

CITY COUNCIL REPORT



Meeting Date: July 2, 2013
 Charter Provision: *Provide for the orderly government and administration of the affairs of the City*
 Objective: *Determine Policies*

ACTION

Mayor and City Council Mission and Goals. Presentation, discussion and possible direction to staff regarding the Mayor and City Council Mission and Goals for FY 2013/14.

BACKGROUND AND ANALYSIS

The Government Finance Officers Organization (GFOA) recommends "that all governmental entities use some form of strategic planning to provide a long-term perspective for service delivery and budgeting, thus establishing logical links between authorized spending and broad organizational goals."

Scottsdale has developed a strategic planning framework, which outlines a method for aligning objectives, initiatives and measures with the mission and goals adopted by the City Council. The framework consists of six items, each of which help answer a key question.

1. Mission. What is our purpose? What do we do?
2. Goals. What are our focus areas for the long- and short-term?
3. Values. What principles govern our actions and the way we do business?
4. Objectives. What must be achieved to accomplish our goals?
5. Initiatives. What specific activities must be done to ensure we meet the objectives?
6. Measures. How will we know if we are achieving the objectives?

Clear direction from the Mayor and City Council regarding the first two items, the mission and goals of the city, will help ensure that objectives, initiatives and measures are aligned with this direction. Once the goals have been agreed upon, staff will also flesh these out with supporting objectives, initiatives and measures to ensure they are achieved within the next fiscal year.

Mission. Included in most strategic planning processes is the preparation of a mission statement, which is described by the GFOA as "a broad but clear statement of purpose for the entire organization. One of the critical uses of a mission statement is to help an organization decide what it should do, and importantly, what it should not be doing. The organization's goals, strategies, programs and activities should logically cascade from the mission statement."

At a workshop on November 9, 2004, the City Council affirmed the following mission statement, which is available on the City's website at <http://www.scottsdaleaz.gov/council/goals>.

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 current City Council could decide to adopt this mission statement, modify the statement, or draft a new statement. For example, as an alternative, the Mayor and City Council could adopt a brief version of the current mission statement, such as:

"Promote and protect quality of life in Scottsdale" or "Promote and protect quality life through open, accountable, and responsive government."

The revisions are shorter alternatives that attempt to capture similar sentiments to that contained in the 69-word statement, without duplicating other policy statements included within the General Plan. A shorter statement would also be consistent with many corporate mission statements. Peter Drucker wrote, "The effective mission statement is short and sharply focused. It should fit on a T-shirt. The mission says *why* you do what you do, not the means by which you do it."

Goals. The GFOA also recommends that governments "agree on a small number of broad goals. These written goals should address the most critical issues facing the community. It may be necessary to define priorities among goals to improve their usefulness in allocation resources."

Since FY 2010/11, the six strategic goals have been used as long-term goals to promote alignment with the General Plan, to identify key objectives for achievement each fiscal year, and for reporting as part of the budget, annual report and acting city manager's biweekly report. The strategic goals are the same as the General Plan chapter headings and were the guiding principles developed through the CityShape 2020 process. As a result, the 12 elements and 93 goals from the General Plan cascade from these six strategic goals. The strategic goals are equal with no priority in the listing, however they are listed below in the same order they appear in the General Plan.

- 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, short-term goals may be set by the City Council to address specific needs or challenges facing the community within the next year. In addition, prioritizing the goals could improve usefulness in allocating limited resources.

On May 8, 2013, the City Council held a strategic planning workshop at SkySong. Workshop information is available online at <http://www.scottsdaleaz.gov/council/2013workshop>. At the workshop, the City Council identified eight priority areas to consider for the next year. These were (listed in priority order from May 8):

1. Getting the McDowell Corridor on the Right Track
2. Fiscal Sustainability
3. Strategic Support of Tourism and Visitor Events
4. More Effective Budgeting Process
5. Addressing Aging Infrastructure
6. High Performance Work Culture for City Employees and Staff
7. Comprehensive Economic Development Strategy
8. Transportation Focus

At the end of the workshop, each councilmember briefly identified some possible approaches and strategies that might be pursued in each area (See attachment).

This item provides an opportunity to continue the City Council's discussion regarding the approaches and strategies the City Council wants to pursue over the next year for each priority area, and get confirmation that these are indeed the Council's top priorities for the short-term.

Following tonight's discussion, staff will take these strategies identified by the City Council, and develop an action plan. The plan will define each short-term goal, and describe the objectives, initiatives, and measures that can be undertaken to address each priority adequately, as well as a timeline for completion. The draft plan will be provided for public feedback via www.SpeakUpScottsdale.com and return for additional City Council discussion on Sept. 17, 2013.

STAFF RECOMMENDATION

Recommended Approach

1. Review the mission statement and provide direction to staff regarding revisions, if needed.
2. Review the priority areas from the May 8 workshop and revise, add, combine, or remove priorities as necessary, and provide direction to staff regarding agreement with any or all of these short-term goals, and come to agreement regarding short-term goals for FY 2013/14.

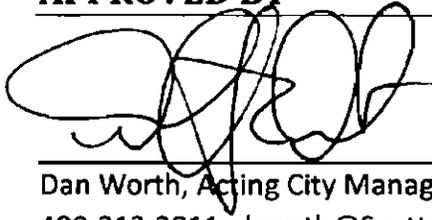
RESPONSIBLE DEPARTMENT(S)

City Manager's Office

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6-17-13

Date

ATTACHMENTS

1. Summary and Input on Priority Areas from May 8, 2013 Strategic Planning Workshop

Summary of Priority Areas

Instructions: The following is a summary of the 8 top priority areas. In a moment we'll ask you about some of the ideas and insights you have in these areas and potential areas of research/dialogue we should pursue with the City staff:

Ideas Results

No. Idea

1. **GETTING THE MCDOWELL CORRIDOR ON THE RIGHT TRACK:** Moving forward a progressive and appropriate strategy for the redevelopment of the McDowell Road corridor that demonstrates a new approach to smart growth and planning. This should be inclusive of what to do with Papago Park opportunity. Understand the current perceptions of South Scottsdale and develop a stakeholder based strategy on the future direction of South Scottsdale, focused development and key investments.
2. **FISCAL SUSTAINABILITY:** The long term financial sustainability for Scottsdale to ensure that it can provide the level of services and infrastructure needed to maintain our desired way of life, attractiveness for visitors and events, economic development and support of the most talented workforce
3. **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. Insure that we effectively implement the tourism strategic plan.
4. **MORE EFFECTIVE BUDGETING PROCESS:** Rethink the way we do our budgeting process to ensure that it is fully aligned with our strategic priorities, enables input from our citizens and workforce, and always encourages the delivery of the highest quality services but in the most efficient ways
5. **ADDRESSING AGING INFRASTRUCTURE:** Develop a clear plan and priority for addressing infrastructure elements including how we fund and monitor overall initiative. This is inclusive of our investment in parks, libraries and other visible amenities.
6. **HIGH PERFORMANCE WORK CULTURE FOR CITY EMPLOYEES AND STAFF:** The further investment and development of the City employee and staff base as the most productive, talented and engaged work environment in any municipal workforce. We should be a net attractor of talent and skills that help us in delivering the highest level of services. The workforce should feel valued and aligned with the strategic priorities of the City
7. **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY:** Ensuring that Scottsdale is viewed as a strong and relevant economy for attraction and maintaining a broad base of employers and industry segments along with an aligned and talented workforce
8. **TRANSPORTATION FOCUS:** The development of a broader, multi-modal transportation strategy for Scottsdale that creates regional linkage and anticipates the overall transportation needs of the community

Input on Priority Area 1: McDowell Corridor

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Get serious about annexing northern area of Papago Park
2. It would be useful if someone actually had a concrete proposal for that area.
3. Remove redevelopment (slum and blight) designation
4. Need a strategy for an overlay district that decreases risk by developers and increases incentives.
5. City needs to get out of the way
6. Create an infill incentive district for McDowell Road
7. Work study session to review the outputs of prior task groups and committees, what was accomplished and how have the recommendations been applied? Is there more to do with the recommendations?
8. Consider transportation along the corridor
9. Allow the private sector to work
10. Encourage investment in accordance with the McD Rd Corridor Task force recommendations
11. Connect high capacity transit from Tempe and Phx
12. More support of SkySong
13. Create an ad campaign promoting the McDowell corridor as the new Heritage Quarter of Scottsdale and provide tax incentives to new business

Input on Priority Area 2: Fiscal Sustainability

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Create a targeted economic development plan
2. Make it easy to do business in Scottsdale
3. Provide a higher level of yearly support to the CIP
4. Pass the 2013 Bond election
5. More tourism events
6. Increase audits
7. Pass the bond
8. Discuss at the Council level our 5 year financial forecast in more detail
9. Invest in our city employees
10. Review the long term implications of reliance on retail sales tax and other revenue sources vs. Property tax - what is the long term variability and reliability of these sources? Should different funding sources be used for different purposes?
11. Keep government growth under projected tax revenues
12. Get marketing plan implemented for TNEC
13. Improve technology in bill pay and processing
14. Use the tourism infrastructure funds to create public amenities
15. Diversify economy

Input on Priority Area 3: Strategic Support of Tourism and Visitor Events

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Support the tourism masterplan
2. Implement Tourism Master Plan provisions
3. Implement tourism strategic plan
4. Implement strategic 5 year tourism plan
5. Recognize that citizens enjoy the same amenities that tourists enjoy
6. Enhance arts and culture
7. Work closely on implementation of the Tourism Plan downtown.
8. Use capital bed tax funds to promote more public amenities
9. Identify additional performing arts venue
10. Focus on the product - who we are and what we offer - not just advertising
11. Create new signature events
12. Develop a plan on how the city will support needs of the Super Bowl tourists in 2015
13. Tennis anyone?
14. Understand the desires of our visitors
15. Utilize Tourism Tax funds for enhancement of our tourism infrastructure
16. Create a one-stop shop for booking events in Scottsdale
17. Do not make any more multiyear commitments to spend bed tax money without a more comprehensive review and plan
18. Use Tourism "bed tax" to promote new worthy tourist events

Input on Priority Area 4: More Effective Budgeting Process

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. START THE BUDGET PROCESS WITH PUBLIC SAFETY FIRST
2. Repeat this process annually to inform the staff's budget process
3. Create a citizen/staff/council efficiency committee
4. Make sure that our goal of a high performance work culture is reflected in the budget
5. Engage city council priorities during budgeting process, not as an afterthought
6. Focus on performance measures at the division level
7. Consider presentation of growth year over year of cost versus benefit
8. Review and potentially refine the performance indicators that define success for each department
9. Engage Council early on potential new areas to fund in the budget
10. Develop benchmarks that allow us to compare cost and quality to other municipalities/service providers
11. Public safety should not be a stand alone area
12. Manage compensation at the department level with an allocation of available funds

Input on Priority Area 5: Addressing Aging Infrastructure

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Provide additional yearly support to the CIP
2. Plan to improve the appearance of City Hall
3. Create a long term plan for GO bonding mechanism, perhaps every 4 or 5 years instead of 10 or 12 years
4. Continue to maximize funding CIP with one-time money
5. Use Paygo effectively for routine Capital maintenance
6. Pass the 2013 Bond
7. What is the useful life of our existing infrastructure? Companies have replacement policies and schedules - do we?
8. Pass the bond
9. Provide council a list of infrastructure projects to fund from General Funds early in the budget process
10. Should we consider parking fees
11. Reconsider the adequacy of the policy of 25 construction sales tax to CIP - if this is no longer a robust revenue source we need to reconsider other options - might it be a of sales tax?
12. GO Bond items represent of the accepted replacement capital projects
13. Another bond

Input on Priority Area 6: High Performance Work Culture for City Employees and Staff

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Encourage development of management staff to effectively motivate and communicate with their departments
2. Fund tuition reimbursement on a yearly basis
3. Develop a compensation philosophy and a process to stay current
4. Respect, empower, provide fair compensation
5. Provide educational/career training
6. Treat employees with dignity and respect
7. Create a competitive pay plan for public safety employees
8. Provide an ongoing monetary program to recognize outstanding performance
9. Encourage and support innovative thinkers
10. Conduct an annual 360 degree review - confidential interviews of Council, Charter Officers, and directs of Charter officer - conducted by a 3rd party to identify themes - strengths and weaknesses in how well we work together
11. Do not treat different employee groups differently
12. Concentrate on the Citizens getting the best value for their tax dollars
13. Encourage a healthy, respectful culture city-wide, teamwork
14. Council review of annual employee satisfaction surveys and management plans to capitalize on strengths and improve deficiencies
15. Focus on performance based compensation
16. Develop a strategy for retaining our quality people
17. Demand mutual respect of all
18. Strengthen the HR department so it can adequately serve the staff

Input on Priority Area 7: Comprehensive Economic Development Strategy

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Build a department of skilled and talented staff, able to collaborate with private sector
2. What are companies looking for, what do we offer, what are our gaps, do we want to fill the gaps, how?
3. Need to focus on targeted industries: Healthcare, Technology, Financial
4. Id what other cities are doing to attract new business?
5. Need a council-approved economic development plan
6. Work with state and regional partners in combined strategies
7. Utilize the talent in our business leaders to play a role in ED
8. Encourage development of management staff to effectively lead and communicate with their departments
9. Identify and target the industries
10. Recognize that the talent that can deal effectively with the private sector need to be compensated for that talent
11. Need to implement economic development plan with task force of citizens
12. Coordinate business attraction efforts with CVB for tourism and Corp group travel connections
13. Join the Discovery Triangle
14. Include high capacity transit in plan
15. Help employers connect with workforce development opportunities
16. Conduct a work study to explain what we are doing now, what are other cities doing and what more can we do?
17. Don't join Discovery Triangle
18. Work with State's ACA to promote Intn'l capital via tourism
19. Involve the entire Council in attracting and retaining employers
20. Are we the kind of place that companies are looking for? Why? Why not? What should we do?

Input on Priority Area 8: Transportation Focus

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. More buses and trolleys
2. Begin with a robust community dialogue around the FACTS of high capacity transit
3. Identify what will be the long term needs, is there a gap? Do we care? If so, what are our options - risks and benefits?
4. Keep the trolley system in place
5. Update the master Transportation Plan to include high capacity transit
6. Assess the transportation needs of the entire community
7. Fully fund the hospitality trolley out of bed tax funds
8. Research the cost and benefits of connectivity with Phx and Tempe
9. Need based solutions that have market demand
10. Encourage transportation offerings along the McDowell Rd. Corridor
11. Identify and dialogue over different modalities of high capacity transit
12. Identify the generational differences/life style differences and the expectations of the future residents to inform the conversation and decisions
13. Consider high capacity transit as an economic driver for revitalizing McDowell Road
14. Private solutions whenever possible
15. Stop making traffic problems worse by crowding more residents into downtown
16. Identify the transportation needs and wants of our next generation
17. Encourage more residents to live in the center of the city to lessen traffic snarls



FY 2013/14 Mayor and City Council Mission and Goals

July 2, 2013 City Council Meeting



Tonight's Agenda Item

- 1. Review the mission statement, revise if needed**
- 2. Review the priority areas from May 8**
 - a) Are the descriptions are clear?**
 - b) If not, what changes should be made?**
 - c) What questions do you have?**
 - d) What information do you need?**
 - e) Are these the areas you want to focus on?**
- 3. Staff will take this information, develop an action plan, get public feedback via Speak Up Scottsdale and return for additional discussion on September 17**

Mission

What is our purpose? What do we do?

Goals

What are our focus areas for the long- and short-term?

Values

What principles govern our actions and the way we do business?

Objectives

What must be achieved to accomplish our goals?

Initiatives

What specific activities must be done to ensure we meet the objectives?

Measures

How will we know if we are achieving the objectives?

Mission Statement (2004)

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 mission statement...

- Defines why we do what we do, why the organization exists
- Provides direction for doing the right things
- Is short and sharply focused
- Is clear and easily understood
- Is memorable and easily memorizable
- Addresses our opportunities
- Matches our competence
- Inspires our commitment
- Says, what, in the end, we want to be remembered for

Should the mission be revisited?

If so, what changes should be considered?



“It should fit on a t-shirt.” Peter Drucker



Mission Statement Options

- A. Reaffirm the current mission statement
- B. Agree to a new mission statement
- C. Direct staff to work on more options and return in September

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.

- Promote and protect quality of life or
- Promote and protect quality of life through open, accountable and responsive government.



Goals...

- Are overarching
- Should be few in number (5 or less)
- Flow from the mission
- Build on strengths
- Address opportunities
- Collectively outline your desired future

“Goals make it absolutely clear where you will concentrate resources for results – the mark of an organization serious about success.” Peter Drucker





Strategic Goals (long-term goals)



Value Scottsdale's Unique Lifestyle and Character



Preserve Meaningful Open Space



Support Economic Vitality



Seek Sustainability



Enhance Neighborhoods



Advance Transportation

Guiding Principles from CityShape 2020 and 2001 General Plan

Priorities Identified on May 8 (short-term goals)

1. Getting the McDowell Corridor on the Right Track
2. Fiscal Sustainability
3. Strategic Support of Tourism and Visitor Events
4. More Effective Budgeting Process
5. Addressing Aging Infrastructure
6. High Performance Work Culture for City Employees and Staff
7. Comprehensive Economic Development Strategy
8. Transportation Focus

Are these the areas you want to focus on?

Should any be added, combined or eliminated?

Are they in priority order?





Tonight's Agenda Item

1. Review the mission statement, revise if needed
2. Review the priority areas from May 8
 - a) Are the descriptions are clear?
 - b) If not, what changes should be made?
 - c) What questions do you have?
 - d) What information do you need?
 - e) Are these the areas you want to focus on?
3. Staff will take this information, develop an action plan, get public feedback via Speak Up Scottsdale and return for additional discussion on September 17

1. Getting the McDowell Corridor on the Right Track

Moving forward a progressive and appropriate strategy for the redevelopment of the McDowell Road corridor that demonstrates a new approach to smart growth and planning. This should be inclusive of what to do with Papago Park opportunity. Understand the current perceptions of South Scottsdale and develop a stakeholder based strategy on the future direction of South Scottsdale, focused development and key investments.

Is the description clear?

If not, what changes should be made?

What questions do you have?

What information do you need?

Attachment 1, Page 2/9



2. Fiscal Sustainability

The long term financial sustainability for Scottsdale to ensure that it can provide the level of services and infrastructure needed to maintain our desired way of life, attractiveness for visitors and events, economic development and support of the most talented workforce

Is the description clear?

If not, what changes should be made?

What questions do you have?

What information do you need?

Attachment 1, Page 3/9



3. 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. Insure that we effectively implement the tourism strategic plan.

Is the description clear?

If not, what changes should be made?

What questions do you have?

What information do you need?

Attachment 1, Page 4/9



4. More Effective Budgeting Process

Rethink the way we do our budgeting process to ensure that it is fully aligned with our strategic priorities, enables input from our citizens and workforce, and always encourages the delivery of the highest quality services but in the most efficient ways

Is the description clear?

If not, what changes should be made?

What questions do you have?

What information do you need?

Attachment 1, Page 5/9



5. Addressing Aging Infrastructure

Develop a clear plan and priority for addressing infrastructure elements including how we fund and monitor overall initiative. This is inclusive of our investment in parks, libraries and other visible amenities.

Is the description clear?

If not, what changes should be made?

What questions do you have?

What information do you need?

Attachment 1, Page 6/9



6. High Performance Work Culture for City Employees and Staff

The further investment and development of the City employee and staff base as the most productive, talented and engaged work environment in any municipal workforce. We should be a net attractor of talent and skills that help us in delivering the highest level of services. The workforce should feel valued and aligned with the strategic priorities of the City

Is the description clear?

If not, what changes should be made?

What questions do you have?

What information do you need?

Attachment 1, Page 7/9



7. Comprehensive Economic Development Strategy

Ensuring that Scottsdale is viewed as a strong and relevant economy for attraction and maintaining a broad base of employers and industry segments along with an aligned and talented workforce

Is the description clear?

If not, what changes should be made?

What questions do you have?

What information do you need?

Attachment 1, Page 8/9



8. Transportation Focus

The development of a broader, multi-modal transportation strategy for Scottsdale that creates regional linkage and anticipates the overall transportation needs of the community

Is the description clear?

If not, what changes should be made?

What questions do you have?

What information do you need?

Attachment 1, Page 9/9

