

**SUMMARIZED MINUTES
SCOTTSDALE CITY COUNCIL RETREAT
TUESDAY, FEBRUARY 23, 2021**



**SCOTTSDALE AIRPORT CONFERENCE ROOM
15000 NORTH AIRPORT DRIVE
SCOTTSDALE, AZ 85260**

CALL TO ORDER

Mayor David D. Ortega called to order the Scottsdale City Council Retreat at 9:30 a.m. on Tuesday, February 23, 2021.

ROLL CALL

Present: Mayor David D. Ortega, Vice Mayor Betty Janik, Councilmember Tammy Caputi, Councilmember Tom Durham, Councilwoman Kathy Littlefield, Councilmember Linda Milhaven, and Councilwoman Solange Whitehead

Also Present: City Manager Jim Thompson, City Attorney Sherry Scott, Acting City Treasurer Judy Doyle, City Auditor Sharron Walker, and City Clerk Carolyn Jagger

1. OPENING REMARKS

Aviation Director Gary Mascaro welcomed everyone to the Airport Business Center and gave a brief overview of the July 2021 runway rehabilitation project.

2. PRESENTATION, DISCUSSION AND POSSIBLE DIRECTION TO STAFF REGARDING THE CITY COUNCIL'S PRIORITIES AND OTHER AREAS OF INTEREST, PRIMARILY FOCUSING ON THE NEXT TWO YEARS, INCLUDING TIMELINES AND IMPLEMENTATION STRATEGIES TO ACHIEVE ITS PRIORITIES AND OTHER OBJECTIVES:

a. 2020 National Community Survey

Communications and Public Affairs Director Kelly Corsette gave a PowerPoint presentation (attached) on the 2020 National Community Survey.

b. Employee Compensation and Benefits Study

Public Sector Personnel Consultants Matt Weatherly and Bob Longmire gave a PowerPoint presentation (attached) on the employee compensation and benefits study.



PERSONS WITH A DISABILITY MAY REQUEST A REASONABLE ACCOMMODATION BY CONTACTING THE CITY CLERK'S OFFICE AT (480-312-2412). REQUESTS SHOULD BE MADE 24 HOURS IN ADVANCE, OR AS EARLY AS POSSIBLE TO ALLOW TIME TO ARRANGE ACCOMMODATION. FOR TTY USERS, THE ARIZONA RELAY SERVICE (1-800-367-8939) MAY CONTACT THE CITY CLERK'S OFFICE (480-312-2412).

c. Public Safety Pensions

City Manager Jim Thompson summarized the status of the public safety (police and fire) pensions.

GovInvest Representative Ira Summer gave a PowerPoint presentation (attached) on public safety pensions and options for reducing the unfunded accrued liability.

The Council recessed at 11:30 a.m.

The Council reconvened at 12:00 p.m.

d. Affordable Housing and Homelessness

Human Services Department Director Greg Bestgen gave a PowerPoint presentation (attached) on affordable housing and homelessness.

e. Wildland Fire Threat Management

Executive Assistant Strategic Projects Kroy Ekblaw gave a PowerPoint presentation (attached) on wildland fire threat management in the McDowell Sonoran Preserve.

f. Bond 2019 Project Prioritization

Public Works Director Dan Worth gave a PowerPoint presentation (attached) on the City's Bond 2019 program and project prioritization.

g. Drought Contingency Plan and Sewer Line Extension Program

Water Resources Executive Director Brian Biesemeyer gave a PowerPoint presentation (attached) on the City's Drought Contingency Plan and Sewer Line Extension Program.

h. Scottsdale Smart City Strategic Roadmap

Chief Information Officer Brad Hartig gave a PowerPoint presentation (attached) on the Scottsdale Smart City Strategic Roadmap.

i. Anti-Discrimination Ordinance

Assistant City Manager Brent Stockwell gave a PowerPoint presentation on the draft anti-discrimination ordinance.

j. Update on Achievement of 2019-2020 Priorities and Discussion on Identification of 2021-2022 Priorities

City Manager Jim Thompson referenced the Strategic Plan Goals and Objectives in the Council's Retreat Agenda packet. He asked the Council to review the document and submit their priorities to him, which he will compile and agendize for discussion at a future work study session.

Council offered the following comments/suggestions/requests for additional information:

2020 National Community Survey

- Do a more robust announcement and advertisement of the annual survey to solicit more participation.
- Look at ways to improve how we push information out to the public about what is happening in the City and, specifically, their neighborhoods.

Employee Compensation and Benefits Study

- Council requested the data on the specific positions in the employee compensation and benefits study, including detailed data on the charter officers.
- Strive to be at or above market, without leading the market.
- Let the City Manager determine how quickly employees move through ranges and whether to recommend a market adjustment, which should be based on budget and economic indicators.
- Provide data on how many people are applying for jobs with the City.

Public Safety Pensions

- Provide information about paying down public pension liabilities using \$35 Million (\$33 Million for police and \$2M for fire).

Affordable Housing and Homelessness

- Look at some sort of brick-and-mortar solution, as well as support programs, such as medical assistance.
- Investigate purchasing 15-20 rooms from a hotel and enlisting assistance of church or non-profit groups that have land that may be used to assist the homeless.

Bond 2019 Project Prioritization

- Move up the priority ranking of the Thompson Peak Parkway Off-Leash Dog Park.
- Explore using paid public parking, parking apps, and revision of the parking ordinance, instead of building parking structures.

Anti-Discrimination Ordinance

- Include an exception for personal housing room rentals in the fair housing section.
- Look at the proposed City of Mesa ordinance before finalizing the City's ordinance.
- Schedule a work study session to discuss details of an anti-discrimination ordinance.
- Schedule the anti-discrimination ordinance for Council consideration on April 20, 2021.

Other

- Set up a task force comprised of members of the real estate community, hospitality community, councilmembers, and city staff to respond to legislative changes related to short-term rentals.

3. Closing Remarks – None

ADJOURNMENT

The Council Retreat adjourned at 3:05 P.M.

SUBMITTED BY:



Carolyn Jagger, City Clerk

Officially approved by the City Council on March 16, 2021

CERTIFICATE

I hereby certify that the foregoing Minutes are a true and correct copy of the Minutes of the Retreat of the City Council of Scottsdale, Arizona, held on the 23rd day of February 2021.

I further certify that the meeting was duly called and held, and that a quorum was present.

DATED the 16th day of March 2021.



Ben Lane, City Clerk

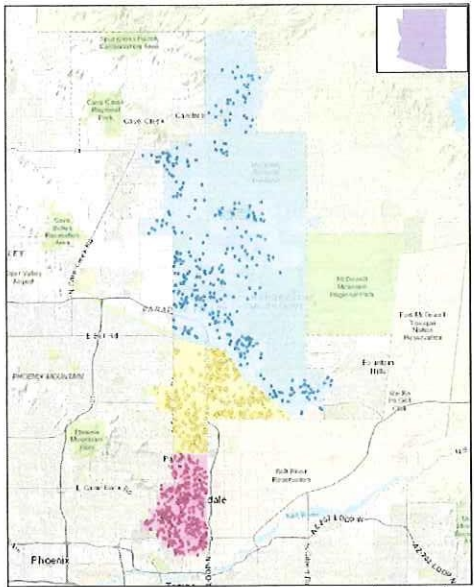
Item 2a

Highlights of Results from Scottsdale's 2020 National Community Survey

City Council Retreat
February 23, 2021

Survey results are available at ScottsdaleAZ.gov, search "citizen survey"

1



Overview

- National Community Survey was conducted by the National Research Center
- Similar surveys done in 500+ communities
- Scottsdale conducted similar surveys in 2003, 2004, 2006, 2010, 2013, 2016, 2018
- Scientific, random sample of 1,700 residents with a 21% response rate
- Margin of error $\pm 5\%$

2

Summary

- Residents continue to experience a high quality of life with sense of *community on the rise*
- While economic outlook declined since 2018, ratings of the local economy remain strong
- Most residents appreciate their local government services and leadership and offer high evaluations to the value of services for taxes paid

3

Residents continue to rate their quality of life positively

	2010	2013	2016	2018	2020	Benchmark
Scottsdale as a place to live	96%	98%	98%	97%	96%	↑
Scottsdale as a place to visit	-	94%	95%	96%	95%	↑↑
Scottsdale as a place to work	88%	86%	92%	90%	92%	↑↑
Scottsdale as a place to retire	91%	91%	92%	90%	93%	↑↑
Overall appearance of Scottsdale	94%	96%	93%	90%	88%	↑

4

Facets of Livability

QUALITY

IMPORTANCE		<ul style="list-style-type: none"> • Utilities • Natural Environment 	<ul style="list-style-type: none"> • Economy • Health & Wellness
		<ul style="list-style-type: none"> • Mobility • Safety • Parks & Recreation 	<ul style="list-style-type: none"> • Community Design • Education, Arts & Culture
		<ul style="list-style-type: none"> • Inclusivity & engagement 	

5

Safety, economy and transportation are priorities

How important, if at all, is it for the Scottsdale community to focus on each of the following in the coming two years?

Overall economic health of Scottsdale	94%
Overall feeling of safety in Scottsdale	93%
Quality of overall natural environment in Scottsdale	89%
Health and wellness opportunities in Scottsdale	83%
Overall design or layout of Scottsdale's residential and commercial areas	79%
Overall opportunities for education and enrichment	75%
Overall quality of the transportation system in Scottsdale	74%
Sense of community	69%

6

Residents are pleased with the quality of services and with customer service

	2010	2013	2016	2018	2020	Benchmark
<i>Services provided by the city</i>	88%	87%	89%	86%	79%	↔
Overall customer service by employees	83%	80%	90%	79%	84%	↔
Value of services for taxes paid	74%	70%	71%	64%	73%	↑

7

HIGHEST RATINGS:

	Percent positive	Trend	Benchmark
Safety in your neighborhood during the day	99%	↑	↔
Recommend living in Scottsdale to someone who asks	97%	↔	↑
The overall quality of life in Scottsdale	97%	↔	↑
Would recommend living in Scottsdale to someone	97%	↔	↑
<i>Scottsdale as a place to live</i>	96%	↔	↑
Fire services	96%	↔	↔
Ambulance or EMS	96%	↔	↔
Public library services	95%	↔	↔
Scottsdale as a place to visit	95%	↔	↑↑
Your neighborhood as a place to live	94%	↔	↑

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LOWEST RATINGS:	Percent positive	Trend	Benchmark
Used bus, rail, subway, or other public transportation instead of driving	13%	↔	↓
Attended a local public meeting	18%	↔	↔
Contacted Scottsdale elected officials to express your opinion	18%	↔	↔
Campaigned or advocated for an issue, cause or candidate	22%	↓	↔
Economy will have positive impact on income	25%	↓	↔
Share your opinions online	27%	n/a	↔
Watched (online or on television) a local public meeting	29%	↔	↔
Volunteered your time to some group/activity in Scottsdale	29%	↔	↔
Carpooled with other adults or children instead of driving alone	31%	↓	↓
Availability of affordable quality housing	32%	↔	↔

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OTHER RATINGS OF NOTE:	Percent positive	Trend	Benchmark
Overall confidence in Scottsdale City Government	61%	↔	↔
The overall direction Scottsdale is taking	65%	↔	↔
Generally acting in the best interest of the community	65%	↔	↔
The job Scottsdale government does at welcoming resident involvement	62%	↔	↔
Being open and transparent to the public	54%	*	↔
Informing residents about issues facing the community	54%	*	↔

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Item 2b

PUBLIC SECTOR PERSONNEL CONSULTANTS

RESULTS OF THE TOTAL COMPENSATION STUDY FOR SCOTTSDALE
FEBRUARY 2021



1

MEETING OBJECTIVES

- INTRODUCTION TO PUBLIC SECTOR PERSONNEL CONSULTANTS
- PROJECT OVERVIEW
- OUTLINE COMPENSATION SURVEY METHODOLOGY
- REVIEW IMPLEMENTATION OPTIONS
- Q&A TIME

2

INTRODUCTION TO PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC)

- 1972 – ORIGINATED AS PUBLIC SECTOR GROUP OF HAY ASSOCIATES
- 1992 – WE ESTABLISHED OUR NATIONAL OFFICE IN ARIZONA
- WE SPECIALIZE IN HUMAN RESOURCES FOR PUBLIC EMPLOYERS
- OVER 1,000 PUBLIC EMPLOYERS SERVED BY MEMBERS OF OUR FIRM
- OUR GOAL IS TO BE AN OBJECTIVE 3RD PARTY PROVIDING ACCURACY, GUIDANCE, AND THOROUGHNESS IN ALL MATTERS RELATING TO COMPENSATION AND CLASSIFICATION



3

SALARY SURVEY

- PSPC REQUESTED JOB DESCRIPTIONS, ORG CHARTS, SALARY STRUCTURES, AND BENEFIT PLANS FROM 9 DIFFERENT ORGANIZATIONS
- THESE COMPARATORS WERE SELECTED BASED ON THE AGREED UPON CRITERIA IN PLACE AT THE START OF THE STUDY
- SALARY SURVEY WILL ANSWER THE QUESTION OF "WHERE ARE WE?"
- IMPLEMENTATION ANSWERS THE QUESTION "WHERE DO WE WANT TO BE?"



4

HIGH LEVEL COMPENSATION SURVEY RESULTS

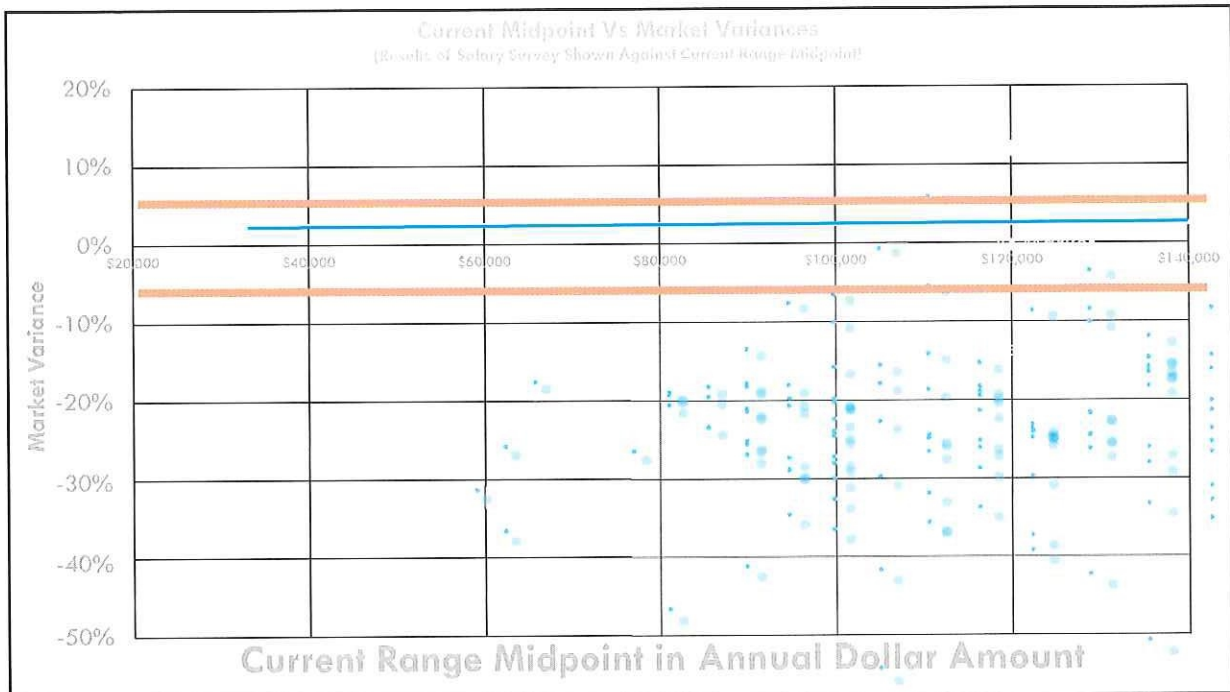
- PSPC SURVEYED ~220 POSITIONS AND FOUND OVER 1,300 COMPARABLE JOBS IN THE MARKET
- SCOTTSDALE IS AROUND 10% ABOVE MARKET ON BENEFITS
- THIS IS MAINLY DUE TO HEALTHCARE CONTRIBUTIONS AND PARTICIPATING IN SOCIAL SECURITY

SCOTTSDALE IS COMPETITIVE FOR 90% OF POSITIONS

Salary Only Summary	Number of Positions	Percentages of Positions
More than 5% Behind Market	24	11%
AT Market	121	55%
More than 5% Ahead of Market	76	34%



5



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CHARTER OFFICER NOTES

- SCOTTSDALE HAS MORE CHARTER / CONTRACT POSITIONS THAN THE SURVEY CITIES; MOST ONLY PAY CITY MANAGER, CITY SECRETARY, AND CITY ATTORNEY ON CONTRACT
- SCOTTSDALE DOES NOT PROVIDE BENEFITS FOR CHARTER OFFICERS, RESULTING IN SOME SIGNIFICANT MARKET VARIANCES WHEN CONSIDERING TOTAL COMPENSATION
- NOT PROVIDING HEALTH INSURANCE, EMPLOYER-PAID DEFERRED COMPENSATION, AUTO ALLOWANCE AND ADDITIONAL PAID TIME OFF BENEFITS LEAVES A GAP OF AS MUCH AS 30% FOR SOME CHARTER POSITIONS THAT ISN'T CURRENTLY BEING COVERED BY ADDITIONAL BASE PAY



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IMPLEMENTATION OPTIONS

WHEN ADDRESSING MARKET, THERE ARE 3 MAIN CHOICES EMPLOYERS SHOULD MAKE:

1. HOW AGGRESSIVE SHOULD WE BE IN RESPONDING TO MARKET
 - A. DO YOU WANT TO BE 100% OF MARKET, 95% OF MARKET, OR LEAD THE MARKET AT 105%?
 - B. SCOTTSDALE'S PREVIOUS APPROACH HAS BEEN TO BE AT THE MARKET MIDPOINT AVERAGE
2. HOW AGGRESSIVE SHOULD WE BE MOVING EMPLOYEES THROUGH THEIR RANGE
 3. WE CAN MOVE THE RANGE, WITHOUT MOVING THE PEOPLE TO REDUCE IMPLEMENTATION COSTS
 4. WE WANT TO MAKE SURE EMPLOYEES ARE AT LEAST AT THE MINIMUM OF THEIR NEW RANGES
 5. FROM THERE, DO WE WANT TO MOVE EMPLOYEES THROUGH THEIR NEW RANGE TO GET TO MIDPOINT IN 7 YEARS? 10 YEARS?
 6. SCOTTSDALE'S EXISTING PRACTICE IS TO MOVE EMPLOYEES TO MIDPOINT IN 7 YEARS
3. WILL THERE BE A COLA FOR ALL EMPLOYEES?
 1. IN A MARKET STUDY, NOT EVERY EMPLOYEE RECEIVES AN INCREASE, AS THEY ARE IN CLASSIFICATIONS THAT ARE NOT BEHIND MARKET
 2. IN 2021, DOES THE CITY WANT TO GIVE A COLA TO ALL EMPLOYEES?

8

FINAL THOUGHTS

- ANY OPTION CAN BE ADAPTED TO FIT BUDGET, POLICY, AND POLITICAL REALITIES OF AN ORGANIZATION
 - FOR EXAMPLE, IT'S COMMON FOR HIGH EARNING EMPLOYEES TO RECEIVE A LOWER % OF INCREASE THAN LOWER EARNING EMPLOYEES

SALARY SCHEDULE MAINTENANCE

- YOU CAN KEEP PACE WITH THE MARKET BY ASKING 2 QUESTIONS EVERY YEAR
 - HOW MUCH ARE YOU MOVING YOUR RANGES?
 - HOW MUCH ARE YOU MOVING YOUR EMPLOYEES?

9

BOB@PSPC.US

PUBLIC SECTOR PERSONNEL CONSULTANTS

FEB 2021



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Police Pension Analysis

Scottsdale, AZ



1

7-Year Projections

2

Unfunded Accrued Liability



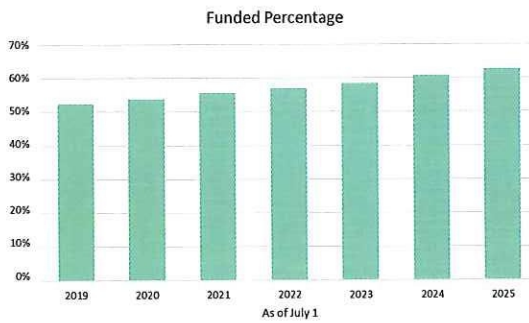
As of July 1	(In Millions)	Unfunded
2019		
2020		
2021		
2022		
2023		
2024		
2025		

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3

3

Funded Percentage



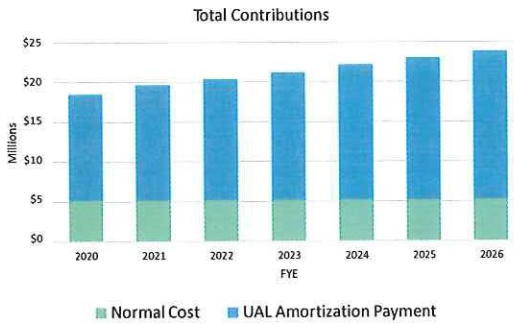
As of July 1	Funded Percentage
2019	52.30%
2020	53.75%
2021	55.50%
2022	56.80%
2023	58.39%
2024	60.73%
2025	62.55%

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Total Contributions



(In Millions)

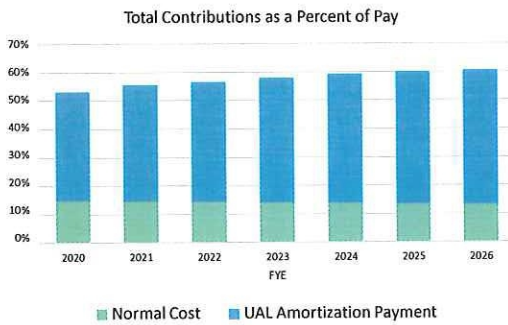
FYE	Total Contribution
2020	\$18.44
2021	\$19.61
2022	\$20.32
2023	\$21.18
2024	\$22.14
2025	\$23.00
2026	\$23.79

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Contributions as a Percent of Pay



FYE	Total Contribution Rate
2020	53.17%
2021	55.50%
2022	56.57%
2023	57.87%
2024	59.20%
2025	60.02%
2026	60.43%

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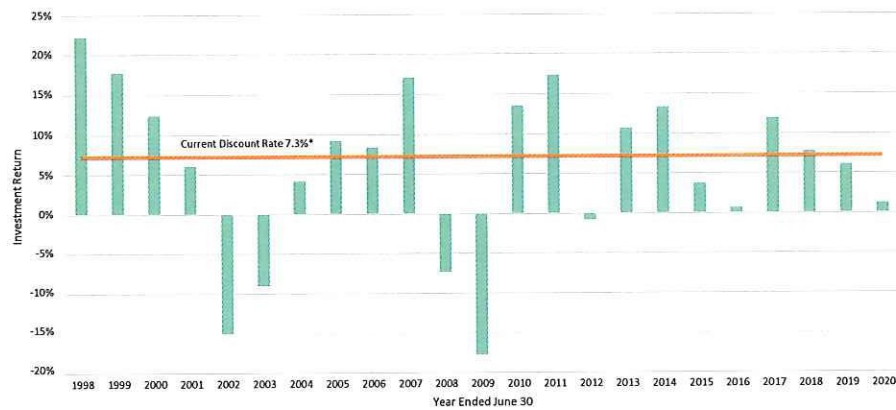
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PSPRS Investment Return: 1.2/1.7%

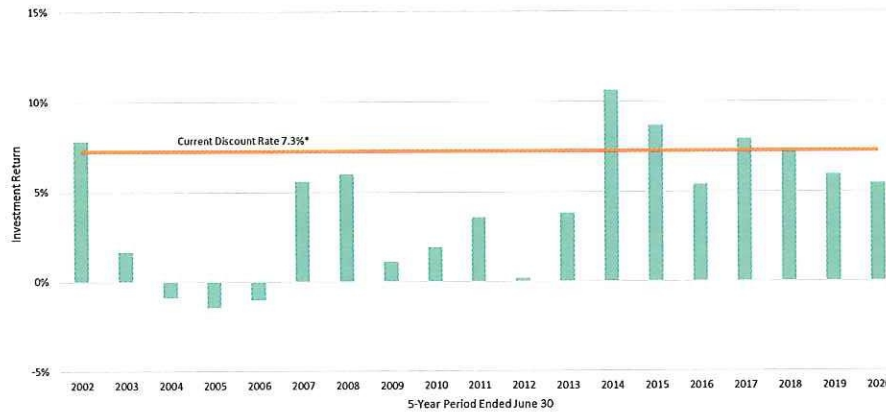
PSPRS assets earned **1.2%** for Tier 1/2 and **1.7%** for Tier 3 for the 12-month fiscal year ending June 30, 2020.

PSPRS Investment Returns Since 1998



*Tier 3 was established July 1, 2017 with assumed rate of return of 7.0%

5 Year Rolling Average Returns



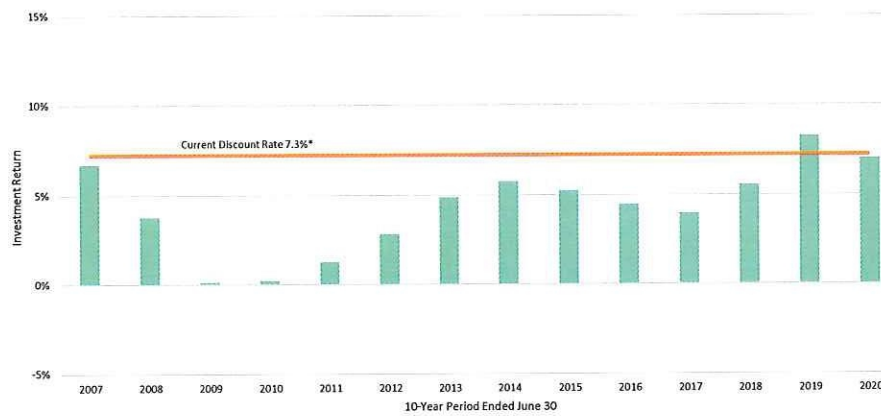
*Tier 3 was established July 1, 2017 with assumed rate of return of 7.0%

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10 Year Rolling Average Returns



*Tier 3 was established July 1, 2017 with assumed rate of return of 7.0%

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How Actuarial Investment Gains/Losses Are Amortized

- Unfunded Actuarial Liability
 - Based on Funding Assets
 - Not Market Value of Assets
- Funding Assets spread investment gains/losses
 - Over seven years for Legacy
 - Over five years for Tier 3

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Contribution Rate Scenarios

12

Overview of Scenarios

Baseline Assumptions:

- Assumes 1.2% investment return for Tier 1/2 and 1.7% investment return for Tier 3 in FY 19-20
- Assumes 7.6% wage growth in FY 19-20 for all tiers

Scenario 1 Assumptions:

- All assumptions in baseline scenario
- \$1M contribution in FY 20-21, \$25M contribution in FY 21-22, \$1M contribution in FY 22-23 – FY 25-26
- ADC as a % of pay in FY 2023 onwards is 59.02% unless rate is bigger

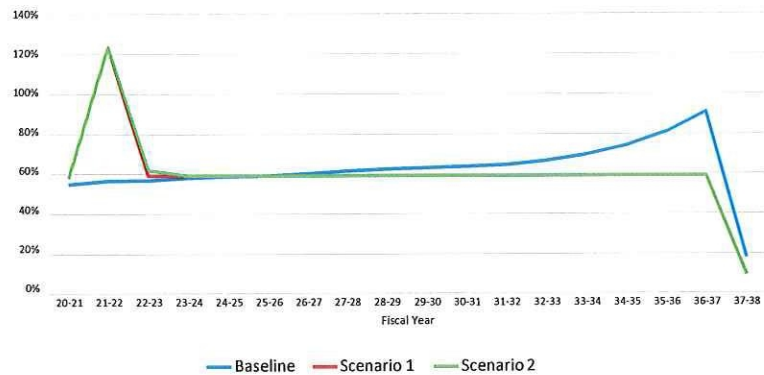
Scenario 2 Assumptions:

- All assumptions in baseline scenario
- \$1M contribution in FY 20-21, \$25M contribution in FY 21-22, \$2M contribution in FY 22-23 – FY 25-26
- ADC as a % of pay in FY 2023 onwards is 59.02% unless rate is bigger

13

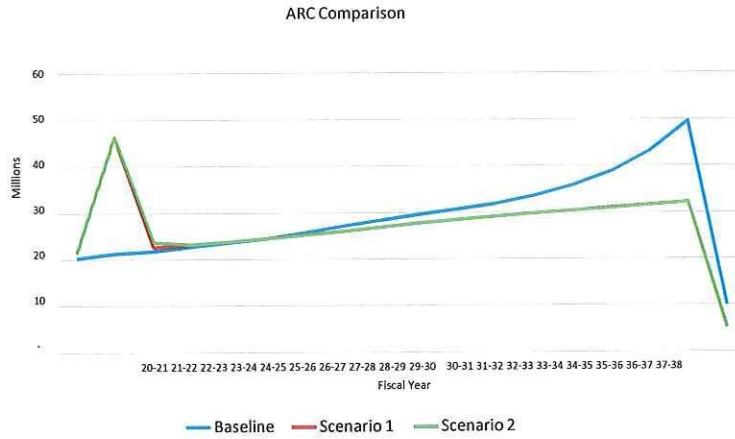
ARC as a % of Pay

ARC as a Percent of Pay Comparison



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Actuarial Recommended Contribution

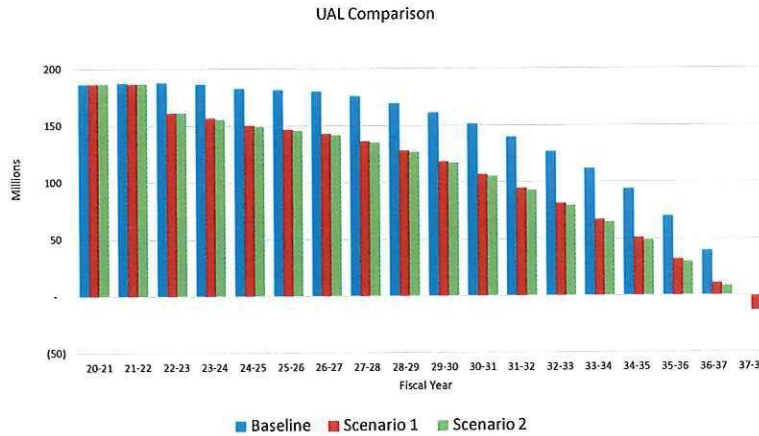


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Unfunded Actuarial Liability

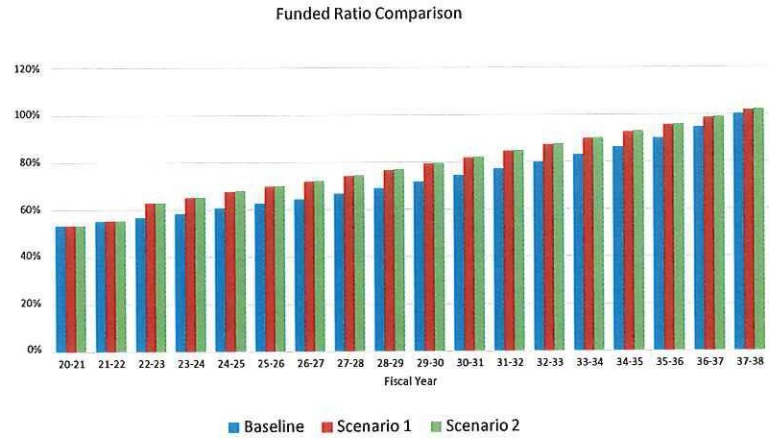


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Funded Ratio



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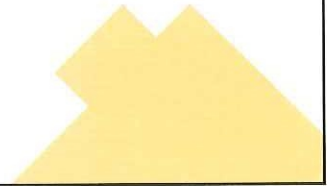
While tested against actuarial valuation results, the software results will not necessarily match actuarial valuation results, as no two actuarial models are identical. The software offers financially sound projections and analysis; however, outputs do not guarantee compliance with standards under the Government Accounting Standards Board or Generally Accepted Accounting Principles. The software and this presentation are not prepared in accordance with standards as promulgated by the American Academy of Actuaries, nor do outputs or this presentation constitute Statements of Actuarial Opinion. GovInvest has used census data, plan provisions, and actuarial assumptions provided by Customer and/or Customer's actuary to develop the software for Customer. GovInvest has relied on this information without audit.

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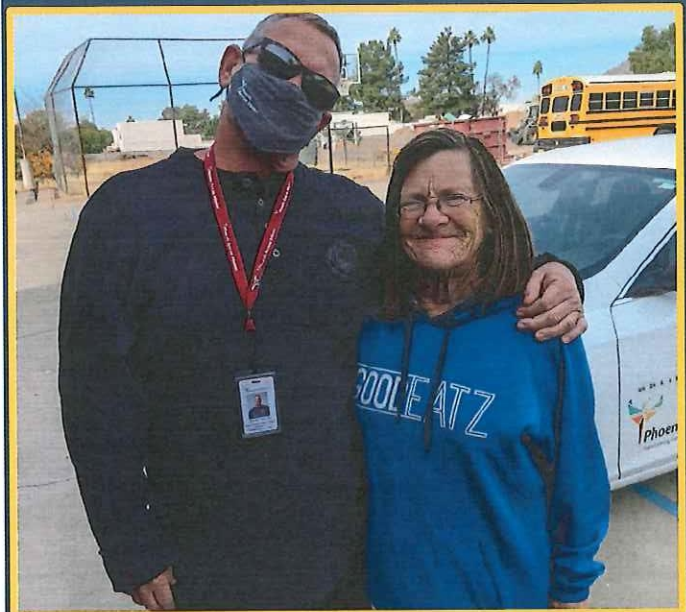
CARES funds Homeless Programs



1

PHOENIX RESCUE MISSION

Street Outreach
and Navigation



2

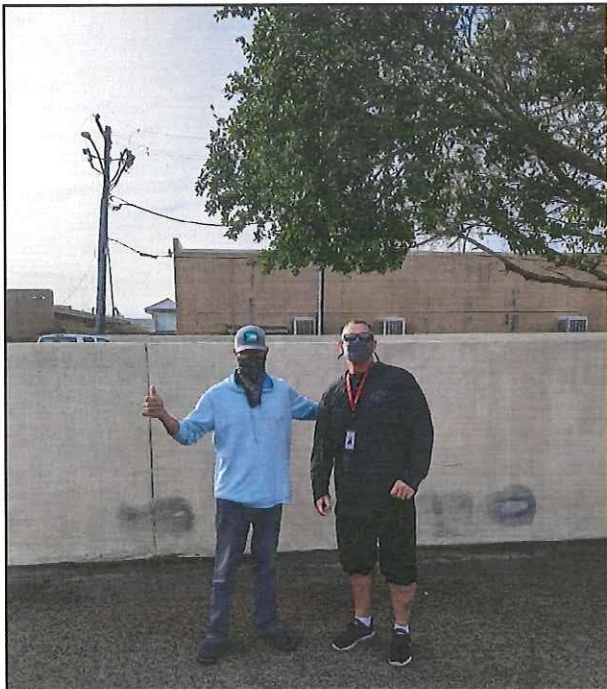
PHOENIX RESCUE MISSION

Street Outreach and Navigation

\$171,489

CARES funds

3



COMMUNITY BRIDGES

Temporary Hotel
Shelter Program

4

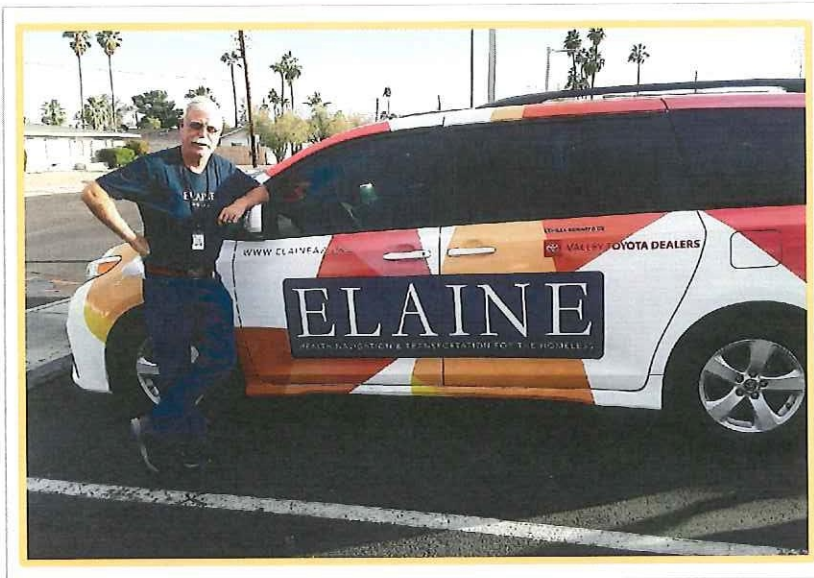
COMMUNITY BRIDGES

Temporary Hotel Shelter Program

\$178,576

CARES funds

5



ELAINE

Transportation
Services
for the
Homeless

6

ELAINE

Transportation Services for the Homeless

\$50,000.00

CARES funds

7



COMMUNITY
BRIDGES

New Faces
Day Relief
Centers

8

COMMUNITY BRIDGES

New Faces Day Relief Centers

\$169,580

CARES funds

9



PHOENIX RESCUE MISSION
Scottsdale Works

10



PHOENIX RESCUE MISSION
Brick By Brick

11

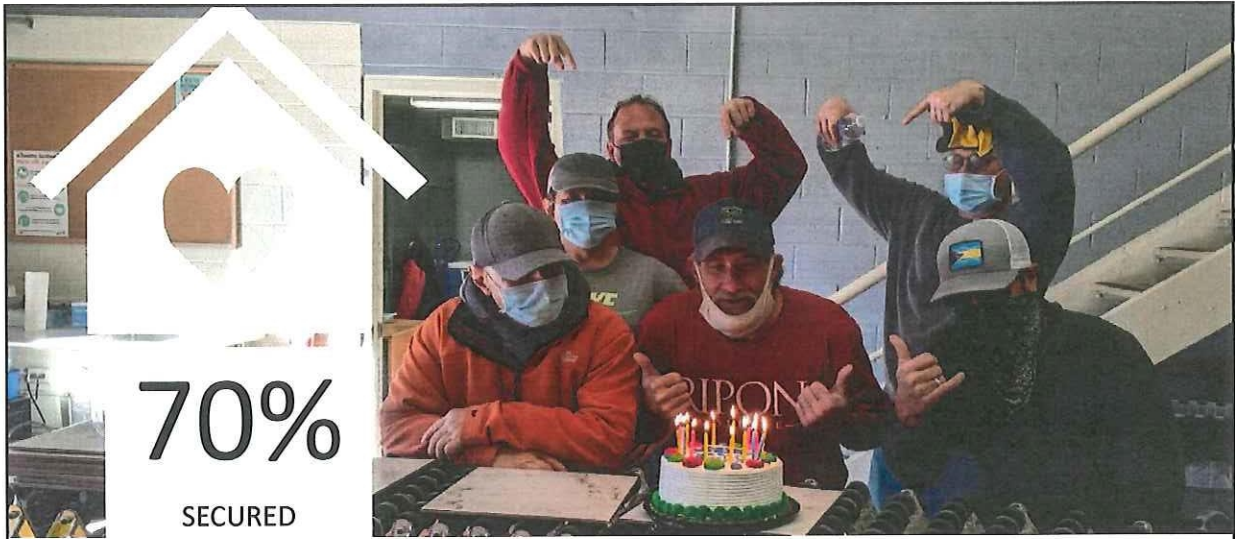
PHOENIX RESCUE MISSION

Scottsdale Works and Brick By Brick

\$171,189

CARES funds

12



70%

SECURED
TEMPORARY OR
PERMANENT
HOUSING

SYNERGY

13




1,500
Hand
Made
Cards

Senior Services won't let COVID stop Cupid

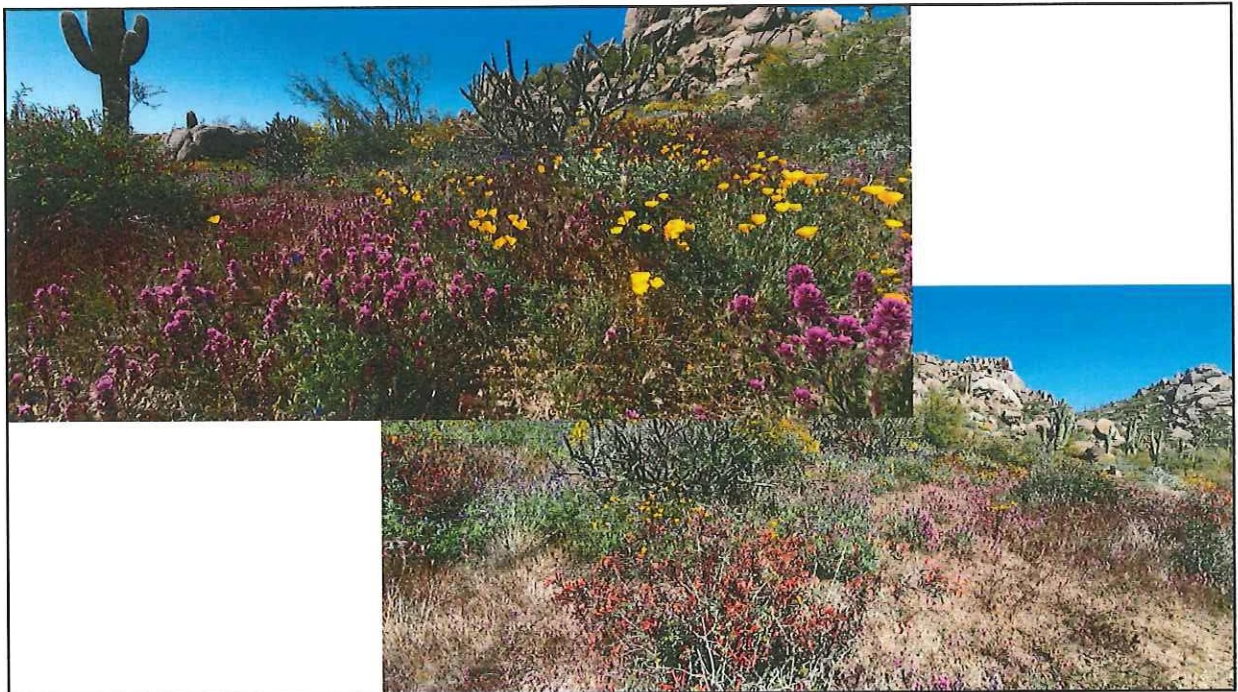
14

Questions?

Item 2e



1



2



3

Scottsdale Wildland Previous Fires

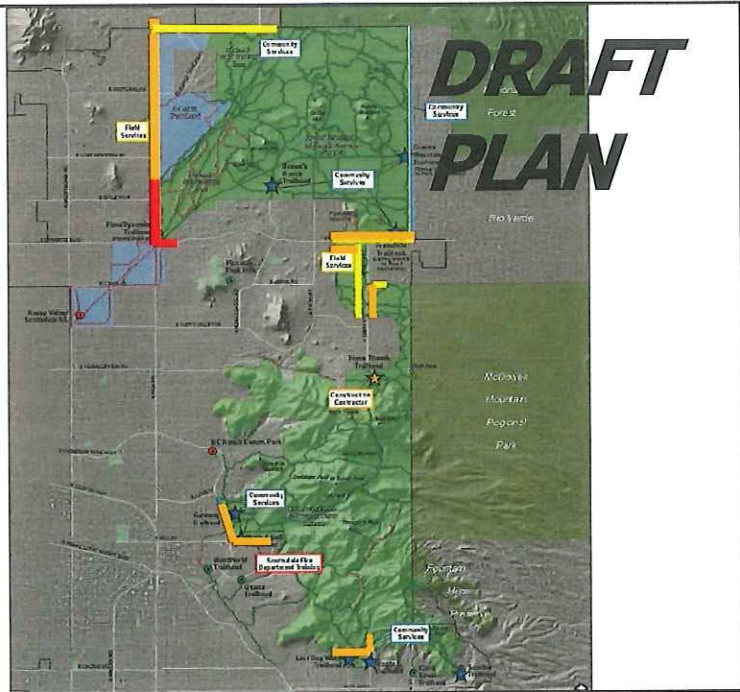
- Patriot (Preserve) 6/10
 - Approx 100 Ac - Threat 2 Sf
- Lost Canyon (Preserve) 2/06
 - Approx 60 Ac - Threat 1 Sf
- Cave Creek Complex 7/05
 - Approx 243,000 Ac - Threat 50+ Sf
- Lost Dog (x2 Preserve) 02 & 05
 - Approx 175 Ac - Threat 0 Sf
- Rio Fire (Preserve/Dev) 7/95
 - Approx 23,000 Ac - Threat 150+ Sf
- Hawks Nest 6/92
 - Approx 2,500 Ac - Threat 100+ Sf
- "Fire in the Hills"



4

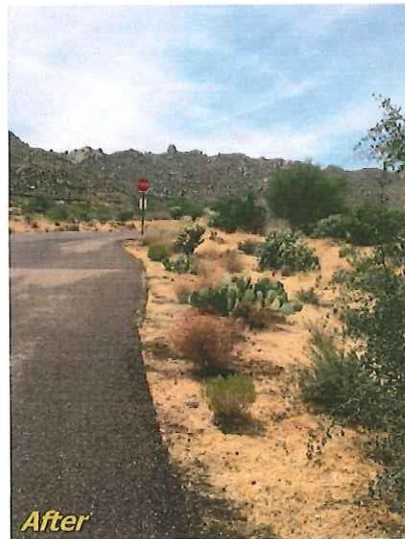
Areas In Preserve: Summary of ROW for Wildland Fire Treatment

- Roads adjacent to Preserve
 - Thin vegetation, grasses to reduce fuel load
 - Apply Pre-emergent two times a year to minimize fine fuel regrowth



5

Wildland Fire Prevention March 2018



6

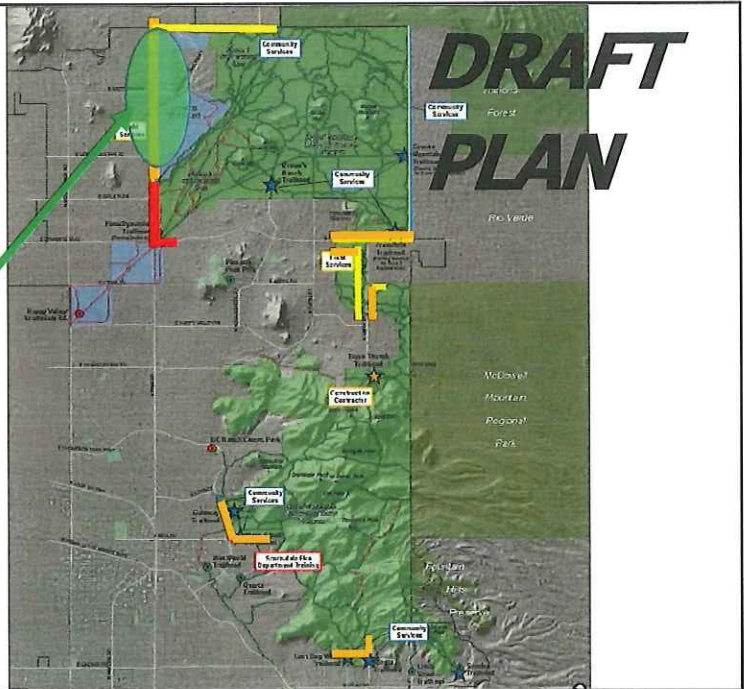
136th Street and Stagecoach Pass



7

Areas In Preserve: Upcoming ROW for Wildland Fire Treatment

- Upcoming work in the next few weeks along Pima road



8

Pima Road near Via Dona – *looking south on the east side*



2020 -
Before



2020 -
After



2021 -
One year later

9

Pima Road near Lone mountain – On-Going Work



2021 -
Before



2021 -
Trimming
in Progress



2021 -
After

10

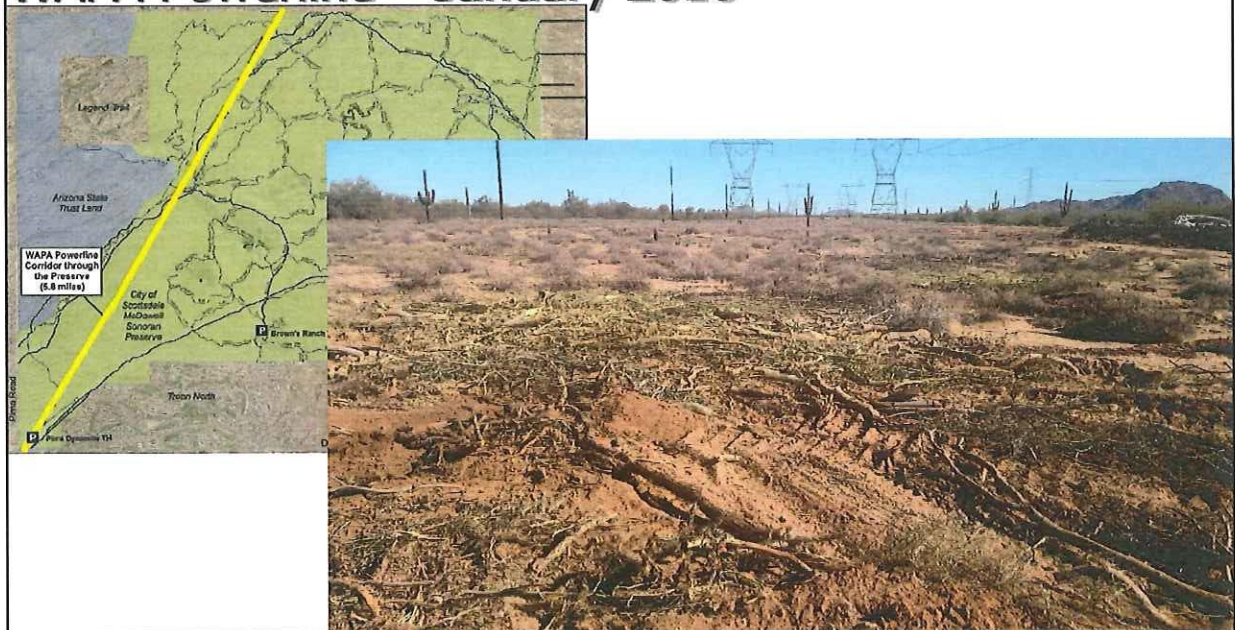
Areas In Preserve: Summary of Interior Accessways for Wildland Fire Treatment

- ✓ Dirt Roads and wide trails within the Preserve
 - **COS** - Apply Pre-emergent treatment to minimize fine fuel regrowth
 - Target Locations to thin vegetation, grasses to reduce fuel load
 - **WAPA and APS** Corridors – periodic Thinning/Removal of Large Fuel Load



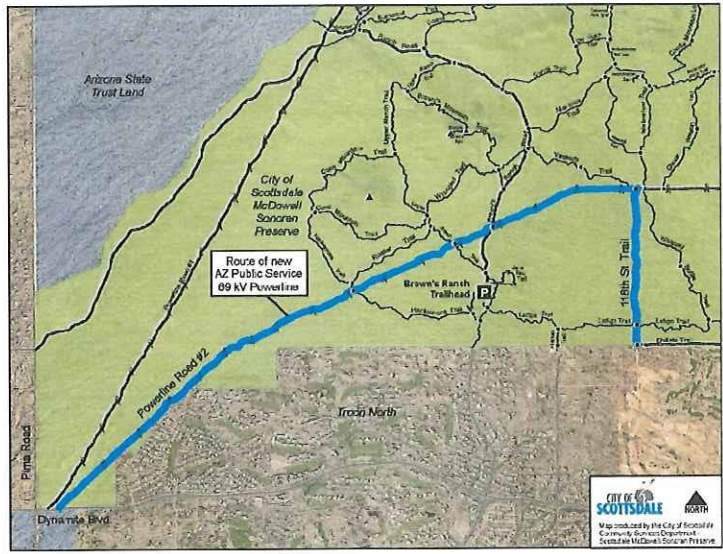
11

WAPA Powerline – January 2018



12

APS Powerline Corridor work in 2008 – Trimming in 2020

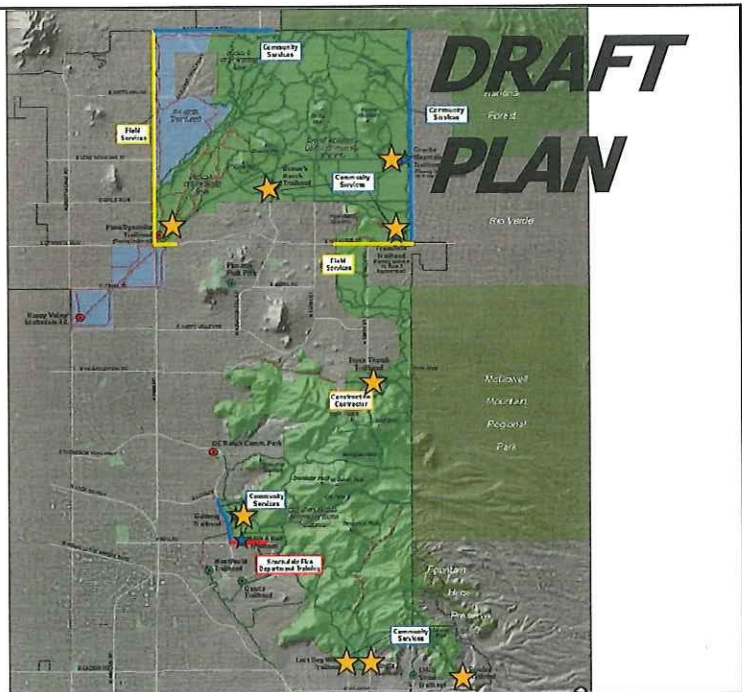


13

Areas In Preserve: Summary of Trailheads for Wildland Fire Treatment Areas

➤ Trailheads

- Thin vegetation and grasses to reduce fuel load in parking lots and along entry drives
- Apply Pre-emergent two times a year along driveways and landscape island in parking lots to minimize fine fuel regrowth



14

Granite Mountain Trailhead



2020 - Before



2020 - After

15

Granite Mountain Trailhead

2020 -
Work Crew



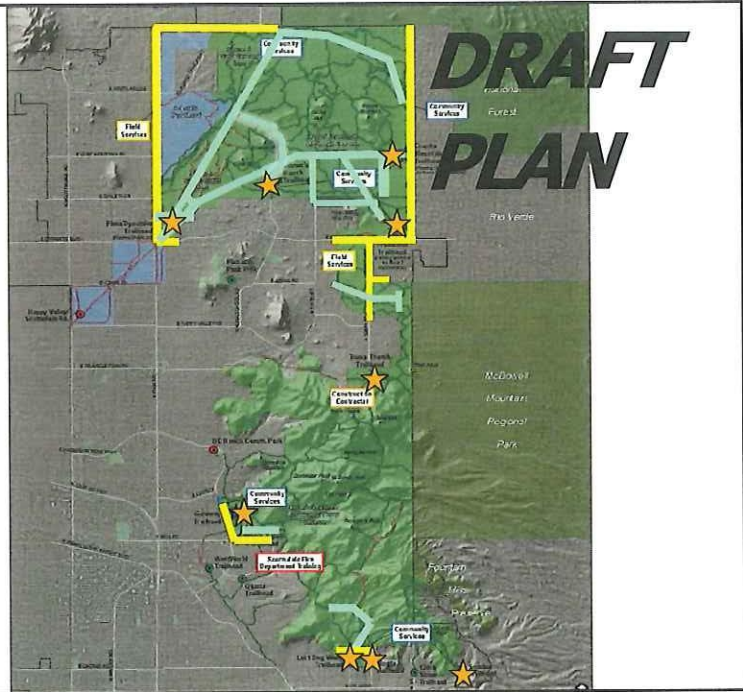
2021 -
One Year Later
w/Pre-Emergent



16

Overview of Scottsdale Preserve Wildland Fire Risk Management

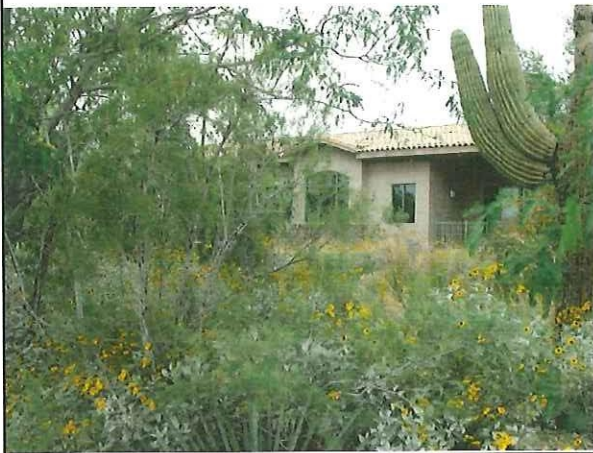
- Roads adjacent to Preserve
- Dirt Roads
- Trailheads



17

Scottsdale FD Firewise

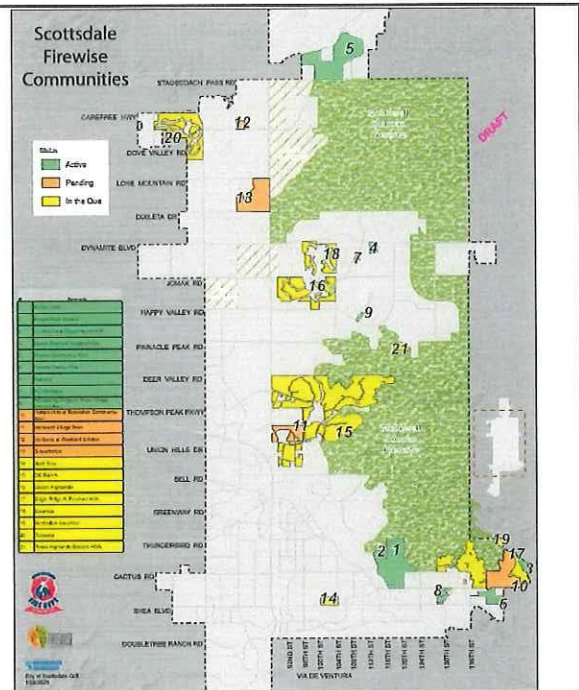
- NFPA program - encourages communities to adapt to living in the Wildland Urban Interface
- Goal - reduce wildfire intensity in communities/neighborhoods and to prevent home ignitions.
- SFD will assist local communities with the activities needed to achieve Firewise community.



18

Areas Adjacent to Preserve: Summary of Wildland Fire Risk Management Adjacent to the Preserve

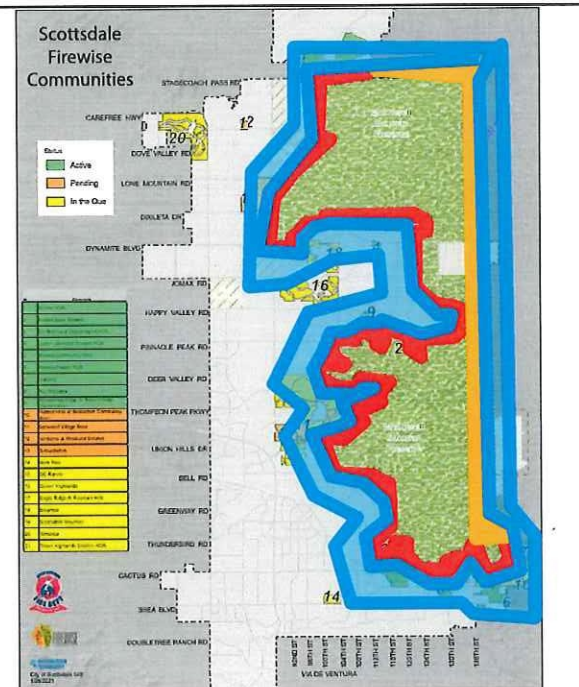
- **FireWise Communities**
 - Active
 - Pending
 - In The Que
- **Opportunities for Volunteers**
- **Additional Boundary Strategies**



19

Areas Adjacent and Outside the Preserve: Summary of Wildland Fire Risk Management

- Future additional strategies:**
- **Adjacent to Preserve**
 - In Scottsdale
 - Outside of Scottsdale
 - Partners
 - **Outside of Preserve**

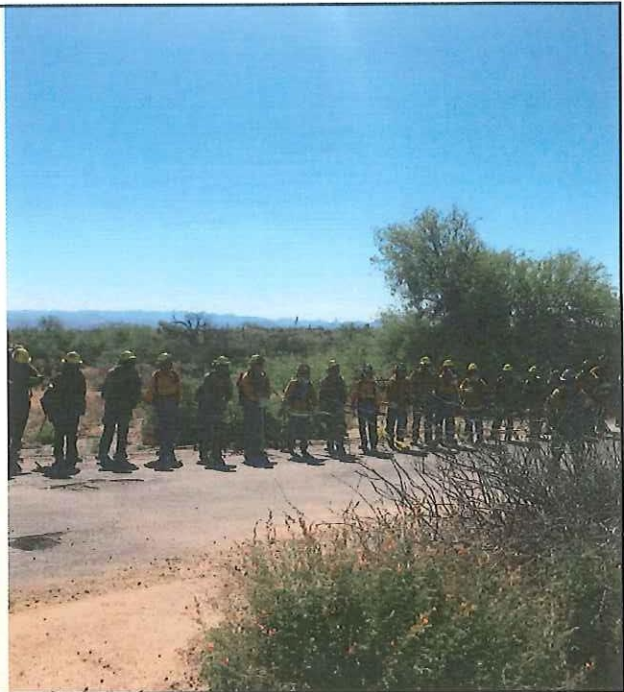


20

Wildland Training Exercise

April 19, 2019

- 50 City of Scottsdale Wildland firefighters and colleagues from across the state participated

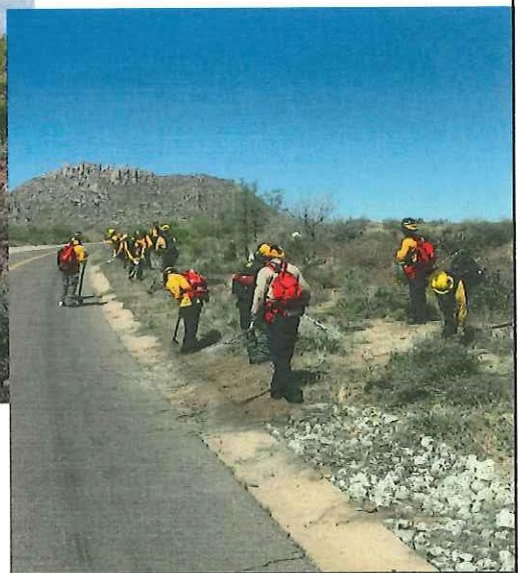


21

- Overgrown brush encroaching into the road



- This was a training exercise for wildfire responders to gain experience working together.



22

Item 2f

Bond 2019 Project Scheduling

City Council Retreat – February 23, 2021

1

Bond 2019 Development and Implementation

Prior to election:

- Selection of projects
- Public Outreach
- Development of ballot questions

• Election

• Post election:

- Implementation Plan
- *Citizens Bond Oversight Committee*



2

Project Selection

Departments submit project requests during annual CIP development

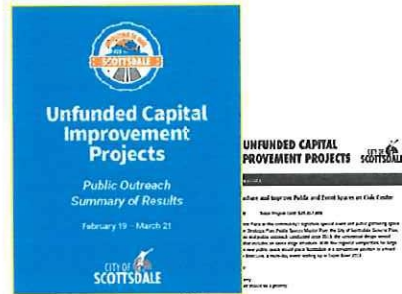
- Project requests reviewed by staff and then by the City Council CIP Subcommittee.
- CIP Subcommittee refined the program to what was presented to the voters.



Public Outreach

Open Houses

- Six open houses with 211 attendees
- 10,910 Page views online; 5,285 Individual Users
- Public Outreach Summary of Results
 - 4,211 Responses
 - 975 Public Comments



Ballot Question Development

Three questions:

- Question 1: Parks, Recreation and Senior Services, 14 projects, \$112.6M
- Question 2: Community Spaces and Infrastructure, 20 projects, \$112.3M
- Question 3: Public Safety and Technology, 24 projects, \$94.1M

5

Bond 2019 Vote

QUESTION 1 / PREGUNTA 1

Shall Scottsdale be authorized to sell up to \$112,600,000 general obligation bonds for parks, recreation, senior services, community facilities, and library projects? The issuance of these bonds will result in a property tax increase sufficient to pay annual debt service on the bonds.

A "YES" vote shall authorize the City of Scottsdale governing body to issue and sell up to \$112,600,000 of general obligation bonds of the City of Scottsdale to be repaid with secondary property taxes.

A "NO" vote shall not authorize the City of Scottsdale governing body to issue and sell such bonds of the City of Scottsdale.

QUESTION 2 / PREGUNTA 2

Shall Scottsdale be authorized to sell up to \$112,300,000 general obligation bonds for municipal facilities, infrastructure, public parking streets and transportation, pedestrian facilities, event space, and community and open space projects? The issuance of these bonds will result in a property tax increase sufficient to pay annual debt service on the bonds.

A "YES" vote shall authorize the City of Scottsdale governing body to issue and sell up to \$112,300,000 of general obligation bonds of the City of Scottsdale to be repaid with secondary property taxes.

A "NO" vote shall not authorize the City of Scottsdale governing body to issue and sell such bonds of the City of Scottsdale.

QUESTION 3 / PREGUNTA 3

Shall Scottsdale be authorized to sell up to \$94,100,000 general obligation bonds for public safety, infrastructure, and technology projects? The issuance of these bonds will result in a property tax increase sufficient to pay annual debt service on the bonds.

A "YES" vote shall authorize the City of Scottsdale governing body to issue and sell up to \$94,100,000 of general obligation bonds of the City of Scottsdale to be repaid with secondary property taxes.

A "NO" vote shall not authorize the City of Scottsdale governing body to issue and sell such bonds of the City of Scottsdale.

6

Implementation

Timing: What is impact of the project being delivered early or late in the process?

Project Dependency: Is the project stand-alone or does it need to happen with other projects?

Operating Impacts: Does operating budget cover operating and maintenance costs?

Other Funding: If other funds are required are they available?



7

Implementation

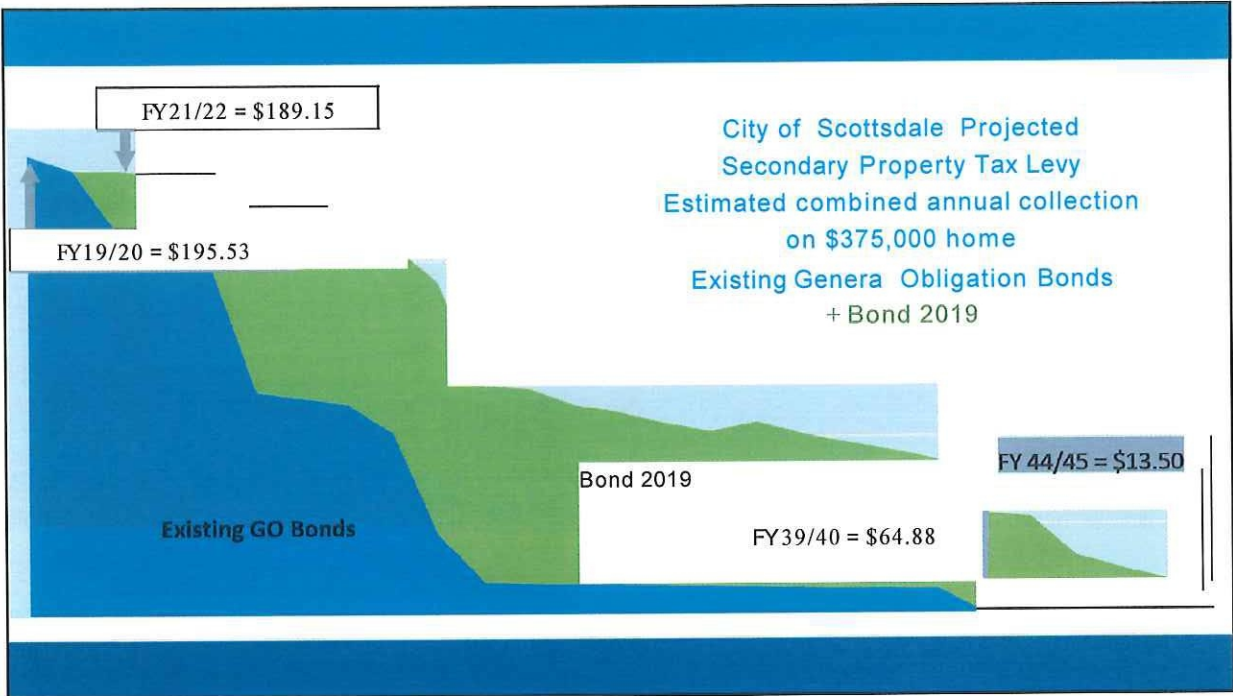
Timing of bond issuance:

- Keep bond issuances from raising secondary property taxes
- When issued, bond proceeds must be spent within 3 years

According to the Maricopa County Assessor, the 2020 estimated median single-family home value in Scottsdale is \$375,000. If all the bonds on the ballot are approved, the estimated property tax impact for that homeowner would be \$107.89 per year (\$8.99 per month). However, the City Council set the bond program at \$319 million after confirming that the bonds can be issued in stages as existing bonds are paid off in order to keep the city's secondary property taxes at or below current levels.



8



9

**Approved Implementation Plan from the
 2-11-2020 Council Work Study**

10

Projects Fully Budgeted in FY 19/20 & FY 20/21

Question 1	\$ (1000's)	Question 3	\$ (1000's)
10 Replace tennis courts at 2 parks	3,497	4 Emergency response equipment for Fire Dept	2,057
24 Sports lighting at 4 facilities	1,224	6 Public Safety radio emergency power	305
Question 2		Question 3	
\$ (1000's)		\$ (1000's)	
46 Public address system at WestWorld	366	7 Replace 911 computer dispatch and records management system	591
47 WestWorld arena lights	1,331	8 Website management software	189
50 Renovate arena	960	11 Document management for public access	674
52 Expand restrooms in WestWorld North Hall	702	12 Digital terrain model	177
<p><i>17 of 58 projects fully budgeted, many already completed</i></p>		16 City training software	342
		17 Data management & analytics solution for decision making	62
		29 Workstation at 911 dispatch center	639
		35 Bullet proof glass at Police reception areas	977
		36 Free public wi-fi at Civic Center Plaza	57
		44 Fire utility truck	783

11

Timeline Flexibility

Limited flexibility to move projects within the timeline:

- Project Delivery Timeframe
 - Phasing of large projects.
 - Gaining consensus on project details during design phase.
 - Construction timing restrictions.
- Spending Timing
 - If one project moves backward in timing, another may move forward depending on overall cost of projects.
- Project Cost
 - Impacts of construction market, inflation

12

Question 1: Parks, Recreation & Senior Services

	\$ (1000's)	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
2 McCormick-Stillman splash pad, walkways	917	Design								
13 Granite Reef Senior Center	2,972			Design	Construction					
21 Via Linda Senior Center	4,539						Design	Construction		
22 Cactus Pool	31,230			Design	Design	Construction				
25 Paiute Community Center	11,174							Design	Construction	
30 Indian School Park field 1 lighting	696	Design								
41 Eldorado Pool solar heating	560	Design								
42 Thompson Peak Park dog park	4,638			Design	Construction					
53 Bell Road multiuse sports fields	40,000	Design	Design							
55 Whisper Rock (Ashler Hills/74 th Way) park	6,098	Design	Design							
60 Appaloosa Library solar power	40		Design							
61 Pinnacle Peak Park parking, office, trails	5,000		Other		Design	Construction				

13

	\$ (1000's)	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
1 Civic Center Plaza	27,318	Design	Design							
15 City Court/Stadium parking lot	1,531	Design	Design							
18 Road/pedestrian improvements: 2 nd St	1,845	Design								
19 Road/pedestrian improvements: Marshall	1,801					Design	Construction			
20 Road/pedestrian improvements: Main St	994							Design	Construction	
23 Vista del Camino/Indian Bend Wash	23,513	Design	Design	Design	Construction					
32 Stage 2 Theater at SCPA	1,200				Design	Construction				
43 Improve 5 th Ave	3,570								Design	Construction
45 WestWorld horse barns	4,703	Design								
48 Widen 94 th St at WestWorld	1,469						Design	Construction		
51 WestWorld parking lot lights	1,438						Design	Construction		
57 Solar at North Corp Yard	4,810	Design								
58 Solar shade structure at City Hall parking	4,669		Design	Design						
59 Solar at Civic Center campus	2,785			Design	Construction					
62 Thompson Peak Parkway bridge	6,300									← Advanced 3 years
63 Old Town parking structures	20,963	Design	Design	Design	Construction	Construction				

14

	\$ (1000's)	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
5 Modernize server rooms	692									
9 Fiber optic infrastructure	11,386									
14 Planning and permitting software	2,964									
17 Data management & analytics solution	62									
26 Police & Fire vehicle training track	1,919									
27 Police & Fire training facility	4,227									
28 Fire Station near Hayden & 101 freeway	10,470									
33 Via Linda Police Station	16,600									
34 Fire station 90 th & Via Linda	5,914									
37 Technology inventory & asset control	572									
38 Fire training facility	18,258									
39 Renovate Foothills Police Station	1,024									
40 Civic Center Jail & Downtown Police Station	13,103									

Design ■

Construction ■

Other ■

15

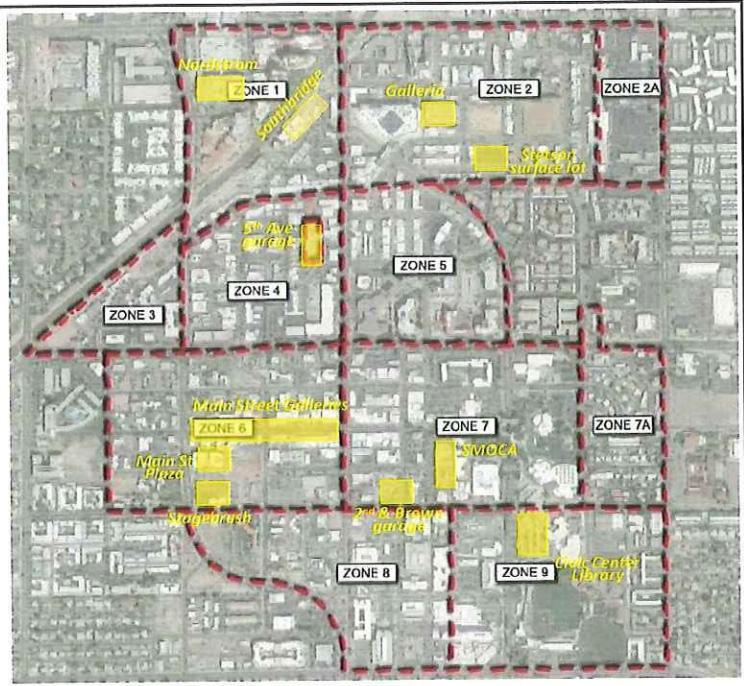
Questions?

16

Old Town Parking- Background

Existing parking infrastructure:

- Over 30 lots & structures, with over 6600 public spaces
- Over 3000 new garage spaces added since 1990
- Walker study 2015
 - Parking supply generally adequate across Old Town
 - Shortage of public parking in zones 2 & 5 at peak hours



17

Old Town Parking- Feb 2020 Work Study

- Possible actions:
 - Modify in-lieu program
 - Change parking requirements in Zoning Ordinance
 - Enhance wayfinding
 - Develop private sector partnerships
 - Parking management
 - Increase use of 2-3 hour limits
 - Temporary parking for special events
 - Valet, ride-share alternatives
 - Paid vs. free parking
 - Data collection
 - Build new structures



18

Old Town Parking- Alternatives

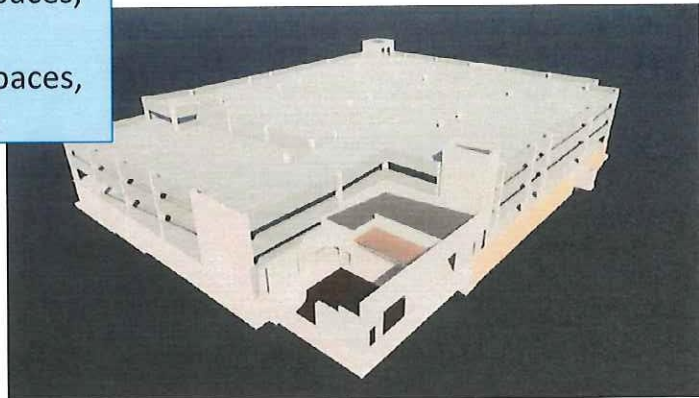
Second & Brown

- Stetson & 6th
- Indian School & Marshall Way
- Stagebrush

19

Old Town Parking- 2nd & Brown

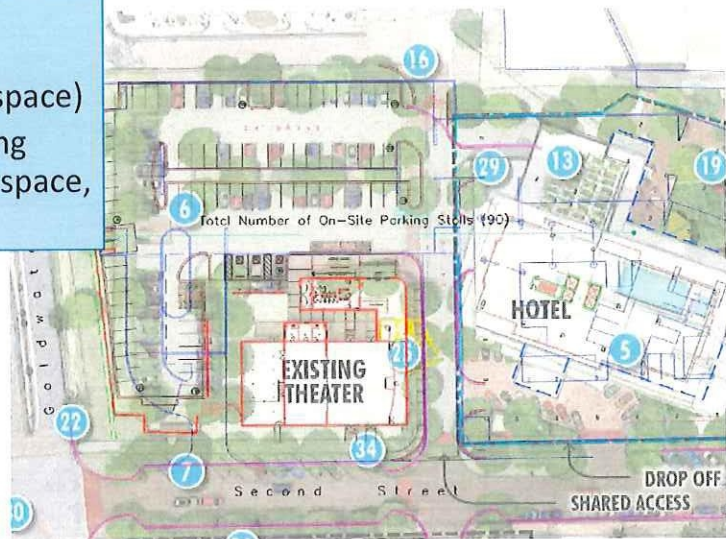
- 2 levels up, 207 additional spaces, \$10M, \$48k per net space
- 3 levels up, 328 additional spaces, \$12.8M, \$39k per net space



20

Old Town Parking- Stagebrush

- 1.5 decks plus parkable ramp
- 243 spaces, \$15.3M
- \$63k per space (\$93k per net space)
- Connects to hotel public parking (approx. 160 spaces, \$45k per space, \$7.2M)



21

Old Town Parking- Stetson & 6th Ave

- Stetson & 6th Ave (possible partnership with developer):
 - 1 level up, 144 additional spaces, \$8.9M, \$61k per net space
 - 2 levels up, 310 additional spaces, \$13.3M, \$44k per net space



22

Old Town Parking- Indian School & Marshall Way

- Possible private development adjacent to City remnants
- Approximately 60 spaces, \$40k per space, \$2.4M



23

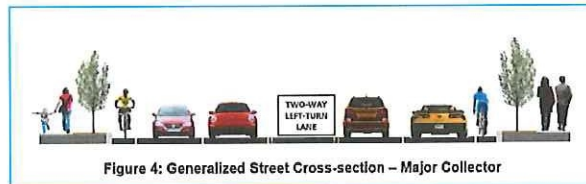
Questions?

24

Miller Road Extension- Plans

Completion of Miller/Hayden across the Rawhide Wash has been in City's long range plan since 1991

- Circulation element of 1991 General Plan
- Transportation Master Plans in 2008, 2016
- Planned as major collector



25

Miller Road Extension- Need

Need for the project:

- Traffic on parallel arterials:
 - Corresponding segment of Pima Rd averages 11,250 vehicles per lane per day (2nd highest in City)
 - Corresponding segment of Scottsdale Rd averages 10,875 vehicles per lane per day (4th highest in City)
- Scottsdale & Pinnacle Peak intersection has 4th highest approach lane-volume in the City
- Future volume projections:
 - Scottsdale Rd: 34,000 vehicles per day
 - Pima Rd: 46,000 vehicles per day
 - Miller/Hayden: 22,000 vehicles per day

26

Miller Road Extension- Funding

Current budget: \$6.0M (\$4.3M MAG ALCP, \$1.8M City 0.1% sales tax)

- Change from at-grade crossing to bridge requires new proposed budget: \$14.2M (\$9.9M MAG ALCP, \$4.3M City 0.1% sales tax)
- MAG funding is available through reprogramming from a lower priority project and project savings
 - MAG supported reprogramming because the project extends a direct connection to the Loop 101/Hayden Road interchange



27

Miller Road Extension- Notice

City has consistently advertised the intent to build the project



- Design phase public outreach through HOA's and virtual public meeting begins Feb 2021

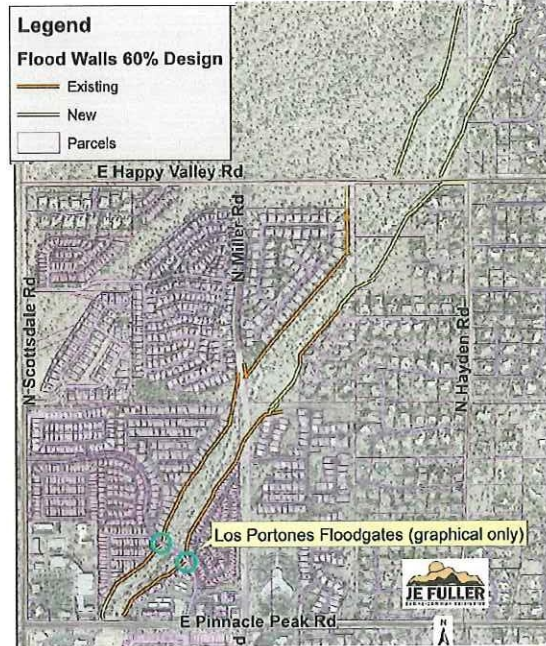


28

Miller Road Extension

Separate from but related to Rawhide Wash project

- Flood control project builds flood walls and other improvements to keep flows in Rawhide Wash
- Coordinate two projects to avoid removing and rebuilding portions of the flood project



29

Miller Road Extension

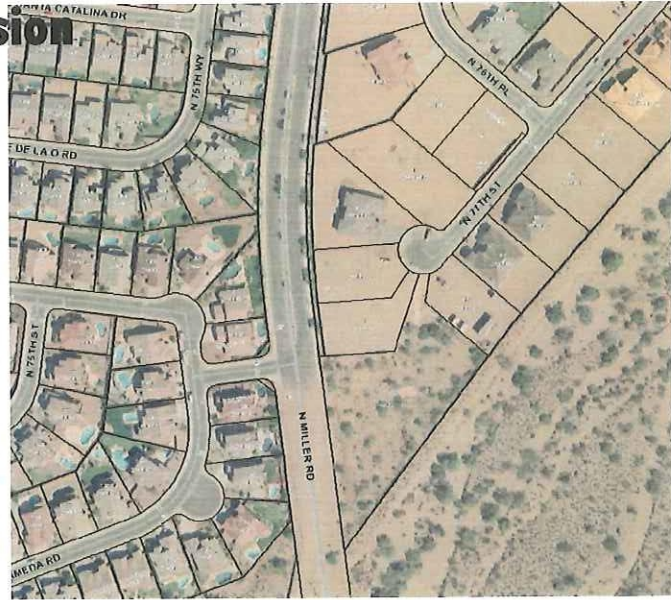
It's already there...



30

Miller Road Extension

...and has been since 1999



31

Questions?

32

Drought Contingency Plan Update



1

What is the Lower Basin Drought Contingency Plan (LBDCP)?

- An interim agreement (2019 – 2026) among:
 1. Arizona, California and Nevada
 2. U.S. Department of Interior/Bureau of Reclamation
 3. Mexico
- Goal: To protect the Colorado River System through additional reductions and increased conservation.
- Does not prevent shortage but reduces the risk of drastic cutbacks.



2

How did we get here?

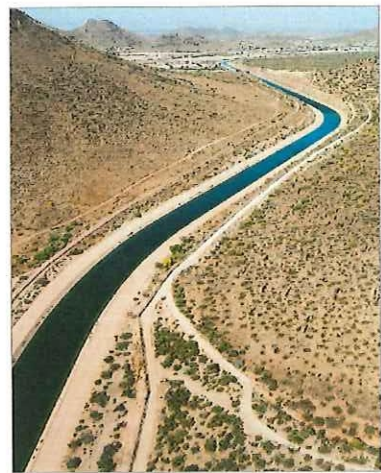
- The 1922 Colorado River Compact was unknowingly based on wet conditions and hydrology making allocations unrealistic.
- Agreement for the construction of the CAP put Arizona at the bottom of the priority list for Colorado River Water.
- 2007 interim guidelines did not provide enough cuts in allocations to balance river flows with withdrawals. No cuts from California



3

LBDCP process

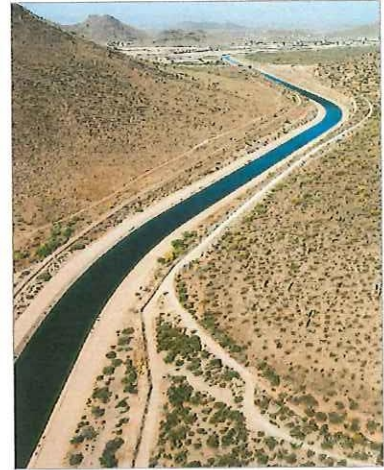
- The LBDCP negotiations started with the 2007 guidelines a baseline.
- Shortage cuts are overlaid with 2007 guidelines, increase the amount to be cut at each level and initiating cuts at a higher lake level.
 - 1090 vs 1075
- **California agrees to take cuts at lower levels even with their higher priority.**



4

LBDCP process

- When outline of agreement was developed, each state had to approve.
- Arizona formed its own Stakeholders Steering Committee to develop an implementation plan for the LBDCP within Arizona.
- After over six months of negotiating, a consensus plan was developed. In January 2019 the Arizona Legislature passed the necessary legislative packages to support the AZ DCP components of the LBDCP.



5

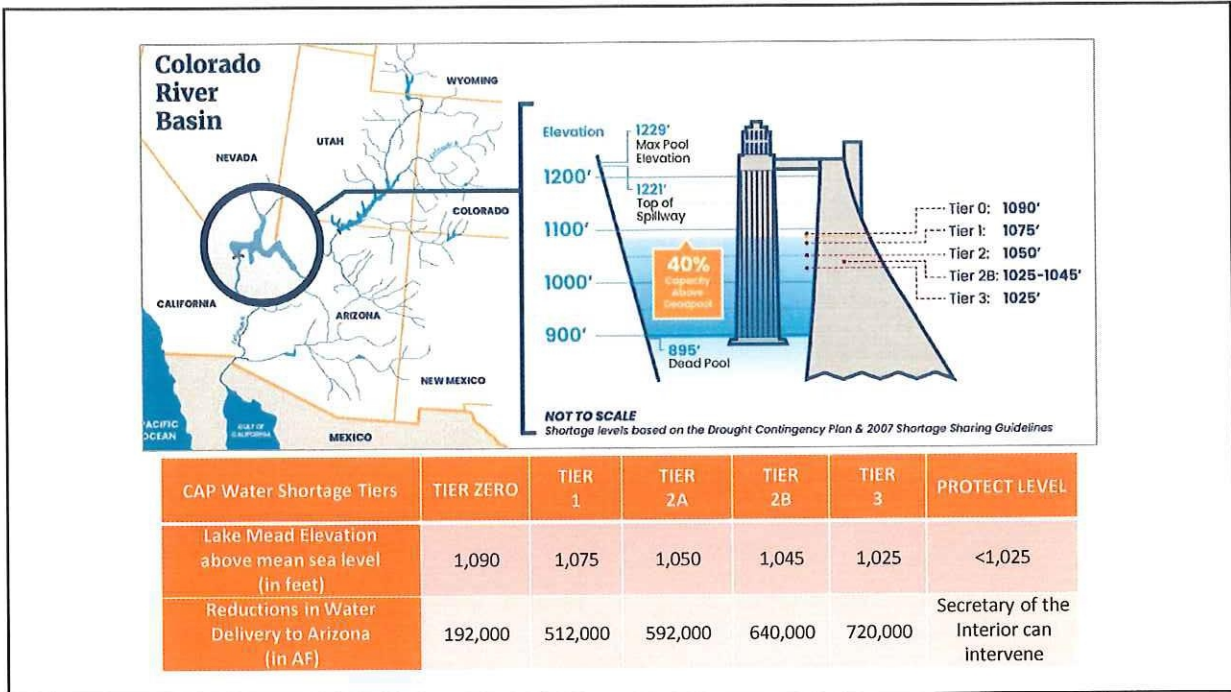
Results

In March 2019, all seven basin states submitted Drought Contingency Plans to Congress. Congress approved and the president signed enabling legislation on April 16, 2019.

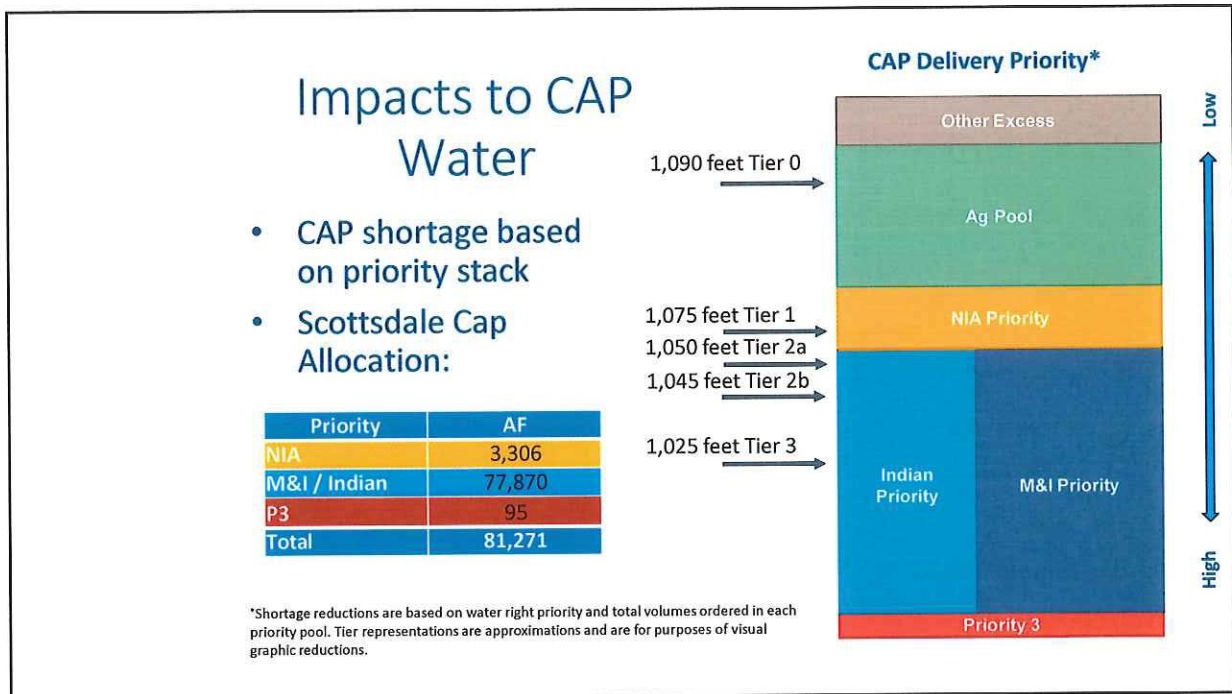


Signing ceremony on May 20, 2019 between all seven basin states and the United States on the Hoover Dam Observation Deck.

6



7



8

Impacts: Cuts to Agriculture

- Agriculture = low priority water, first to be cut
- Pinal Agriculture would be mitigated during the first three years ensuring at least 105,000 acre-ft of CAP water.
- One mitigation measure involves Scottsdale: Diverting water storage activity from existing underground storage facilities to groundwater storage facilities in Pinal County (USF to GSF Agreements).
- After 3 years (after 2022), no agriculture mitigation will occur

9

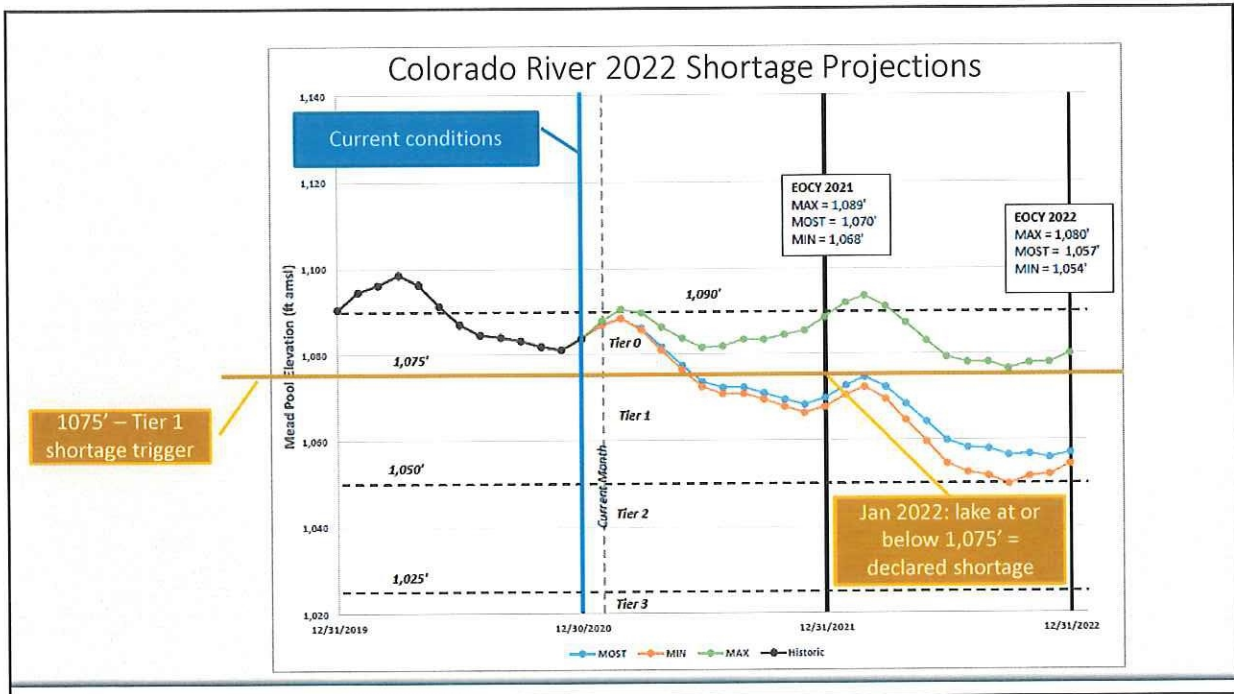
Impacts to Scottsdale:

CAP Water Shortage Tiers	TIER ZERO	TIER 1 ^b	TIER 2A	TIER 2B	TIER 3	PROTECT LEVEL
Lake Mead Elevation (in feet)	1,090	1,075	1,050	1,045	1,025	<1,025
Potential COS Water Supply Reduction (AF/year) ^a	0	2,300	3,400	7,300	15,200	26,900

^a Shortage reductions are based on water right priority and total volumes ordered in each priority pool. The tabulated values are estimates for planning purposes based on generally acknowledged potential reductions.

^b Initial cut could be subject to mitigation agreements


10



11.

In Preparation

- Supply reductions have long been part of our planning process
- Increased collaboration with neighboring communities and partner organizations for messaging
- Update Drought Management Plan to reflect DCP (April 6th to Council)
- Expanding conservation programs
- Scottsdale Water's strategic initiatives



12

Questions?



13

Residential Water and Sewer Line Extensions and Payback Agreements



14

What is a line extension?

An extension of a water or sewer line to serve additional properties. In this context, it is done to allow a homeowner/developer of a single-family residence to extend a water or sewer line to their property



15

Why do we have a line extension program?

Scottsdale General Plan, Public Services and Facilities Element, paragraph 12 (Water Resources) has the following bullets:

- Recognize the value of water and wastewater as resources to be managed in order to contribute to a sustainable community.
- Make sure that new service delivery costs are borne by those desiring the service without costing or adversely impacting existing customers.



16

Why do we have a line extension program?

(continued)

- Use water, water resources, and sewer development fees to ensure that new growth pays for itself when extending the water and wastewater systems to serve new growth.
- Encourage the use of alternative sewer systems instead of private septic systems.

17

What is a payback agreement?

Line payback agreement means an agreement between an owner or developer and the City whereby the owner or developer will receive reimbursement of expenses at a future time for its construction of an extension of a water or sewer service line across the frontage of one or more benefiting parcels of land and such benefiting parcels will receive a value from the construction as a result of connecting to City water or sewer service.

Scottsdale City Code 49-215 - Line payback agreements



18

What is a participation agreement

Extension participation program means a program that allows an owner or developer, who has established a line payback agreement for the extension of a water or sewer service to assign its right to future reimbursement, from benefiting parcels, to the City in exchange for immediate reimbursement by the City when funds are available.

Scottsdale City Code 49-227 – Extension Participation Program



19

Program Requirements (Sewer)

Sec. 49-117. - Connection to public sewer from private onsite wastewater treatment system.

(a) If a public sewer is available to the property and any one (1) of the following conditions is met, the building sewer to all structures located on the property shall be connected to the public sewer in accordance with ... :

- (1) Construction of a new building containing plumbing fixtures; or
- (2) Any building construction, modification, addition, alteration or combination thereof that occurs on the same site that results in an increase of fifty (50) percent or more of original primary parcel building and contains plumbing fixtures; or
- (3) The county denies a septic permit.

20

Program Requirements (Sewer)

Sec. 49-117. - Connection to public sewer from private onsite wastewater treatment system (continued).

(b) If the existing onsite wastewater treatment system fails, requires modification or alteration, and a public sewer is available and immediately adjacent to any frontage of the property, the building sewer of all structures located on the property shall be connected to the public sewer in accordance with the provisions of this article and the City's plumbing code and shall include all required extensions of the public sewer system.

(c) After connection to the public sewer system, any private onsite wastewater treatment system located on the property shall be abandoned according to county requirements.

(d) As used in this section, "available" shall have the same meaning as that set forth in [Section 49-211](#).

21

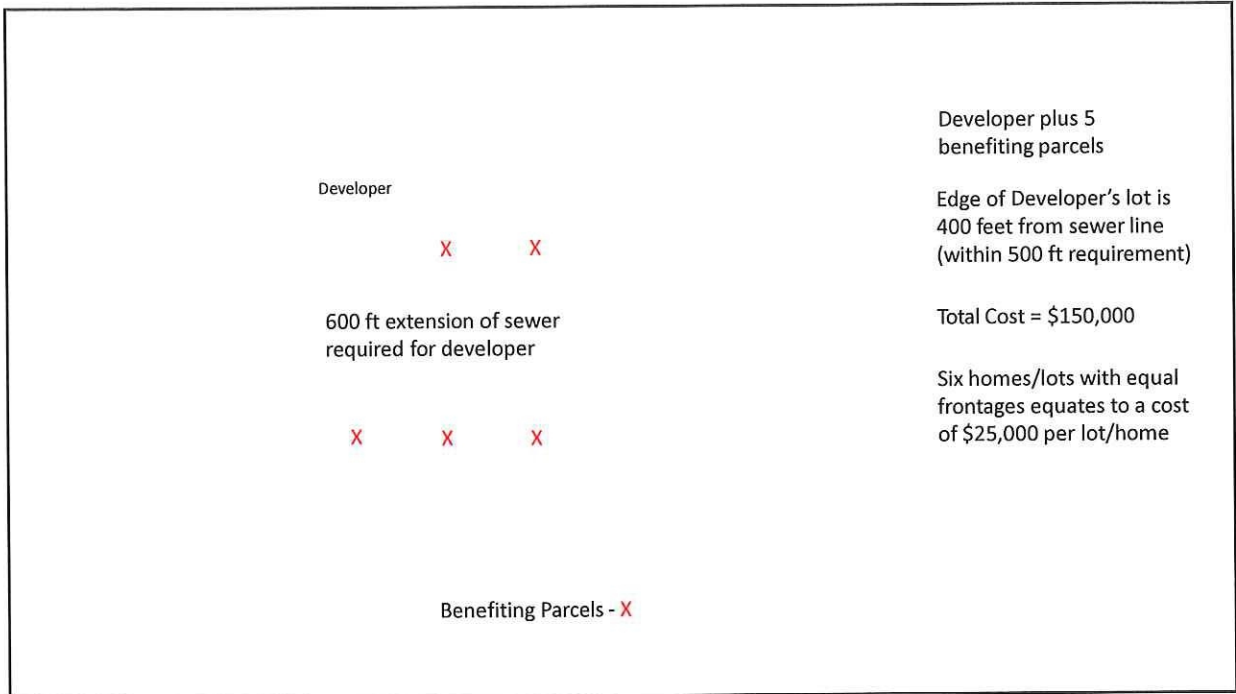
How does it work (example)

An owner of a lot decides to build a single-family home. This person would be designated as the "developer" for a line extension.

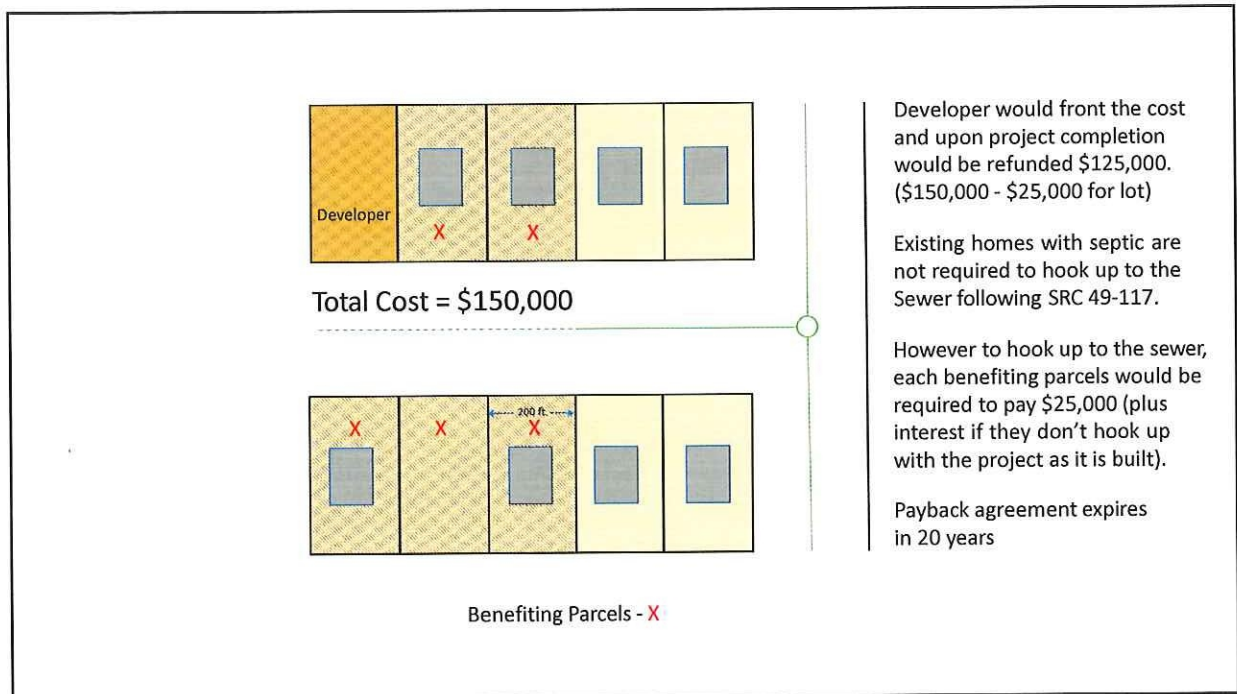
Pertinent facts:

- The lot has water and is within 500 ft of an existing sewer main.
- Sewer line extension to property will cost \$150,000
- As a single home developer, owner qualifies for the participation program and funding is available.

22



23



24

Questions?



SCOTTSDALE COUNCIL RETREAT

SMART CITY STRATEGIC ROADMAP BRIEFING

Brad Hartig
Chief Information Officer

Tuesday, February 23, 2021

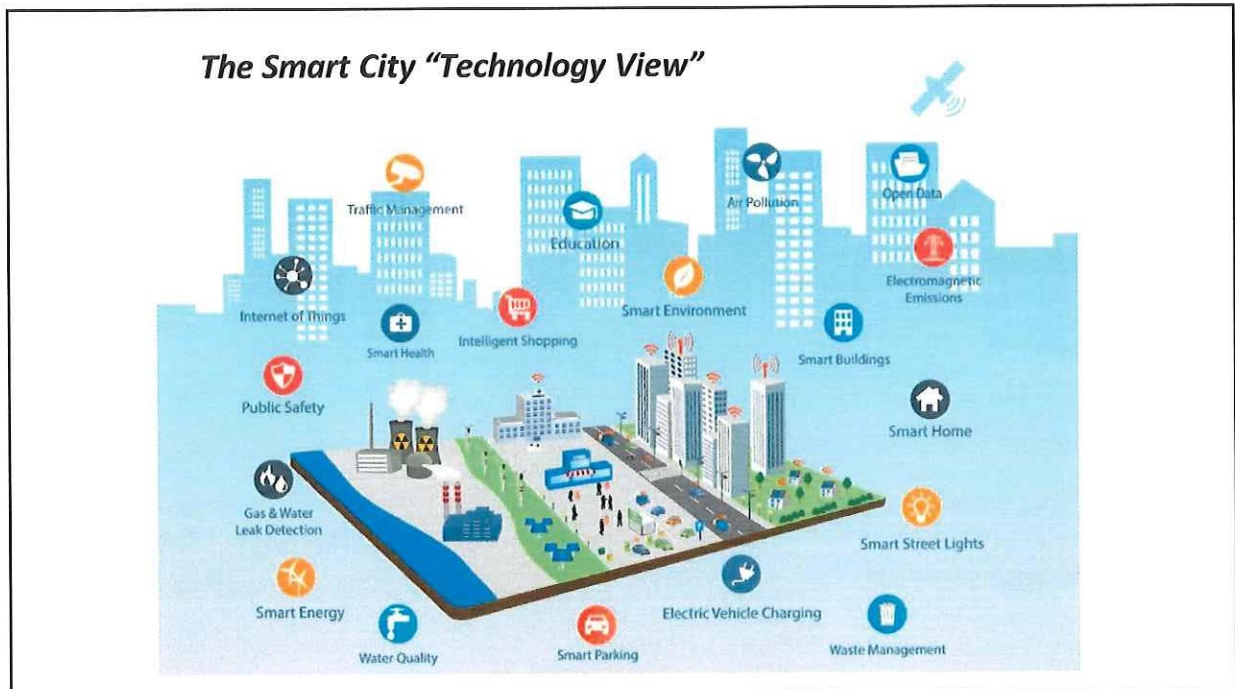
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WHY SMART CITIES

2

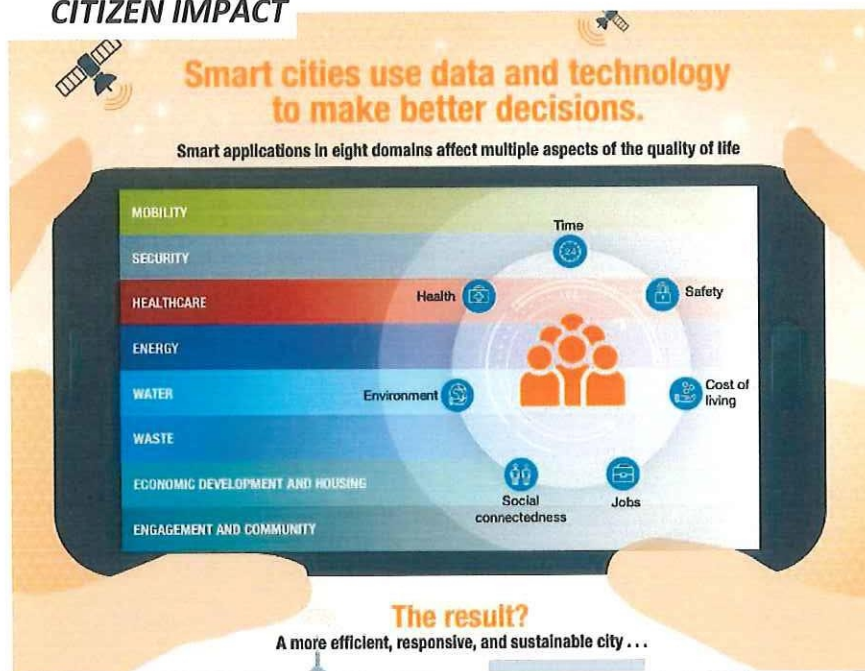


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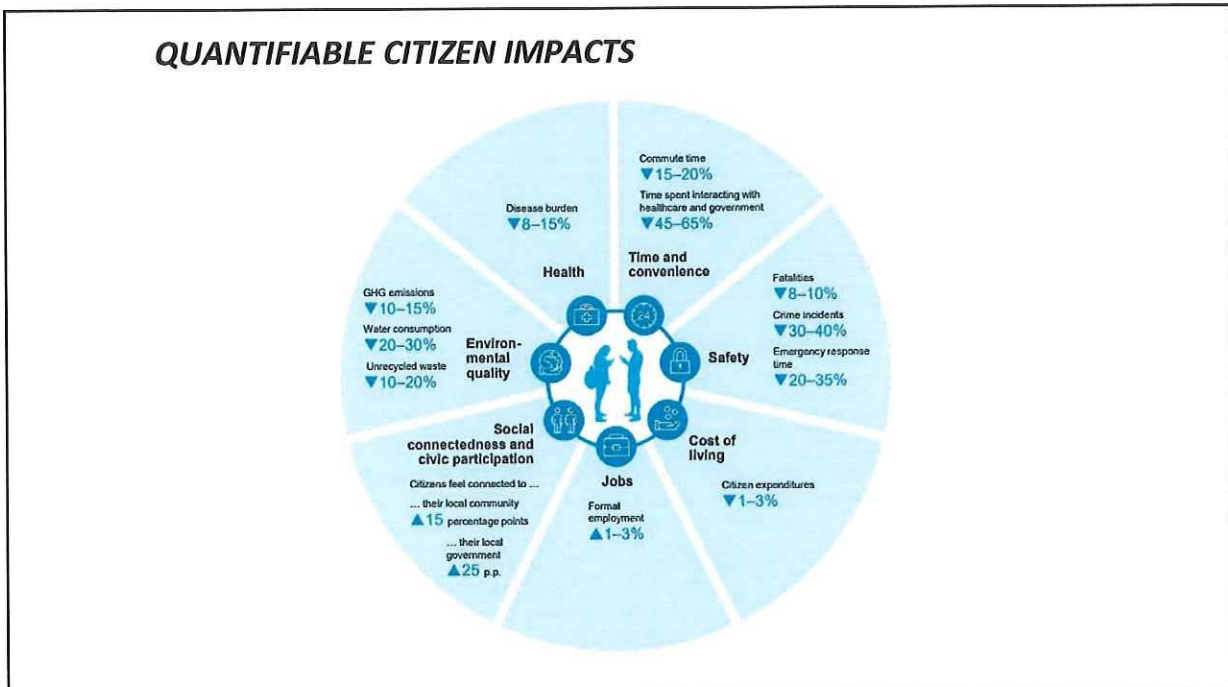
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CITIZEN IMPACT



5

QUANTIFIABLE CITIZEN IMPACTS

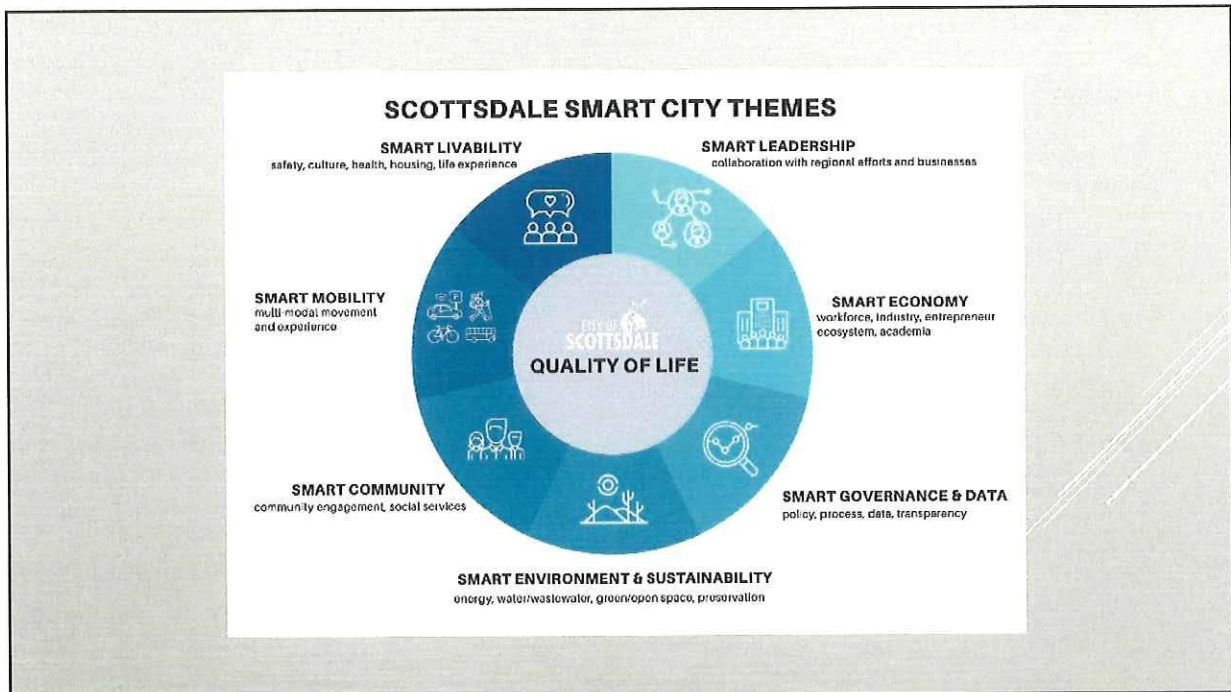


6

SCOTTSDALE'S SMART CITY JOURNEY

- Council Strategic Planning Retreat
 - *Develop and begin implementation of a Scottsdale Smart City Strategic Roadmap with citizen and business input.*
- Identified External Partners to Fund Roadmap Development
- Hired Smart City Strategic Planning Consultant – *ThinkBig*
 - *Created plan based on Community workshops, business & stakeholder interviews and industry research*
- Established cross departmental team
 - *City Manager's Office, Budget Office, Information Technology, Planning, Economic Development and Tourism, Police, Transportation and Streets and Water.*

7



8

SMART CITY PROGRAM
KEY TAKEAWAYS

- ▶ **Data**
- ▶ **Citizen Engagement**
- ▶ **Sensorization**
- ▶ **Connectivity**

9

SCOTTSDALE'S JOURNEY – NEXT STEPS

- **Active Regional Participation via Connective**
 - *Vision is to build the nation's most innovative & connected Smart City Region with the goal to:*
 - *Improve quality of life, Drive regional equity, Enhance revenue, Promote sustainability and resilience, Support economic competitiveness*
- **Established Skysong Innovation Hub**
 - *One square mile district surrounding SkySong*
 - *Incubator for piloting Smart City technologies*
 - *Leverages structured software platform to solicit and evaluate solutions*
 - *Solicit public private partnerships to solve regional issues*
 - *Develop proof of concepts that can be scaled to the region*
- **Develop privacy policy related to the use of Smart City technology**

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THANK YOU...

Brad Hartig
Chief Information Officer

Tuesday, February 23, 2021

Item 2i

Proposed Anti-Discrimination Ordinance

Feb. 23, 2021

1

Background:

- The Scottsdale Human Relations Commission recommended that City Council consider a non-discrimination ordinance and anti-harassment policy (August 2020)
- This discussion is occurring within the renewed national discourse on race and equity, a movement that has touched and activated many within the Scottsdale community.

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Background:

- Federal and state law do not prohibit:
 - Discrimination in places of public accommodation or housing based on sexual orientation or gender identity
 - Discrimination based on sexual orientation or gender identity by employers who employ fewer than 15 people.

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Background:

- Current city ordinances provide civil rights protections, but do not protect individuals from discrimination in private employment, public accommodations or city services
- The effect of these gaps in federal, state and local law is that persons can be denied service or denied housing in Scottsdale, particularly in small businesses which comprise the vast majority of all businesses in Scottsdale.

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What is being proposed?

- The proposed ordinance would close the gaps in federal, state and local laws to protect people in Scottsdale from discrimination.
- The ordinance represents a public commitment to the concept of fairness and equity in our community, but also a commitment by the City of Scottsdale to enforcement and action when appropriate.

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What is being proposed?

The ordinance proposed here would:

- ✓ Require local businesses and employers to comply with the law
- ✓ Provide a mechanism for responding to complaints
- ✓ Subject violators to civil prosecution

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Statement of policy:

- It is the policy of the city to not discriminate and provide equal opportunity to all persons regardless of actual or perceived race, color, religion, sex, national origin, age, sexual orientation, gender identity, or disability in the access, provision and treatment of city services, programs and activities.

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Statement of policy (cont'd):

- It is the policy of the city that all persons be treated with respect and dignity as specified in sections 15-4 through 15-7.
- Each person has the right to receive service from the city in a manner that promotes equality under the law and prohibits unlawful discrimination, including harassment and retaliation.

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To whom does it apply?

- All elected and appointed officials, volunteers, and contractors, vendors and consultants (15-3) in addition to city employees and volunteers which have been covered under language in Chapter 14 of City Code.
- The City of Scottsdale and private businesses are equally expected to fully commit to anti-discrimination in all practices.

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How is discrimination defined?

- Any act, policy or practice that unfavorably subjects any person to different or separate treatment on the basis of actual or perceived race, color, religion, sex, age, disability, national origin, sexual orientation or gender identity.

Sec. 15-4

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What constitutes an unlawful practice?

- Discrimination in:
 - Access to services
 - Employment decisions
 - Membership
- Retaliation or harassment of those reporting violations

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Employment and public accommodation

Businesses and organizations would be prohibited from using actual or perceived race, color, religion, sex, age, disability, national origin, sexual orientation or gender identity to:

- *Determine whom to serve or not serve*
- Make employment or compensation decisions
- Allow or disallow membership in an organization

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Employment and public accommodation

Specific exceptions allowed for:

- Bona fide private membership clubs that are exempt from taxation under section 501(c)(3) of the internal revenue code
- Religious organizations who employ individuals of a particular religion to perform work for the organization

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Housing

Any person would be prohibited from using actual or perceived race, color, religion, sex, age, disability, national origin, sexual orientation, gender identity or familial status to make decisions about the sale, lease, rental or any other condition involving housing.

Familial status includes being pregnant or a parent with children under age 18

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Housing

Exceptions are provided for:

- Housing operated under any state or federal program specifically designed or intended for persons of a certain age
- Religious organizations giving preference to persons of the same religion
- Private clubs who provide lodging to members

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Complaint processes

- Separate processes are established for different classes of complaint (elected/appointed officials, employees/volunteers, contractors/vendors).
- False and malicious complaints may themselves be subject to disciplinary action

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Complaint procedure

- *The complaint process established would result in charges filed by the City Prosecutor for any valid complaint not within state or federal jurisdiction that cannot be resolved through mediation.*

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Complaint procedure

- A. Complaints must be filed in writing within 90 days of the alleged violation
- B. City completes initial screening within 45 days
- C. Cases within state or federal jurisdiction are transferred (this would include most complaints regarding employers or businesses of 15 or more employees)

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Complaint procedure

- D. For valid cases within city jurisdiction, the complaint is provided to the person/organization alleged to have violated the ordinance, with a response requested within 20 days
- E. The city may dismiss cases if charges are untimely, if allegations are insufficient to show a violation, or if the city does not have jurisdiction (complainant would be notified)

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Complaint procedure

- F. The city may offer mediation services to both parties in an attempt to resolve the matter
- G. If the complainant does not respond as requested, the complaint may be considered withdrawn
- H. If the city believes a violation occurred, the matter will be referred to the City Attorney's Office for action

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Penalties

- Fines from \$500 to \$2,500 per violation
- Each day a violation continues could be deemed a separate violation
- Failure to comply could result in additional fines as established by the City Court

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Community involvement

- Draft ordinance was discussed multiple times by the Human Relations Commission
- Copies provided to community diversity partners and advocacy organizations along with the city's LGBTQ liaisons
- Specific public education and community involvement opportunities would be created to get feedback

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Resource implications

- Based upon experiences in peer communities with similar ordinances, Scottsdale's estimated costs and staff time to handle complaints is expected to be minimal and within existing resources