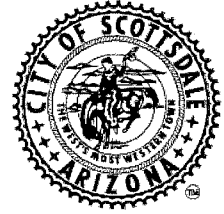


# CITY COUNCIL REPORT



Meeting Date: September 17, 2013  
Charter Provision: *Provide for the orderly government and administration of the affairs of the City*  
Objective: *Determine Policies*

## ACTION

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**FY 2013/14 Strategic Plan.** Presentation, discussion and possible direction to staff regarding a revised mission statement and organizational strategic plan based on the FY 2013/14 priorities.

## BACKGROUND AND ANALYSIS

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The Mayor and City Council held a strategic planning workshop on May 8, 2013 and identified a set of priorities for the next 12 to 18 months. The discussion continued at the July 2, 2013 meeting, and staff was directed to prepare a revised mission statement and create an action plan for each of the priorities. Since that time, a cross-divisional team has met to complete this task. The plan has been reviewed by the executive team, shared at a management forum, and public and employee feedback will be collected and shared with the City Council by September 17, 2013.

**Mission.** To develop a revised mission statement, staff reviewed corporate and peer city mission statements, and worked to develop a statement that provides a broad but clear statement of purpose for the entire organization, and that it is memorable and memorizable.

The current statement is as follows:

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.

The revised statement developed by the planning committee is as follows:

"Keeping Scottsdale a premier community and world-class destination."

The revision is a shorter alternative that captures sentiments contained in the 69-word statement, without duplicating other policy statements already included within the General Plan.

If the City Council agrees to this revision, a resolution formally adopting this as the organization's mission statement would be prepared and scheduled for approval at an upcoming meeting.

**Goals.** City staff will continue to use the six strategic goals as the long-term goals for planning and reporting purposes. These goals, included in the voter-approved General Plan, are as follows:

- Value Scottsdale's Unique Lifestyle and Character
- Support Economic Vitality
- Enhance Neighborhoods
- Preserve Meaningful Open Space
- Seek Sustainability
- Advance Transportation

In addition to the strategic goals, which categorize the major citywide goals over a long time horizon, the short-term goals or priorities for the next fiscal year are as follows:

- Partner with residents and businesses to revitalize the McDowell Road corridor
- Provide strategic support of tourism and visitor events
- Create and adopt a comprehensive economic development strategy
- Develop a transportation strategy that anticipates future needs
- Prepare and adopt fiscally sustainable operating and capital budgets
- Reinvest in a high performance organization and work culture

Although eight priorities were identified on May 8 and July 2, the team recommended combining the related effective budgeting and aging infrastructure priorities into a consolidated fiscal sustainability priority. The six priorities are listed in the order they will be presented, not in the order they were developed on May 8 or discussed on July 2.

Descriptions and major objectives for each priority are included in the attached documents and a more detailed document that covers objectives, initiatives and measures/timelines for each priority are attached.

This item provides an opportunity to get the City Council's direction about the plan prior to implementation. Future work study sessions will be used to discuss priorities in detail, beginning with a McDowell Road Corridor item on the October 15, 2013 meeting.

## **STAFF RECOMMENDATION**

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### **Recommended Approach**

1. Review the mission statement and provide direction to staff to prepare a resolution formally adopting an organizational mission statement.
2. Review the six priority areas, descriptions and key objectives, and provide direction to staff regarding the organizational strategic plan for FY 2013/14.

## **RESPONSIBLE DIVISION(S)**

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City Manager's Office, Community and Economic Development, Finance & Accounting and Administrative Services – Human Resources.

## STAFF CONTACTS (S)

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Team Facilitator	Brent Stockwell, Strategic Initiatives Director, 480-312-7288, <a href="mailto:bstockwell@ScottsdaleAZ.gov">bstockwell@ScottsdaleAZ.gov</a> ;
Mission Statement	Kelly Corsette, Communications and Public Affairs Director, 480-312-2336, <a href="mailto:kcorsette@ScottsdaleAZ.gov">kcorsette@ScottsdaleAZ.gov</a> ;
McDowell Road	Randy Grant, Planning, Neighborhood, Transportation Administrator, 480-312-2665, <a href="mailto:rgrant@ScottsdaleAZ.gov">rgrant@ScottsdaleAZ.gov</a> ;
Tourism & Econ. Dev.	Danielle Casey, Economic Development Director, 480-312-7601, <a href="mailto:dcasey@ScottsdaleAZ.gov">dcasey@ScottsdaleAZ.gov</a> ;
Transportation Strategy	Paul Basha, Transportation Director, 480-312-7651, <a href="mailto:pbasha@ScottsdaleAZ.gov">pbasha@ScottsdaleAZ.gov</a> ;
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High Performance Culture	Bruce Davis, Human Resources Director, 480-312-2615, <a href="mailto:bdavis@ScottsdaleAZ.gov">bdavis@ScottsdaleAZ.gov</a> ;

Other cross-divisional team members were: Linda Butson, Facilities Management Director; Hank Carmean, City Manager's Office Volunteer; Julie Dybas, Court Administrator; Helen Gandara, Asst. Police Chief; and Paul Katsenes, Community & Economic Development Executive Director.

## APPROVED BY

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Fritz Behring, City Manager  
480-312-2800, [fbehring@ScottsdaleAZ.gov](mailto:fbehring@ScottsdaleAZ.gov)

9-3-13  
Date

## ATTACHMENTS

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1. Draft FY 2013/14 Strategic Plan Overview (3 pages)
2. Draft FY 2013/14 Strategic Plan Detail (7 pages)

# FY 2013/14 Strategic Plan

## Mission Statement

Keeping Scottsdale  
a premier community  
and world-class destination.



## Scottsdale Strategic Goals

- Value Scottsdale's Unique Lifestyle and Character
- Support Economic Vitality
- Enhance Neighborhoods
- Preserve Meaningful Open Space
- Seek Sustainability
- Advance Transportation

## Mayor and City Council Priorities

- A. Partner with residents and businesses to revitalize the McDowell Road corridor
- B. Provide strategic support of tourism and visitor events
- C. Create and adopt a comprehensive economic development strategy
- D. Develop a transportation strategy that anticipates future needs
- E. Prepare and adopt fiscally sustainable operating and capital budgets
- F. Reinvest in a high performance organization and work culture

## Employee Values

Over the next year, we plan to focus on these three employee values in particular as we carry out the mission and goals of the organization.

- Be accountable & act with integrity. We are accountable for our actions and decisions. We have uncompromising integrity. We are responsible for the stewardship of public funds and organizational resources.
- Focus on quality customer service. We provide quality service and strive to exceed the expectations of our customers.
- Respect the individual. We believe in the integrity of others and in creating an environment of mutual respect. We value one another, regardless of who we are, what we do, where we work, where we live, where we are from, our ethnicity, age, or gender, because we bring unique perspectives to our jobs and personal lives.

# FY 2013/14 Strategic Plan

## Mayor and City Council Priorities and Descriptions

### A. Partner with residents and businesses to revitalize the McDowell Road corridor

Develop, prioritize and implement actions that promote the revitalization of the McDowell Road corridor and consider actions that support revitalization of Southern Scottsdale in general.

### B. Provide strategic support of tourism and visitor events

Continued investment maintaining the high degree of attractiveness of Scottsdale as a location for tourism, travel and events. This has broad economic and social impact but must continually be upgraded and enhanced to be competitive and authentic. Ensure that we effectively implement the tourism strategic plan.

### C. Create and adopt a comprehensive economic development strategy

A comprehensive economic development strategy will be designed to ensure that Scottsdale is viewed as a strong and relevant economy for attracting and maintaining a broad base of employers and industry segments along with an aligned and talented workforce.

### D. Develop a transportation strategy that anticipates future needs

Develop a broad, multi-modal transportation strategy that creates regional linkages and anticipates the overall transportation needs of the community.

### E. Prepare and adopt fiscally sustainable operating and capital budgets

Restructure budgeting processes to ensure the adopted budget is aligned with strategic goals, includes input from citizens and key stakeholders, provides plans for maintaining the city's infrastructure, and ensures the delivery of efficient and effective services.

### F. Reinvest in a high performance organization and work culture

Focus on efforts that support the workforce to ensure Scottsdale employees feel valued for their contributions, are equipped to perform at a high level, receive feedback and recognition based on their performance and receive pay that is fair, equitable, and competitive in the local market.



# FY 2013/14 Strategic Plan

## Mayor and City Council Priorities and Key Objectives

### A. Partner with residents and businesses to revitalize the McDowell Road corridor

1. Define the McDowell Road Corridor boundaries and get direction on the appropriate tools to consider in revitalizing the area
2. Listen to key stakeholders to understand current market conditions and ensure marketing efforts are focused on recruiting desired businesses to the area
3. Establish a new "brand" or identity for the McDowell Road corridor
4. Improve linkages to nearby amenities and adjacent communities
5. Improve transit service along the McDowell Road corridor
6. Work with area residents to strengthen neighborhoods in and around the revitalization area

### B. Provide strategic support of tourism and visitor events

1. Achieve year 1 and 2 objectives in Tourism Development and Marketing Strategic Plan
2. Enhance One Stop Shop process for special events
3. Use best practices to ensure that Scottsdale is deploying the most advanced strategies, programs and tools for achieving goals

### C. Create and adopt a comprehensive economic development strategy

1. Assess the resources and tools needed by the Economic Development Department to develop and execute an effective economic development strategy
2. Develop a comprehensive Economic Development Strategic Plan with stakeholder input
3. Regularly review economic development department trends, activity, and progress in implementing the Economic Development Strategic Plan

### D. Develop a transportation strategy that anticipates future needs

1. Develop a broad transportation improvement strategy to guide efforts over the next 10 years
2. Improve regional street, transit, and trail connections with neighboring communities while insulating neighborhoods
3. Design, build, operate, and maintain barrier-free streets for all users, including equestrians, pedestrians, bicyclists, motorists, and transit users of all ages and abilities

### E. Prepare and adopt fiscally sustainable operating and capital budgets

1. Establish policies and goals to guide budget and financial decision-making
2. Develop operating and capital budgets, including identifying funding options to address aging infrastructure, consistent with established policies and goals
3. Review and adopt fiscally sustainable operating and capital budgets
4. Evaluate performance and make adjustments as needed throughout the fiscal year

### F. Reinvest in a high performance organization and work culture

1. Strengthen the performance management culture by redesigning the performance appraisal and compensation evaluation process to ensure employees receive evaluations that are fair, consistent, timely, and useful
2. Restore continuous learning and growth through training programs for employees at all levels of the organization
3. Recruit and retain a high performing workforce by implementing employee compensation programs that are based on performance, competitiveness in the local market, and are fair and equitable



Objectives	Initiatives	Measures
<b>A. Get McDowell Road Back on Track</b>		
Develop, prioritize and implement actions that promote the revitalization of the McDowell Road corridor and consider actions that support revitalization of Southern Scottsdale in general.		
1. Define the McDowell Road Corridor boundaries and get direction on the appropriate tools to consider in revitalizing the area.	Get direction from City Council on the geographic boundaries of "McDowell Road" in the Critical Objective	October, 2013
	Evaluate and establish consensus on which tools available in a Redevelopment District (if any) are acceptable for use in stimulating revitalization	Prepare a list of options of tools available under the Redevelopment District and other designations. Present for City Council discussion by November 15, 2013
	Evaluate the City's zoning ordinances that could provide tools (amended development standards, reduced fees, expedited review, overlay district, etc.) to stimulate revitalization of the area	Initiate appropriate ordinance amendments on an ongoing basis
	Create an "Adaptive Reuse" policy or ordinance that would encourage the reuse and modification of existing buildings	Present to City Council in March, 2014
2. Listen to key stakeholders to understand current market conditions and ensure marketing efforts are focused on recruiting desired businesses to the area.	Conduct interviews with developers, property owners, investors, merchants and residents to understand: what businesses might locate in the area under current market conditions; what businesses and services residents and workers desire for the area; and what actions the City could take to attract new businesses to the area	Present findings to City Council in December, 2013
	Contract with consultant to provide analysis of current and projected market conditions, demographics, trade area impacts, land values, and other factors influencing successful revitalization of the McDowell and Scottsdale Road corridors	Prepare RFP and contract with consultant by December, 2013
	Utilize data collected to create a business recruitment, retention and expansion program focused on those uses that reflect market and demographic conditions in the area	Analyze data and present findings to City Council in July, 2014
	Implement focused marketing program in March, 2014	
	Focus on recruitment of a major high-profile project to the Corridor.	Recruit major project by June 2014.
3. Establish a new "brand" or identity for the McDowell Road Corridor.	Explore creating a single theme or a series of supportive themes, and target development that promotes those themes. Options include ASU/Education, Innovation, Tourism (playing off of the Botanical Garden, Zoo, Papago Park), Gateway to Scottsdale (both ends of McDowell)	Provide recommendations to City Council in March, 2014

Objectives	Initiatives	Measures
	Evaluate the costs and benefits of public improvements that would enhance the area and stimulate new business activity, including additional landscaping in the rights-of-way, banners promoting area theme, open spaces, public art, enhanced medians, district signage, etc	Provide recommendations to City Council in June, 2014
	Consider public infrastructure improvements that could make the area more attractive for revitalization, including the development of design alternatives and projected costs for reconfiguring McDowell Road. Options include eliminating the two outside lanes and abandoning that land to adjacent property owners or using the additional right-of-way for parking, traffic calming, or enhancements to landscaping/open space/paths and trails or other beneficial use	Provide recommendations to City Council in July, 2014
4. Improve linkages to nearby amenities and adjacent communities.	Improve Transit Service along the McDowell Road Corridor McDowell Road Route 17 has 15-minute frequency west of 44 <sup>th</sup> Street and 30-minute frequency from 44 <sup>th</sup> Street to Granite Reef Road	Provide 15-minute service from 44 <sup>th</sup> Street to Granite Reef Road (Route 17) to prov
	Priest Drive Route 55 connects Chandler to the Light Rail Washington Station and the Botanical Garden with 30-minute service	Extend service to McDowell Road to Granite Reef Road
	Make Trolley frequency consistent with the frequency of light rail (12 minute) in Phoenix	Investigate 30-minute Trolley frequency – offset 15 minutes from Route 55 – from Washington Street Light Rail Station to McDowell Road and Granite Reef Road
	Work collaboratively with other major interests in the area to ensure linkages are improved, including Tempe, Salt River Pima-Maricopa Indian Community, School Districts and Papago Park amenities.	On-going
	Create continuous connections for pedestrian and bicycle movement between the Arizona Canal and the Indian Bend Wash along McDowell Road	Present estimated costs and implementation schedule in June, 2014
5. Work with area residents to strengthen neighborhoods in and around the revitalization area.	Create program to provide information and ideas to homeowners about remodeling and renovation that can be achieved with the housing stock in the area	Roll out program in March, 2014



Objectives	Initiatives	Measures
	Assist neighborhoods to establish an identity that makes them unique and more cohesive. Provide direction and support for neighborhood efforts to enhance the identity of neighborhoods with the intent of creating neighborhood identity and pride, ultimately establishing "destination" neighborhoods that maintain high property values. These could include neighborhood entry monuments, unique neighborhood signage, enhanced "Operation Fix-it" activity, façade improvement program, "Branding" program, street calming, etc	Present costs and implementation schedule to City Council in July, 2014
<b>B. Provide strategic support of tourism and visitor events.</b>		
Continued investment maintaining the high degree of attractiveness of Scottsdale as a location for tourism, travel and events. This has broad economic and social impact but must continually be upgraded and enhanced to be competitive and authentic. Ensure that we effectively implement the tourism strategic plan.		
1. Achieve year 1 and 2 objectives in Tourism Development and Marketing Strategic Plan.	Create economics plan for transforming downtown retail, offices, and activate retail street components.	Study commissioned by November 2013
	Work with planning experts to create a plan for multimodal accessibility including lighting, bike access, traffic calming, and holiday and southwest design elements.	Plan completed by September 2015
	Attract new downtown residents to the City core, including next generation, multi-cultural, and baby boomers.	By August 2014, launch formal strategy for working with brokers to monitor and promote opportunities and sense of place.
	Advance the knowledge and experience of quality of living in Scottsdale with residents and visitors.	Begin partnership efforts with media, arts leadership, and tourism businesses in January 2014 through proactive media communications and community messaging through existing City channels
	Launch leisure demand enhancement strategies, through efforts to develop messaging and start to build brand identity.	Hold initial strategy discussions by August 2014
2. Enhance One Stop Shop process for special events.	Provide one point of contact for all special event operators who are interested in creating or moving a new event to Scottsdale or who are looking to maintain or grow their existing one.	By February 2014
	Create project coordinator role for signature events.	By December 2013
	Ensure the objectives support new and existing event operators with all aspects of their events: venue creation and information; City services; banners/signage; funding; economic impact research; and working with the City's special events committee.	By June 2014
3. Use best practices to ensure that Scottsdale is deploying the most advanced strategies, programs and tools for achieving goals.	Consider elements such as ways to animate downtown, encourage event growth and development in public spaces through examination of best in class communities for vibrant, safe downtown spaces.	Correspond with downtown stakeholders and merchant groups regarding Five Year Tourism Strategic Plan implementation and conduct initial best practices analysis by March 2014

Objectives	Initiatives	Measures
	Evaluate on-going funding options for Downtown animation and events, and identify potential event funding criteria for investments in startup museums and exhibit programs.	Completion of recommendations by April 2014
<b>C. Create and adopt a comprehensive economic development strategy</b>		
A comprehensive economic development strategy will be designed to ensure that Scottsdale is viewed as a strong and relevant economy for attracting and maintaining a broad base of employers and industry segments along with an aligned and talented workforce.		
1. Assess the resources and tools needed by the Economic Development Department to develop and execute an effective economic development strategy.	Complete an assessment of current resources to determine if the department is properly equipped to support the development and implementation of a successful strategy.	By Sept. 2013
	Obtain tools identified during assessment.	By Dec. 2013
	Create 18-month work plan for operational enhancements to department, to include measurable goals.	By Oct. 2013
2. Develop a comprehensive Economic Development Strategic Plan with stakeholder input.	Recruit qualified partner to assist the City in developing a collaborative economic development framework. This will include definition of roles and responsibilities for the City of Scottsdale Economic Development Department as well as its primary economic development partners through a process based on the engagement of public, private, educational and civic leaders. Outcomes should include alignment among City leadership and primary stakeholders as to a) the major opportunities and challenges confronting Scottsdale's economic development b) what the guiding principles of the city's economic development framework should be, and c) consensus about Scottsdale's primary strengths, weaknesses, opportunities and threats that directly impact the City's economic development competitiveness. Issues/items should also be identified that require action in the short-term.	Selection of partner before Council for action by November 2013
	Develop plan ensuring it focuses on elements such as the McDowell Road corridor, Airpark, redevelopment, business attraction and retention strategies, small business and entrepreneurial support, workforce development, and target industry strategies.	Final plan presentation and approval by City Council by March/April 2014
3. Regularly review economic development department trends, activity, and progress in implementing the Economic Development Strategic Plan.	Develop quarterly report for Council and the public listing economic trends, economic development activities, and achievements. Report will emphasize quantitative as well as qualitative trends in business retention, attraction, marketing and tourism.	By Nov. 2013 and ongoing

Objectives	Initiatives	Measures
	Develop annual implementation plan and measures that will demonstrate achievement of the strategic objectives and provide data-driven information upon which to base management decisions.	Completion and quarterly reporting on goals to Council beginning May 2014
<b>D. Develop a transportation strategy that anticipates future needs</b>		
Develop a broad, multi-modal transportation strategy that creates regional linkages and anticipates the overall transportation needs of the community		
1. Develop a broad transportation improvement strategy to guide efforts over the next 10 years.	Develop, seek public input, review and obtain Transportation Commission and City Council approval of Transportation Master Plan Update to ensure consistency with General Plan Update	Continue 2008 Master Transportation Plan and anticipated 2015 Master Transportation Plan implementation.
2. Improve regional street, transit, and trail connections with neighboring communities while insulating neighborhoods.	Collaborate with adjacent jurisdictions and other agencies to coordinate regional links for street, transit, path, and trail networks.	Ensure Master Transportation Plan identifies multi-modal transportation network connections.
	Protect neighborhoods and schools from negative impacts of regional and city-wide street and transit networks while enhancing mobility within neighborhoods.	Identify 5 to 15 neighborhoods with potentially negative impacts from regional street and transit networks, and develop mitigation concepts by December 2014.
3. Design, build, operate, and maintain barrier-free streets for all users, including equestrians, pedestrians, bicyclists, motorists, and transit users of all ages and abilities.	Implement 2008 Master Transportation Plan "Complete Streets" policy.	Implement inexpensive enhancements at 10 to 15 specific locations by December 2014. Implement test segments at 2 to 5 specific locations by September 2015.
	Continue development of City-prepared traffic volume prediction computer model.	Identify locations for street narrowing and street widening by June 2014.
	Utilize 2012 Collision and Volume Report to identify and specifically analyze high collision locations.	Implement collision mitigation at 10 to 15 specific inexpensive locations by December 2014. Implement collision mitigation at 3 to 10 specific locations by September 2015.
	Utilize 2012 Collision and Volume Report to identify high speed-related collision locations.	In collaboration with Police and Courts, develop speed enforcement programs for identified locations.
	Identify and evaluate complete spectrum of available transit technologies.	Recommend potentially Scottsdale-feasible transit systems by June 2014
	Critically evaluate existing transit service and determine transit-deficient areas.	Recommend specific improved transit operation by December 2014
	Critically evaluate existing trail system and determine trail deficiencies.	Recommend specific trail improvements by June 2014
<b>E. Prepare and adopt fiscally sustainable operating and capital budgets</b>		
Restructure budgeting processes to ensure the adopted budget is aligned with strategic goals, includes input from citizens and key stakeholders, provides plans for maintaining the city's infrastructure, and ensures the delivery of efficient and effective services.		
1. Establish policies and goals to guide budget and financial decision-making.	B1a. Review and adopt financial policies	Review key financial policies, including use of stabilization reserves, fees and charges, debt, one-time revenues, and contingency planning by November 2013
	Identify opportunities and challenges for service delivery, capital assets, and management	Assess services, capital assets, and organizational and management structures and identify issues, opportunities and challenges by December 2013

Objectives	Initiatives	Measures
	Assess community needs, priorities, challenges and opportunities	Identify stakeholder concerns, needs and priorities; and evaluate community condition and other external factors by December 2013
	Identify broad goals	Develop objectives, initiatives and measures for each division by December 2013
	Review needs assessments, organizational plans, and short-term goals and priorities used to develop the operating and capital budgets	Distribute and review needs assessments, organizational plans, policies and goals with key stakeholders by January 2014
2. Develop operating and capital budgets, including identifying funding options to address aging infrastructure, consistent with established policies and goals.	Define the process for preparing and adopting the budget	Develop the budget calendar, prepare procedures for review, discussion, and modification of the budget, and identify opportunities for public input by January 2014
	Develop and evaluate financial plans, including five-year financial and expenditure forecasts, and the capital and facilities improvement plans	Prepare revenue and expenditure projections. Discuss assumptions used to prepare the five-year forecast and key issues by February 2014
	Based on financial forecasts, identify target revenue and expenditure levels for operating and capital budgets. Identify possible funding options to address aging infrastructure	Identify target levels and modify base budgets as necessary by February 2014
	Develop a clear plan and method to prioritize infrastructure elements, including evaluating capital infrastructure for improvement and/or replacement	Identify and define capital asset categories and develop capital lifecycle replacement plans by February 2014
	Develop proposed operating and capital budgets based on direction from the City Council	Present proposed operating and capital budgets to City Council by March 2014
3. Review and adopt fiscally sustainable operating and capital budgets.	Obtain City Council direction and public input on the proposed operating and capital budgets	Review proposed operating and capital budgets by division with the City Council during April 2014
	Adopt balanced budget, set maximum expenditure limit and approve taxes, rates and fees to support the budget	Adopt budget, including maximum expenditure limit, and revenue forecasts by June 2014
4. Evaluate performance and make adjustments as needed throughout the fiscal year.	Monitor and communicate operating and capital revenue and expenditure performance	Prepare Monthly Financial Reports throughout the fiscal year with presentations summarizing the information to City Council monthly
	Report and review key performance measures to assess results and ensure progress on organizational goals and objectives during the fiscal year	Prepare quarterly performance report by November 2014

#### **F. Reinvest in a high performance organization and work culture**

Focus on efforts that support the workforce to ensure Scottsdale employees feel valued for their contributions, are equipped to perform at a high level, receive feedback and recognition based on their performance and receive pay that is fair, equitable, and competitive in the local market.

1. Strengthen the performance management culture by redesigning the performance appraisal and compensation evaluation process to ensure employees receive evaluations that are fair, consistent, timely, and useful.	Develop revised competency-based employee performance appraisal system and explore acquisition of an automated system to improve documentation and tracking of evaluations.	Implement revised system by March 2014
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Objectives	Initiatives	Measures
	Train employees and managers on the consistent and appropriate use of evaluations to provide timely, effective and accurate feedback, including how to utilize the new system.	Implement training program by March 2014
	Utilize results from evaluations to identify areas of strengths and areas of growth for each organization level (the levels are general workforce, managers / supervisors, directors / executive directors, and charter officers).	Begin utilizing results by July 2014
2. Restore continuous learning and growth through training programs for employees at all levels of the organization.	Partner with ASU to provide leadership training for upper level management in 4 areas (i.e., change management, succession planning, risk management and employee retention strategies) by the end of fiscal year 2013/14.	Train 25 participants per year, with 75% responding that training met or exceeded expectations. Program to be developed by June 2014.
	Develop and provide training for second tier of management and supervisors in the areas of employee performance conversations, performance management and process improvement.	Train 25 percent of workforce per year, with 75% responding that training met or exceeded expectations. Program to be developed by June 2014.
	Develop and provide training for general workforce competencies including the areas of communication, business writing and diversity awareness.	Train 25 percent of workforce per year, with 75% responding that training met or exceeded expectations. Program to be developed by Dec. 2014.
	Analyze, revise and identify sustainable funding levels for training and tuition assistance programs to support the professional development of city employees.	Include recommendations in the proposed FY 2013/14 budget by March 2014.
3. Recruit and retain a high performing workforce by implementing employee compensation programs that are based on performance, competitiveness in the local market, and are fair and equitable.	Review and revise as needed one-third of job classifications each year. Conduct market surveys to ensure competitiveness of salary rates and ranges.	Complete one-third (approx.. 200) job studies and review market comparison data to evaluate competitiveness by June 2014
	Examine and implement best practices in executive compensation to ensure competitiveness and internal equity.	Complete market study by May 2014, develop report and make recommendations on changes needed to ensure competitiveness and internal equity by Sept. 2014
	Partner with Arizona State University/Society for Human Resource Management to collect information on the most important factors that impact retention and prepare an action plan based on findings. Share results and the plan with employees and the Council.	Target a 30% survey response rate (about 700 employees) and develop survey by Oct. 2013, with action plan in place by Mar. 2014.
	Implement revised merit pay program using information from revised appraisal program so that employees receive merit adjustments relative to their performance, contingent upon budget availability.	Evaluate program success based on distribution of ratings, and the % of dollars allocated to top performers. Improve employee perceptions of performance evaluations from 2011 survey in a new employee survey conducted by Sept. 2014



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**Date:** September 17, 2013  
**To:** Mayor and City Council  
**From:** Kelly Corsette, Communications & Public Affairs Director and  
Brent Stockwell, Strategic Initiatives Director  
**Subject:** Public and Employee Comment on Strategic Plan

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Attached are the public and employee comments received on the draft mission statement and strategic plan. The public comments are from the <http://SpeakUpScottsdale.com> website, and the employee comments are from emails received at [feedback@ScottsdaleAZ.gov](mailto:feedback@ScottsdaleAZ.gov) after an email was sent to all employees about the strategic plan. As this process moves forward, we will continue to provide any additional comments received from the public or employees.

## **PUBLIC COMMENTS:**

Made via <http://speakupscottsdale.com/>

City Council Strategic Plan. The Mayor and City Council held a strategic planning workshop on May 8, 2013 and identified a set of priorities for the next 12 to 18 months. While staff works on action plans for these priorities, we would like to know what you think.

Here are the priority areas:

- Partner with residents and businesses to revitalize the McDowell Road corridor
- Provide strategic support of tourism and visitor events
- Create and adopt a comprehensive economic development strategy
- Develop a transportation strategy that anticipates future needs
- Prepare and adopt fiscally sustainable operating and capital budgets
- Reinvest in a high performance organization and work culture

(The City Council will discuss this on Sept. 17 - view the agenda item here: <http://www.scottsdaleaz.gov/Asset49949.aspx>)

## **Topics**

### **1. What are your thoughts about these priorities?**

Michael Mayer at September 11, 2013 at 4:34pm MST. "No priority about citizen investment in the McDowell Sonoran Preserve after spending \$1.4 Billion tax \$\$???? Every man, woman and child in Scottsdale has spent +\$5,000 tax \$\$ on the Preserve. Over 1/3 of the Scottsdale's long term debt. Yet the City Attorney "legalized" bulldozing a Pentagon size area in the Preserve to build the Desert Disneyland Center and pay for it (\$75 Million) with Preserve taxes."

Kelly Corsette City Staff admin at September 12, 2013 at 5:18pm MST. "Michael, thank you for your comment. Two points of clarification: First, these are short-term priorities for the next 12-18 months. They are in addition to the standing city strategic goals, which are from the voter-approved General Plan, and include the long-term goal to "Preserve Meaningful Open Space." We will continue acquiring land for the Scottsdale McDowell Sonoran Preserve with the dedicated sales taxes approved by the city's voters for this purpose. Second – the Desert Discovery Center remains a concept only. Nothing final has been decided about its location, design, use, cost or funding sources. Prior to any final decisions, the city council will hold public discussions and take a public vote."

2. What actions should the city be taking?

No comments received

3. New City Mission Statement

A new mission statement for the city is also being considered: "**Keeping Scottsdale a premier community and world-class destination.**" Does that seem like the correct focus for your city government?

Matt Metz at September 11, 2013 at 2:41pm MST. "Our mission should include the preservation of what makes Scottsdale unique, which includes its rural/suburban lifestyle and scenic views. If the mission statement included these ideas, it would help stop the continued approval of additional height and density which are ruining Scottsdale's quality of life and destroying our special character."

Robert Paty at September 11, 2013 at 5:08pm MST. "I agree with your thinking along these lines."

Robert Paty at September 11, 2013 at 5:08pm MST. "Scottsdale is not the sleepy little town it was in the late 1940s. I liked it better then but I know we can't go back to those days. It distresses me to see tall buildings going up and blocking views I have come to love since moving to the valley in 1945. I have lived in Scottsdale since April, 1969 and the place is not as fun now as it was then. It was more suburban then but is a lot more urban now with fewer scenic views from my South Scottsdale location."



## SCOTTSDALE EMPLOYEE HOTLINE

Sept. 12, 2013

### **New mission statement proposed as part of FY 2013/14 Strategic Plan**

The Mayor and City Council held a strategic planning workshop on May 8, 2013 and identified a set of priorities for the next 12 to 18 months.

In addition, they asked staff to develop a revised mission statement – something memorable and meaningful. A clear statement of purpose for the entire organization that the community can readily understand.

Here is the draft mission statement being proposed:

**Keeping Scottsdale  
a premier community  
and world-class destination.**

This revision is shorter than the previous 69-word statement, while capturing its sentiments and synchronizing with other important policy statements included in the general plan.

What do you think about the proposed mission statement? [Send us your feedback.](#)

The city council will discuss the proposed mission statement and FY 2013/14 Strategic Plan at a work study session on Sept. 17.

[\(Review city council action report here.\)](#)

Here are the priority areas included in the strategic plan:

- Partner with residents and businesses to revitalize the McDowell Road corridor
- Provide strategic support of tourism and visitor events
- Create and adopt a comprehensive economic development strategy
- Develop a transportation strategy that anticipates future needs
- Prepare and adopt fiscally sustainable operating and capital budgets
- Reinvest in a high performance organization and work culture

Action plans are being developed for each of those priority areas. If you have thoughts or comments, please [send us your feedback.](#)

*These staff worked on this initiative: Paul Basha, Linda Butson, Danielle Casey, Kelly Corsette, Bruce Davis, Julie Dybas, Helen Gandara, Randy Grant, Paul Katsenes, Judy McIlroy, Brent Stockwell, Hank Carmean (volunteer).*

**EMPLOYEE COMMENTS:**

-----Original Message-----

**From:** Hansen, Kevin - B431 (SPD)  
**Sent:** Thursday, September 12, 2013 8:54 AM  
**To:** Feedback  
**Subject:** Mission statement

**Keeping Scottsdale  
a premier community  
and world-class destination  
by providing Simply Better Service.**

I think many people in this organization have forgotten how to provide simply better service, and I believe it needs to be brought back to everyone's attention.

Kev

-----Original Message-----

**From:** Bayne, Ronald - 559  
**Sent:** Thursday, September 12, 2013 8:56 AM  
**To:** Feedback  
**Subject:** Mission Statement Feedback

***Keeping Scottsdale a (the) premier community and world-class destination.***

When the new mission statement was rolled out/proposed to us at the City Manager's meeting last week we were told that the definition of premier related to "uniqueness, one of a kind." Assuming that to be the case, *a* implies that it is grouped with others and not "unique" or "one of a kind." *The* on the other hand does.

I like the city's new mission statement and thank you to everyone who put thought and hard work into creating it.

Respectfully,  
Ron Bayne #559, Commander  
Scottsdale Police Department  
Foothills, District 4  
20363 N. Pima Road, Scottsdale AZ 85255  
480-312-8803  
[rbayne@scottsdaleaz.gov](mailto:rbayne@scottsdaleaz.gov)

-----Original Message-----

**From:** Westcott, Sandra  
**Sent:** Thursday, September 12, 2013 8:57 AM  
**To:** Feedback  
**Subject:** New Mission Statement

It is succinct and aptly descriptive. It has my vote.  
Thank you.  
Sandra Westcott

-----Original Message-----

**From:** Swaziek, James V  
**Sent:** Thursday, September 12, 2013 8:58 AM  
**To:** Feedback  
**Subject:** Suggestion

How about:  
"A community organization dedicated to serving its citizens and those who visit our community."

Jim Swaziek  
Bid and Contract Specialist  
City of Scottsdale  
Administrative Services - Purchasing  
9191 East San Salvador Drive  
Scottsdale, Arizona 85258  
Phone: 480-312-5719  
Fax: 480-312-9159  
[jswaziek@scottsdaleaz.gov](mailto:jswaziek@scottsdaleaz.gov)

-----Original Message-----

**From:** Montemayor, Diane - 535  
**Sent:** Thursday, September 12, 2013 8:59 AM  
**To:** Feedback  
**Subject:** Proposed Mission Statement

**Keeping Scottsdale a premier community and world-class destination.**

Thank you for asking for feedback.

The proposed mission statement sounds like an advertisement for a resort or time share location. If you were to put this statement out to a focus group and leave the word Scottsdale out it's not likely a single person would answer that this is a Mission Statement for a Municipal Government. If this was the Mission Statement for the Tourism Division it would be more feasible.

**Thank You Diane Montemayor**

-----Original Message-----

**From:** Castillo, Manuel

**Sent:** Thursday, September 12, 2013 9:02 AM

**To:** Feedback

**Subject:** New mission statement

I like it!

In the past we have heard talk about "we want to be more like Phoenix" or "more middle of the pack".

COS Solid Waste Management prides itself of the highest customer service at a very reasonable price.

Much more service than the City of Phoenix at \$10 less a month. And who wants to mediocre?

We should be as before the premier destination when looking for a home or vacation stay in the valley.

Thank you,

*Manuel Castillo*

*Solid Waste Services Manager*

*480.312.5609*

-----Original Message-----

**From:** Sutherland, Karen - B1357

**Sent:** Thursday, September 12, 2013 9:03 AM

**To:** Feedback

**Subject:** Mission Statement

I like the meaning of the mission statement, but I'm not wild about the word "Keeping". I like something like:

Scottsdale – A premier community and world class destination

Or

The City of Scottsdale commits to strive for excellence as a premier community and world class destination.

Thanks,

*Karen Sutherland*

*Communications Operations Manager*

*Scottsdale Police Department*

*(480)312-1961*

-----Original Message-----

**From:** Wiese, Kay  
**Sent:** Thursday, September 12, 2013 9:03 AM  
**To:** Feedback  
**Subject:** Mission statement

I don't like the proposed mission statement. I'm an Arizona native and have lived in Scottsdale most of my 58 years. I know that progress must be made, but I really miss the Western influence of Scottsdale that is slowly disappearing. I don't think Scottsdale is a "premiere community".

Here's my idea for the mission statement:

**Preserve our western heritage and embrace our unique culture while keeping Scottsdale a world-class destination.**

Kay Wiese  
Secretary  
CPM/Transp.  
Ext. 27250

-----Original Message-----

**From:** Clemann, Madeline  
**Sent:** Thursday, September 12, 2013 9:23 AM  
**To:** Feedback  
**Subject:** Mission Statement

**I REALLY like it! But I think the first word would be more meaningful as "Keep" not Keeping.**

Madeline Clemann, Transit Manager  
Scottsdale Transit Office, 7447 E. Indian School Rd. 85251, 480-312-2732

-----Original Message-----

**From:** Clemann, Madeline  
**Sent:** Thursday, September 12, 2013 9:29 AM  
**To:** Feedback  
**Subject:** Priority Areas

**This is much more meaningful and focused. Both these priority areas and the Mission Statement leave the reader with very professional image of the City, one that projects a "we really care about our community and citizens". Very nicely done.**

Madeline Clemann, Transit Manager  
Scottsdale Transit Office, 7447 E. Indian School Rd. 85251, 480-312-2732

-----Original Message-----

**From:** Ford, Jim - FD005

**Sent:** Thursday, September 12, 2013 9:56 AM

**To:** Feedback

**Subject:** Mission Statement comments

Here is the draft mission statement being proposed:

**Keeping Scottsdale  
a premier community  
and world-class destination.**

This revision is shorter than the previous 69-word statement, while capturing its sentiments and synchronizing with other important policy statements included in the general plan.

What do you think about the proposed mission statement? [Send us your feedback](#)

Kelly (et al), personally (and generally here at the SFD) we are very much in favor of shorter - direct vs long rambling – descriptive mission statements. When we were developing our most recent mission statement, the question was; *“If you were in an elevator with someone and only had 4 or so floors to explain your community (or department) mission and activities, could you do that?”* The most common answer is NOPE. There usually is no way that our folks can remember and/or recite those long rambling or highly-detailed mission statements. That is why our final statement for the SFD, went all the way down to “We care for You”; which is easy for us to explain that it means almost any and everything, if you call we will come and do what we can to help.

More specifically, as it relates to the new statement proposed for the City, I like it because, while it is short, direct and easily understandable, it will also mean different things to different folks or groups of people. It means something different to our visitors or residents and will also result in different measures or focus for the police, field services, fleet, admin staff or FD (etc) as we all work to “Keep Scottsdale a Premier Community and a World-Class Destination”. In the past, we have struggled a little with the “world-class” moniker, but do think it can be appropriate for the larger entity of the City. Just my 2 cents worth, feel free to use or disregard as needed.

Thx  
Jim Ford  
Deputy Chief/Fire Marshal

-----Original Message-----

**From:** Hardy, Wendy Lee

**Sent:** Thursday, September 12, 2013 10:24 AM

**To:** Feedback

**Subject:** New mission statement

The fact that it says 'Keeping' gives the perception that the community is moving downhill or in a bad direction so we need to actively work to 'Keep' it premier. Seems like there is a bit of negative annotation there. Maybe Preserving sounds a little more delicate? I realize it's a difficult task to condense the prior 96 word statement into something concise. Good effort for sure.

*Thank you,*

*Wendy Hardy*

*Scottsdale employee and resident of more than 35 years*

-----Original Message-----

**From:** Ritter, Michael

**Sent:** Thursday, September 12, 2013 10:31 AM

**To:** Feedback

**Subject:** Mission Statement

As a long time City employee, who likes short meetings and short directives, I must say that I don't particularly like the proposed (new) mission statement. There is really no substance to it, and it comes across as being vague. As a seasoned employee and resident I feel this proposal has nothing you can stand behind and believe in. I am not saying it needs to ramble on and on- but given the concise directives & priorities in the strategic plan I believe more could have been added to this document.

Finally, with all due respect to those who participated on creating this new mission; several of the members are relatively new to the organization; left during the recent tough times; or who haven't worked in the trenches before to understand what it takes to have made this organization/community so great. Therefore, I would suggest adding more seasoned employees (20-25+ years of service) and two more residence's (randomly selected) to the committee to help get a broader perspective for this new statement.

My feedback is not meant to offend anyone, but rather help this committee see the bigger picture and consider the thoughts and feelings of those long time employees on the front line.

Respectfully submitted,

Michael Ritter-AACE, CELA

*Michael Ritter*

Code Enforcement Supervisor-City of Scottsdale, Az

Planning, Neighborhoods, & Transportation Division

Direct Line (480)312-2515; Main Line 480-312-2546

E-mail: [mritter@scottsdaleaz.gov](mailto:mritter@scottsdaleaz.gov)

**"The true sign of intelligence is not knowledge but imagination."**

**-- Albert Einstein**

-----Original Message-----

**From:** Chapman, Brandon

**Sent:** Thursday, September 12, 2013 10:37 AM

**To:** Feedback

**Subject:** Suggestion

I'm surprised that Valley cities haven't done more to court Hollywood TV/film productions. Our proximity to Los Angeles, our first-class resort amenities, our attractive cityscapes, and our dramatic landscapes should make Scottsdale a desirable location. Places like Atlanta, Georgia and New Mexico have enjoyed a synergistic relationship with the entertainment industry. Why not pursue some of these avenues to enhance our reputation as a destination city?

Brandon Chapman

Library Assistant, Circulation

Civic Center Library

480-312-2643

[bchapman@scottsdaleaz.gov](mailto:bchapman@scottsdaleaz.gov)

-----Original Message-----

**From:** Sheehy, Christine

**Sent:** Thursday, September 12, 2013 10:46 AM

**To:** Feedback

**Subject:** Mission Statement

Kelly:

Great job to you and your team on the mission statement! In the new day of 140 character messages, information needs to be brief and to the point to be memorable.

Christine E. Sheehy, AICP

Executive Assistant for Special Projects

City of Scottsdale

Community & Economic Development

(480) 312-2826

-----Original Message-----

**From:** Kiricoples, Daniel - 755

**Sent:** Thursday, September 12, 2013 11:23 AM

**To:** Feedback

**Subject:** Mission Statement

"keeping" is not a goal or mission. It says, "we don't have to improve."



-----Original Message-----

From: Phillips, Guy

Sent: Thursday, September 12, 2013 12:17 PM

To: Feedback

Subject: Nice

I like it because it predisposes height and density which would be the antithesis of the mission statement!

Sent from my iPhone

-----Original Message-----

**From:** Wood, Eric

**Sent:** Thursday, September 12, 2013 4:40 PM

**To:** Feedback

**Subject:** New mission statement

+1

I like it!

-----Original Message-----

**From:** Bryant, Wendell - B764

**Sent:** Thursday, September 12, 2013 5:38 PM

**To:** Feedback

**Subject:** Scottsdale Mission Statement

The proposed statement is kind of vague without including a brief description of the values that got us there.

Wendell #B764

ACJIS Records

-----Original Message-----

**From:** Bennett, Tony  
**Sent:** Friday, September 13, 2013 7:52 AM  
**To:** Feedback  
**Subject:** Mission Statement

To Whom it may concern,

I believe the statement should read as follows:  
"Scottsdale, the premier community and world-class destination – always."

Regards,  
**Tony S. Bennett**  
**Plans Examiner**  
*City of Scottsdale*  
*Scottsdale, AZ 85251*  
*Phone: 480-312-2507*  
*Fax: 480-312-9084*  
[anbennett@scottsdaleaz.gov](mailto:anbennett@scottsdaleaz.gov)

-----Original Message-----

**From:** Hunt, Devin  
**Sent:** Friday, September 13, 2013 8:31 AM  
**To:** Feedback  
**Subject:** Mission Statement

To Whom It May Concern,  
I am a Recreation Leader II with the Parks and Rec Department and I love the new proposed Mission Statement. "Shorter" and to the point!

Devin

-----Original Message-----

**From:** Erickson, Terry  
**Sent:** Friday, September 13, 2013 2:53 PM  
**To:** Feedback  
**Subject:** I still vote for

Scottsdale, a premier community and world class destination. (I would drop "keeping")

Terry Erickson; Scottsdale, Parks & Recreation  
Office phone: (480) 312-2771  
**Our Mission:**  
"Deliver exceptional parks and recreation programs  
and services to enhance quality of life for all"

-----Original Message-----

**From:** Bundy, Bryan  
**Sent:** Friday, September 13, 2013 3:26 PM  
**To:** Feedback  
**Subject:** Mission Statement Feedback

I very much like the shortened mission statement as it is direct and easy to remember.

I do not like the word "Keeping" as the first word of the mission. It sounds too safe like we're settling for status quo and resting on our laurels. It doesn't convey efforts for striving, growing, improving, and enriching the City.

Perhaps "Perfecting Scottsdale as a premier community and world-class destination."

As in the US Constitution "to form a more perfect union".

Thanks,  
Bryan

-----Original Message-----

**From:** Nguyen Kim - B1468  
**Sent:** Saturday, September 14, 2013 7:54 AM  
**To:** Feedback  
**Subject:** proposed mission statement

I do not believe the revision captures the sentiments of the previous statement. It is too vague. If I were the public reading the new mission statement I would be clueless as to how Scottsdale operates and what is important. Even though some of the wording is a duplicate of other policy statements it is beneficial to have it restated.

Thanks,

*Kim Nguyen*  
Police Communications Supervisor  
Scottsdale Police Department

"When there's an elephant in the room invite it to dance."

-----Original Message-----

**From:** Hanks, Glenda - B679

**Sent:** Monday, September 16, 2013 4:26 PM

**To:** Feedback

**Subject:** New Proposed Mission Statement

I like it!

The old mission statement was too long and clunky. Employees didn't know it; it was lengthy and employees didn't memorize it. Basically the take away was "quality customer service". And while we do want to provide the highest quality of service to our customers -- that phrase is over-used and tired.

The new mission statement is concise and should be easier for employees to remember. It clearly identifies our customers - those who live in Scottsdale (community) and those who visit Scottsdale (world-class destination). And what a description "*Premier*" paints: finest, crème de la crème, luxury, foremost, leading, outstanding, greatest.....

Nice work!

***Glenda Hanks***

*Glenda Hanks*

*Public Safety Police Records Supervisor*

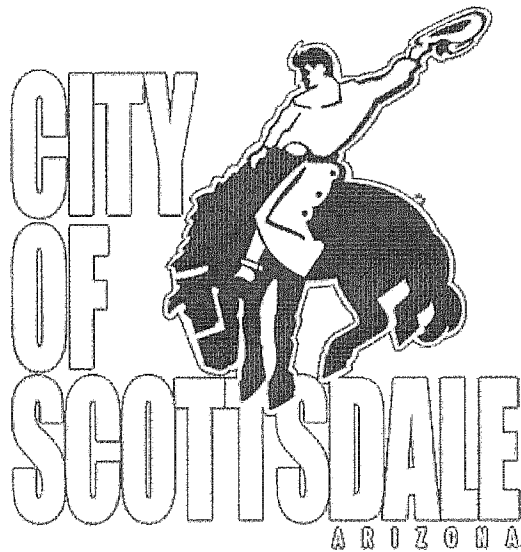
*Scottsdale Police Department*

*8401 E. Indian School*

*Scottsdale AZ, 85251*

*Phone: (480) 312-1960*

*Fax: (480) 312-1997*



# **FY 2013/14 Strategic Plan**

September 17, 2013 City Council Meeting

## **Current Mission Statement:**

**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.**



# **Proposed Mission Statement**

**Keeping Scottsdale  
a premier community  
and world-class destination.**



## **FY 2013/14 Priorities (Short-Term Goals)**

- A. Partner with residents and businesses to revitalize the McDowell Road corridor
- B. Provide strategic support of tourism and visitor events
- C. Create and adopt a comprehensive economic development strategy
- D. Develop a transportation strategy that anticipates future needs
- E. Prepare and adopt fiscally sustainable operating and capital budgets
- F. Reinvest in a high performance organization and work culture





## **A. Partner with residents and businesses to revitalize the McDowell Road corridor**

1. Define the McDowell Road Corridor boundaries and get direction on the appropriate tools to consider in revitalizing the area
2. Listen to key stakeholders to understand current market conditions and ensure marketing efforts are focused on recruiting desired businesses to the area
3. Establish a new “brand” or identity for the McDowell Road corridor
4. Improve linkages to nearby amenities and adjacent communities
5. Improve transit service along the McDowell Road corridor
6. Work with area residents to strengthen neighborhoods in and around the revitalization area



## **B. Provide strategic support of tourism and visitor events**

1. Achieve year 1 and 2 objectives in Tourism Development and Marketing Strategic Plan
2. Enhance One Stop Shop process for special events
3. Use best practices to ensure that Scottsdale is deploying the most advanced strategies, programs and tools for achieving goals

## **C. Create and adopt a comprehensive economic development strategy**

1. Assess the resources and tools needed to develop and execute an effective economic development strategy
2. Develop a comprehensive Economic Development Strategic Plan with stakeholder input
3. Regularly review economic development department trends, activity, and progress in implementing the Economic Development Strategic Plan

## **D. Develop a transportation strategy that anticipates future needs**

1. Develop a broad transportation improvement strategy to guide efforts over the next 10 years
2. Improve regional street, transit, and trail connections with neighboring communities while insulating neighborhoods
3. Design, build, operate, and maintain barrier-free streets for all users, including equestrians, pedestrians, bicyclists, motorists, and transit users of all ages and abilities

## **E. Prepare and adopt fiscally sustainable operating and capital budgets**

1. Establish policies and goals to guide budget and financial decision-making
2. Develop operating and capital budgets, including identifying funding options to address aging infrastructure, consistent with established policies and goals
3. Review and adopt fiscally sustainable operating and capital budgets
4. Evaluate performance and make adjustments as needed throughout the fiscal year

## **F. Reinvest in a high performance organization and work culture**

1. Strengthen the performance management culture by redesigning the performance appraisal and compensation evaluation process to ensure employees receive evaluations that are fair, consistent, timely, and useful
2. Restore continuous learning and growth through training programs for employees at all levels of the organization
3. Recruit and retain a high performing workforce by implementing employee compensation programs that are based on performance, competitiveness in the local market, and are fair and equitable



## **FY 2013/14 Strategic Plan**

September 17, 2013 City Council Meeting

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## **Proposed Mission Statement**

**Keeping Scottsdale  
a premier community  
and world-class destination.**



3

## **FY 2013/14 Priorities (Short-Term Goals)**

- A. Partner with residents and businesses to revitalize the McDowell Road corridor
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- E. Prepare and adopt fiscally sustainable operating and capital budgets
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4



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### C. Create and adopt a comprehensive economic development strategy

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7

### D. Develop a transportation strategy that anticipates future needs

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### E. Prepare and adopt fiscally sustainable operating and capital budgets

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4. Evaluate performance and make adjustments as needed throughout the fiscal year



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### F. Reinvest in a high performance organization and work culture

1. Strengthen the performance management culture by redesigning the performance appraisal and compensation evaluation process to ensure employees receive evaluations that are fair, consistent, timely, and useful
2. Restore continuous learning and growth through training programs for employees at all levels of the organization
3. Recruit and retain a high performing workforce by implementing employee compensation programs that are based on performance, competitiveness in the local market, and are fair and equitable



10