\$	<ul style="list-style-type: none"> <li>• Partnerships with City departments, community organizations, &amp; local restaurants</li> <li>• Staff capacity for program implementation</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review feedback from previous Project REDUCE participants to identify opportunities for improvement and additional resource development.
  - Develop materials to help restaurants identify the best food waste prevention strategies for their operation.
- **Understand community needs:**
  - Collaborate with community partner to identify future restaurant participants. During the outreach process, gather feedback on how the program's structure and overall accessibility.



## Action 6.4.

**Develop or expand residential programs that provide food waste prevention education and resources on proper food storage, understanding best-by dates, shopping and recipe tips, and food preservation.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> OEP's Food Waste Watchers Program</li> <li>• <b>National:</b> City of Baltimore's Food Matters Program, Hamilton County's "Wasted Food Stops with Us" Campaign</li> </ul>	Small Investment \$	<ul style="list-style-type: none"> <li>• Partnership with City departments &amp; community partners</li> <li>• Staff capacity for outreach, material development, &amp; training</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review findings from Food Waste Watchers Program to identify opportunities for improvement or expansion.
  - Identify other existing food waste prevention education resources, programs, and campaigns. Determine which communities are being served by these resources.
- **Identify priority areas:**
  - Collaborate with City departments and community partners to identify priority areas based on current service gaps, food access needs, and waste generation data.
- **Understand community needs:** Partner with City departments to conduct outreach with residents to get feedback on specific food waste prevention topics and communication/training logistics.

## Strategic Priority #7: Community & Cultural Connections

### Action 7.1.

**Activate public spaces like libraries, community centers, and senior centers with programming related to growing and learning about food (ex: community gardens, classes, seed libraries, etc.)**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix Public Libraries' Seed Libraries, City of Phoenix's Community Gardens at Parks</li> <li>• <b>National:</b> City and County of San Francisco's Communal &amp; Educational Gardens</li> </ul>	Programmatic: Small to Medium Investment \$ - \$\$  Possible Capital Investment: \$\$\$\$	<ul style="list-style-type: none"> <li>• Partnership with City departments, community organizations, &amp; residents</li> <li>• Food access data</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Identify existing food-related infrastructure located at City facilities (ex: community gardens, commercial kitchens, compost bins, etc.).
- **Identify priority areas:** Prioritize City facilities in areas with the highest food access needs, expressed interest, and/or existing partnerships.
- **Understand community needs:** Prioritize programs based on collected community interest, available food assets, and evaluated food access-related feedback.



## Action 7.2.

**Invest in community-led initiatives that promote neighborhood food production, food sharing, knowledge sharing, storytelling, cultural preservation, and community connection around food and food systems topics.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> OEP Food Systems Grant</li> <li>• <b>National:</b> City of Austin's Food Justice Grant Program, City of Kansas City (MO)'s Promoting Local Agriculture and Neighborhood Transformation Grant</li> </ul>	<p>Medium to Large Investment \$\$ - \$\$\$</p>	<ul style="list-style-type: none"> <li>• Partner with City departments, community organizations, &amp; residents</li> <li>• Staff capacity for outreach &amp; program implementation</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Inventory previous and existing City grant programs that fund community projects.
  - Identify other local, state, and federal funding opportunities that support community-level food systems initiatives.
- **Identify priority areas:**
  - Inventory previous grantees to determine geographic areas, communities, and parts of the food system that have received previous funding.
  - Prioritize low-income and disadvantaged communities.
- **Understand community needs:** Gather feedback from former grantees and community partners to evaluate current grant programs and design future offerings.

## Action 7.3.

**Develop, maintain, and share a repository of community food-related educational trainings, volunteer opportunities, and resources to help residents get involved in the local food system by growing, selling, sharing, cooking, or preserving food.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> Local First Arizona's Good Food Finder, Arizona Food Bank Network's website &amp; learning platform</li> <li>• <b>National:</b> City of Philadelphia's FarmPhilly website, City of Atlanta's AgLanta website, City of Minneapolis's Homegrown Minneapolis website</li> </ul>	<p>Small Investment \$</p>	<ul style="list-style-type: none"> <li>• Partnerships with other City departments, local agencies, &amp; community organizations</li> <li>• Staff capacity to develop and maintain resource repository</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify existing local food system resource repositories and databases hosted by local agencies, universities, and community partners.
  - Review community feedback to identify the most commonly requested information and resources to include.
- **Identify priority areas:** Review what information is included in existing databases and resource repositories and identify gaps in information
- **Understand community needs:** Collaborate with City departments and community partners to gather feedback on the featured resources, site's accessibility, and ease of use.



## Strategic Priority #8: Food Waste Prevention

### Action 8.1.

**Update the zoning codes and ordinances through an Urban Agriculture Text Amendment to clearly identify which zoning districts allow agricultural uses and community kitchens. Also, develop definitions for both existing and emerging types of agricultural land uses.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> SDA Urban Agriculture &amp; Innovative Production Grant Project - MarCo, Pinnacle Prevention, Local First Arizona</li> <li>• <b>National:</b> University of Vermont's Center for Agriculture and Food Systems: Zoning for Urban Agriculture, City of Boston's Zoning Code and Accompanying Materials</li> </ul>	Small Investment \$	<ul style="list-style-type: none"> <li>• Partnership with City departments, community partners, &amp; local farmers and producers</li> <li>• Staff capacity to research best practices, conduct outreach, and update code language</li> <li>• Support with communications and educational material development</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Research and identify best practices from other City urban agriculture zoning codes.
  - Identify the location of current urban agriculture and local food projects that have gone through the City's zoning and permitting process.
  - Explore current City of Phoenix zoning mechanisms that could be used to incentivize food production and other food system-related activities.
- **Identify priority areas:** Identify areas of the city with high concentrations of urban agriculture sites and identify common land use types where urban agriculture activities are taking place.
- **Understand community needs:** Collaborate with City departments and community partners to conduct outreach with local farmers and producers who have experienced the City's current zoning process. Get feedback on challenges and areas for improvement.

### Action 8.2.

**Explore opportunities to incorporate food systems elements and incentives into form-based codes, such as the Walkable Urban Code.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix Walkable Urban Code, City of Mesa Downtown Code</li> <li>• <b>National:</b> New York City's Active Design Guidelines</li> </ul>	Small Investment \$	<ul style="list-style-type: none"> <li>• Partnership with City departments, community organizations, businesses, &amp; private developers</li> <li>• Staff capacity to research best practices, conduct outreach, &amp; draft code language</li> <li>• Staff capacity to research best practices, conduct outreach, &amp; draft code language</li> </ul>

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review City of Phoenix form-based codes (Walkable Urban Code, Downtown Core Code, etc.) and planning areas (cores, centers, and corridors) to better understand current guidelines and incentive mechanisms.
  - Research and identify best practices from other cities' form-based zoning codes that promote food access, urban agriculture, walkability, and access to greenspace.
- **Identify priority areas:** Identify areas of the city that are being prioritized for the Walkable Urban Code, especially areas with high food access needs.
- **Understand community needs:** Collaborate with City departments, consultants, and community partners to conduct outreach with community members, local businesses, and private developers to better understand needs and possible incentives.



## Action 8.3.

**Update the 2013 Community Garden Policy Guidelines to include language that is reflective of current best practices and create a detailed process that clarifies the steps required to establish a community garden and associated infrastructure and buildings.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> ADHS's Arizona Sustainable Community Garden Resource Guide</li> <li>• <b>National:</b> Mitchell Hamline School of Law Public Health Law Center's Community Gardening Policy Reference Guide, City of Seattle's Community Garden Flowchart</li> </ul>	<p>Small Investment \$</p>	<ul style="list-style-type: none"> <li>• Partnership with City departments, community organizations, neighborhood associations, &amp; community gardens</li> <li>• Staff capacity to research best practices, conduct outreach, and update policy language</li> <li>≈Support with communications and educational material development</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review the 2013 Community Garden Policy Guidelines.
  - Research and identify best practices from other cities for guiding the development of community gardens.
  - Explore current City of Phoenix zoning mechanisms that could be used to incentivize food production and other food system-related activities.
- **Understand community needs:**
  - Collaborate with City departments and community organizations to collect feedback from community gardens and identify information gaps in the 2013 guidelines.
  - Obtain feedback on the updated Community Garden Policy Guidelines and accompanying resource materials.

## Action 8.4.

**Incorporate strategies to improve food accessibility through the built environment in future land use plans, strategic plans, and master plans.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix's General Plan 2050 (PlanPHX), South Central Transit-Oriented Development (TOD) Plan, Rio PHX Plan</li> <li>• <b>National:</b> City of Baltimore's Food Environment Brief, City of Las Vegas's Food Access Policy &amp; Planning Guide, City of Minneapolis's 2040 Comprehensive Plan</li> </ul>	<p>Small Investment \$</p>	<ul style="list-style-type: none"> <li>• Partnership with City departments, community organizations, and Phoenix residents</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Review existing City of Phoenix land use plans, strategic plans, and village character plans. Identify plans that currently incorporate food access and food production elements and identify opportunities where food systems topics could be included.
- **Understand community needs:**
  - Support and participate in other City departments' public planning processes to gather additional community feedback related to food access and food production.
  - Share findings from 2030 Food Action Plan and future outreach efforts with other City departments to ensure community food access needs are represented in other planning processes.



## Strategic Priority #9: Community & Cultural Connections

### Action 9.1.

**Establish partnerships with Phoenix School Districts to increase student access to local, healthy, culturally relevant food and to encourage student participation in growing, cooking, and minimizing food waste.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix's Public Works School Compost Program, City of Flagstaff's Green Schoolyards Initiative, Arizona Farm to School Network</li> <li>• <b>National:</b> New York City's Farm to School Program, City and County of San Francisco's Food to Flowers! Lunchroom Composting Program</li> </ul>	<p>Small Investment \$</p>	<ul style="list-style-type: none"> <li>• Partnership with City departments Phoenix School Districts and schools, &amp; community partners</li> <li>• City staff capacity to design and implement programs and trainings</li> <li>• School staff, student, &amp; volunteer capacity to participate in programs</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify existing programs and community organizations that currently provide food programming in Phoenix schools. Gather information on the topics and format of the trainings provided and identify the schools that are engaged in this work.
  - Identify local food procurement and food education networks and communities of practice in Arizona.
- **Identify priority areas:** Identify gaps in current gaps in food-related programming by reviewing the topics covered, participating student grade levels, parts of the city served, etc.
- **Understand community needs:**
  - Conduct outreach with school districts, school principals, and families to identify what food access and food-related education topics are most desirable. With school and school district staff, discuss barriers and capacity needs related to expanding food access and education (ex: funding, staff capacity, training resources, etc.).
  - Engage existing community partners and networks to identify their resource and capacity needs for expanding services to other school districts.



## Action 9.2.

**Participate in the re-establishment of the Maricopa County Food Systems Coalition (MarCo) to create a vibrant, supportive network for all food stakeholders.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> Arizona Food Systems Network, Pima County Food Alliance</li> <li>• <b>National:</b> Monterey County Food System Coalition (CA), San Diego Food System Alliance (CA)</li> </ul>	Small Investment \$	<ul style="list-style-type: none"> <li>• Partnerships with community organizations, local agencies, higher education institutions, &amp; local farmers and producers across Maricopa County</li> <li>• Staff capacity for coordination and coalition participation</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review the original MarCo charter, past work, and existing resources.
  - Review the current projects, resources, and focus areas of participating stakeholders.
- **Identify priority areas:**
  - Document shared goals / focus areas and identify gaps in resources that the coalition should address. Redevelop mission and vision for MarCo to align with current priorities and community needs.
  - Review participating organizations and identify groups that need additional representation in MarCo.
- **Understand community needs:**
  - Review feedback from the regional food system focus groups conducted by Pinnacle Prevention to identify what stakeholders want from a regional food system coalition.
  - Engage previous MarCo members and new food systems partners to get additional feedback on coalition structure and priorities.

## Action 9.3.

**Coordinate a Maricopa County Community Food Assessment to understand the current status of the food system. Engage external stakeholders to provide input on the scope, potential contractors to conduct the assessment, and to obtain funding.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> MarCo's Maricopa County Food System Assessment (2019), City of Flagstaff's Community Food Systems Assessment</li> <li>• <b>National:</b> Washington DC's Annual Food System Assessment, El Paso County Food System Assessment (CO)</li> </ul>	Small to Medium Investment \$ - \$\$	<ul style="list-style-type: none"> <li>• Partnerships with municipalities, local agencies, institutions, community organizations, local farmers and producers, and residents across Maricopa County</li> <li>• Staff and/or contractor capacity for outreach and assessment development</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:** Review the findings from the 2019 Maricopa County Community Food Assessment. Identify gaps in information and data collection based on available datasets.
- **Identify priority areas:** Identify focus populations, communities, types of organizations, and locations for gathering data. Ensure that assessment addresses existing disparities in food access and participation in public planning processes.
- **Understand community needs:** Engage stakeholders from across the Maricopa County to gather feedback on the current state of the food system. Ensure representation from across the system (food producers, processors, distributors, retail outlets, consumers, food waste recyclers) and sectors (local government, community organizations, healthcare providers, universities, funders, etc.). Work together to identify shared goals, service gaps, resource needs, and food system data.



## Action 9.4.

**Establish and continue to convene an Interdepartmental Food Team to coordinate food system work across departments for implementation of this 2030 Plan.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix's Interdepartmental Food Team (developed during Food Action Plan development process)</li> <li>• <b>National:</b> City of Seattle's Food Action Plan Interdepartmental Team, City of Baltimore's Baltimore Food Policy Initiative)</li> </ul>	Small Investment \$	<ul style="list-style-type: none"> <li>• Partnership with City departments</li> <li>• Staff capacity to coordinate and participate in working group</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review departments that participated on the planning team during the development of the 2030 Food Action Plan. Review and update list of department representatives.
  - Review departments identified as collaborators in the 2030 Food Action Plan. Develop and maintain spreadsheet to track engagement and progress toward specific actions.
- **Understand community needs:** Conduct quarterly working group meetings to share updates on the 2030 Plan, monitor progress, and foster collaboration between departments. Continue to identify additional departments and representatives to help with plan implementation.

## Strategic Priority #10: Food System Resilience

## Action 10.1.

**Participate in the Phoenix Human Services Preparedness and Response Team and develop food security recommendations.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix's "Helping PHX Families" Initiative</li> <li>• <b>National:</b> City of Baltimore's Emergency Food Working Group, City of Providence's Emergency Food Plan</li> </ul>	Small Investment \$	<ul style="list-style-type: none"> <li>• Partnerships with City departments, local agencies, &amp; community organizations</li> <li>• Staff capacity to participate in planning efforts</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify current City and partner-led food access initiatives, resources, and networks.
  - Review and document City response to past disruptions like the COVID-19 pandemic and SNAP benefit pause in fall 2025. Identify best practices and opportunities for improvement.
- **Identify priority areas:**
  - Identify possible disruptions and the types of food resources that will be needed.
  - Identify areas of the city and communities that are most likely to be affected by different disruptions based on expressed community needs and existing data.
  - Identify opportunities to collaborate with City departments to address food access and other interconnected needs (housing, medical care, utility assistance, etc.).
- **Understand community needs:**
  - Review community outreach findings from 2030 Food Action Plan and other community surveys with information on community food access needs.
  - Partner with City departments to conduct feedback with community partners and residents to ensure proposed emergency strategies will meet community needs.



## Action 10.2.

**Support and participate in external food security preparedness and response convenings hosted by external food system stakeholders to develop a food security emergency preparedness action plan to address unexpected disruptions to the local food system and quickly respond to emergency food access needs.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> Arizona Food Systems Network Anti-Hunger and Food Systems Advocacy Calls, Arizona Partnership for Healthy Communities' "Rooted Futures" Convenings</li> <li>• <b>National:</b> FRESHFARM's Emergency SNAP Response Plan (Washington DC)</li> </ul>	Small Investment \$	<ul style="list-style-type: none"> <li>• Partnerships with City departments, local agencies, education institutions, healthcare providers, food businesses, &amp; community and mutual aid organizations</li> <li>• Staff capacity to coordinate and participate in sessions, support communications &amp; material development efforts</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review and document the actions taken by community partners to promote food access during previous disruptions (ex: COVID-19 pandemic, SNAP benefit delay).
  - Identify key roles and responsibilities needed during food access emergencies. Identify which stakeholders are performing what roles and identify gaps in the local food distribution network.
  - Research other coalition's emergency food response plans and identify if any local organizations have existing food-related emergency preparedness strategies in place.
- **Identify priority areas:** Based on existing stakeholder feedback, focus on strategies to support local producers, mutual aid networks, and food distribution sites.
- **Understand community needs:**
  - Engage with community members and partners working in vulnerable areas to identify their immediate needs during food access emergencies.
  - Communicate with food system stakeholders to identify their needs (ex: funding, communication support, storage/distribution infrastructure, staff capacity, etc.) and develop a strategy for addressing them during emergencies.



### Action 10.3.

**Identify and develop strategies to reduce the greenhouse gas (GHG) emissions associated with the production, distribution, and consumption of food within the City of Phoenix.**

#### Best Practice Examples

- **Local:** OEP's Food System Transformation Grant - R.City's Circular Food Economy Project
- **National:** New York City's Food and Climate Strategy, Cool Food Pledge (Los Angeles County, Washington D.C.)

#### Necessary Funding

Programmatic:  
Medium Investment  
\$\$

Potential Capital Investment:  
\$\$\$\$

#### Additional Resources

- Partnership with City departments, local agencies, higher education institutes, producers, private sector food distribution, & community organizations
- Baseline GHG emissions data, GHG tracking capabilities

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Complete an updated Consumption-Based Emissions Inventory to identify baseline food-related GHG emissions in Phoenix.
  - Identify strategies that cities can adopt to reduce GHG emissions as institutions (procurement strategies, healthy food initiatives).
- **Identify priority areas:**
  - Identify food system activities that generate the most GHG emissions.
  - Identify opportunities for GHG emission reduction across the food system (ex: for producers, distributors, processors, and consumers).
- **Understand community needs:** Gather feedback from City departments, community partners, and residents on proposed GHG emission reduction strategies. Identify the resources needed for food-related GHG reductions (ex: funding, policy change, staff capacity, education, etc.).

### Action 10.4.

**Collect, manage, and share local food system and health data with partners and the public to provide a better understanding of the current state of the Maricopa County food system.**

#### Best Practice Examples

- **Local:** City of Flagstaff's Comprehensive Food Systems Assessment
- **National:** City of Austin's State of the Food System Report, Washington D.C.'s Annual Food System Assessment

#### Necessary Funding

Small to Medium Investment:  
\$ - \$\$

#### Additional Resources

- Partnership with City departments, local agencies, & community organizations
- Local food access, food economy, & healthcare data
- Staff capacity for public outreach, data collection, & communication

#### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify what data exist, what data needs to be updated (with an existing baseline), and what data needs to be collected (with no baseline).
  - Identify which Maricopa County stakeholders are responsible for collecting, monitoring, updating, storing, and sharing food systems-related information. Learn more about the existing methodologies for collecting this data.
- **Identify priority areas:**
  - Identify gaps in current datasets and determine which datasets would most improve the understanding of the current state of the Maricopa Country food system.
- **Understand community needs:**
  - Engage City departments and community partners to determine which data are needed to provide insight into community food needs to inform food systems program development.



## Action 10.5.

**Identify and pursue innovative funding strategies to implement the plan's actions and bolster food system resilience, including capital funding sources like general obligation bonds.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> OEP's Brownfields Revolving Loan Fund (funded environmental assessment and remediation of future urban farm project)</li> <li>• <b>National:</b> City of Seattle's Food Equity Fund (funded by Sweetened Beverage Tax), El Paso County's (TX) proposal to fund commercial kitchen with GO Bond</li> </ul>	Small Investment: \$	<ul style="list-style-type: none"> <li>Partnership with City departments, federal agencies, local agencies, &amp; community organizations</li> <li>Staff capacity to research funding mechanisms and develop proposals</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Review current investments in the Maricopa County / Arizona food system.
  - Research local, state, and national funding opportunities for food systems work. Identify food systems-focused government agencies and philanthropic funders.
  - Interview other city governments to determine how their food systems programs are funded and identify possible City funding mechanisms.
- **Understand community needs:** Engage City departments and community partners to determine funding needs, identify possible funding opportunities, and develop collaborative proposals.

## Action 10.6.

**Develop strategies to monitor and report on the progress of the 2030 Plan, including a publicly available food systems dashboard that tracks implementation actions and impact.**

Best Practice Examples	Necessary Funding	Additional Resources
<ul style="list-style-type: none"> <li>• <b>Local:</b> City of Phoenix City Manager's Performance Dashboard</li> <li>• <b>National:</b> City of Seattle's Food Action Plan Dashboard, City of Austin's Food Plan Progress Dashboard</li> </ul>	Small Investment: \$	<ul style="list-style-type: none"> <li>• Partnerships with City departments &amp; community organizations</li> <li>• Staff capacity for data tracking, dashboard maintenance, and material development</li> </ul>

### Initial Implementation Steps & Key Considerations

- **Establish a baseline:**
  - Identify existing food systems dashboards and review design, included data, and development/update process.
  - Establish a reporting format and schedule for each action. Develop strategies to gather and incorporate information from City and community partners.
- **Understand community needs:**
  - Develop communication strategies to share plan progress and continue collecting public feedback from community members.
  - Continue to engage with community organizations to collect information related to shared actions and provide plan updates.



# References

- Arizona Health Zone Evaluation Team, University of Arizona Cooperative Extension. (2025, December). *FY25 AZ Health Zone annual evaluation report (v1.0)*. Retrieved May 6, 2026, from <https://nutritioneval.arizona.edu/sites/default/files/2025-12/FY25-AZ-Health-Zone-Annual-Evaluation-Report-v1.0.pdf>
- Bower, K. M., Thorpe, R. J., Jr., Rohde, C., & Gaskin, D. J. (2014, January). The intersection of neighborhood racial segregation, poverty, and urbanicity and its impact on food store availability in the United States. *Preventive Medicine*, 58(1), 33-39. <https://doi.org/10.1016/j.ypmed.2013.10.010>
- Brown, M. (2025, March 10). USDA cancels \$1 billion in local food purchasing for schools, food banks. *Politico*. <https://www.politico.com/news/2025/03/10/usda-cancels-local-food-purchasing-for-schools-food-banks-00222796>
- City of Phoenix. (2025, November 18). *Community services and education subcommittee agenda* [PDF]. Retrieved May 6, 2026, from <https://www.phoenix.gov/content/dam/phoenix/cityclerk/site/city-council-meeting-files/2025/251118002.pdf>
- Da Silva Magalhães, E. I., Schattschneider, D. P., de Vargas, E. B., da Silva, L. Y., Borges, D. C., da Conceição, W. L., Fanton, M., & Canuto, R. (2025). Ethnic-racial disparities in food environments: A systematic review and meta-analyses of inequities in food access and availability. *Journal of Racial and Ethnic Health Disparities*. <https://doi.org/10.1007/s40615-025-02728-8>
- Downer, S., Berkowitz, S. A., Harlan, T. S., Olstad, D. L., & Mozaffarian, D. (2020, June 29). Food is medicine: Actions to integrate food and nutrition into healthcare. *BMJ*. <https://pmc.ncbi.nlm.nih.gov/articles/PMC7322667/>
- Environmental Protection Agency. (2026, March 4). *Quantifying methane emissions from landfilled food waste*. <https://www.epa.gov/land-research/quantifying-methane-emissions-landfilled-food-waste>
- Environmental Protection Agency. (2026, March 18). *Estimating the cost of food waste to American consumers*. <https://www.epa.gov/land-research/estimating-cost-food-waste-american-consumers>
- Feeding America Action. (2024). Food insecurity in 2023: *Notable research findings from the USDA's annual food security report*. [https://feedingamericaaction.org/wp-content/uploads/Resource\\_USDAsAnnualFoodSecurityReport\\_NotableFindings.pdf](https://feedingamericaaction.org/wp-content/uploads/Resource_USDAsAnnualFoodSecurityReport_NotableFindings.pdf)
- Gunders, D. (2012, August). *Wasted: How America is losing up to 40 percent of its food from farm to fork to landfill*. Natural Resources Defense Council. <https://www.nrdc.org/sites/default/files/wasted-food-IP.pdf>
- Maricopa County Food System Coalition, Food Assessment Coordination Team. (2020, May). *A comprehensive food assessment for Maricopa County: A desert food system facing unique challenges (Full Summary Report)*. Retrieved May 6, 2026, from [https://marcofoodsystem.org/wp-content/uploads/2020/05/MARCO\\_Full-Summary-Report\\_Final\\_compressed.pdf](https://marcofoodsystem.org/wp-content/uploads/2020/05/MARCO_Full-Summary-Report_Final_compressed.pdf)
- Mostafa, A. (2015, October 8). *Building opportunities for Arizona urban agriculture production, small-scale and beginning farmers [Presentation slides]*. The University of Arizona Cooperative Extension, Center for Urban Smart Agriculture.
- Mostafa, A., La Ravia, T., & Harrington, K. (2022, October). *Urban, small-scale and beginner farmer*



needs assessment in Arizona. UA Campus Repository. <https://repository.arizona.edu/bitstream/handle/10150/671120/az2006-2022.pdf?sequence=1&isAllowed=y>

National Restaurant Association. (2025, Summer). *Economic contributions of the restaurant & food service industry*. [https://restaurant.org/getmedia/7c8abff3-39f2-4064-b98d-3527971ee23c/az\\_econ\\_impact\\_study.pdf](https://restaurant.org/getmedia/7c8abff3-39f2-4064-b98d-3527971ee23c/az_econ_impact_study.pdf)

Odoms-Young, A., Brown, A. G., Agurs-Collins, T., & Glanz, K. (2023, December 30). Food insecurity, neighborhood food environment, and health disparities: State of the science, research gaps, and opportunities. *The American Journal of Clinical Nutrition*. <https://pmc.ncbi.nlm.nih.gov/articles/PMC10972712/>

Odoms-Young, A., Stanford, F. C., Palacios, C., Anderson, C. A. M., Andres, A., Fisher, J. O., Gardner, C. D., Giovannucci, E., Hoelscher, D. M., Jernigan, V. B. B., Raynor, H. A., Webster, A., Fultz, A., Bahnfleth, C., English, L., Higgins, M., Lawless, M., Momin, S., Butera, G., Terry, N., & Obbagy, J. (2024, November). *Culturally tailored dietary interventions and diet-related psychosocial factors, dietary intake, diet quality, and health outcomes: An evidence scan*. U.S. Department of Agriculture. <https://doi.org/10.52570/NESR.DGAC2025.ES01>

Office of Disease Prevention and Health Promotion. (n.d.). Food insecurity. In *Healthy People 2030: Social determinants of health literature summaries*. U.S. Department of Health and Human Services. <https://odphp.health.gov/healthypeople/priority-areas/social-determinants-health/literature-summaries/food-insecurity>

Ohri-Vachaspati, P., DeWeese, R. S., Acciai, F., DeLia, D., Tulloch, D., Tong, D., Lorts, C., & Yedidia, M. (2019). Healthy food access in low-income, high-minority communities: A longitudinal assessment, 2009–2017. *International Journal of Environmental Research and Public Health*, 16(13), 2354. <https://doi.org/10.3390/ijerph16132354>

Shaker, Y., Grineski, S. E., Collins, T. W., & Flores, A. B. (2022, July 22). Redlining, racism and food access in U.S. urban cores. *Agriculture and Human Values*. <https://pmc.ncbi.nlm.nih.gov/articles/PMC9303837/>

Singleton, C. R., Wright, L. A., McDonald, M., Archer, I. G., Bell, C. N., McLoughlin, G. M., Houghtaling, B., Cooksey Stowers, K., & Anderson Steeves, E. (2023, September). Structural racism and geographic access to food retailers in the United States: A scoping review. *Health & Place*, 83, 103089. <https://doi.org/10.1016/j.healthplace.2023.103089>

Union of Concerned Scientists. (2021, April 14). *Bigger farms, bigger problems*. <https://www.ucs.org/resources/bigger-farms-bigger-problems>

United States Department of Agriculture, National Agricultural Statistics Service. (2022). *Maricopa County, Arizona: 2022 Census of Agriculture county profile* (CP 04-013-AZ). [https://data.nass.usda.gov/Publications/AgCensus/2022/Online\\_Resources/County\\_Profiles/Arizona/cp04013.pdf](https://data.nass.usda.gov/Publications/AgCensus/2022/Online_Resources/County_Profiles/Arizona/cp04013.pdf)

University of Arizona. (2024, August 26). *Arizona agriculture: A study in contrasts*. *Arizona's Economy*. <https://www.azeconomy.org/2024/08/economy/arizona-agriculture-a-study-in-contrasts/>

U.S. Department of Agriculture, Economic Research Service. (2026, March 30). *Definitions of food security*. In *Food security in the U.S.* Retrieved May 6, 2026, from <https://www.ers.usda.gov/topics/food-nutrition-assistance/food-security-in-the-us/definitions-of-food-security>

World Health Organization. (2020, October 13). *Impact of COVID-19 on people's livelihoods, their health and our food systems*. <https://www.who.int/news/item/13-10-2020-impact-of-covid-19-on-people's-livelihoods-their-health-and-our-food-systems>



# #Healthy FOOD FOR ALL

**OUR local FOOD SYSTEM:**

- Celebrates local & diverse agriculture
- Strengthens the local economy
- Maintains a sustainable environment
- Creates a resilient food system

**2050 Goal:**  
A sustainable, healthy, equitable, and thriving local food system

PHOENIX.GOV/OEP/FOOD-SYSTEMS

Share a favorite memory about food with your group!

¡Comparta un recuerdo favorito sobre la comida con su grupo!

This could be a favorite meal, recipe, or experience you've had that is related to food.

Puede ser una comida, receta o experiencia favorita que ha tenido relacionada con la comida.



## ATTACHMENT B



### COMMUNITY COLLABORATORS AND SUPPORTERS

The following thirty-one (31) organizations support and have committed to participating in the implementation of the 2030 Phoenix Food Action Plan (some organizations provided an individual letter of support that is attached):

- Activate Food Arizona
- Arizona Center for the Blind and Visually Impaired
- Arizona Food Bank Network
- Arizona State University Swette Center for Sustainable Food Systems
- Dr. Chris Wharton (as an individual)
- Community Exchange Table
- Creighton Community Foundation
- Diana Gregory Outreach Services
- Diemer Dream Crops Farm
- Emerald Roots Farm Collective
- Food Skills Collaborative
- Garden Hoes Local Farm Goods
- HonorHealth Desert Mission
- Lending Hands Outreach
- LISC Phoenix
- Local First Arizona
- Machokoto Family Farms
- Orchard Community Learning Center
- Phoenix Environmental Quality and Sustainability Commission
- Pinnacle Prevention
- Shamba AZ
- Silverlining Homestead
- Spaces of Opportunity
- SRP
- St. Mary's Food Bank
- Sun Produce Cooperative
- TigerMountain Foundation
- Tonatierra
- University of Arizona Center for Urban Smart Agriculture
- University of Arizona Maricopa County Cooperative Extension
- Valley of the Sun YMCA

City of Phoenix  
Office of Environmental Programs  
200 W. Washington St.  
Floor 14  
Phoenix, AZ 85003

May 18, 2026

Subject: 2030 Phoenix Food Action Plan

Congratulations to the Office of Environmental Programs. The City of Phoenix 2030 Food Action Plan is comprehensive and recognizes that building a resilient food system requires the effort of all actors within our local food system. The plan's goal of healthy, affordable, culturally relevant food for all can only be achieved through collaboration.

The goals and actions outlined within the community-focused plan are ambitious, necessary, and require every one of us to successfully implement. The numerous health, economic, and social benefits that can be realized through this plan will aid in the transformation of the system that recognizes food is a human right.

Thank you to the City of Phoenix Office of Environmental Programs for preparing this plan and for intentionally including organizations already working to improve our food system by reducing food insecurity and hunger, providing education, supporting farmers and food businesses, and investing in food system resilience.

We are committed to being a partner in this 2030 Phoenix Food Action Plan, and we look forward to helping create a local food system that works for everyone.

Sincerely,



Kathleen Merrigan, PhD.  
Executive Director  
Swette Center for Sustainable Food Systems

May 15, 2026

**To:** Phoenix City Council

**From:** Environmental Quality and Sustainability Commission (EQSC)

**Subject:** Recommendation for the 2030 Phoenix Food Action Plan

---

## **Executive Summary**

The Environmental Quality and Sustainability Commission (EQSC) has reviewed the City of Phoenix Office of Environmental Programs (OEP)'s [2030 Phoenix Food Action Plan](#), which will define the next phase of the City's food systems work. Following our deliberations, the **Commission supports and formally recommends that the City Council approve the 2030 Phoenix Food Action Plan.**

## **Recognition of Community Engagement and Extensive Planning Effort**

The Commission thanks the City for the opportunity to review the draft 2030 Food Action Plan. We appreciate the significant time, effort, and care that went into developing this plan. It is clear that extensive outreach and engagement were conducted, and that input from residents, community-based organizations, agricultural producers, advocates, business owners, and stakeholders across the food system helped shape a thoughtful and comprehensive vision. We applaud the City for incorporating the guiding values of "equity and justice, health and joy, community connection and sharing abundance, partnership and collective actions, and sustainability and resilience" into the 2030 Food Action Plan. We also commend the City for the strong track record demonstrated in the previous plan, where "establishing community partnerships and maintaining a clear, actionable framework contributed to 90% of the 2025 Food Action Plan actions being completed or in progress." This success underscores the value of collaboration and clear implementation strategies, and provides a strong foundation for the 2030 plan.

The plan outlines a comprehensive set of strategies to strengthen Phoenix's food system, including expanding equitable food access, supporting local agriculture and food businesses, promoting nutrition education and community health, reducing food waste, and advancing sustainability. It also emphasizes improving policy and planning, fostering community connections, developing the food workforce, and building resilience to disruptions. Advancing these efforts will require sustained coordination across departments, strong partnerships with regional and community stakeholders, and continued engagement with residents to ensure the food system reflects and serves the needs of all communities.

This work is especially important in the current context of the numerous challenges facing our agricultural producers and local and national food systems. Communities are navigating rising food costs, Arizona producers are contending with extreme heat and drought conditions, and there are widening inequities in access to healthy nutritious, locally-grown food. At the same

time, there are growing concerns about the loss of federal funding and support for small and beginning farmers, reductions in SNAP and other nutrition assistance programs that help prevent and mitigate food insecurity, and the rapid loss of farmland throughout Maricopa County. These trends underscore the urgency of advancing a resilient, local food system that can better withstand economic and environmental pressures through thoughtful and robust planning efforts like this.

### **Alignment with Climate and Sustainability Goals**

We appreciate that the plan was developed in coordination with the City's Climate Action and Energy Access planning efforts. This alignment is important, as the City of Phoenix's 2021 Climate Action Plan establishes a clear goal to create and maintain a healthy, sustainable, equitable, and thriving local food system with healthy, affordable, and culturally appropriate food for all residents. The 2030 Food Action Plan plays a critical role in advancing this long-term vision, and continued coordination across these efforts—as well as with the forthcoming update to the Climate Action Plan—will be essential to achieving shared climate resilience, sustainability, and equity outcomes.

### **Recommendation for Phased Implementation and Prioritization**

We appreciate that the plan includes defined timelines for short-, medium-, and long-term actions, as well as detailed implementation guidance in Appendix A, including estimated funding levels, resource needs, and initial steps for each action. This level of detail provides a strong foundation for moving the plan forward. However, given the breadth of strategies and number of associated metrics, it remains unclear how the City will prioritize funding and implementation across these efforts.

We recommend further clarifying how priority actions will be selected, particularly in the context of limited resources and competing demands. Establishing clear criteria—such as potential impact, cost-effectiveness, readiness, and alignment with equity and climate goals—would help guide decision-making. We also support the proposed strategy to develop mechanisms to monitor and report on progress, including a publicly available food systems dashboard that tracks implementation actions and outcomes. Pairing this transparency tool with clear prioritization and funding strategies will help ensure accountability and enable the City and community to track meaningful progress over time.

### **Leveraging Community Partnerships for Impact**

In order to accomplish the goals of the plan, a coordinated, community-wide effort will be essential. Phoenix is fortunate to have a strong network of community-based organizations, nonprofits, food banks, urban farms, and advocacy groups already working to address food access, nutrition, sustainability, and to grow the food economy—thank you to the City of Phoenix Office of Environmental Programs for intentionally including these organizations already working to improve our food system in the scope of the plan. The City has and should continue to identify where existing efforts align with plan goals and consider how partnerships can be

leveraged to achieve outcomes more efficiently. In some cases, collaborating with and investing in established community partners may be more effective than duplicating programs or building new systems from scratch.

### **Need for Adequate Funding and City Council Support**

Importantly, successful implementation of this plan will require sustained and adequate funding. We encourage the City Council to support this effort by aligning budget priorities with the plan's goals and ensuring that sufficient resources are dedicated to its implementation. Without the necessary financial commitment, it will be difficult to achieve the meaningful, long-term outcomes envisioned in the plan.

### **Conclusion**

Overall, we commend the City of Phoenix for its leadership and commitment to addressing food system challenges in a comprehensive, ambitious, and forward-looking way. Thank you to the City of Phoenix Office of Environmental Programs for preparing this plan and for its continued leadership in advancing a more equitable, sustainable, and resilient food system. We appreciate the opportunity to provide input and look forward to supporting the implementation of the 2030 Food Action Plan.

Respectfully submitted,

The City of Phoenix Environmental Quality and Sustainability Commission

Kelly Barr, Chair

Kathy Knoop, Commissioner

Ginger Torres, Vice Chair

Caroline Lobo, Commissioner

Penny Allee Taylor, Commissioner

Andrea Odegard-Begay, Commissioner

Sotiria Anagnostou, Commissioner

Sarah Porter, Commissioner

Darren Chapman, Commissioner

Bill Sandweg, Commissioner

Eric Gorsegner, Commissioner

Amy Scoville-Weaver, Commissioner

Kevin Groman, Commissioner

Colin Tetreault, Commissioner

May 15, 2026

**Letter of Support for the City of Phoenix 2030 Food Action Plan**

Dear Mayor Gallego and Members of the Phoenix City Council,

Local First Arizona enthusiastically supports the City of Phoenix 2030 Food Action Plan and its vision for an equitable, sustainable and thriving local food system.

As a nonprofit organization dedicated to inclusive community and economic development across Arizona, with expertise supporting farmers, food businesses, and improving community food access, we recognize the critical importance of coordinated local action to address food insecurity, environmental sustainability, public health, and economic opportunity in our food system. The collaborative approach and ambitious goals of the 2030 Food Action Plan show important leadership at a time when our statewide food systems are facing increasing challenges related to rapid loss of small farms and agricultural land, rising food costs, increasing environmental threats, and diminishing access to healthy local foods.

In 2025, Local First Arizona facilitated a series of workshops to engage Phoenix businesses to provide input for development of this plan. We are encouraged that the goals, strategic priorities and actions outlined in this plan reflect input from the community and we believe that these initiatives will catalyze critical health, economic, and social benefits for our city.

We congratulate the City for successful implementation of 90% of actions outlined in the 2025 Food Action Plan and are proud to have contributed to helping the City meet those goals through successful execution of programs like Feed Phoenix, a major COVID-era meal distribution initiative that partnered with local farms, restaurants, and caterers to provide meals to residents facing food insecurity.

**Current Collaboration**

We greatly value our ongoing collaboration with the City of Phoenix on food systems and community resilience initiatives. We are currently working with the City's Housing Department to develop a community kitchen, food entrepreneur incubation program, and teaching gardens at the Thash Mahd Impact Hub in the Edison Eastlake Choice Neighborhoods community. We are also working with the Office of Environmental Programs to support Project REDUCE, a program aimed at helping restaurants reduce food loss and waste. Through our shared efforts to support local food initiatives, we have seen firsthand the City's commitment to inclusive engagement and long-term impact, reinforcing our confidence in the success and importance of the 2030 Food Action Plan.

## Opportunities for Collaboration

Local First Arizona has worked in partnership with the City of Phoenix to build a more vibrant, locally driven city for over 20 years. We operate a wide range of community-based programs in the City of Phoenix focused on food access, entrepreneurship, and sustainability. Local First food programs are designed to support food entrepreneurs while ensuring that families have access to nutritious, practical options. Through connecting business development, food rescue, education, and community kitchens, Local First is building a food system that fuels opportunity and wellbeing. Areas where we see alignment between Local First Arizona initiatives and strategic priorities identified in the 2030 Food Access Plan include:

- **Strengthening local and regional food economies through Community Kitchens.** We operate 4 Community Kitchens, including kitchens in Maryvale and Eastlake in Phoenix, which offer commercial kitchen spaces to help small food entrepreneurs launch and grow their businesses. Our Community Kitchens offer affordable, licensed commercial facilities for food entrepreneurs enrolled in our Community Kitchen Incubator Program who are looking to grow their businesses. The program provides affordable rental rates that are ~60% below market rate, allowing for easier entry to the local food economy. Our community kitchens are also the hub of our 6-week Good Food Boot Camp that covers food business skills like purchasing, financing, marketing, operation logistics and permitting. As part of our Community Kitchen Incubator Program, entrepreneurs commit to participating in our Local Buying Program by sourcing at least 25% of their ingredients, supplies, or operational expenses from local vendors, growers and distributors, creating a circular, community-driven marketplace.
- **Supporting urban agriculture, local producers, and community garden initiatives.** We support over 50 garden beds, offered to local residents in Phoenix and Mesa for growing and personal development, harvesting foods for onsite food pantries and helping children to experience urban agriculture. Our garden education center at the Heart and Soil Garden in Phoenix is a community anchor for agricultural education, entrepreneurship training and neighborhood empowerment. Our Ag Business Boot Camp, a hybrid, eight-week program for small to mid-sized farmers, educates participants on business fundamentals through an agricultural lens and helps them grow sustainable, scalable farm businesses. The garden provides space for training urban farmers with hands-on agriculture skills—including crop planning, soil health, composting, seasonal planting, and sustainable urban farming—while providing a site to grow as they secure their own land. In response to rapid farmland loss in Maricopa County, we are actively working to help producers identify and access urban land available to farm.
- **Expanding knowledge and access to affordable, healthy, and culturally relevant foods.** Since 2020, we've run bi-monthly choice food pantries at affordable housing developments in Mesa and Glendale, providing supplementary groceries to hundreds of families. With an aim to improve food literacy and nurture healthy food choices, our team provides healthful tips on how to prepare items (especially local produce & fruits or dry goods like beans and heirloom grains). We also offer adult, family and youth cooking and nutrition education classes to broaden palates, encourage healthier food choices, and improve confidence in the kitchen.

- **Sustainability and reducing food waste.** Across our Community Kitchens, we focus on reducing food waste and building circular food systems, redirecting surplus food to local gardens and farms. We partner with organizations like Recycled City and Waste Not to reduce food waste through food rescue, composting and diversion. Through our Green Business Boot Camp, we provide restaurants and food businesses information and assistance executing low waste practices, waste audits, and sustainable procurement. Our Green Loan Fund is a tool to help food businesses purchase equipment, like freezers and dehydrators, that can help restaurants do more with the ingredients they've purchased.
- **Providing resources to the community.** Our Devour-Good Food Directory is a comprehensive online directory and interactive map that connects residents with local farms, food businesses, kitchens, and community food resources across the state and includes many Phoenix-based listings.

### **Recommendation to increase resiliency through desert adapted foods**

Phoenix has a unique opportunity to lead the world in building a more resilient and sustainable agricultural future in the desert. As Phoenix faces increasing heat, water scarcity, and rising operational costs for producers, long-term local food security will depend on agricultural practices that are both environmentally sustainable and economically viable in a desert climate. While the draft plan includes important references to supporting water conservation activities (Action 4.5) and promoting sustainable and innovative food production (Action 4.4), it could further acknowledge the role that crop selection can play in sustainability. Supporting low-water-use, desert-adapted, and drought-tolerant crops is an important component of a broader climate-resilient food strategy. The City has an opportunity to encourage adoption of crops adapted to the Sonoran Desert and expand access to heirloom, Indigenous, and culturally significant crops and traditional foods like agave, prickly pear, tepary beans, and mesquite. Potential strategies could include technical assistance and demonstration projects focused on desert-adapted foods, incentives for growers of desert adapted foods, partnerships with tribes, local nonprofits, universities, and farmers to expand knowledge-sharing, procurement incentives and market-development to help create demand for desert adapted foods.

Local First Arizona is working to catalyze a shift toward sustainable practices and regenerative agriculture to build resilient food systems that thrive in our desert environment and we would be happy to work with the City on these initiatives.

### **Conclusion**

The plan's goal of healthy, affordable, culturally relevant food for all can only be achieved through collaboration. We thank the City for intentionally including organizations like ours that are working to improve our food system by reducing food insecurity and hunger, providing education, supporting farmers and food businesses, and investing in food system resilience. We are committed to being a partner in this 2030 Food Action Plan, and we look forward to continued collaboration to create a more resilient, healthy, and equitable food system.

We commend the City of Phoenix Office of Environmental Programs for creating a meaningful, actionable, and ambitious plan and strongly support its approval.

Sincerely,

A handwritten signature in black ink, appearing to read "Kimber Lanning". The signature is fluid and cursive, with the first name "Kimber" being more prominent than the last name "Lanning".

Kimber Lanning  
CEO and Founder



3146 E. Wier Ave  
Phoenix, Arizona 85040  
(602) 509-6042

May 11, 2026

Re.: 2030 Phoenix Food Action Plan Partner Letter of Support

Rosanne Albright, Environmental Programs Manager  
Office of Environmental Programs  
Food Systems Program  
200 W. Washington St., 14<sup>th</sup> Floor  
Phoenix, Az 85003

Dear Rosanne,

It is our honor to offer full support for the City of Phoenix 2030 Food Action Plan. The Orchard Community Learning Center recognizes that building a resilient food system requires the effort of all actors within our local food system. The plan's goal of healthy, affordable, culturally relevant food for all can only be achieved through collaboration. The goals and actions outlined within the community-focused plan are ambitious, necessary, and require every one of us to successfully implement. The numerous health, economic, and social benefits that can be realized through this plan will aid in the transformation of the system that recognizes food is a human right. Thank you to the City of Phoenix Office of Environmental Programs for preparing this plan and for intentionally including organizations already working to improve our food system by reducing food insecurity and hunger, providing education, supporting farmers and food businesses, and investing in food system resilience. We are committed to being a partner in this 2030 Phoenix Food Action Plan, and we look forward to helping create a local food system that works for everyone.

Respectfully,

John Wann-Angeles, CEO

Orchard Community Learning Center



May 12, 2026

### **2030 Phoenix Food Action Plan Partner Letter of Support**

TigerMountain Foundation supports the City of Phoenix 2030 Food Action Plan and recognizes that building a resilient food system requires the effort of all actors within our local food system.

The plan's goal of healthy, affordable, culturally relevant food for all can only be achieved through collaboration. The goals and actions outlined within the community-focused plan are ambitious, necessary, and require every one of us to successfully implement. The numerous health, economic, and social benefits that can be realized through this plan will aid in the transformation of the system that recognizes food is a human right.

Thank you to the City of Phoenix Office of Environmental Programs for preparing this plan and for intentionally including organizations already working to improve our food system by reducing food insecurity and hunger, providing education, supporting farmers and food businesses, and investing in food system resilience.

We are committed to being a partner in this 2030 Phoenix Food Action Plan, and we look forward to helping create a local food system that works for everyone.

Sincerely,

Darren J. Chapman  
CEO - Founder - TigerMountain Foundation  
darren.chapman@TigerMountainFoundation.org  
Cell | (213) 300-8846



---

**\*\*\*ADDITIONAL INFORMATION (SEE ATTACHED MEMO)\*\*\* (CONTINUED FROM MAY 5, 2026) -Public Safety Improvements and Community Transparency Initiative Updates -Citywide**

On September 24, 2024, the Mayor and City Council approved a series of recommendations and actions to improve public safety. The Council-approved actions included efforts to address homelessness, enhancements to the Community Assistance Program (CAP), recommendations related to Office of Accountability and Transparency (OAT), and a series of other measures aimed at improvements to the Phoenix Police Department. This report provides updates since the last presentation to the City Council on January 27, 2026. In addition, the report outlines progress on the Community Transparency Initiative, as directed by the Mayor and City Council on March 25, 2026.

**THIS ITEM IS FOR INFORMATION AND DISCUSSION.**

**Summary**

Police Department Update

The Department continues to work on advancing the initiatives approved by City Council during the September 24, 2024 City Council Policy Session. This update reflects the continued progress since the Department last provided a report in January 2026.

Strategic Plan

The Department is developing a Strategic Plan built around Continuous Improvement, Crime Reduction, Community Engagement, and Business Operations, centered on the guiding principles of L.E.A.D. with P.R.I.D.E. at its core.

**L - Lead at Every Level**

- These goals will focus on training and leadership development for all Department staff, ensuring professionalism, ethical conduct and procedural justice throughout the organization and community.

## **E - Engagement with Employees and the Community**

- The goals for this principle will foster open communication and transparency to improve service delivery internally and externally, as well as build and strengthen partnerships with community members, local organizations and stakeholders.

## **A - Accountability at All Levels**

- For this principle, the goals will focus on establishing measurable benchmarks for performance and transparency, as well as accountability mechanisms and implementing a compliance framework for all new policies and procedures.

## **D - Dedication to Our Mission**

- This principle's goals will show the Department's dedication to protecting life and property while preventing and reducing crime, as well as seeking justice for crime victims all while performing at the highest standards of conduct and integrity.

The Plan will be a series of measurable deliverables which will be evaluated and reported annually. The Department will engage with stakeholders including community members, employees, and the Mayor and City Council to gain input on the Strategic Plan. Following community, employee, and Council feedback, the Department will return to the City Council with a finalized plan later in 2026.

## City Council Action Items

On September 24, 2024, City Council approved 37 action items for the improvement of Public Safety Services to the residents of Phoenix and the Department has provided quarterly updates on its progress related to these action items. Following the Department's last updated report on January 27, 2026, 29 of the 37 items are complete with nine of those items containing ongoing components, and eight items are still in progress. Information on the new updates since the last report can be found below. A summary of all recommendations and directives can be found in **Attachment A**.

- **Use of Force:** Changes are being made to the Less Lethal Tool policies and a public comment period was held in October to gain community feedback. The revised policies are expected to launch in May 2026.
- **Youth Interactions Policy:** This is a new policy for the Department and was drafted after significant engagement with City of Phoenix youth and was made available for public comment for 30 days. The focus of the policy is to recognize youth development and to communicate with youth accordingly. The target go-live date for the policy is July 2026.
- **Interactions with Individuals Experiencing Homelessness Policy:** This is also a new policy for the Department and was drafted in partnership with the Office of Homeless Solutions. It was also made available for public comment for 30 days. This policy emphasizes offering services and managing the property of individuals

experiencing homelessness. The target go-live date for the policy is August 2026.

- **Canine Policy:** This is a new policy for the Department which outlines the various roles and functions canines provide in the Department. This policy is currently available for public comment through May 31, 2026.
- **Training:** The Training Academy's annual in-service training series for all sworn employees includes training topics such as cultural awareness, autism and sensory awareness, and customer service. Training updates have also been made to recruit training to include cultural awareness, ethics and professionalism, and active bystandership. In addition to specific training courses, the Department has paid particular attention to developing and evolving the method of training delivery for both Basic Training and Post-Critical Incident Training.
- **Youth Prevention Programming:** The City is focused on developing programs designed to support youth and reduce criminal justice system involvement among youth within the community. Initiatives will focus on expanding collaborative youth outreach, strengthening out-of-school programming, enhancing youth leadership opportunities, and increasing advisory participation opportunities.
- **Compliment and Complaint Hotline and Portal:** Since the Department's last updated report, the Professional Standards Bureau, in partnership with Office of Accountability and Transparency, is continuing to augment the standard operating procedures for the receipt and processing of compliments and complaints via the online Compliments and Complaints Public Portal website and hotline. The community can now report compliments and complaints online, by phone, or in person. Phone and in-person complaints can be received by the Office of Accountability and Transparency or the Professional Standards Bureau. As always, urgent complaints are addressed with immediacy. This item has an ongoing component of annual reporting to the City Council and the Civilian Review Board.
- **Real-Time Customer Engagement Tool:** Since the Department's last updated report, the Versaterm CommunityConnect platform, which is a public safety engagement solution designed to enhance trust and transparency between the Department and the community continues to provide valuable feedback to the Department on its community engagement and services. CommunityConnect automatically sends updates to 9-1-1 callers, crime victims, and reporting parties using information from the Department's dispatch and records systems. It provides real-time notifications, multilingual messaging, feedback tools, and extended support for victims. This means people get timely updates, greater certainty, and enhanced transparency about their cases.
- **Community Survey Technology:** ZenCity Blockwise is a continuous, representative survey platform that measures residents' perceptions of safety, fairness, respect, and voice in their interactions with local police. Using an "always-on" approach, Blockwise delivers real-time, neighborhood-level insights through digital surveys

distributed via targeted ads based on U.S. Census data. The platform offers customizable feedback cycles, digital distribution with representative sampling, rich data collection, and interactive dashboards and analytics. These features provide ongoing, actionable insights into community sentiment, enable targeted interventions so resources align with public priorities, and enhance transparency and trust through data-driven engagement. The Department will utilize Blockwise to solicit input from the community for the development of the Strategic Plan.

- **Crisis Intervention Resources:** The Department has completed the Crisis Intervention Team (CIT) Incentive Pilot Program. The incentive program is intended to increase the Department's ability to respond to CIT related calls for service and is focused on training additional officers to become CIT certified and ensuring those officers already certified are trained in recent developments in the field of crisis intervention. Analysis is currently being conducted to assess the impact of the program. Since the Department's last updated report, the Department continues to offer the recently introduced third option during initial call intake to people calling 911 in Phoenix. 911 operators on both emergency and non-emergency lines ask callers during the call, "Do you need police, fire or behavioral health?" This addition comes after the Phoenix City Council unanimously adopted a series of measures aimed at modernizing public safety services and expanding community-focused support. The goal is to ensure the right help is sent to the right calls, reducing unnecessary police responses while providing faster, more specialized support for behavioral health-related emergencies.

#### Community Assistance Program Update

The Community Assistance Program (CAP) continues to see a significant increase in calls transferred from Police Communications to the Behavioral Health Dispatcher following a critical update to the 9 1 1 screening process. The revised process now prompts callers to identify whether they require police, fire, or behavioral health services. As a result, a higher percentage of calls for service are being directed to Behavioral Health Units (BHUs), allowing individuals to receive appropriate behavioral health support without the need for police or fire response. Year over year comparisons highlight this growth. From 2024 to 2025, calls transferred from Police Communications to CAP increased by 128 percent. During the same period, BHU calls for service rose by 96 percent. This trend underscores the growing community demand for behavioral health crisis response and demonstrates the effectiveness of enhanced call triage in connecting individuals with the most appropriate resources.

#### Office of Accountability and Transparency Update

The Mayor and City Council established the Office of Accountability and Transparency (OAT) in 2021 to perform independent civilian oversight of the Phoenix Police Department. OAT reviews Police Department administrative investigations of incidents

involving sworn personnel and provides community members a way to freely communicate complaints, commendations, and concerns about officers and the Police Department without fear of retaliation.

Phoenix City Code, Chapter 20, as amended by City Council on May 15, 2024, states OAT's role is to:

- Take community complaints or commendations.
- Establish procedures for receiving anonymous complaints.
- Conduct outreach with the community.
- Provide support services to impacted community members.
- Review Police Department administrative investigations or civilian employee complaints.
- Make recommendations to the Police Chief regarding policy, rules, and training issues.
- Conduct mediation to resolve disputes.
- Administer a youth outreach program.
- Address other issues of concern to the community.

OAT released 48 reports since 2024 detailing its review of Police Department investigations and its findings as to the completeness and thoroughness of those reviewed investigations. OAT issued recommendations for future investigations in 31 of the 48 reports, the majority of which the Department has agreed to implement. OAT is actively monitoring 165 cases.

Since the Phoenix Police Department complaint portal went live in late 2025, OAT has seen a significant increase in community member contacts. In the first quarter of 2026, OAT received 165 complaints and 192 inquiries. Quarter 1 complaints exceeded all of 2025 by 170 percent and inquiries exceeded all of 2025 by 740 percent. In just the first quarter of 2026, OAT is already at 300 percent of total contacts received in all of 2025.

OAT's youth outreach program launched and completed a pilot semester at South Mountain High School in fall 2026. The 11-week program graduated 24 students who left educated, equipped, and empowered to apply in critical decision making and civic engagement to enact change in their personal lives and their communities. With the goal of sustainability and scalability, OAT has begun developing an intergovernmental agreement with the Phoenix Union High School District to expand to multiple schools. OAT will begin the official launch of Reform Rising at South Mountain and Maryvale High Schools in fall 2026, and continue expanding each semester.

### City's Efforts to Address Homelessness

The Office of Homeless Solutions (OHS) was created in 2022 and, since that time has built a diverse team with expertise through work experience and/or lived experience who directly engage with people experiencing homelessness to connect them with services and work with the community to address encampments.

Some of the major initiatives of OHS in 2026, are to implement several strategies of its recently approved strategic plan including: improving shelter outcomes, implementing prevention programs, increasing housing options for people ending their homelessness and to seek private partnerships and funding to expand this work. Another high priority for OHS is its leadership in offering a 24/7 heat relief site for the third year in partnership with Community Bridges Inc. This life-saving intervention began operations on May 1, and will operate continuously this summer until at least September 30. OHS is working with the Finance Department's Real Estate Division to locate a permanent heat relief site because the site OHS has leased the last two years will not be available for summer 2027.

OHS will continue to work with public safety partners including the Phoenix Police Department in several ways including coordinating efforts in areas where there is known criminal activity. These coordinated efforts often include additional supporting City departments such as Neighborhood Services, Street Transportation, Public Works, and Parks and Recreation.

Finally, OHS is collaborating with the Phoenix Police Department on adapting OHS's existing property storage program, which includes an assessment and notification process, as a framework to meet their needs while ensuring safe property storage and reunification with property.

### Youth Prevention Programming

As part of the overall efforts to improve public safety, the City is focused on developing programs designed to support youth and reduce criminal justice system involvement among youth within the community. In addition to current youth focused programs provided by the City, as well as those proposed in the FY 2026-2027 budget, the City Council approved \$500,000 in funding from the Neighborhood Block Watch Grant Program (NBWGP) fund to initiate a program to provide additional resources to youth at risk of violence, substance abuse and involvement in the criminal justice system, while providing supportive environments and interventions. Staff proposes development of a program through a partnership between the Parks and Recreation Department and the Office of Youth and Education with funding allocated through the NBWGP funding allocation approved on an annual basis.

### Community Transparency Initiative Update

The Community Transparency Initiative (CTI) framework outlined below reflects the directives issued by the Mayor and City Council, as well as feedback gathered from community stakeholders through meetings, listening sessions, conversations, and the sharing of relevant information. Staff have continued active engagement with Council offices, City departments, and community members to ensure ongoing dialogue and alignment with CTI objectives. The following updates summarize progress on each directive.

***CTI Directive #1: Document and preserve information on federal immigration enforcement activities within Phoenix city limits that may violate criminal statutes and/or individual civil rights with the intent to investigate crimes committed by federal agents who act outside the scope of their duties.***

**Update:**

- To support more consistent reporting and documentation, the City is developing an online report portal managed by the Office of Accountability and Transparency (OAT) that will also be used as a dedicated case management system for tracking federal enforcement activities in Phoenix. Community members will be able to report incidents and complaints via the portal or by calling Police (active incident) or OAT. The system will support an efficient work flow and provide seamless information sharing from community members to OAT to Police. Complaints received will be documented by OAT before being shared with the Police Department's Special Investigation Detail (SID) for review and possibly further investigation, and then with the Attorney General's Office. The portal is expected to be completed in May. Information will be shared publicly when it is available for use.
- Two additional Police Detectives and one Sergeant have been assigned to SID to investigate these reports beginning May 4, 2026.
- Prior to the completion of the portal, OAT and PD are able to accept complaints and will track those manually.
- The Law Department is finalizing the agreement that will formally establish a process for the City of Phoenix to refer qualifying matters to the Arizona Attorney General's Office for review and possible action.

***CTI Directive #2: Collect data on impacts to City services as a result of federal immigration enforcement.***

**Update:**

- The Phoenix Police and Fire departments, as well as the Office of Accountability and Transparency, have implemented internal tracking codes within their respective tracking systems and related databases to document time and resources spent responding to calls involving federal law enforcement officials. This tracking

supports accurate reporting and keeps City leadership informed.

***CTI Directive #3: Identify potential partnerships and volunteer opportunities to facilitate the initiative.***

**Update:**

- As shared in CTI Directive #1 update, staff have established a partnership with the Arizona Attorney General's Office to support ongoing information sharing. Staff are also exploring opportunities to partner with the International Rescue Committee to provide focused resources for the business community.
- Additionally, staff continue to collaborate with community groups and volunteer advocates to stay engaged with what's happening in the community and identify additional ways that the City can be helpful to the community, including people and businesses affected by federal actions.
- The City continues to update the CTI webpage including the Know Your Rights page at [www.phoenix.gov/knowyourrights](http://www.phoenix.gov/knowyourrights). Additions include additional resources to assist residents with social services such as emergency relief, affordable health clinics and domestic violence resources. It also provides families with resources for children from birth to 3rd grade and legal resources for families.

***CTI Directive #4: Ensure multilingual communication channels across City services and resources.***

**Update:**

- The CTI webpage, including the Know Your Rights webpage, provides translation capabilities in more than 120 languages. Additionally, Administrative Regulation (A.R.) 5.32, Use of City Property for Civil Law Enforcement, featured on the CTI webpage, has been translated into Spanish, Pashto, Swahili, and Somali.

***CTI Directive #5: Implement training for City employees who may encounter federal enforcement actions, including protocols related to administrative and judicial warrants.***

**Update:**

- On March 27, 2026, the required CTI training was deployed to all City employees to ensure a clear understanding of their responsibilities under this initiative. This requirement applies to all full-time, part-time, seasonal, and temporary employees, as well as interns, volunteers, and contractors working under City supervision. As of April 30, 2026, 14,474 (84 percent) employees have completed the training.
- Staff is also developing a second training course for employees that provides guidance on the services provided for reporting federal law enforcement activity, tracking the use of City resources, and familiarizing staff with the specific resources available on the Know Your Rights website.

- Additionally, employees have been provided with quick reference resource cards containing standardized scripts and key contact information to support them in the event that federal enforcement actions take place at their City facility.

***CTI Directive #6: Develop options for the Council to consider relating to outside organizations, staging in our parks and preserve and other city property.***

**Update:**

- Administrative Regulation (A.R.) 5.32, Use of City Property for Civil Law Enforcement, was published and distributed to all City of Phoenix employees on March 27, 2026. This A.R. establishes standards for the use, access, and designation of City controlled property to protect public use and enjoyment of City facilities, maintain operational integrity, and ensure City resources are used in ways that best serve residents.
- Staff has compiled an inventory of City properties and is currently reviewing them to determine where appropriate signage should be installed to limit or prohibit the staging, deployment, or operational use of City property by law enforcement agencies, except when expressly authorized by the City Manager or their designee.
- Although the City received a legislative challenge under SB 1487, the Arizona Attorney General's Office reviewed the matter and determined that no violation of Arizona state statutes occurred.

**Responsible Department**

This item is submitted by Assistant City Manager Lori Bays and the City Manager's Office.



## City of Phoenix

**To:** Ed Zuercher  
City Manager

**Date:** June 4, 2026

**From:** Lori Bays  
Assistant City Manager

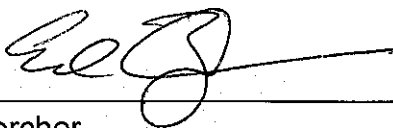
**Subject:** CORRECTION TO ITEM 2 ON THE JUNE 9, 2026, CITY COUNCIL  
POLICY SESSION AGENDA – PUBLIC SAFETY IMPROVEMENTS AND  
COMMUNITY TRANSPARENCY INITIATIVE UPDATES

The City Manager's Office will provide updated statistical data for Item 2 – Public Safety Improvements and Community Transparency Initiative Updates through the presentation at the June 9, 2026, Policy Session meeting. These revisions reflect changes that have occurred since the item was continued from the May 5, 2026 City Council Policy Session.

Additionally, Attachment A - Policy Session City Council Action Items, under Mayor and City Council Public Safety Improvement Action Item #20 is corrected to read as follows:

*Draft policies for Youth Interactions and Interactions with Individuals Experiencing Homelessness are complete with an anticipated go-live date of September & October 2026, respectively.*

**Approved:**

  
\_\_\_\_\_  
Ed Zuercher  
City Manager

**Mayor and City Council Public Safety Improvement Action Items  
Policy Session Summary  
As of April 28, 2026**

This document provides a summary of the action items approved by the Mayor and Council during the City Council Policy Session on September 24, 2024. The Policy Session included four items on the City's efforts to address homelessness, increase accountability and transparency, and improve public safety. Three of the four items included a series of 37 actions taken by Council. These action items included:

- 26 items included in a memo from the Mayor and members of the City Council with an additional two approved recommendations made during the Council discussion.
- Two formal actions to add ongoing staff to the Office of Homeless Solutions (OHS) and the Phoenix Police Department (PPD).
- Seven staff recommendations, such as implementing additional trainings and new technologies.

Of the 37 action items approved by the Mayor and City Council, 29 of the 37 items are now completed with nine of those having ongoing elements. The remaining eight items are in progress.

<b>Action Item</b>	<b>Community Benefit Overview</b>	<b>Key Deliverable Update</b>	<b>Performance Metric</b>
<p>1. The Police Department shall more effectively collect data on all stops, searches, arrests, and uses of force to include – at a minimum – the involved citizen's age, race, gender and housing status.</p>	<p>This item improves data collection to increase transparency, strengthen accountability, and help identify and address disparities, fostering greater trust between law enforcement and the community.</p>	<p>New Records Management System now captures all required demographic data.</p>	<p>Quarterly Reporting on demographics and disposition of stops, searches and arrests.</p>
<p align="center"><b>Start</b> Sept</p>	<p align="center">●—————▶</p>		<p align="center"><b>Completed</b> Sept 2025</p>
<p>2. Performance Compliance Team shall regularly audit a sample of police reports to ensure officers are correctly applying the Fourth Amendment, including providing sufficient basis for reasonable suspicion in making stops and probable cause for searches. Audits shall be used as a tool for identifying training deficiencies</p>	<p>This item establishes audits that will improve accountability, ensure constitutional protections are upheld, and identify training needs.</p>	<p>Professional personnel hired and in place. Sworn supervisor to be identified. OIB to formulating compliance framework.</p>	<p>Annual Reporting on results of audits.</p>

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

<p>and opportunities. Findings shall be shared with the City Council and the Civilian Review Board on no less than an annual basis.</p>			
<p><b>Start</b> Sept</p>	<p align="center">70%</p>		
<p>3. PPD shall create a new Investigative Sergeant position in all precincts and other bureaus who report directly to the Professional Standards Bureau (PSB). Any misconduct that appears to rise to the level of a written reprimand shall be investigated by the Investigative Sergeant, which will allow Patrol Sergeants to remain on the streets supervising their direct-report officers. Misconduct that may rise to the level of suspension, demotion, or termination shall be investigated by PSB investigators.</p>	<p>Dedicated Investigative Sergeants will handle misconduct cases, ensuring thorough and impartial investigations. This frees Patrol Sergeants to stay in the field, improving supervision and response times. The structure strengthens accountability and public trust while maintaining safety.</p>	<p>New unit was launched in June 2025</p>	<p>Annual reporting on allegations, disposition, discipline, and productivity.</p>
<p><b>Start</b> Sept</p>			
<p>4. The PSB manual, once revised, shall provide clear standards for the thoroughness of investigative</p>	<p>Revised PSB manual will set clear standards for investigative report thoroughness and evidence review,</p>	<p>The PSB manual was updated to provide clear requirements for PSB</p>	<p>Constant review of Bureau Manual to ensure policies and</p>

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

<p>reports. The manual shall also set clear standards for reviewing all relevant evidence available in an investigation.</p>	<p>ensuring consistent, high-quality investigations. This promotes accountability and strengthens public confidence in fair and transparent processes.</p>	<p>personnel when completing reports and reviewing evidence.</p>	<p>procedures reflect City values.</p>
<p><b>Start</b> Sept</p> <p>5. When conducting misconduct investigations, PSB shall review all aspects of the incident—including those beyond the scope of the initial complaint—for compliance with PPD policies and training, as well as applicable laws.</p>	<p>Ensures PSB reviews all aspects of misconduct incidents—not just the initial complaint—for compliance with policies, training, and laws. This comprehensive approach improves accountability and reduces overlooked issues.</p>	<p>The PSB manual details the requirements for investigations to review all aspects of the incident.</p>	<p>Constant review of investigations to ensure compliance.</p>
<p><b>Start</b> Sept</p> <p>6. PSB use of force investigations must fully explore whether an officer(s) effectively considered de-escalation strategies and tactics during the incident in question. PSB shall further explore and document how officers perceive their actions and decision-making within the framework of policies &amp; training, as well as applicable laws.</p>	<p>Implement targeted training programs to enhance officer skills and accountability, fostering safer community interactions.</p>	<p>Manual was revised to outline interview practices for PSB personnel.</p>	<p>Constant review of investigations to ensure compliance.</p>




**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

<p align="center"><b>Start</b> Sept</p>	<p align="center">●—————→</p>	<p align="center"><b>Completed</b> Dec 2024</p>	<p>Mandatory training for PSB personnel.</p>
<p>7. Police Department shall provide or procure regular and ongoing training for all PSB investigators.</p>	<p>Regular training for PSB investigators ensures staff stay current on best practices, policies, and legal standards. This leads to more accurate, thorough investigations, reinforcing accountability and public trust in the department.</p>	<p>Proficiency training tailored to PSB delivered by Daigle Law Group completed.</p>	<p>Mandatory training for PSB personnel.</p>
<p align="center"><b>Start</b> Sept</p>	<p align="center">●—————→</p>	<p align="center"><b>Completed</b> June 2025</p>	<p>Constant review of investigations to ensure compliance.</p>
<p>8. PSB investigative bodies may not provide mere conclusory declarations such as “sustained,” “unfounded,” “unresolved,” “exonerated,” “within policy” or “out of policy.” PPD shall, in all circumstances, provide a thorough and complete analysis and rationale for all investigative findings and conclusions. PSB investigations shall further categorize the totality of the officer’s actions as Class 1, Class 2, or Class 3 (as defined by PD Ops Order 3.18) and shall identify opportunities for improvement, if any, during the incident.</p>	<p>Requires PSB to provide detailed analyses and rationales for all findings, rather than simple labels. Categorizing actions (Class 1–3) and identifying improvement opportunities ensures transparency, accountability, and continuous officer development—building public trust in fair, thorough investigations.</p>	<p>PSB manual updated to outline report writing requirements for PSB personnel when articulating investigative findings as well as providing direction to review board members when articulating reasons for findings recommendations.</p>	<p>Constant review of investigations to ensure compliance.</p>

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

<p align="center"><b>Start</b> Sept</p>	<p>9. PSB shall set and publish clear deadlines for completing investigative reports. If a report is completed beyond the deadline, the reasons for delay shall be articulated at the end of the report.</p>	<p>Publishing clear deadlines for investigative reports—and requiring explanations for delays—promotes transparency and accountability. This ensures timely resolution of cases, builds trust in the process, and reassures the community that investigations are handled efficiently and fairly.</p>	<p>Manual sections align with Arizona Revised Statutes regarding clear deadlines and outlines standards.</p>	<p align="center"><b>Completed</b> April 2025</p>
<p align="center"><b>Start</b> Sept</p>	<p>10. PSB shall collect and record data for all citizen complaints, including the nature of the complaint and precinct and officer(s) involved. The Department shall regularly review the data and its trends to determine whether additional training may be necessary throughout a particular precinct or the Department and provide the data (not including personal identifying information) and its analysis of the data to the City Council and the Civilian Review</p>	<p>Collecting and analyzing complaint data helps identify patterns and training needs across precincts, improving officer performance and reducing misconduct. Sharing non-identifiable data and trend analysis with the City Council and Civilian Review Board promotes transparency, accountability, and community trust.</p>	<p>Centralized Intake Team has been identified and will work in concert with the PSB Field Investigations Unit to record all complaints received at PSB, community and from the field. The City's website has been updated to account for this streamlined approach for receiving online complaints and compliments.</p>	<p align="center"><b>Completed</b> April 2025</p>
			<p>Constant review of investigations to ensure compliance.</p>	
			<p>Annual reporting on disposition and associated performance training requirements.</p>	

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

Board on no less than an annual basis.			
<div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>Start</b> Sept</div>		<div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>Completed &amp; Ongoing</b> Nov 2025</div>	
11. PSB shall provide a written response to the citizen complainant explaining the investigation's findings.	Providing written responses to complainants about investigation findings ensures transparency and respect for community members. The goal is to build trust by keeping residents informed, demonstrating accountability, and reinforcing confidence in the complaint process.	The letter of findings will include each allegation, the associated finding for each allegation and the manner of determination.	Constant review of investigations to ensure compliance.
<div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>Start</b> Sept</div>		<div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>Completed</b> Nov 2024</div>	
12. The City shall create a dedicated hotline for citizens to report potential officer misconduct to PSB.	A dedicated hotline for reporting officer misconduct or a commendation makes it easier for citizens to provide information quickly and efficiently.	The new centralized hotline and online intake form was launched in November 2025.	Annual reporting on hotline use.
<div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>Start</b> Sept</div>		<div style="border: 1px solid black; padding: 2px; display: inline-block;"><b>Completed</b> Nov 2025</div>	
13. The Department shall adopt clear standards and accountability measures for PSB investigators, supervisors and commanders to ensure that all potential law and policy violations are fully investigated, and- if	Clear standards and accountability measures for PSB investigators, supervisors, and commanders ensure every potential law or policy violation is fully investigated. Incorporating multiple levels of oversight—including referral of serious cases to the CIRB—	PSB manual sections updated to outline standards for PSB personnel requiring all potential law and policy violations to be investigated.	Constant review of investigations to ensure compliance.

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

required-referred to the Critical Incident Review Board (CIRB).	strengthens transparency, consistency, and public confidence in fair and thorough investigations.		
<b>Start</b> Sept			<b>Completed &amp; Ongoing</b> Nov 2025
14. PSB shall establish a clear policy for forwarding Brady materials as timely as possible to the Maricopa County Attorney's Office and other relevant outside agencies.	Timely sharing of Brady materials with prosecutors and relevant agencies ensures fairness in the judicial process and strengthens accountability.	PSB manual updated to detail the dissemination of 'Brady' material.	Annual reporting on notifications.
<b>Start</b> Sept			<b>Completed</b> Jan 2025
15. When making deviations of discipline from the Disciplinary Review Board (DRB), the Police Chief shall fully explain the rationale for doing so and explain why the deviation is in the best interest of the Department and the community. The City Manager must approve all recommendations for downward deviations of discipline. In a manner that protects the confidentiality of individuals under review, the City Council	Greater transparency and accountability in disciplinary decisions build trust by ensuring deviations are justified and overseen at multiple levels. Annual reporting to elected officials adds an extra layer of oversight, reinforcing confidence that discipline aligns with community and departmental standards.	PSB Manual CIRB findings memorandum template and Police Chief and CMO deviation memorandum template completed.  Annual report was provided to City Council in September 2025.	Annual reporting of discipline deviations.

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

<p>shall receive an annual report regarding the recommendations of the DRB.</p>			
<p align="center"><b>Start</b> Sept</p>	<p align="center">●—————→</p>	<p align="center"><b>Complete &amp; Ongoing</b> April 2025</p>	
<p>16. The Disciplinary Review Board shall add one additional citizen to its membership, for a total of three citizens.</p>	<p>By increasing citizen representation on the Disciplinary Review Board, the city hopes to strengthen community voice in oversight, promote transparency, and enhance public trust in discipline.</p>	<p>Additional civilian and sworn members added to the Discipline Review Board in line with Arizona Revised Statutes.</p>	<p>N/A</p>
<p align="center"><b>Start</b> Sept</p>	<p align="center">●—————→</p>	<p align="center"><b>Completed</b> Sep 2025</p>	
<p>17. The Police Department shall develop and implement a policy for Special Assignments Unit officers to use body-worn cameras when engaging with the public and adopt policies regarding the disclosure of the unit's footage in accordance with state public records laws.</p>	<p>Using body-worn cameras and ensuring proper disclosure of footage increases transparency and accountability during public interactions.</p>	<p>Body-Worn Camera policy includes requirement for SAU to comply with Department's BWC Policy.</p>	<p>Compliance Scorecards</p>
<p align="center"><b>Start</b> Sept</p>	<p align="center">●—————→</p>	<p align="center"><b>Completed</b> Sep 2024</p>	

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

<p>18. Continue efforts to prioritize staffing levels for 911 and Radio Dispatchers (including evaluating additional increases in pay) to alleviate the current high vacancy rate. Staffing at full levels will create the coverage necessary to improve training opportunities for all dispatchers.</p>	<p>Fully staffed 911 and dispatch teams improve emergency response times and service reliability. This results in better training opportunities, enhancing dispatcher performance and ensuring the community receives timely, effective assistance during emergencies.</p>	<p>Hiring plan for additional personnel was developed and implemented with hiring and referral bonuses.  Class and Comp reviewing peer agencies.</p>	<p>Quarterly reporting on recruitment and staffing.</p>
<p align="center"><b>Start</b> Sept</p>	<p align="center">●—————▶</p>		<p align="center"><b>Complete &amp; Ongoing</b> Sep 2025</p>
<p>19. The Fire Department's Community Assistance Program (CAP) shall have 24/7 dispatch coverage by the end of the first quarter 2025.</p>	<p>This enhances community safety and well-being by providing consistent assistance whenever it's needed.</p>	<p>Additional CAP personnel were hired in January 2025.</p>	<p>Achieved 24/7 dispatch covered in 2025.</p>
<p align="center"><b>Start</b> Sept</p>	<p align="center">●—————▶</p>		<p align="center"><b>Completed</b> March 2025</p>
<p>20. The Police Department shall create policies with community input regarding interactions with youth and vulnerable populations including the unsheltered community and those with behavioral health challenges that include special considerations for</p>	<p>Developing policies with community input promotes trust, reduces harm, and demonstrates a commitment to protecting the rights and dignity of all community members.</p>	<p>Staff completed youth surveys with over 2,000 responses.  Draft policies for Youth Interactions and Interactions with Individuals Experiencing Homelessness are complete with an anticipated go-live date of July &amp; August 2026, respectively.</p>	<p>Developing policy with direction from Council and community input.</p>

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

<p>consensual contacts, use of force, interviews, and interrogations.</p>		<p>Draft policies for Juvenile Procedures and Individuals with Mental or Physical Disabilities to be available for public comment in September 2026.</p>	
<p><b>Start</b> Sept</p>		<p><b>In Progress</b> <b>Target Completion</b> December 2026</p>	
<p>21. The Police Department shall provide training to its officers on how to best utilize crisis intervention resources (such as the Crisis Intervention Team) as well as services provided by the Community Assistance Program and Office of Homeless Solutions.</p>	<p>Training officers to effectively use crisis intervention and community support resources improves responses to individuals in crisis, reduces unnecessary escalation, and connects vulnerable populations to appropriate services.</p>	<p>Training on CAP and OHS distributed throughout 2025 on resources available to officers when interacting with the community.</p>	<p>Ongoing training, pilot program to increase knowledge base and trained staff.</p>
<p><b>Start</b> Sept</p>		<p><b>Completed</b> Aug 2025</p>	
<p>22. The Police Department shall adopt policies that allow the Crisis Intervention Team to prioritize urgent or time-sensitive matters over duties that are not core to the CIT mission.</p>	<p>Allowing the Crisis Intervention Team to focus on urgent, time-sensitive matters ensures faster and more effective responses for individuals in crisis. This prioritization reduces delays, improves outcomes for vulnerable populations,</p>	<p>An interdepartmental effort has been established to address this item.</p>	<p>Pending legislative change at state level. Pilot program to increase knowledge base and staffing.</p>

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

	and strengthens community trust in emergency support systems.		
<b>Start</b> Sept			<b>In Progress</b> Target Completion June 2027
23. The Police Department shall continually survey the best practices of similarly-situation law enforcement agencies throughout the nation and update its own policies and training to ensure that Phoenix is employing nationally recognized best practices.	Regularly adopting nationally recognized best practices will ensure policies and training remain current, effective, and aligned with proven standards. This commitment will enhance professionalism and improves service quality.	Business subject matter experts were identified, and review cadence finalized in March 2025.	Reporting requirements for every policy update
<b>Start</b> Sept			<b>Completed &amp; Ongoing</b> June 2025
24. The Police Department shall enhance customer service training for officers and staff who engage with members of the public.	Enhanced customer service training will improve the quality of interactions between officers, staff, and the public.	Mandatory Department-wide training implemented in March 2026.	Annual in-service training and constant audit by supervisory staff.
<b>Start</b> Sept			<b>In Progress</b> Target Completion Dec 2026
25. Professional staff shall update the City Council and the Civilian Review Board on the Police	Regular compliance updates to oversight bodies ensure transparency	Tracking sheet was developed. The most recent report was provided to	Semi-Annual Reporting

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

Department's compliance with recommendations by the Office of Accountability and Transparency every 6 months.	and accountability in implementing reform recommendations.	the Council in the September 2025 Policy Session.	
<b>Start</b> Sept	●—————→		<b>Complete &amp; Ongoing</b> April 2025
26. Professional staff shall update the City Council and the Civilian Review Board of its progress on the aforementioned public safety reforms in writing every three months over the next three years.	Frequent written progress updates to oversight bodies will ensure transparency and sustained accountability throughout the improvement process.	Most recent progress report provided in September 2025.	Quarterly Reporting
<b>Start</b> Sept	●—————→		<b>Complete &amp; Ongoing</b> April 2025

**Additional Requests by Councilmembers during the September 2024 Policy Session**

<b>Action Item</b>	<b>Community Benefit Overview</b>	<b>Key Deliverable Update</b>	<b>Performance Metrics</b>
1. Staff to return to the Oct. 22 Policy Meeting with a proposal to implement new technology such as a voice activated intelligence system for Crimestop no later than the end of the first quarter of 2025.	This will improve efficiency and accessibility for reporting crimes. Faster, easier reporting enhances community safety, encourages public participation, and demonstrates a commitment to modern, responsive policing.	The system went live on August 13, 2025.	Ongoing review of effectiveness and use of system.
<b>Start</b> Sept	●—————→		<b>Completed</b> June 2025

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

2. Requested a community feedback process, timeline, budget and outreach plan for the reforms and public safety.	The City Council approved the implementation of Zencity's Blockwise platform, a monthly survey tool designed to gather community sentiment on public safety.	Zencity launched the Blockwise tool in July 2025	Quarterly Reporting
<div style="border: 1px solid black; padding: 2px; display: inline-block;"> <b>Start</b> Sept         </div>			<div style="border: 1px solid black; padding: 2px; display: inline-block;"> <b>Complete &amp; Ongoing</b> July 2025         </div>

**Staff Recommended Formal Actions Adopted by Mayor and City Council during September 2024 Policy Session**

Action Item	Community Benefit Overview	Key Deliverable Update	Performance Metrics
1. Create four new positions in PD including one police research supervisor and three police research analysts.	Adding research-focused positions enhances the department's ability to analyze data, evaluate policies, and implement evidence-based strategies. This leads to smarter decision-making, improved public safety initiatives, and greater accountability—ultimately benefiting the community through more effective policing.	Supervisor hired in February 2025. Researchers hired April 2025.	Positions created and in place.
<div style="border: 1px solid black; padding: 2px; display: inline-block;"> <b>Start</b> Sept         </div>			<div style="border: 1px solid black; padding: 2px; display: inline-block;"> <b>Completed</b> April 2025         </div>
2. Convert 14 temporary, FT positions in OHS to ongoing positions.	This change will strengthen service continuity, improve program stability, and help retain experienced staff. It fosters trust with the community and	Approved during the September 24, 2024, Council meeting.	

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

	ensures more efficient use of resources.	
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Start Sept</div>		<div style="background-color: #d9ead3; border: 1px solid black; padding: 5px; display: inline-block;">Completed Sep 2024</div>

**Staff Recommended Policy Directives Approved by Mayor and City Council during September 2024 Policy Session**

Action Item	Community Benefit Overview	Key Deliverable Update	Performance Metrics
1. Launch training in partnership with tribal nation police departments.	This initiative will strengthen collaboration with tribal law enforcement, improve public safety, build trust, and promote cultural competency through shared training and best practices.	Training initiated in 2024. Annual in-service training begins in 2026.	Annual in-service training and constant audit by supervisory staff.
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Start Sept</div>		<div style="background-color: #d9ead3; border: 1px solid black; padding: 5px; display: inline-block;">Completed Dec 2024</div>	
2. Develop a biennial training plan for CIT officers.	This initiative will enhance officer preparedness through modern approaches to crisis and mental health response.	Training Plan developed: 8-hour requirement, with 4 hours mandatory and 4 hours elective training.	Ongoing training, pilot program to increase knowledge base and trained staff.
<div style="border: 1px solid black; padding: 2px; display: inline-block;">Start Sept</div>		<div style="background-color: #d9ead3; border: 1px solid black; padding: 5px; display: inline-block;">Completed &amp; Ongoing Sep 2025</div>	
3. Explore youth prevention programming.	This program is intended to provide additional resources to youth at risk of violence, substance abuse and involvement in the criminal justice	Funding has been identified from the Neighborhood Block Watch Grant Program fund to support a youth prevention	TBD

**Mayor and City Council Public Safety Improvement Action Items**  
**Policy Session Summary**  
*As of April 28, 2026*

	system, while providing supportive environments and interventions.	pilot program. The program will be implemented under the direction of the Mayor and City Council.	
<p align="center"><b>Start</b> June 2025</p>	<p align="center">10%</p>	<p align="center"><b>In Progress</b> <b>Target Completion</b> 2027</p>	
<p>4. Explore additional services to be provided by civilian staff, rather than sworn PD employees.</p>	<p>Increase sworn presence to reduce calls for service response times</p>	<p>Review <a href="#">Arizona State University (ASU)</a> Calls for Service study and PFM Staffing study to develop a proposal for the identification of sworn positions which can be converted to professional staff.</p>	<p>Ongoing review with Budget and Research.</p>
<p align="center"><b>Start</b> Sept</p>		<p align="center">75%</p>	<p align="center"><b>In Progress</b> <b>Target Completion</b> June 2026</p>
<p>5. Conduct community engagement process to assist in developing continuous improvement plan.</p>	<p>This effort will inform the citizens and PPD employees of the police department's values and direction. Document will serve as strategic plan incorporating a plan to address crime and ensure continuous improvement.</p>	<p>The development of the Chief's combined Department Plan will include engagement with community and department stakeholders.</p>	<p>Annual Reporting</p>

