

Strategic Planning Framework – FY 2013/14

Item	Purpose	Description	Source
Mission	What is our purpose? What do we do?	<p><i>Quality core services delivered by an open, accountable and responsive government. Quality of life shall be the city's paramount consideration.</i></p> <p>The mission of the City of Scottsdale is to cultivate citizen trust by fostering and practicing open, accountable, and responsive government; providing quality core services; promoting long-term prosperity; planning and managing growth in harmony with the city's unique heritage and desert surroundings; strengthening the city's standing as a preeminent destination for tourism; and promoting livability by enhancing and protecting neighborhoods. Quality of life shall be the city's paramount consideration.</p>	The abbreviated mission statement (in <i>italics</i>) was developed by highlighting the two key concepts in <u>19</u> words from the 69-word Mission and Goals last approved by the City Council in 2004, which are not already reflected in the Strategic Goals. The full version of the 2004 mission statement follows.
Goals	What are our main focus areas?	<ul style="list-style-type: none"> ▪ Preserve Meaningful Open Space ▪ Enhance Neighborhoods ▪ Seek Sustainability ▪ Support Economic Vitality ▪ Advance Transportation ▪ Value Scottsdale's Unique Lifestyle and Character 	The Strategic Goals are the six guiding principles in the 2001 General Plan, and are not listed in priority order. In addition to the Strategic Goals, short-term goals may be set by the City Council or the executive team to address specific needs or challenges
Values	What principles govern our actions and the way we do business?	<ul style="list-style-type: none"> ▪ Plan & Innovate for the Future ▪ Listen, Communicate, Take Action ▪ Respect the Individual ▪ Collaborate as a Team ▪ Learn & Grow Continuously ▪ Focus on Quality Customer Service ▪ Be Accountable & Act with Integrity ▪ Show Caring & Compassion for Others 	The Employee Values demonstrate the behaviors that employees and management model in fulfilling the mission, and goals
Objectives	What are we trying to accomplish? What efforts are needed to get results?	Concise action statements describing specific efforts or services we must do well, or improve, in order to achieve the mission and goals. Objectives support either strategic goals or short-term goals. Objectives must be quantifiable.	To be developed by divisions and departments; reviewed by executive management, and incorporated in the annual budget
Initiatives	What specific activities must be done to ensure we meet the objectives?	The specific programs, activities, projects or actions that will drive our efforts to achieve the objectives	To be determined by divisions and departments
Measures	How will we know if we are achieving the objectives?	Meaningful quantitative evidence used to monitor and track progress towards achievement of desired results.	To be determined by divisions and departments