
This document was created from the closed caption transcript of the September 17, 2013 Work Study Session and **has not been checked for completeness or accuracy of content.**

A copy of the agenda for this meeting, including a summary of the action taken on each agenda item, is available online at:

<http://www.SCOTTSDALEaz.gov/Assets/Public+Website/council/Council+Documents/2013+Agendas/091713SpecialAgenda.pdf>

An unedited digital video recording of the meeting, which can be used in conjunction with the transcript, is available online at: <http://www.SCOTTSDALEaz.gov/citycable11/channels/council13>. For ease of reference, included throughout the transcript are bracketed "time stamps" [Time: 00:00:00] that correspond to digital video recording time.

For more information about this transcript, please contact the City Clerk's Office at 480-312-2411.

CALL TO ORDER

[Time: 00:00:03]

Mayor Lane: SINCE WE'VE HAD A LITTLE BIT OF BREAK, WE'LL GO AHEAD AND MOVE INTO OUR WORK STUDY SESSION. I'LL BE CALLING TO ORDER WORK STUDY SESSION. THIS IS SEPTEMBER 17, 2013, AND IT IS APPROXIMATELY 6:30. I'LL GO AHEAD AND CALL FOR A ROLL CALL.

ROLL CALL

[Time: 01:19:57]

City Clerk Carolyn Jagger: MAYOR JIM LANE.

Mayor Lane: PRESENT.

Carolyn Jagger: VICE MAYOR SUZANNE KLAPP.

Vice Mayor Klapp: HERE.

Carolyn Jagger: COUNCILMEMBERS VIRGINIA KORTE.

Councilmember Korte: HERE.

Carolyn Jagger: BOB LITTLEFIELD.

Councilman Littlefield: HERE.

Carolyn Jagger: LINDA MILHAVEN.

Councilwoman Milhaven: HERE.

Carolyn Jagger: GUY PHILLIPS.

Councilman Phillips: HERE.

Carolyn Jagger: AND DENNIS ROBBINS.

Councilman Robbins: HERE.

Carolyn Jagger: CITY MANAGER FRITZ BEHRING.

Fritz Behring: HERE.

Carolyn Jagger: CITY ATTORNEY BRUCE WASHBURN.

Bruce Washburn: HERE.

Acting City Treasurer Lee Guillory: HERE.

Carolyn Jagger: CITY AUDITOR SHARRON WALKER.

Sharron Walker: HERE.

Carolyn Jagger: AND THE CLERK IS PRESENT.

Mayor Lane: THANK YOU VERY MUCH. THIS IS A WORK STUDY SESSION AND THE PURPOSE IS FOR THE CITY COUNCIL'S 2013/14 STRATEGIC PLAN AND START WITH A PRESENTATION ON THAT WITH BRENT STOCKWELL.

ITEM 1 – CITY COUNCIL 2013/2014 STRATEGIC PLAN

[Time: 01:20:38]

Strategic Initiatives Director Brent Stockwell: THANK YOU MAYOR AND MEMBERS OF THE CITY COUNCIL. YOU HELD A STRATEGIC PLANNING WORKSHOP ON MAY 8TH AND THEN DEVELOPED A SET OF PRIORITIES FOR THE NEXT FISCAL YEAR. YOU DISCUSSED THOSE FURTHER ON JULY 2ND AND GAVE STAFF DIRECTION TO GO OUT AND WORK ON A REVISED SIMPLE MISSION STATEMENT AND ALSO TO DEVELOP AN ACTION PLAN BASED ON THOSE PRIORITIES. SINCE THAT TIME WE DEVELOPED A TEAM TO WORK ON THAT. THE PLAN HAS BEEN DEVELOPED, REVIEWED BY THE EXECUTIVE TEAM AND IT WAS SHARED AT A FORUM OF OUR MANAGERS AND PROFESSIONALS IN THE CITY AND WE'VE ALSO PUT THAT OUT FOR PUBLIC COMMUNITY ON THE SCOTTSDALE WEB SITE AND SHARED THAT INFORMATION WITH OUR EMPLOYEES. THE COMMENTS WE DID RECEIVE FROM THE PUBLIC AND

FROM OUR EMPLOYEES WERE SHARED WITH YOU PRIOR TO THE MEETING. IN YOUR COUNCIL PACKETS THIS EVENING WE FLUSHED OUT A DESCRIPTION FOR EACH PRIORITY AND KEY OBJECTIVES FOR EACH ONE OF THOSE AND INCLUDED SUPPLEMENTAL INFORMATION THAT WENT INTO MORE DETAIL ON EACH OBJECTIVE WITH KEY INITIATIVES AND SOME MEASURES AND TIMELINES ASSOCIATED WITH THAT. THIS ITEM PROVIDES AN OPPORTUNITY FOR US TO GET ADDITIONAL FEEDBACK AND DIRECTION YOU HAVE ON THE PLAN PRIOR TO MOVING FORWARD. WE DO PLAN TO SCHEDULE FUTURE WORK STUDY SESSIONS ON KEY TOPICS RELATED TO THOSE PRIORITIES. THE FIRST ONE IS OCTOBER 15TH DEALING WITH THE MCDOWELL ROAD PRIORITY. TONIGHT WHAT WE'D LIKE TO DO IS HAVE THE KEY PERSON FOR EACH ONE OF THOSE ITEMS TO BRIEFLY GIVE YOU AN OVERVIEW ON THE WORK THAT WAS DONE AND ANSWER AND RESPOND TO ANY QUESTIONS YOU HAVE AND GIVE YOU AN OPPORTUNITY TO DISCUSS THE ITEMS AND WE'LL TAKE THAT FEEDBACK AND KEEP WORKING. THAT'S WHAT WE HAVE. UNLESS YOU HAVE QUESTIONS FOR ME I'LL HAVE KELLY COME UP AND TALK TO YOU ABOUT THE MISSION STATEMENT.

Mayor Lane: THANK YOU MR. STOCKWELL.

[Time: 01:22:36]

Kelly Corsette: THANK YOU, MAYOR, MEMBERS OF THE COUNCIL. YOU RECALL ON JULY 2ND WHEN YOU LOOKED AT THIS CURRENT CITY MISSION STATEMENT YOU ASKED STAFF TO GO BACK AND SEE IF WE COULD COME UP WITH SOMETHING MORE SUCCINCT. WE WENT BACK, A CORE WORKING GROUP, AND DEVELOPED A REFRESHED MISSION STATEMENT. WE LOOKED AT PEER CITIES AND OTHER ORGANIZATIONS AND WE CAME UP WITH, WE WENT FROM THIS MISSION STATEMENT TO THIS PROPOSED MISSION STATEMENT "KEEPING SCOTTSDALE A PREMIER COMMUNITY AND WORLD CLASS DESTINATION". WE, AS BRENT MENTIONED, WE PUT THIS OUT FOR COMMUNITY FEEDBACK AND ALSO FEEDBACK FROM OUR EMPLOYEES AND WE GOT A LOT OF GOOD FEEDBACK THAT'S PART OF THE PACKET PROVIDED TO YOU. ULTIMATELY WE FEEL LIKE THIS PROPOSAL IS ONE THAT IS MEMORABLE AND MEMORIZABLE. IT'S SOMETHING THAT THE ORGANIZATION CAN USE TO GUIDE OUR DAY-TO-DAY WORK. REALLY A TOUCHSTONE FOR US AS WE DELIVER SERVICES TO OUR COMMUNITY. WE ALSO FEEL LIKE IN BEING SUCCINCT WORDS LIKE PREMIER AND WORLD CLASS ARE THINGS AS A THE COUNCIL MAKES POLICY DECISIONS AND THE VOTERS APPROVE DOCUMENTS LIKE GENERAL PLANS AND THINGS LIKE THAT THE SHAPE OF WORD LIKE PREMIER AND WORLD CLASS WILL BECOME MORE CLEAR FOR US AS AN ORGANIZATION AND WE WILL BE ABLE TO UNDERSTAND WHAT PREMIER REALLY MEANS IN TERMS OF SERVICE DELIVERY AND HOW WE WORK IN THE COMMUNITY AND WHAT WORLD CLASS MEANS. THIS IS BEING PROPOSED FOR YOUR CONSIDERATION AND I'D BE HAPPY TO ANSWER ANY QUESTIONS ON IT.

Mayor Lane: WELL, THANK YOU MR. CORSETTE. THEY'RE COMING ON NOW, BUT WE'LL GO AHEAD AND MAYBE START WITH THE MISSION STATEMENT IF WE HAVE QUESTIONS OR COMMENTS ON THAT.

[Time: 01:24:38]

Councilman Robbins: SO I LIKE THE DIRECTION AND LET ME JUST ASK A QUESTION ABOUT FUNCTIONING WITHIN THE ORGANIZATION AND IS IT, DO YOU WANT SOMETHING THAT'S MORE A STATEMENT OR DO YOU WANT SOMETHING THAT'S MORE OF AN ACTION? WHAT I WAS THINKING IS THE ONLY THING I DON'T PARTICULARLY CARE FOR, ALTHOUGH I COULD PROBABLY LIVE WITH, IS THE

KEEPING. WOULD IT BE BETTER TO SAY SCOTTSDALE, A PREMIER COMMUNITY AND WORLD CLASS DESTINATION? I REALIZE KEEPING MEANS WE ALREADY ARE. IF YOU MAKE IT A STATEMENT YOU'RE TOUTING THAT AS WELL. THAT WOULD BE MY ONLY SUGGESTION IS MAYBE YOU CAN REACT TO THAT.

Kelly Corsette: THANK YOU. WE'RE STILL PROBABLY LOOKING FOR THAT MAGIC VERB. I THINK WE FELT LIKE WE NEEDED A VERB IN THERE, SOMETHING TO GIVE IT SOME ACTION AND AS YOU APPROPRIATELY RECOGNIZED, WE BELIEVE IN MANY WAYS WE ARE A PREMIER COMMUNITY AND A WORLD CLASS DESTINATION. SO WE HAD TO TRY TO FIND A WORD THAT INDICATED THAT AND ALSO INDICATING WE NEED TO WORK TO MAINTAIN AND IMPROVE BOTH OF THOSE THINGS. SO FAR THAT SEEMS TO BE THE ONE WORD THAT PEOPLE KIND OF STRUGGLE THE MOST WITH. FRANKLY IT'S NOT A VERY EXCITING WORD, BUT FOR RIGHT NOW THAT'S THE ONE WE'VE GOT.

Councilman Robbins: FAIR ENOUGH. THANK YOU.

Mayor Lane: THANK YOU COUNCILMAN. COUNCILWOMAN KORTE.

Councilmember Korte: THANK YOU, MAYOR. I ECHO THE QUESTION OF KEEPING KEEPING. THAT WAS SUPPOSED TO BE FUNNY. SO THIS MISSION STATEMENT, WHO WAS INVOLVED? WHERE DID IT COME FROM? HOW DID IT COME OUT OF THE ASHES, SO TO SPEAK?

[Time: 01:26:40]

Kelly Corsette: COUNCILMEMBER KORTE, MEMBERS OF THE COUNCIL, OUR WORKING GROUP LISTED IN YOUR COUNCIL ACTION REPORT WAS THE INITIAL GROUP THAT STARTED TO DEVELOP OPTIONS AND WE DEVELOPED QUITE A FEW OPTIONS AND EVEN HAD A COUPLE MEETINGS WHERE WE TRIED TO WORD DIFFERENT THINGS. WE HAD A CORE GROUP THAT BOUNCED THINGS AROUND AND A COUPLE OF US DID MORE RESEARCH TO SEE IF WE COULD FIND INSPIRATION OUTSIDE OUR COMMUNITY AND ORGANIZATION. THERE ARE A LOT OF DIFFERENT WAYS YOU CAN EXPRESS THE MISSION OF A CITY AND DEPENDING ON YOUR EAR AND ON YOUR EYE, SOME OF THEM WORK BETTER THAN OTHERS. THAT WAS REALLY THE PROCESS THAT WE USED AND I WOULD SAY IN THE FEEDBACK THAT WE GOT FROM EMPLOYEES AND MOSTLY FROM EMPLOYEES. THE COMMUNITY DIDN'T SEEM TO HOVER AROUND THAT WORD SO MUCH. THAT DOES SEEM TO BE SOMETHING THAT MAYBE STILL MISSES THE MARK IN SOME WAYS. AS I MENTIONED, IF WE DISCOVER THAT MAGIC VERB, THAT MIGHT REALLY BRING THIS TO LIFE AND PULL IT TOGETHER.

Councilmember Korte: PERHAPS MY QUESTION WAS MISUNDERSTOOD. WHO WAS INVOLVED IN WRITING THIS MISSION STATEMENT?

Kelly Corsette: IT WAS THAT WORKING GROUP OF STAFF AND ULTIMATELY MYSELF AND BRENT STOCKWELL WERE THE ONES THAT GOT CLOSEST TO THIS AND BOUNCED AROUND A LOT OF OTHER IDEAS.

Councilmember Korte: THERE WERE NO CITY COUNCIL MEMBERS INVOLVED?

Kelly Corsette: THERE WERE NOT AT THAT LEVEL. THIS IS THE POINT WHERE WE BRING IT BACK TO YOU ALL.

Councilmember Korte: AND, YOU KNOW, I LIKE THE BREVITY. I THINK WE'RE ON THE RIGHT TRACK AND PERHAPS THE NEXT AND FINAL ITERATION OF THIS WOULD BE TO INVOLVE A COUNCILMEMBER TOO TO BE A PART OF DEVELOPING THAT MISSION STATEMENT, MY SUGGESTION. THANKS.

Mayor Lane: THANK YOU. COUNCILMEMBER PHILLIPS.

Councilmember Phillips: I AGREE. I DON'T LIKE THE WORD KEEPING. IT'S LIKE WE'RE ABOUT TO LOSE IT AND WE NEED TO FIND A WAY TO KEEP IT. AS FAR AS DELEGATING A COUNCILMAN, I WOULD VOTE KORTE AND KLAPP.

Mayor Lane: THANK YOU COUNCILMAN. I'M NOT SURE WHAT THE PROTOCOL CALLS FOR, WE ARE DOING THIS RIGHT NOW WITH COUNCIL. I THINK WE SHOULD OPERATE AS A BODY AS FAR AS THAT'S CONCERNED UNLESS WE WANT TO DEVELOP A SUBCOMMITTEE TO CONSIDER THIS SEPARATELY. BUT I WOULD, I HAVE THE SAME CONCERN AS EVERYBODY ELSE DOES. I WOULD SAY AND I DON'T HAVE THE SECRET VERB BUT I WONDER WHETHER OR NOT, I REMEMBER THE MISSION STATEMENT WE HAD FROM A FEW YEARS AGO AND THAT'S WHAT PROMPTED US TO LOOK FOR SOMETHING THAT'S BRIEF TO THE POINT AND FRANKLY FOR MANY YEARS DROVE OUR CITY HALL AND OUR SERVICES TO, I THINK, TO BE PREMIER IN AND OF THEMSELVES, THOSE SERVICES OPERATIONAL AND INFRASTRUCTURE WISE. I FORGET EXACTLY WHAT THE WORDING WAS ON THAT. BEING PREMIER IN OUR SERVICES AND OUR ABILITY TO PROVIDE FOR THIS COMMUNITY MAKES US A PREMIER COMMUNITY. I DON'T KNOW IF I WOULD SAY TO BE. THAT ALMOST SOUND LIKE WE'RE NOT THERE YET. IF I WERE TO SAY TO BE A PREMIER CITY AND WORLD CLASS DESTINATION. I'M AS STUMPED AS EVERYBODY ELSE IS. I LIKE THE BREVITY. I LIKE WHEN CITY HALL IS MOTIVATED BY OUR OBLIGATION TO THE CONSTITUENTS TO CREATE EXACTLY WHAT'S SAID THERE. I DON'T KNOW IF THAT GIVES GUIDANCE OR THOUGHT BUT I LIKE THE IDEA OF US HAVING A MISSION STATEMENT THAT WE'RE IN CHARGE OF AND ACTIVELY. WHAT WE DO HERE AND WHAT CITY STAFF DOES CONTRIBUTES TO EXACTLY WHAT WE'RE DEFINING THERE. VICE MAYOR KLAPP.

[Time: 01:31:05]

Vice Mayor Klapp: I CAN'T HELP MYSELF; TO BE OR NOT TO BE, THAT IS THE QUESTION. INSTEAD OF KEEPING, PERHAPS ADVANCING.

Kelly Corsette: VICE MAYOR KLAPP, I BELIEVE THAT WAS A SUGGESTION FROM ONE OF OUR EMPLOYEES AS WELL.

Mayor Lane: COUNCILMAN LITTLEFIELD.

Councilman Littlefield: I CAN'T SEEM TO PUT MY FINGER ON THIS RIGHT AWAY IN THE COUNCIL PACKET. WHAT FEEDBACK DID WE GET FROM THE PUBLIC ON THIS, IF ANY?

Kelly Corsette: COUNCILMAN LITTLEFIELD AND MEMBERS OF THE COUNCIL, WE RECEIVED TWO PUBLIC COMMENTS VIA THE SPEAK UP SCOTTSDALE WEB SITE RELATED TO THE MISSION STATEMENT.

Councilman Littlefield: IF I REMEMBER, THIS IS THE SESSION WE HELD AT SKYSONG, RIGHT?

Kelly Corsette: THAT WAS THE ORIGINAL.

Councilman Littlefield: IF I REMEMBER THERE WAS ONE OF TEN DEEP IN THE PUBLIC. PRETTY CLEARLY THE CITIZENRY ISN'T TOO ENGAGED OR ENTHUSED ABOUT THIS PROCESS. I WONDER WHY WE'RE SPENDING ANY TIME ON IT.

Mayor Lane: THANK YOU COUNCILMAN. VICE MAYOR KLAPP.

Vice Mayor Klapp: I THINK WE HAVE TO KEEP IN MIND THIS IS THE COUNCIL'S WORK, THE COUNCIL'S MISSION STATEMENT, NOT THE CITY'S MISSION STATEMENT. IN THIS INSTANCE MORE SO THAN ANYTHING ELSE, WE HAVE TO FEEL THIS IS THE WORK WE WANT TO DO OVER THE COURSE OF THE NEXT COUPLE YEARS. THAT WAS THE WHOLE IDEA OF THE STRATEGIC PLANNING SESSION. AS MUCH AS I BELIEVE CITIZEN INPUT IS IMPORTANT, IN THIS CASE IT HAS TO BE SOMETHING THE COUNCIL WANTS TO MAKE HAPPEN.

Mayor Lane: THANK YOU VICE MAYOR. COUNCILMAN ROBBINS.

Councilman Robbins: I THOUGHT THAT WHEN WE HAD THE SESSION HERE IN CITY HALL IN MAY THIS WAS MORE OF AN ORGANIZATIONAL GOAL. THAT IT PLAYED A PART IN OUR STRATEGIC PLAN AND PRIORITIES AS A COUNCIL. THIS IS SOMETHING MORE OF AN INTERNAL MOTIVATOR AND 15, 20 YEARS AGO THE SLOGAN WAS SIMPLY BETTER SERVICE. THAT WAS MORE OF AN ORGANIZATIONAL GOAL. IS THAT NOT WHAT THIS IS PRIMARILY AN INTERNAL MISSION STATEMENT?

[Time: 01:33:51]

Kelly Corsette: I BELIEVE YOU ARE CORRECT. I'M GOING TO LOOK OVER TO BRENT STOCKWELL FOR CONFIRMATION.

Brent Stockwell: YES. WE'VE PHRASED THIS AS PRIMARILY AN ORGANIZATIONAL MISSION STATEMENT. THE COUNCIL IS A BRIDGE FOR THE ORGANIZATION BETWEEN THE CITIZENS THAT ELECT YOU AND WE SERVE AND THE ORGANIZATION YOU LEAD AND RUN. THE COUNCIL IS IN THE RIGHT POSITION TO WEIGH IN ON THIS BASED ON WHAT YOU HEAR FROM THE CITIZENS AND THE DIRECTION WE ALL GET FROM THE GENERAL PLAN WHICH HAS A VISION STATEMENT. THAT'S REALLY WHAT THE COMMUNITY WANTS FOR THE ENTIRE COMMUNITY. WE'RE TAKING THIS AND TRYING TO SUMMARIZE THAT AND GIVE THE MARCHING ORDERS TO THE ORGANIZATION SO THEY HAVE CLEAR DIRECTION ON WHAT IT IS TO DO AND MAKE DAY-TO-DAY DECISIONS WITH THAT.

Mayor Lane: THANK YOU COUNCILMAN ROBBINS. COUNCILWOMAN MILHAVEN.

Councilwoman Milhaven: I LOVE THE BREVITY. I THINK IT'S CLEAR. ONE OF THE COMMENTS THE STAFF MADE WAS IT'S A GOOD ELEVATOR SPEECH. KEEPING MIGHT NOT BE THE MOST INSPIRING VERB BUT COMMUNICATES WHAT WE WANT AND I DON'T HAVE ANY INTEREST IN DOING WORD SMITHING. I THINK THIS IS JUST FINE.

Mayor Lane: THANK YOU COUNCILWOMAN. I WANT TO MAKE JUST THE COMMENT I AGREE WITH DENNIS. THIS IS AN OPERATIONAL TYPE OF ISSUE AND NOT TO BELABOR THIS POINT. THIS COULD BE FINE. IT DOESN'T SEEM ACTIVE ENOUGH WITH THE WORD KEEPING. THE SIMPLY BETTER SERVICE IS SOMETHING THAT SERVED US WELL BECAUSE IT WAS A CLEAR DIRECTIVE ALMOST LIKE SIMPLY A BETTER CITY OR MAKING A BETTER CITY OR SOMETHING ALONG THAT LINE. IT ENCOMPASSES SIMPLY WE WANT TO BE A PREMIER CITY AND A WORLD CLASS DESTINATION. WHAT DO WE DO HERE AND WHAT DOES THE STAFF AT CITY HALL DO TO ADVANCE THAT? IT'S REALLY TO PROVIDE BETTER SERVICE. THAT'S WHY I THOUGHT THE SIMPLY BETTER SERVICE WAS A GOOD ONE. IF THERE'S SOME PLAY OFF OF THAT THAT COULD JUST TALK ABOUT OUR MISSION IS TO MAKE THE BEST CITY, TO MAKE A BETTER CITY AND TO SIMPLY HAVE A BETTER CITY AND HAVE THE BEST CITY. THAT MAY SOUND REAL ASPIRATIONAL BUT I BELIEVE THOSE STATEMENTS ARE WHAT WE'RE TALKING ABOUT AND WHAT WE'RE TRYING TO MOTIVATE IN AN OPERATIONAL STATEMENT. COUNCILMAN LITTLEFIELD.

Councilman Littlefield: THIS IS ALL COMING BACK TO ME NOW. I REMEMBER THE OBJECTION I MADE WHEN WE HAD THIS SESSION AT SKYSONG AND I POINTED OUT THAT THERE WAS ONE GUY, MIKE KELLY THERE AND HE LEFT HALFWAY THROUGH. PEOPLE MUST WONDER WHAT WE'RE DOING. THIS IS SO DISCONNECTED FROM WHAT THE CITIZENS WANT. EVERY SURVEY AND POLL AND ELECTION TELLS ME THE NUMBER ONE CONCERN OF THE CITIZENS IS THE CITY GOVERNMENT KEEP THEM SAFE AND THERE'S NOTHING ABOUT PUBLIC SAFETY IN HERE. THIS IS SO VAGUE AND IT REMINDS ME OF WHAT WE USED TO DO BACK WHEN I WORKED FOR COMPUTER CAMPAIGNS IN THE 80'S AND HAD MANAGEMENT FADS LOOKING FOR EXCELLENCE AND SPENT DAYS AND MILLIONS OF MAN HOURS GOING TO MEETINGS AND LEARNING ABOUT THIS. THIS IS DISCONNECTED FROM WHAT I HEAR FROM THE CITIZENS. I DON'T KNOW WHY WE'RE BOTHERING WITH IT.

[Time: 01:37:42]

Mayor Lane: I THINK THIS EXERCISE IS A GOOD ONE. I THINK IT DOES GIVE DIRECTION AND A SIMPLE AND STRAIGHTFORWARD KIND OF WAY. MAYBE IT'S A STATEMENT NOT NECESSARY AND MAYBE THIS IS WHAT WE'RE DOING. A PLAIN STATEMENT THAT SAYS THIS IS WHAT WE'RE INTENT ON DOING COMMUNICATES, I THINK, NOT ONLY THROUGH THE CONSTITUENTS AND THE STAFF. THAT'S A PRIMARY THING AND WHAT COUNCILMAN ROBBINS WAS EXPRESSING. THIS IS SOMETHING AND THE VICE MAYOR MENTIONED, TOO. THIS IS SOMETHING FOR US TO HELP US IN A DIRECTIVE FOR WHAT WE HOPE TO HAVE FOR AN ONGOING BASIS. I LIKE SIMPLICITY AND ACTIVE LANGUAGE. KEEPING SEEMS A LITTLE PASSIVE. I REALIZE WE'RE ALL TALKING ABOUT IF IT MAKES SENSE AND WHAT'S A REAL SIMPLE STATEMENT THAT COMPLETES EXACTLY WHAT WE'RE TALKING ABOUT HERE? I DON'T KNOW IF IT'S BEST SERVICE CITY OR SOMETHING LIKE THAT. I WISH I COULD BE MORE ENLIGHTNING ON THIS EXCEPT I WOULD LIKE IT TO BE ON SIMPLE AND ACTIVE AND WHAT WE'RE TRYING TO SAY THERE BUT IN THE TERMS OF WHAT WE DO TO GET THERE. IS THERE ANYONE ELSE WHO HASN'T SPOKEN? OK, COUNCILMAN LITTLEFIELD.

Councilman Littlefield: IF WE'RE GOING TO DO THIS, LET ME OFFER AN ALTERNATIVE SET OF GOALS. IF YOU GOT THE CITIZENS WOULD BE WHAT THEY WOULD DO. GOAL NUMBER ONE; KEEP CRIME LOW, GOAL TWO; IF MY HOUSE CATCHES ON FIRE GET THERE; MAKE SURE MY GARBAGE GETS PICKED UP AND MAKE SURE THE WATER IS CLEAN; MAKE SURE THE STREETS ARE FIXED. THAT'S THE KIND OF STUFF THAT PEOPLE CARE ABOUT. THIS IS SO, IF THERE'S ANYBODY WATCHING ON TV AT HOME I CAN'T BELIEVE ANYBODY IS ACTUALLY WATCHING THIS ON CHANNEL 11. THEY MUST SAY WHAT ARE

THESE PEOPLE DOING? THIS IS SO VAGUE AND SO DISCONNECTED FROM WHAT THE CITIZENS WANT US TO DO. I SAID THIS WHEN WE WERE AT SKYSONG. I DON'T KNOW WHAT THE VALUE. WHAT'S AN EMPLOYEE SUPPOSED TO DO WITH THIS? IS THE GUY DOWN IN SOLID WASTE, ARE WE GOING TO SEND HIM A MEMO WITH THESE GOALS AND HE'S GOING TO SAY THAT'S NEVER OCCURRED TO ME. I'M GOING TO HAVE TO DO A BETTER JOB OF PICKING UP THE GARBAGE. I DON'T SEE THE VALUE OF THIS IS. I DON'T KNOW WHAT WE'RE DOING HERE.

Mayor Lane: SORRY FOR THE CONFUSION. COUNCILMAN ROBBINS.

Councilman Robbins: THANK YOU, MAYOR. I COULDN'T DISAGREE WITH THAT ANY MORE. I THINK THAT THE REASON WE'RE HERE IS BECAUSE WE ARE A PREMIER COMMUNITY. ALL THOSE THINGS JUST MENTIONED, DON'T EVERY COMMUNITY DO THAT? WE'RE REQUIRED TO DO THAT AS WELL BUT THROUGH THE CITY MANAGER HIRING PROCESS THAT WAS WHAT MR. BEHRING TALKED ABOUT MAKING THE TRAINS RUN ON TIME. WHAT WE VALUE AS COUNCILMEMBERS IS WE WANT TO BE A PREMIER COMMUNITY AND WE HAVE MORE THAN JUST NEEDS HERE. WE HAVE WANTS AND DESIRES AND WE HAVE DONE THAT AND I THINK IT HAS A LOT OF VALUE.

Mayor Lane: THANK YOU COUNCILMAN. I TOO THINK IT HAS VALUE AND WE'LL PROCEED FROM HERE WITH THE PRIORITIES AND GOALS AND ARE INSTRUMENTAL IN HOLDING US ACCOUNTABLE IN WHAT OUR STATE ADMISSION IS AND PRIORITIES ARE AS WE MOVE FORWARD. IT'S A WAY TO KEEP TRACK OF IT. WHETHER THERE'S WONDER IN THE GENERAL PUBLIC TO WHAT WE'RE DOING AND WHY I'M PERPLEXED BY THAT. WE'RE HERE TO SET A GOAL, HAVE A MISSION STATEMENT AND KNOW WHAT OUR PRIORITIES ARE. IT'S NOT VERY MUCH UNLIKE THE GENERAL PLAN WHERE WE SORT OF SPELL OUT WHAT WE'RE GOING TO DO IN THE WAY OF LAND USE AND A VARIETY OF OTHER THINGS. THIS IS MORE OPERATIONAL RATHER THAN USE OF LAND THROUGHOUT THE COMMUNITY. AS MUCH AS THERE'S A DEPENDENCY ON THE GENERAL PLAN TO EXPLAIN HOW WE'RE GOING TO OPERATE AND MOVE FORWARD IN A VISION STATEMENT AS WELL AS LAND USE AND THAT, THAT'S EXACTLY WHAT WE'RE TALKING ABOUT HERE BUT MORE ON AN OPERATIONAL WAY. IT'S A VERY USEFUL AND NECESSARY TOOL. COUNCILWOMAN KORTE.

[Time: 01:42:21]

Councilmember Korte: THANK YOU, MAYOR. I COMPLETELY AGREE WITH THE IMPORTANCE OF THIS . WE MUST KNOW WHAT OUR MISSION IS AND WHERE WE'RE GOING. IF WE DON'T HAVE DEFINED GOALS WE DON'T HAVE DIRECTION. THIS IS AN IMPORTANT ASPECT OF THAT AND CERTAINLY REFLECTS VALUES THIS CITY HAS LIVED BY FOR YEARS.

Mayor Lane: THANK YOU COUNCILWOMAN. VICE MAYOR KLAPP.

Vice Mayor Klapp. I THINK IT'S IMPORTANT IF THE CITIZENS ARE WATCHING THIS TO UNDERSTAND THAT THIS IS STRICTLY A MISSION STATEMENT. THE OTHER THINGS STATED ARE PART OF THE GOALS AND STRATEGIES. PART OF THE PROBLEM OF THE MISSION STATEMENT THAT WE HAD PREVIOUSLY IS THAT IT HAS MISSION GOALS AND STRATEGIES ALL MIXED INTO A MISSION STATEMENT. ALL WE'RE TRYING TO DO IN THIS PARTICULAR EXERCISE IS HAVE A STATEMENT THAT IS THE OVERRIDING VISION OF THE ORGANIZATION, NOT THE PLAN. THE ORGANIZATION AND THEN WE'LL GET INTO FURTHER DISCUSSION HERE OF THE GOALS AND STRATEGIES PRESENTED BY THE VARIOUS DEPARTMENTS. SO I

THINK THE END PRODUCT WILL BE OKAY. IT'S JUST THAT WE'RE JUST TRYING TO PAIR DOWN THE MISSION STATEMENT TO MAKE IT EXTREMELY CLEAR RATHER THAN BRINGING IN SO MUCH VERBIAGE THAT SHOULD BE PLACED SOMEWHERE ELSE IN THIS PLAN INTO A GOAL OR A STRATEGY. THAT'S THE REASON WHY THIS NEEDS TO BE SO SHARP, SIMPLE AND DIRECT.

Mayor Lane: THANK YOU, COUNCILWOMAN. I'VE JUST GOT AN INDICATION FROM STAFF.....

Brent Stockwell: MAYOR, MEMBERS OF THE CITY COUNCIL, THIS HAS BEEN A GOOD DISCUSSION AND GETS US MORE INFORMATION AND WHAT WE CAN DO IS TAKE IT AND REFINE IT AND COUNCIL TO GET THE INPUT WE'VE GOTTEN FROM THE EMPLOYEES AND HOPEFULLY MORE PUBLIC INPUT AND COME BACK WITH A FINAL REVISED STATEMENT CONSISTENT WITH WHAT WE'RE HEARING. WHAT WE COULD DO NOW IS GO ON AND START RUNNING QUICKLY THROUGH THE PRIORITY AREAS SO THAT WE CAN GET ADDITIONAL FEEDBACK YOU HAVE ON THOSE.

Mayor Lane: VERY GOOD.

Brent Stockwell: THE FIRST PRESENTER ON THAT WOULD BE RANDY GRANT.

Mayor Lane: VERY GOOD. AGAIN, THANK YOU MR. STOCKWELL.

[Time: 01:44:50]

Planning, Neighborhood and Transportation Administrator Randy Grant: GOOD. MAYOR, MEMBERS OF THE COUNCIL, ONE OF THE THINGS WE HEARD LOUD AND CLEAR OUT OF THE RETREAT WAS TO CREATE A FOCUS ON REVITALIZING THE CORRIDOR WE'LL BE TALKING ABOUT IN DETAIL OCTOBER 15TH AND I WANTED TO GIVE YOU AN OUTLINE AND GIVE YOU AN IDEA OF WHAT WE'RE THINKING ABOUT. THE MCDOWELL TASK FORCE; WHEN IT STUDIED AND MADE RECOMMENDATIONS ON THIS, DEFINED THE BOUNDARIES OF THE CORRIDOR AS EVERYTHING SOUTH OF OSBORN. SOME PEOPLE LOOK AT THE MCDOWELL ROAD CORRIDOR AND SEE IT AS THE PROPERTIES THAT IMMEDIATELY FRONT ON MCDOWELL AND STOP AT THE ALLEY BEHIND THOSE PROPERTIES. SO ONE OF THE FIRST THINGS THAT'S IMPORTANT TO US IN DEFINING ANY KIND OF STRATEGY IS TO UNDERSTAND WHAT THE PARAMETERS ARE. WE WOULD LIKE TO HAVE A DISCUSSION ON HOW BROAD YOU WOULD DEFINE IT. IT WILL LEAD TO DIFFERENT WAYS TO APPROACHING REVITALIZATION. THE SECOND THING IS TO IDENTIFY THE TOOLS THAT ARE AVAILABLE TO US AND THAT WOULD BE ACCEPTABLE TO YOU IN THIS REVITALIZATION EFFORT. IF THERE ARE THINGS YOU ARE MORE COMFORTABLE WITH THAN OTHERS, WE WOULD LIKE TO KNOW THAT GOING IN. SO WE WOULD ASK THAT WE GET SOME DIRECTION ON THAT AS WELL. THE SECOND MAIN POINT IS, CAN BE SUMMARIZED AS LISTEN, LEARN AND EDUCATE. LISTEN TO WHAT PEOPLE WANT TO HAVE HAPPEN ON MCDOWELL. WE'VE HAD A LOT OF INPUT ON THE TYPES OF THINGS THAT RESIDENTS FEEL LIKE WOULD BE ADEQUATE AND APPROPRIATE SERVICES ALONG MCDOWELL. QUITE HONESTLY SOME OF THOSE ARE REASONABLE AND DOABLE. SOME OF THEM ARE NOT NECESSARILY IN LINE WITH WHAT THE BUSINESSES WOULD EXPECT COMING IN IN TERMS OF DEMOGRAPHICS AND THE LIKE. PART OF IT IS LISTENING AND LEARNING WHAT TYPES OF BUSINESSES WE'RE LIKELY TO BE ABLE TO ATTRACT UNDER THE CURRENT CONDITIONS AND WHAT WE COULD ATTRACT UNDER DIFFERENT CONDITIONS AND EDUCATE PEOPLE ON THE EXPECTATIONS THAT ARE ASSOCIATED WITH THAT. THE THIRD KEY AREA IS TO ESTABLISH A BRAND OR IDENTITY FOR MCDOWELL. AS YOU'RE WELL AWARE, IT WAS THE MOTOR MILE FOR A LONG

TIME. WHEN THE AUTO DEALERS BEGAN TO LEAVE FOR DIFFERENT MARKETING REASONS THAT IDENTITY DISSIPATED. SO WE THINK IT'S IMPORTANT TO ESTABLISH AN IDENTITY AND A CHARACTER AND A THEME ALONG MCDOWELL THAT CAN BE CARRIED OVER INTO BUSINESS RECRUITING EFFORTS AND ATTRACTION AND EXPANSION OF EXISTING BUSINESSES.

WHETHER THAT'S A PLAY ON THE EDUCATIONAL OPPORTUNITIES IN THE AREA AND WHETHER IT'S A PLAY ON THE AMENITIES AVAILABLE WITH PAPAGO PARK AND THE ZOO AND THE BOTANICAL GARDEN AND SKYSONG OR THE INDIAN COMMUNITY ON THE EAST BOUNDARY, IT'S IMPORTANT FOR US TO KNOW WHAT THE THEME IS. THE FOURTH IS TO IDENTIFY AN IMPROVEMENT LINKAGE TO NEARBY AREAS. THE LINKAGE IS CRITICAL. WE ALSO HAVE ONE TO PHOENIX ON THE WEST AND PROVIDE INTERNAL AMENITIES THAT WOULD TAKE ADVANTAGE TO PROVIDE LINKAGES AS WELL. THE FIFTH AREA IS TO WORK WITH RESIDENTS AND WE BELIEVE THAT STRONG NEIGHBORHOODS ARE AN IMPORTANT FACET OF REVITALIZATION OF THE MCDOWELL ROAD CORRIDOR. STRENGTHENING THOSE NEIGHBORHOODS AND PROVIDING THE TOOLS FOR THE NEIGHBORHOODS TO CREATE THEIR OWN SENSE OF IDENTITY AND SOURCE OF PRIDE IS AN IMPORTANT ASPECT OF THIS PROCESS AND WE FEEL LIKE IT WOULD CONTRIBUTE ULTIMATELY WHAT WE'RE ABLE TO RECRUIT FROM A BUSINESS STANDPOINT AND EXPANSION OF EXISTING BUSINESSES THAT MAY CHOOSE TO STAY THERE BECAUSE OF THE STRENGTH OF THE NEIGHBORHOODS ASSOCIATED WITH THEM. WE'LL HAVE MORE DETAIL ON THIS AND WE'LL BE ABLE TO TALK IN LENGTH ON THE 15th BUT WANTED TO GIVE YOU AN OUTLINE AHEAD OF TIME. BE HAPPY TO ANSWER ANY QUESTIONS.

Mayor Lane: YOU KNOW, AT THIS POINT THERE'S NO ADDITIONAL QUESTIONS RIGHT NOW. LET ME ASK TO START IT OFF MAYBE A LITTLE BIT. YOU MENTIONED ABOUT DEFINING THE CORRIDOR BOUNDARIES AND AS IT BEING SOUTH OF OSBORN. THE DOWNTOWN AREA IS NOW EXTENDED TO EARLE, IS IT NOT?

Randy Grant: CORRECT.

Mayor Lane: IS THERE ANY CONFLICT WITH HAVING IT INTO THE DOWNTOWN AREA? I REALIZE IT'S ONLY A FEW BLOCKS IN THERE. IS THERE ANY CONFLICT THAT CREATES WITH THAT OR DO WE WANT TO DEFINE IT AS STARTING AT EARLE AND FRANKLY THAT BOUNDARY MAY NOT BE EVENLY ACROSS EARLE. I DON'T KNOW EXACTLY. SORT OF DEFINING IT AS SOUTH OF THE DOWNTOWN CHARACTER AREA PLAN AS THE NORTHERN MOST PORTION OF THIS?

[Time: 01:50:13]

Randy Grant: THERE IS A PORTION OF THE DOWNTOWN THAT EXTENDS DOWN ALONG SCOTTSDALE ROAD FARTHER THAN THE REMAINDER. I DON'T THINK IT'S AS IMPORTANT ENOUGH WHERE WE DEFINE IT AS WE KNOW WHAT THE BOUNDARY IS. WHETHER THOMAS SOUTH OR ANY OTHER DELINEATION, WE WOULD LIKE DIRECTION ON KNOWING WHAT TYPES OF PROGRAMS WE CAN IMPLEMENT AND WHAT THE RANGE WOULD BE.

Mayor Lane: WHEN WE TALK ABOUT THE BOUNDARIES AND THEN THE DIRECTION ON APPROPRIATE TOOLS, OBVIOUSLY WE EMPLOYED SOME TOOLS WITH REGARD TO DOWNTOWN WITH REGARD TO ZONING OR ALL MATTER OF THINGS THAT MIGHT HAVE MOTIVATED TO MOVE THAT AREA INTO A SPECIFIC AREA OR DIRECTION. I KNOW WE HAVE IN THE TASK FORCE SOME FOUR YEARS AGO WE

SORT OF DEFINED THOSE PERSPECTIVE KINDS OF ADJUSTMENTS THAT COULD BE MADE TO MOTIVATE THE PRIVATE SECTOR IN THE AREA OF THE MCDOWELL ROAD CORRIDOR AS IT WAS DEFINED AS SOUTH SCOTTSDALE AT THAT POINT IN TIME. THE ONLY REASON I BROUGHT THAT UP IS WHETHER OR NOT THERE WOULD BE A CONFLICT. IF, IN FACT, WE DECIDED TO USE TOOLS THAT OVERLAP THAT WE MAY END UP WITH CONFLICT IN THE APPLICATION OF THEM. I WOULD SUGGEST THAT AND THIS IS ONLY BECAUSE THE STAKE HOLDERS AND THE CITY WORK TOGETHER WITH THE DOWNTOWN TASK FORCE, I'M SORRY WITH THE MCDOWELL TASK FORCE AND MIGHT HAVE BEEN CALLED THE SCOTTSDALE TASK FORCE I'M NOT SURE. WE HAD THE STUDY THAT MADE TREMENDOUS SUGGESTIONS ABOUT THE APPLICATION OF DIFFERENT KINDS OF ZONING AND CHANGES, PARTICULARLY ON MCDOWELL ROAD. WITH THE SHALLOWSNESS OF THE COMMERCIAL PROPERTY, WHETHER OR NOT THERE'S AN OPPORTUNITY TO USE THOSE TOOLS OR CONSIDER THOSE TOOLS AGAIN. THAT WOULD BE SOMETHING BENEFICIAL AND HAS RECEIVED SOME REVIEW. THERE'S BEEN SOME CONSISTENCY ON THEIR THOUGHTS ON THIS MATTER. THOSE WOULD BE IMPORTANT TOOLS TO RECONSIDER.

[Time: 01:52:38]

JUST FOR THE RECORD, I'M FOR PRIVATE SECTOR DEVELOPMENT IN THIS AND MOTIVATION ON THIS. WE HAVE A HUGE INVESTMENT WITH SKYSONG AND IT'S PROVING NOW TO BE A MOTIVATOR. AT LEAST FOR JOBS AND BUSINESSES THAT COME INTO THE AREA THAT ARE POSITIVELY IMPACTING ALTERNATIVE HOUSING AND ALSO THE AMENITIES IN THE AREA. I DO BELIEVE THAT'S COMING AS WE WATCH SOME NEW COMMERCIAL BUILDINGS GOING UP AS YOU WOULD KNOW ADJACENT TO SKYSONG AND THEIR DEVELOPMENT AND MORE RAPIDLY MOVING OCCUPANCY OF THE POTENTIAL THIRD AND MAYBE ONTO THE FOURTH PHASE THERE. SO I JUST WANTED TO MENTION THAT ON THE BOUNDARIES AND ON THE TOOLS IF THAT'S HELPFUL. LISTENING TO STAKE HOLDERS IN THE CURRENT MARKET CONDITIONS PLAYS INTO WHAT I'VE JUST SAID THERE. I'M SURE MARKETING EFFORTS ARE FOCUSED ON RECRUITING DESIRED BUSINESSES TO THE AREA. WE'RE ON A BIT OF A PATH TO THAT AND THERE'S SOME REFINEMENT TO THAT THAT MAYBE WE COULD SEE GUIDANCE FROM THAT SAME TASK FORCE AND FRANKLY THE ECONOMIC SUMMIT THAT LED TO THAT. THE BRAND OR IDENTITY, YOU KNOW IT'S SOMETHING WE OBVIOUSLY HAVE STRUGGLED WITH FOR A LONG TIME. I WOULD SAY TRYING TO GET CLOSER ASSOCIATION WITH PAPAGO PARK IS AN IMPORTANT THING FOR THE REGION. IF WE WERE TO LABEL IT, EVEN THOUGH IT WOULD BE AN EXTENSION AS THE PAPAGO PARK AREA, IT REALLY CHANGES THAT GATEWAY EFFECT. IT GIVES THEM AN ELEGANCE, WITH EITHER THE MCDOWELL ROAD CORRIDOR OR SCOTTSDALE, JUST A THOUGHT AS FAR AS THAT'S CONCERNED. IT COINCIDES WITH SOMETHING WE'RE WORKING ON AND TRYING TO GET A FOOTPRINT IN THE PAPAGO PARK AREA AND WE'RE COMMITTED TO CONTINUE THAT QUEST AND IT MAYBE HAS GREATER PROSPECT WITH A CHANGE IN SOME OF THE ELECTED OFFICIALS AND THE MANAGEMENT IN THE CITY OF SCOTTSDALE ON THAT. OUR RESIDENTIAL COMMUNITIES THAT BORDER IT MAKES IT A GOOD CANDIDATE AND OUR PARTICIPATION WITH THE RIO SALADO BOARD. OUR PARTICIPATION WITH THAT AND OUR DESIRE TO WORK WITH THE TRIBE AND WITH TEMPE AND PHOENIX TO ENHANCE PAPAGO PARK IS SOMEWHAT DEPENDENT ON HAVING THAT FOOTPRINT TO CONTRIBUTE AND WORK WITH THAT AND WHAT THAT WILL MEAN TO THE VALUE OF THE PROPERTIES AT THAT GATEWAY. THAT BRANDING AND EMPHASIS IN THAT AREA IS SOMETHING I WOULD LIKE TO SEE HAPPEN. IMPROVING THE LINKAGES TO AMENITIES WE HAD COORDINATION WITH ORBIT SYSTEM IN TEMPE AND WITH OURS AND I NOTICED THEY ENDED UP GOING TO LARGER BUSES ON THAT CONNECTION. IT IS SOMETHING THAT PLAYS POSITIVE WITH US ON OUR ROUTE 86 THAT WE ASSUMED WHEN THEY CUT

BACKS TOOK PLACE WITH PHOENIX METRO AND NOW WE'RE GETTING SOME NEW TROLRIES ON A BUS TIME BASIS, TOO. THERE ARE EASY AVENUES TO FACILITATE TRANSPORTATION IN OUR DOWNTOWN AND THIS CORRIDOR TO HAVE A POSITIVE AFFECT. FRANKLY TO THE DEVELOPMENT OF THE BUSINESSES THAT ARE COMING INTO THAT AREA AND IN DOWNTOWN A TRANSITION ULTIMATELY TO BE ABLE TO MOVE THAT TRAFFIC IN AND OUT OF DOWNTOWN AND THROUGH THAT CORRIDOR REALLY ENHANCES THE PROSPECT FOR BUSINESSES WITH JOBS INTO THAT COMMUNITY, WHICH HAS AN OVERALL IMPACT POSITIVELY ON THE OVERALL RESIDENTIAL PRODUCT AS WELL. IMPROVING THE TRANSIT SERVICE ALONG THE CORRIDOR THAT MAYBE PLAYS INTO THE SAME ITEM. YOU PROBABLY WELL KNOW THAT IT WAS ACTUALLY SOMETHING, CERTAINLY STRONGLY SUGGESTED IN THAT TASK FORCE WAS TO HAVE BUSINESS PEOPLE AND PROPERTY OWNERS AND RESIDENTS IN THE AREA PUTTING TOGETHER A TASK FORCE. I BELIEVE IT'S AND PARDON ME IF I HAVE HIS NAME WRONG, BERGHOFF, THAT'S AN OFF SPRING AND A GREAT MOTION TO IT. WE DON'T WANT TO TAKE THEM OVER BUT I THINK HAVING THOSE KINDS OF STAKE HOLDERS INVOLVED IN THIS IS A PARAMOUNT IMPORTANCE FOR US AND AMBITIOUS AND POSITIVE THING FOR THEM TO BE DOING AS LONG AS WE DON'T COME IN AND RULE IT OVER BUT WORK HAND IN HAND IN A COOPERATIVE WAY. THOSE ARE MY THOUGHTS ON THOSE ITEMS YOU HAVE THERE AND I'LL MOVE ONTO THE NEXT COUNCIL PERSON. COUNCILMAN PHILLIPS.

[Time: 01:57:51]

Councilmember Phillips: I DIDN'T HAVE SUCH LONG REACHING THOUGHTS AS THAT. I'VE ALWAYS FELT THE MCDOWELL CORRIDOR IS THOMAS SOUTH TO THE TEMPE BORDER AND EAST AND WEST ALL ACROSS MCDOWELL. I NEVER REALLY THOUGHT OF IT AS FURTHER NORTH THAN THAT. THAT'S HOW I FEEL ABOUT IT. AS FAR AS SOUTH SCOTTSDALE KNOWS, THAT'S A BAD CONNOTATION AND WE TRY TO AVOID IT. I CALL IT HERITAGE CORRIDOR. I'VE USED THAT TERM MANY TIMES. I DON'T KNOW IF IT WILL EVER CATCH ON. THAT GIVES THOUGH PEOPLE PRIDE IN SOMETHING AND SOMETHING TO WORK FORWARD WITH AND A HERITAGE CORRIDOR CAN GIVE US AN IDENTITY AND SOMETHING TO BUILD ON IN THE FUTURE. THAT'S MY TWO CENTS.

Mayor Lane: THANK YOU COUNCILMAN. COUNCILWOMAN KORTE.

[Time: 01:58:48]

Councilmember Korte: THANK YOU, MAYOR. RANDY, THANK YOU AND YOUR TEAM AND EVERYONE THAT'S DONE WORK ON THIS. IT'S A GREAT START. THANK YOU VERY MUCH FOR THIS. MANY OF YOU KNOW MCDOWELL ROAD HAS BEEN KIND OF CLOSE TO MY HEART FOR ABOUT 40 YEARS. SO I'VE GOT A FEW THINGS TO COMMENT ON. FIRST OF ALL, YES, LET'S DEFINE THE BOUNDARY. I DON'T CARE WHERE IT IS BUT LET'S DEFINE IT. I THINK BY DEFINING IT WE'RE GOING TO BE ABLE TO BETTER IDENTIFY THE BRAND FOR IT ONCE WE IDENTIFY IT. I'M GOING TO TAKE YOU BACK TO WORK THAT WAS DONE BY A CITIZEN TASK FORCE AND I THINK IT WAS THE MCDOWELL REDEVELOPMENT OR REVITALIZATION TASK FORCE THROUGH THE CHAMBER BACK IN THE EARLY 90s AND THAT WORK WAS OVER A TWO YEAR PROCESS. IT CULMINATED IN A REPORT AND I KNOW THE CITY STILL HAS THAT, BUT IT ALSO CULMINATED IN THE REPORT BUT ALSO A BRANDING NAME CONTEST. SOME OF US ARE GOING TO REMEMBER THAT BRANDING NAME CONTEST. LIKE WELLS FARGO GAVE A STIPEND FOR THE WINNER. THE WINNER CAME UP AND I CAN'T REMEMBER HIS NAME BUT THEY CAME UP WITH THE NAME SCOTTSDALE PAPAGO SO BACK TO THE MAYOR'S PAPAGO'S THOUGHT I THOUGHT IT WAS

APPROPRIATE TO BRING THAT UP. GOING BACK TO DEFINING THE BOUNDARIES THAT WILL HELP US DEFINE THE BRAND. I THINK WE HAVE DONE A GREAT JOB OF LISTENING TO KEY STAKE HOLDERS. I THINK THE NEW SCOTTSDALE GATEWAY ALLIANCE IS A GREAT WAY TO START AND PARTNER IN LISTENING TO THOSE INDIVIDUALS. WE HAVE SOME ZONING TOOLS TO USE THERE WITH THE REDEVELOPMENT DISTRICT. I THINK WE CAN LOOK AT OVERLAYS. LOOK AT WHAT'S BEEN SUCCESSFUL IN OUR CITY IN THE PAST AND USE SOME OF THOSE SUCCESS STORIES. I ALSO THINK THAT LINKAGES, IMPROVING THE LINKAGES AND TRANSIT SERVICES IS ONE OF THE MOST CRITICAL THINGS WE CAN DO. I BELIEVE MCDOWELL ROAD AREA CAN BECOME A CENTER OF COMMERCE AND THOUGH WE NEED TO DEFINE WHAT THAT IS, IT IS MCDOWELL ROAD AREA OR THE BOUNDARIES AND THE BRAND GOING TO BE A CENTER OF WORK OR IS IT GOING TO BE A CENTER OF RESIDENCE AND MULTIRETAIL USES? WE NEED TO DECIDE WHAT THAT BRAND IS AND GO AFTER IT. I BELIEVE THAT BECAUSE OF THE PROXIMITY TO THE AIRPORT, IT'S PAPAGO PARK ALLIANCE AND THE INDIAN BEND AMENITIES AND THE FREEWAY ACCESS ON TWO SIDES OF THE REGION MAKE IT A PERFECT PLACE TO ENVISION A SECOND OR THIRD CENTER OF COMMERCE FOR THE CITY OF SCOTTSDALE. THE LINKAGES ARE IMPORTANT. I'M SURE WE'RE WORKING WITH THE TRANSPORTATION DEPARTMENT AND THE COMMISSION TO LOOK AT WHAT THOSE IMPROVEMENTS, WHAT THE IMPROVEMENTS ARE AND WE CAN BE CONSIDERED. THANKS.

Mayor Lane: THANK YOU COUNCILWOMAN. COUNCILMAN LITTLEFIELD.

[Time: 02:02:35]

Councilman Littlefield: I RAN FOR REELECTION LAST IN 2010 AND I WAS AT A FORUM IN THE SOUTH SCOTTSDALE REDENT GOT UP AND SAID YOU GUYS POINTING AT THE INCUMBENTS HAVE NOT DONE ENOUGH FOR SOUTH SCOTTSDALE. AND I SAID OH, NO YOU'RE EXACTLY WRONG. WE'VE DONE TOO MUCH OF THE WRONG THING. THE PROBLEMS ON THE MCDOWELL CORRIDOR OR WHATEVER YOU WANT TO CALL IT, PAPAGO MCDOWELL, ONE WAS ECONOMIC FORCES WHICH LED THE CAR DEALERS TO LEAVE THE OPENING OF THE 101 AND THE DESIRE FOR AUTOMOBILE MANUFACTURERS TO HAVE FEWER LARGER DEALERS AT THE INTERSECTIONS OF THE FREEWAYS. THE OTHER PROBLEM WAS US, THE CITY COUNCIL. ONE OF THE PROBLEMS THAT HAS HURT THAT AREA WAS THAT WE, THE CITY COUNCIL, ALLOWED STEVE ELLMAN TO KEEP THE LOT EMPTY AND BLIGHTED FOR TEN YEARS WHILE HE WAITED TO GET THE SUBSIDY THAT HE FINALLY INEVITABLY GOT FROM THE CITY. ON TOP OF THAT, SO THIS IS A PROBLEM THAT WE HAD A HAND IN CREATING. IT'S ALSO A PROBLEM THAT WE ARE WRONG TO SET PEOPLE'S EXPECTATIONS ON THAT WE'LL BE ABLE TO FIX. SOMEBODY ASKED ME WHAT MY ROLE WAS AND I SAID WHO IS AT THE CITY, BUREAUCRATS AND POLITICIANS. WHY WOULD ANYBODY THINK THAT A BUNCH OF BUREAUCRATS AND POLITICIANS CAN COME UP WITH ECONOMIC DEVELOPMENT? IT COMES FROM THE PRIVATE SECTOR. PEOPLE DON'T LIKE TO HEAR THAT. THE ANSWER IS IT WILL BE A WHILE BEFORE THINGS WILL PICK BACK UP THERE. WE'RE SEEING THINGS HAPPEN ON YOUR OLD PROPERTY AND OTHER STUFF THERE. WE'RE NOT THE DRIVING MAT. IT'S NOT UP TO US HERE OR YOU TO DECIDE WHAT THE BRAND OR WHAT THE FOCUS OF THAT AREA WILL BE. OUR ROLE IS LIMITED. IT'S TO KEEP IT CLEAN AND SAFE AND MAKE SURE THE ROADS ARE GOOD AND MAKE SURE IT DOESN'T GET ROBBED AND KEEP CRIME DOWN AND WE CAN GET IF YOU GET HURT THERE SOMEBODY WILL HELP YOU. THAT'S WHAT THE CITY ROLE IS. THIS IS EYE WASH. THIS IS NOT OUR JOB, WE CAN'T DO THIS. THIS IS SETTING THE WRONG EXPECTATIONS. WE SCREWED UP BEFORE, THE CITY. OUR ROLE IS TO HELP PRIVATE ENTERPRISE. THE IDEA THAT WE ARE GOING TO DECIDE WHAT THE NEW ROLE OF MCDOWELL WILL BE IS RIDICULOUS. THAT'S NOT UP TO US AND WE DON'T

HAVE THE POWER TO DO THAT. ONCE AGAIN I OBJECT TO THIS WE'RE SITTING UP HERE AND WORD SMITHING ALL THIS STUFF AND I'LL POINT OUT AGAIN YOU DON'T SEE ANYBODY FROM THE PUBLIC HERE. THE PUBLIC OBVIOUSLY DOESN'T BELIEVE THIS EXERCISE HAS ANY VALUE.

Mayor Lane: THANK YOU COUNCILMAN. VICE MAYOR KLAPP.

Vice Mayor Klapp: I THINK WHAT YOU'VE PUT TOGETHER HERE IS A GOOD ROAD MAP TO GET US THERE. I APPRECIATE THE WAY YOU'VE LINED UP THE VARIOUS STRATEGIES THAT ARE GOING TO MEET THE GOAL WITH PARTNERING. PARTNERING IS THE KEY HERE. I DON'T THINK ANYBODY, AT LEAST I DON'T THINK IT'S GOVERNMENT'S RESPONSIBILITY TO MAKE IT ALL HAPPEN DOWN THERE. I DO BELIEVE THAT WE DO HAVE THE RESPONSIBILITY TO WORK IN PARTNERSHIP WITH THE RESIDENTS AND BUSINESSES TO MAKE THE AREA BETTER. THAT'S ALL YOU'RE TRYING TO DO, I BELIEVE, IN THE INFORMATION THAT'S HERE. THESE ARE VARIOUS WAYS THAT YOU HAVE OUTLINED TO TAKE US THERE AND I WOULD AGREE WITH THOSE. I'M NOT GOING TO TRY TO GET INTO THE SPECIFICS OF HOW YOU'LL DO THEM NOW. YOU JUST WANT FEEDBACK AS FAR AS WHAT WE THINK OF, THE WORK PRODUCT YOU'VE DEVELOPED FOR MCDOWELL ROAD AND IN MY ESTIMATION WHAT YOU'VE LISTED HERE ARE THE THINGS THAT NEED TO HAPPEN. SO I WOULD JUST ENCOURAGE YOU TO CONTINUE DOWN THIS PATH. THERE'S A LOT OF WAYS TO DO THAT. I WOULD AGREE WITH IT THAT YOU'VE OUTLINED SOME VERY SPECIFIC THINGS THAT NEED TO HAPPEN. TRANSIT IS KEY, LINKAGES ARE KEY. BRINGING STAKE HOLDERS TOGETHER IS KEY. I THINK IN WORKING WITH THE NEIGHBORHOODS IS IMPORTANT. THERE IS A NEW ORGANIZATION ON MCDOWELL ROAD ALONG MCDOWELL ROAD THAT CAN WORK WITH YOU AND PARTNER WITH YOU. THAT'S A GRAND THING WE'VE GOT GOING FOR US. THERE JUST NEEDS TO BE MORE THOUGHT PUT INTO THIS. YOUR DEPARTMENTS CAN DO A WHOLE LOT TO HELP SOME OF THESE THINGS COME ABOUT. I WOULD ENCOURAGE YOU TO CONTINUE ON THIS PATH AND CONTINUE TO HAVE CONVERSATIONS ON HOW TO MAKE THESE THINGS HAPPEN IN ORDER TO REVITALIZE MCDOWELL ROAD.

[Time: 02:08:06]

Mayor Lane: THANK YOU VICE MAYOR AND COUNCILWOMAN KORTE.

Councilmember Korte: THANK YOU, MAYOR. I FORGOT ONE THING. I BELIEVE IT'S TIME FOR US TO LOOK AT THE ACCOMPLISHMENTS WITHIN THE DISCOVERY TRIANGLE AND PERHAPS CONSIDER JOINING THAT DISCOVERY TRIANGLE GIVEN THE RESULTS THAT THEY HAVE HAD THE LAST TWO YEARS.

Mayor Lane: THANK YOU COUNCILWOMAN. JUST A LITTLE BIT OF AN UPDATE I SUPPOSE ON THAT IS THAT IT'S BEEN MORE OR LESS DETERMINED BY ALL PARTIES THAT HAVE BEEN PART OF IT IS IT HASN'T GONE ANYWHERE OR DONE ANYTHING. WE HAVE STAYED AWAY FROM IT FOR A WHILE BUT NEVERTHELESS, RIGHT NOW WE'RE WORKING WITH DR. CROW AND TEMPE AND PHOENIX TO DETERMINE HOW ECONOMIC DEVELOPMENT WITHOUT THIS MAJOR MECHANISM OF DISCOVERY TRIANGLE WILL BE ABLE TO WORK FOR US. I APPRECIATE THE COMMENT AND MAYBE SOMETHING AT A POINT IN TIME THAT HELD SOME PROMISE FOR US. WE'RE PRETTY MUCH ON OUR OWN WHEN IT COMES TO THIS AREA AND WHAT EAST PHOENIX IS TRYING TO ACCOMPLISH ISN'T NECESSARILY WHAT WE'RE LOOKING TO TRY TO DO. ONE THING I WANT TO MAKE PERFECTLY CLEAR AND SAID IT AT THE OUTSET OF MY COMMENTS. I DON'T THINK THIS IS SOMETHING WE CAN TALK ABOUT THIS. WE CAN DEVISE STRATEGIES AND PLANS AS TO HOW THE CITY CAN STAY OUT OF THE WAY. THAT'S WHY I

SPECIFICALLY TALKED ABOUT THE GATEWAY ALLIANCE. WE DON'T WANT TO TAKE THIS OVER. WE WOULD RATHER THE PRIVATE SECTOR DRIVING THIS AS BEST THEY POSSIBLY CAN. THE BEST WE CAN DO IS TO REDUCE REGULATION AND KEEP A LOW TAX BASE. EVEN AS THE THINGS THE COUNCILMAN LITTLEFIELD EVEN THOUGH HIS TOTAL RELIANCE ON KEEPING IT SAFE IF AN AREA GOES BLIGHTED THE SAFETY FACTOR ENDS UP IN DECLINE AND BECOMES DIFFICULT AND THE MOTIVATION. ONE OF THE BIGGEST PROBLEMS WE HAVE WITH THIS AREA, THE PAPAGO NEIGHBORHOOD IS THE FACT WE'VE BEEN TALKING IT DOWN FOR SO MANY YEARS. IT'S NOT THAT WE'RE IN DENIAL BUT WE HAVE TO STOP TALKING ABOUT IT BEING SORT OF A SICK COUSIN OR SOMETHING. IT'S NOT. IN FACT, THERE'S BEEN A TREMENDOUS AMOUNT OF DEVELOPMENT AND WE NEED TO GET ON THAT PATHWAY. PARDON ME COUNCILWOMAN KORTE, AS FAR AS THE DISCOVERY TRIANGLE IS CONCERNED WE'VE TALKED ABOUT IT, BUT IT IS SORT OF FADED INTO SOME OF THE BACKGROUND RIGHT NOW. THE LAST MEETING WE HAD IT WAS BASICALLY THROWN INTO THE TABLE AS SOMETHING THAT WE WOULD LOOK AT AGAIN IN A DIFFERENT FORM. COUNCILWOMAN KORTE.

[Time: 02:11:12]

Councilmember Korte: AND GIVEN THAT, I DO BELIEVE THAT ECONOMIC DEVELOPMENT EFFORTS ARE BETTER OFF COLLABORATING WITH OUR SISTER NEIGHBORING COMMUNITIES RATHER THAN DOING THIS ALONE, IF IT'S NOT DISCOVERY TRIANGLE THEN IT'S MORE OF A COLLABORATION. I JUST DON'T BELIEVE SCOTTSDALE IS AN ISLAND WHEN IT COMES TO ATTRACTING NEW BUSINESSES INTO OUR CITY.

Mayor Lane: NOR DO I. I DO APPRECIATE THAT POINT ABSOLUTELY. I SEE NO FURTHER COMMENTS TO SPEAK. RANDY, THANK YOU FOR TAKING THE NOTES AND HOPEFULLY SOME GUIDANCE IN THIS.

Randy Grant: MAYOR AND MEMBERS OF THE COUNCIL, WE RECOGNIZE THERE'S NO SILVER ROLLS. THIS WILL BE AN INCREMENTAL PROCESS; THE NEED TO LOOK AT OUR ORDINANCES CONTINUALLY AND LOOK FOR THE OPPORTUNITIES TO PROMOTE BUSINESS GROWTH RATHER THAN TO RESTRICT IT OR REGULATE IT. SO I LOOK FORWARD TO HAVING MORE DETAILED DISCUSSION OCTOBER 15TH. THANK YOU.

Mayor Lane: VERY GOOD. THANK YOU SO MUCH. MS. CASEY.

[Time: 02:12:36]

Economic Development Director Danielle Casey: GOOD EVENING MR. MAYOR AND MEMBERS OF COUNCIL. IT'S MY PLEASURE TO BE IN FRONT OF YOU OFFICIALLY FOR THE FIRST TIME AT THE PODIUM. THANK YOU VERY MUCH. I'VE ACTUALLY GOT TWO ITEMS. THIS ONE AND ROLL INTO THE NEXT ONE. THE ITEM I'M PRESENTING ON AT THIS MOMENT IS PROVIDING STRATEGIC SUPPORT. I'LL HAVE TO TAKE THIS DOWN, OF TOURISM AND VISITOR EVENTS. THIS WAS PART OF A COLLABORATION OF THE STAFF AND ECONOMIC DEVELOPMENT DEPARTMENT. WE ALL SPOKE ON THIS AND HASHED IT OUT AND HAD DISCUSSIONS. THE FORTUNATE PART FOR ME ON THIS ITEM IS IT'S A LITTLE BIT EASY. WE HAVE A RECENTLY COUNCIL APPROVED FIVE YEAR PLAN TO WORK FROM. SO THE ITEM ONE THAT YOU SEE HERE MENTIONS ACHIEVING YEARS ONE AND TWO OBJECTIVES AND A MARKETING PLAN. OUR UNDERSTANDING OF THIS EXERCISE IS TO PROVIDE YOU ALL WITH ACTION ITEMS WE'LL BE ABLE TO WORK ON OVER THE NEXT 12 TO 24 MONTHS. THIS IS YEAR ONE AND TWO OBJECTIVES AND

THAT'S KICKING OFF ALREADY. THE TASK FORCE THAT'S BEEN FORMED IS ALREADY MEETING. THEY'RE HAVING THE SECOND MEETING NEXT WEEK. THERE'S A TREMENDOUS AMOUNT OF ENERGY IN THAT ROOM AND A HUGE AMOUNT OF TALENTED INDIVIDUALS THAT ARE GETTING GOING AND THEIR FIRST MEETING WAS EXCITING. THEY SAID WE NEED TO GET STUFF DONE IN THE FIRST SIX MONTHS AND ACCOMPLISH IT. WE SAID OH, GREAT. GOOD STUFF. THE TASK FORCE IS CREATED AND WHEN YOU LOOK AT THE YEAR ONE AND TWO OBJECTIVES YOU'LL SEE AND IN THEIR NEXT MEETINGS A LOT OF TALK ABOUT DOWNTOWN, ACTIVATING DOWNTOWN AND WORKING ON THAT AREA AND YOU'LL SEE AN ECONOMIC ANALYSIS COME FORWARD IN THE NEAR FUTURE. THAT'S PART OF THE RECOMMENDATIONS. THE SECOND ITEM HERE TALKS ABOUT ENHANCING ONE STOP SHOP PROCESSES FOR SPECIAL EVENTS. THE REASON THIS GOT INPUT INTO THIS ITEM WAS BECAUSE WE HEARD COUNCIL'S COMMENTS NOT ONLY STRATEGIC SPORT OF TOURISM BUT VISITOR EVENTS. THE TEAM LOOKED AT THIS AND TALKED AND BRAINSTORMED AND SAID WHAT CAN WE DO TO SUPPORT VISITOR EVENTS. WE ALREADY HAVE A GREAT SPECIAL EVENT PROCESS. PEOPLE COME IN AND HAVE A SPECIAL EVENT COMMITTEE AND REVIEW THESE AND GET THEM THROUGH THE PROCESS. WE CAN ALWAYS DO BETTER AND LOOKING AT OPTIONS AND DIFFERENT WAYS TO MAKE SINGULAR POINTS OF CONTACT AND MAKE THE COMMUNICATION BETTER AND STREAMLINE IT FROM A CUSTOMER SERVICE STANDPOINT. FINALLY THE LAST ITEM IS TO USE PRACTICES TO ENSURE SCOTTSDALE IS EMPLOYING THE MOST ADVANCED STRATEGIES, PROGRAMS AND TOOLS. IT'S VERY FLOWERY BUT WHAT THAT MEANS IS LOOKING BEYOND OUR BORDERS AND KEEPING AN EYE OUT FOR WHAT ARE OTHER CITIES DOING TOURISM AND EVENTS VERY WELL DOING. WHAT TECHNOLOGIES ARE THEY DEPLOYING AND GUIDELINES AND PROCESSES ARE THEY USING? YOU ALWAYS WANT TO INNOVATE AND MAKE SURE YOU'RE AT THE CUTTING EDGE OF WHATEVER YOU CAN DO. I HAD THE OPPORTUNITY TO PARTICIPATE IN A SOCIABLE CITY SUMMIT WHERE WE TALKED TO CITIES DOING THINGS IN THE DOWNTOWN AREAS. THE DISCUSSIONS WERE INTERESTING. WE FOUND OUT TO OUR HAPPINESS THAT SCOTTSDALE WAS ON THE CUTTING EDGE ON ITEMS AND BEING MORE INNOVATIVE AND FORWARD THINKING THAN SOME.

[Time: 02:16:07]

IN OTHER INSTANCES, WE WERE NOT. AND THERE WERE SOME LESSONS WE COULD LEARN ABOUT THEM AND LESSONS THAT WERE MAYBE A RESTRICTION ON A STATE LEVEL. SO AN EXAMPLE THERE WAS AN INABILITY TO REGULATE TAXIS AND SOME OTHER COMMUNITIES IN OTHER STATES THOUGHT UNBELIEVABLE BECAUSE THEY'D NEVER HEARD OF SUCH THINGS. THIS IS IMPORTANT AND WE'D LIKE TO CONTINUE TO DO THAT RESEARCH AND MAKE SURE WE'RE ON TOP OF THINGS.

Mayor Lane: ON THIS ITEM WE DO HAVE A COUPLE OF REQUESTS FOR SOME QUESTIONS OR SOME COMMENTS. I'LL START WITH COUNCILWOMAN MILHAVEN.

[Time: 02:16:38]

Councilwoman Milhaven: THANK YOU MAYOR. AND I'M NOT SURE IF THIS IS FOR YOU DANIELLE, NICE TO SEE YOU, OR THE COUNCIL, BUT I'M WONDERING, WE'VE INVESTED IN THE WESTWORLD EXPANSION, AND I KNOW WE TALKED ABOUT HIRING MARKETING, AND WE IMAGINED THAT WAS GOING TO BE AN EVENT VENUE, AND SO DOES THAT BELONG HERE? SORT OF, HOW WESTWORLD FITS INTO THIS OVERALL TOURISM STRATEGY AND HOW WE SUPPORT THAT BECAUSE I STILL DON'T KNOW WHERE WE ARE ON HIRING A MARKETING FIRM, BUT THAT'S ANOTHER ISSUE.

Danielle Casey: MR. MAYOR, COUNCILWOMAN, BECAUSE THAT DOESN'T FALL UNDER THE PURVIEW OF THE ECONOMIC DEVELOPMENT DEPARTMENT IT WASN'T SPECIFICALLY ADDRESSED HERE. I THINK PEOPLE WOULD LOVE TO HEAR YOUR THOUGHTS.

Councilwoman Milhaven: WELL I'M THINKING THAT WE INVESTED IN EXPANDING WESTWORLD TO SUPPORT TOURISM. WE USED BED TAX DOLLARS AND IT'S A VENUE FOR VISITOR EVENTS, SO EVEN THOUGHT IT DOESN'T FALL UNDER THE CATEGORY OF ECONOMIC DEVELOPMENT BUT IT IS WITHIN THE ECONOMIC REVITALIZATION DEPARTMENT AND EVEN IF IT HAS TO BE CROSS-DEPARTMENT, NOW UNLESS MY COLLEAGUES SEE IT BELONGS SOMEWHERE ELSE I WOULD IMAGINE MAKING SURE THAT WESTWORLD IS A SUCCESS WOULD BE A PRIORITY THAT WOULD FIT UNDER THIS BIG BROAD CATEGORY.

Mayor Lane: COUNCILWOMAN, CITY MANAGER MR. BEHRING, WOULD YOU LIKE TO ADDRESS THAT?

[Time: 02:17:59]

City Manager Fritz Behring: MR. MAYOR, MEMBERS OF THE COUNCIL, STAFF WILL BE BRINGING AN UPDATE ON THAT MATTER BACK TO THE COUNCIL IN OCTOBER, TO UPDATE YOU AS TO WHERE WE'RE AT IN THAT PROCESS. BUT THAT MATTER IS MOVING FORWARD.

Councilwoman Milhaven: I JUST WONDERED IF WE COULD HEAR FROM OTHERS. WE ALSO TALKED ABOUT HAVING SOMEBODY WHO CREATES AND FINDS EVENTS OUTSIDE OF JUST THE EXPANSION OUT AT WESTWORLD. DOES THAT BELONG HERE AS WELL? TO SAY THAT THERE IS A PERSON OR PROCESS THAT LOOKS FOR NEW EVENTS, DEVELOPS NEW EVENTS. IS THAT ONE OF THE OBJECTIVES? THANK YOU.

Mayor Lane: THANK YOU COUNCILWOMAN. COUNCILWOMAN KORTE.

Councilmember Korte: THANK YOU MAYOR. THE COUNCILMEMBER MILHAVEN BEAT ME TO THE WESTWORLD QUESTION I HAD. IT'S INTERESTING THAT IT'S TOTALLY ABSENT. WE'VE INVESTED \$42 MILLION IN IT. I KNOW IT WAS BACK IN 2012 WHEN THE COUNCIL VOTED ON THE ORIGINAL FUNDING OF IT. THERE WAS A PROMISE FOR AN AGGRESSIVE MARKETING PLAN. NOW IT IS A YEAR AND A HALF LATER AND WE DON'T HAVE ANYTHING. IT IS VERY MUCH A CONCERN OF MINE. SO THANK YOU.

Danielle Casey: I JUST WANT TO THANK YOU VERY MUCH FOR THOSE COMMENTS. I DO WANT TO SHARE THAT IT'S NOT COMPLETELY DEVOID WHEN YOU GET TO THE TOURISM DEVELOPMENT MARKETING. THERE IS A TREMENDOUS AMOUNT OF TALK ABOUT MARKETING TO ATTRACT SPECIAL EVENTS TO THE CITY. BUT I THINK WHAT YOU'RE TALKING ABOUT IS A SPECIFIC INITIATIVE CENTRALIZED AROUND WESTWORLD ITSELF AS OPPOSED TO WESTWORLD AS ONE OF MANY TOOL KITS THAT WE HAVE TO ATTRACT EVENTS. I HEAR YOU LOUD AND CLEAR.

Mayor Lane: THANK YOU MS. CASEY. COUNCILMAN LITTLEFIELD.

[Time: 02:20:16]

Councilman Littlefield: SO GO BACK TO WHAT YOU SAID ABOUT A TASK FORCE. WHAT KIND OF TASK FORCE ARE WE TALKING ABOUT?

Danielle Casey: MR. MAYOR AND COUNCILMAN, THIS TASK FORCE IS FOR THE TOURISM DEVELOPMENT AND MARKETING STRATEGIC PLAN THAT HAS BEEN CREATED. IT WAS BEING FORMED AS I WAS COMING TO THE CITY, AND PART OF THAT WHOLE PROCESS OF THE APPROVAL OF THE STRATEGIC PLAN. IT IS A TASK FORCE OF INDIVIDUALS. WE CAN CIRCULATE THE ROSTER AS A REFRESHER. THEY ARE MEETING QUARTERLY TO HELP WITH THE IDEAS, DISCUSSIONS. AND TO MAKE SURE THE PLAN IS BEING ADVANCED APPROPRIATELY AND THE FUNDS YOU SET ASIDE ARE BEING USED IN THE SPIRIT OF WHAT WAS APPROVED.

Councilman Littlefield: I REMEMBER THAT TASK FORCE. I THOUGHT YOU WERE TALKING ABOUT YET ANOTHER TASK FORCE. IT IS SO EASY TO LOSE TRACK.

Mayor Lane: THANK YOU COUNCILMAN. WE CAN PROCEED TO THE NEXT ITEM IF YOU WOULD LIKE.

[Time: 02:21:59]

Danielle Casey: THE NEXT ITEM I HAVE, TO CREATE AND ADOPT AN ECONOMIC AND DEVELOPMENT STRATEGY. I DO FEEL IT'S VERY IMPORTANT TO UNDERSTAND EXACTLY WHAT THE POLICY DIRECTION IS OF COUNCIL SO WE CAN MARCH FORWARD, PUT TOGETHER THE PROGRAMS. IN ORDER TO EXECUTE THIS AND THERE IS A LOT MORE DETAIL. WHAT I MEAN BY THIS IS WHAT I HAVE BEEN DOING FOR MY FIRST FEW MONTHS HERE; LOOKING AT THE SKILL SETS OF THE TEAM, ANY TRAINING THAT STAFF MEMBERS NEED AND MAKING SURE THAT THEY ARE PROPERLY EQUIPPED. WE HAVE ARE RESTRUCTURED THE DEPARTMENT. I ALSO NEED TO BE ABLE TO HOLD THEM ACCOUNTABLE. I NEED TO SHOW WHO AND WHAT THEY ARE RESPONSIBLE FOR. IT IS A BASELINE FOR HAVING TO MOVE FORWARD. THE SECOND ITEM LISTED IS ACTUALLY DEVELOPING THAT STRATEGIC PLAN WITH STAKEHOLDER INPUT. IT IS VERY CRITICAL WHEN YOU PUT TOGETHER ANYTHING LIKE THAT. I THINK THERE MIGHT BE A FEW QUESTIONS ON THIS ONE. TO DO THIS WE WANT TO ENGAGE PUBLIC, PRIVATE, EDUCATIONAL, CIVIC LEADERS. WHAT I MEAN IS NOT AN 18 MONTH PROCESS OF TALKING TO EVERY SINGLE PERSON IN THE ENTIRE COMMUNITY AND HAVING 400 FOCUS GROUPS; DOING ONE-ON-ONE INTERVIEWS WITH COUNCIL AND LEADERSHIP; AND THEN A HANDFUL OF REALLY SERIOUS FOCUS GROUPS. ONE OF THE THINGS I WANTED TO BRING TO LIGHT TO YOU, IT WAS IMPORTANT WE ARE RECOMMENDING A CONSULTANT TEAM AND I KNOW THAT I CAN BE A DIRTY WORD IN SOME OF THESE THINGS. IT'S SOMETHING THAT WOULD BE IN A SIMILAR FASHION FROM WHAT WE SAW. THEY CAN COME IN AND HAD SOME OF THESE VERY SERIOUS CONVERSATIONS. I WOULD BE HAPPY TO CHAT WITH YOU MORE ABOUT THAT. BUT IT KEEPS US OUT OF THAT REALM. IT THEN HELPED SET THIS FRAMEWORK. WE WOULD BE LOOKING AT UTILIZING THAT AND USING THAT TO HAVE A STAFF AFTER SOME OF THESE THINGS ARE DETERMINED. THEY GO BACK AND PUT TOGETHER A MORE DEFINED METRICS. I THINK SOME EXAMPLES BECAUSE THIS COULD BE A LITTLE BIT CONFUSING FOR WHAT WE WANT TO BE FOR ECONOMIC DEVELOPMENT. IF WE WANT TO INVEST IN RETAIL AND THE LEADERSHIP AND TOURISM AND EVENTS IT'S CERTAINLY A STRATEGY WE CAN EMPLOY. IF WE WANT TO BE A REGIONAL LEADER I COMPLETELY AGREE. WE DON'T MAKE THOSE DECISIONS. WHAT WE CAN DO IS PROMOTE THE CITY AND HELP RECOMMEND STRATEGIES ON THE WHOLE PROJECT TASK. IF WE DETERMINE THAT INVESTING IN OUR LOCAL BUSINESSES WITH A TOP PRIORITY THAT IS A COMPLETELY DIFFERENT AVENUE OF HOW WE WOULD FOCUS STAFF TIME AND ENERGIES. THAT'S WHY THIS IS SO

IMPORTANT TO ME. WE WANT TO DELIVER ON THE VISION AND NEED SOME CLARITY IN ORDER TO DO THAT. THAT IS A LITTLE BIT OF THE BACKGROUND THERE. AND THEN THE LAST ITEM, WE WOULD INTEND TO REPORT AND REVIEW ON ACTIVITIES AND PROCESSES. IT'S NOT SOMETHING WE WANT TO PUT ON THE SHELF. I AM READY FOR QUESTIONS.

Mayor Lane: THANK YOU MS. CASEY. WE DO HAVE SOME AND I WILL START WITH COUNCILMAN LITTLEFIELD.

Councilman Littlefield: WHO ARE THE STAKEHOLDERS? WHOSE INPUT DO YOU SEEK TO GET?

Danielle Casey: MR. MAYOR, COUNCILMAN. GREAT QUESTION, I DON'T HAVE A FULL LIST IN FRONT OF ME.

Councilman Littlefield: THAT'S WHAT EVERYONE SAYS WHEN THEY DON'T HAVE AN ANSWER. THEY SAY GREAT QUESTION. SO WHO ARE THEY?

[Time: 02:27:11]

Danielle Casey: MR. MAYOR, COUNCILMEMBER, ABSOLUTELY. OBVIOUSLY CITY LEADERSHIP IN TERMS OF THE CITY COUNCIL, WE LOOK AT OUR CHAMBERS OF COMMERCE, WE LOOK AT OUR BUSINESS EXECUTIVES, WE HAVE EDUCATIONAL PARTNERS, AND WE HAVE REGIONAL ECONOMIC DEVELOPMENT PARTNERS.

Councilman Littlefield: I KNOW YOU'RE NEW. BUT YOU ARE JUST RECYCLING ALL OF THE OLD STUFF WE'VE BEEN DOING FOR THE 12 YEARS I HAVE BEEN HERE AND PROBABLY FOR THE 10 YEARS BEFORE THAT. THE OUTPUT OF THE ECONOMIC DEVELOPMENT GROUP IS PLANS AND STRATEGIES AND TASK FORCE. THIS IS ALL BUREAUCRAT-ESE. WHEN I GO DOWN TO THE COMMUNITY COUNCIL THEY SAY WE WOULD LIKE A SITDOWN RESTAURANT AND A MOVIE THEATER. BUT WHAT THEY GET IS REVIEWS OF ECONOMIC DEVELOPMENT, TRENDS, ACTIVITY AND PROGRESS. THIS IS ALL NOT DELIVERABLE. IT'S THE SAME OLD STUFF THAT WE'VE BEEN GETTING FOR YEARS AND YEARS. IF I GO DOWN TO A MEETING OF ACTUAL PEOPLE WHO LIVE THERE, THEY ARE SAYING WHAT ARE YOU DOING. YOU'RE GOING TO GET THE REGULAR REVIEW OF ECONOMIC DEVELOPMENT TRENDS. IT JUST DOESN'T CUT IT. WHERE IS THE DELIVERABLE THAT COMES OUT OF THAT? I KNOW YOU'RE NEW I SHOULDN'T BE GIVING YOU A HARD TIME. THIS IS JUST THE SAME OLD MANURE THAT WE'VE BEEN GOING THROUGH FOR THE LAST 10 OR 12 YEARS. THERE IS NOTHING DELIVERABLE. IT'S ALL BUREAUCRAT-SPEAK.

Mayor Lane: THANK YOU COUNCILMAN. COUNCILWOMAN KORTE.

Councilmember Korte: THANK YOU DANIELLE. WHAT A BREATH OF FRESH AIR. I BELIEVE THAT OUR ECONOMIC DEVELOPMENT STRATEGY HAS BEEN LACKING FOR THE LAST COUPLE OF YEARS. AND WE DO KNOW THAT ECONOMIC DEVELOPMENT AND THE STRATEGY BEHIND THAT IS A DYNAMIC PROCESS. IT CHANGES EVERY WEEK AND EVERY DAY DEPENDING ON THE ECONOMY. AND DEPENDING ON OUR COMPETITORS AND DEPENDING ON WHERE WE ARE AND WHO IS ON THE COUNCIL. ALL OF THOSE THINGS ARE FACTORS THAT GO INTO THIS. SO THANK YOU. WE DO NEED TO START WITH A PLAN. I THINK IT IS A STRONG START. I THINK IT IS A VERY AGGRESSIVE SCHEDULE. IT IS TIME THAT WE STEP UP AND TELL OUR STORY.

Mayor Lane: THANK YOU COUNCILWOMAN. COUNCILWOMAN MILHAVEN.

Councilwoman Milhaven: THANK YOU MAYOR. THE LAST TIME I CHECKED THE CITY IS NOT IN THE BUSINESS OF OPERATING SITDOWN RESTAURANTS AND THEATERS. IRONICALLY I THINK THAT WE WILL GET MORE RESTAURANTS AND THEATERS WITH THE APARTMENTS THAT WERE CREATED. I WOULD LOVE TO GET AN UPDATE TO UNDERSTAND WHAT OTHER CITIES IN OUR REGION ARE DOING TO ATTRACT BUSINESSES TO THEIR COMMUNITY. I THINK COULD BE REALLY HELPFUL FOR US TO UNDERSTAND THE COMPETITIVE MARKETPLACE THAT WE SIT IN. I WOULD LIKE TO SEE THAT ADDED TO THIS LIST.

Danielle Casey: WE CAN ABSOLUTELY PROVIDE THAT. WE HAD A LOT OF THAT INFORMATION.

Mayor Lane: THANK YOU COUNCILWOMAN. TO REINFORCE WHAT COUNCILWOMAN MILHAVEN JUST MENTIONED. THE FACT IS THAT BUILDING ECONOMIC DEVELOPMENT IS REALLY WHAT BRINGS THOSE KIND OF AMENITIES THAT A LOT OF OUR NEIGHBORHOODS ARE LOOKING FOR. WE'VE TALKED A LOT AWFUL LOT ABOUT WHAT HAS PREVIOUSLY BEEN DONE. AND THAT IS EXACTLY THE DIRECTION THAT HAS TO GO. NUMBER ONE I WANT TO APPLAUD YOU FOR YOUR EFFORTS. THERE HAS BEEN A LITTLE BIT OF A FLOUNDERING I SUPPOSE WE ARE LOOKING FOR TO SOME VERY GOOD THINGS. WITH THAT BEING SAID I AGREE A STRATEGY IS EMPLOYED. IT'S NOT SOMETHING THAT WE WILL DRIVE. WE ARE GOING TRY TO GET OUT OF THE WAY. WE WILL TRY TO PROMOTE AND ENHANCE THE CITY'S SERVICES TO PROVIDE A PLATFORM WHERE PEOPLE ARE GOING TO BE ENCOURAGED IN OUR ENVIRONMENT. THAT TAKES REASSESSING OUR SITE SELECTION CRITERIA IN MAKING SURE THAT WE HAD AS MANY POSITIVELY GREAT POINTS AS POSSIBLE. THAT IS WHAT CREATES THE ECONOMIES. YOU JUST DON'T DEMAND THAT. BUT NEVERTHELESS THAT IS WHAT MAKES UP THE MARKETPLACE. I THINK EVEN TO THE POINT OF HOLDING AGAIN SOME ACCOUNTABILITY TO WHAT WE DO IN ECONOMIC DEVELOPMENT IS A MAJOR MOVE FORWARD FOR US. I THINK THAT IS A VERY POSITIVE REFLECTION. I DON'T THINK WE HAVE ANY OTHER COMMENTS ON THAT SO WE CAN MOVE ON. THANK YOU VERY MUCH.

Danielle Casey: MAYOR AND MEMBERS OF THE COUNCIL, THANK YOU SO MUCH FOR YOUR INPUT.

[Time: 02:34:17]

Planning, Neighborhood and Transportation Director Paul Basha: MY NAME IS PAUL BASHA, I'M YOUR TRANSPORTATION DIRECTOR. OUR TRANSPORTATION SYSTEM IN SCOTTSDALE CONSISTS OF THREE COMPONENTS. WE'VE GOT STREETS, WE'VE GOT MULTI-USE PATHS, AND WE'VE GOT TRANSIT SERVICES. OUR RESPONSIBILITY IS TO PROVIDE THE MOST SAFE AND EFFICIENT AND COST-EFFECTIVE SYSTEM THAT WE CAN. FORTUNATELY WE HAVE A COUNCIL-ADOPTED TRANSPORTATION MASTER PLAN THAT WE USE TO GUIDE OUR RECOMMENDATIONS AND DECISIONS. WHEN THE SCOTTSDALE GENERAL PLAN IS ADOPTED WE WILL REVISE THE TRANSPORTATION MASTER PLAN ACCORDINGLY AND WE WILL CONTINUE TO USE THAT DOCUMENT. THAT CONCLUDES MY COMMENTS. I'LL BE HAPPY TO ANSWER ANY QUESTIONS YOU MIGHT HAVE.

Mayor Lane: WE RESPECT THE BREVITY. CERTAINLY FROM WHAT YOU'VE GOT INDICATED HERE IT SEEMS LIKE A REASONABLE DIRECTION. IT WILL PROVIDE AT THOSE AMENITIES AS WELL AS THAT

PLATFORM WE WERE JUST TALKING ABOUT OF ECONOMIC DEVELOPMENT. WE DO HAVE A QUESTION OR COMMENT FROM COUNCILWOMAN KORTE.

Councilmember Korte: THANK YOU MAYOR. AND THANK YOU PAUL AND AGAIN THANKS FOR BEING A PART OF THE CITY AND PROVIDING GREAT LEADERSHIP. I THINK YOUR STRATEGY IS REALLY ON POINT. WE TALK ABOUT DESIGN AND BUILD AND OPERATE AND IT'S ALL ABOUT COMPLETE STREETS. THAT'S WHERE THINGS ARE GOING TO BE IN THE FUTURE. USERS ARE ALL USING THE SAME CORRIDORS SO TO SPEAK; MAYBE NOT EQUESTRIANS IN DOWNTOWN. I ALSO LIKE THE FACT THAT UNDER YOUR MEASURES YOU ARE GOING TO LOOK AT STREETS NOT ONLY FOR WIDENING BUT NARROWING. THERE ARE MANY STREETS THAT WERE ONCE DESIGNED FOR A LEVEL OF TRAFFIC IS NO LONGER THERE. SO WHY DON'T WE USE THOSE FOR SOMETHING MORE PRODUCTIVE AND NEIGHBORHOOD FRIENDLY PERHAPS. AND I AM REALLY LOOKING FORWARD TO THE MASTER TRANSPORTATION PLAN UPDATES. I THINK IT WILL BE CRITICAL MOVING US FORWARD AND IT'S TIME TO UPDATE THAT. SO THANK YOU.

[Time: 02:37:13]

Mayor Lane: THANK YOU, COUNCILWOMAN. AND THANK YOU PAUL FOR THAT OUTLINE. I THINK WE ARE SET.

[Time: 02:37:26]

Budget Director Judy McIlroy: GOOD EVENING MAYOR AND MEMBERS OF THE COUNCIL. I'M YOUR CITY'S BUDGET DIRECTOR. YOUR NEXT GOAL IS TO PREPARE AND ADOPT OPERATING AND CAPITAL BUDGETS. THIS IS A COMBINATION OF THREE OF THE PRIORITY AREAS THAT YOU IDENTIFIED DURING YOUR PLANNING WORKSHOP, FISCAL SUSTAINABILITY, A MORE EFFECTIVE BUDGETING PROCESS AND ADDRESSING AGING INFRASTRUCTURE. USING THE RECOMMENDED BUDGET PRACTICES FROM THE NATIONALLY ADVISORY COUNCIL FOR STATE AND LOCAL BUDGETING, WE CREATED OBJECTIVES FOR TACKLING THIS GOAL. THAT FIRST OBJECTIVE WAS TO ESTABLISH POLICIES AND GOALS TO GUIDE THE BUDGET AND FINANCIAL DECISION-MAKING. WE WILL START THIS BY REVIEWING AND ADOPTING FINANCIAL POLICIES WITH YOU. NEXT WE WILL ASSESS THE SERVICES THAT WE PROVIDE. WE WILL EXAMINE OUR CAPITAL ASSETS AND WE WILL REVIEW OUR EXISTING OPERATIONS AND MANAGEMENT STRUCTURES THAT WE HAVE IN PLACE. THEN WE WILL GATHER CITIZEN INPUT TO IDENTIFY OUR COMMUNITY NEEDS NEXT WE WILL TAKE THOSE NEEDS ASSESSMENT, AND WE WILL IDENTIFY GOALS AND THEN WE WILL BRING THOSE BROAD GOALS BACK TO YOU TO ENSURE THAT WE ARE IN ALIGNMENT WITH YOUR PRIORITIES AND THAT YOU ARE OKAY WITH US USING THOSE AS WE DEVELOP OUR PROPOSED BUDGET. THE SECOND OBJECTIVE IS TO DEVELOP OPERATING CAPITAL BUDGETS INCLUDING IDENTIFYING FUNDING OPTIONS TO ADDRESS OUR AGING INFRASTRUCTURE. ONE WAY WE WILL DO THIS IS BY PREPARING REVENUE AND EXPENDITURE PROJECTIONS WHICH INCLUDE THE DISCUSSION OF POSSIBLE DIRECTION FROM YOU ON THE ASSUMPTIONS THAT WE USE TO PREPARE OUR FIVE-YEAR FINANCIAL FORECAST AND IDENTIFY ANY KEY ISSUES WITH YOU. AND THEN FINALLY BASED ON YOUR DIRECTION WE WILL DEVELOP THE PROPOSED BUDGET. THE THIRD OBJECTIVE IS TO REVIEW AND ADOPT BUDGETS. THIS IS WHERE IT DIVISIONS WILL COME BACK AND REVIEW THEIR BUDGETS WITH YOU TO GET INPUT FROM YOU AND PUBLIC INPUT AND AT THAT TIME WE WILL ASK FOR AN ADOPTED BUDGET AND A BALANCED BUDGET. AND THEN FINALLY THE LAST OBJECTIVE IS TO A EVALUATE PERFORMANCE MEASURES AND MAKE ADJUSTMENTS AS NEEDED THROUGHOUT THE FISCAL YEAR. AND WE WILL DO THIS BY MONITORING AND COMMUNICATING

REVENUE AND EXPENDITURE PERFORMANCE FOR MONTHLY FINANCIAL REPORTS. AND WE WILL REVIEW KEY PERFORMANCE MEASURES TO MAKE SURE THAT WE ARE MAKING PROGRESS TOWARDS OUR ORGANIZATIONAL GOALS. WITH THAT I WOULD BE HAPPY TO ANSWER ANY QUESTIONS. OR TURN IT OVER TO BRUCE DAVIS, OUR EXECUTIVE DIRECTOR OF HUMAN RESOURCES.

Mayor Lane: THANK YOU, MS. MCILROY. WE DO HAVE SOME QUESTIONS OR COMMENTS. WE'LL START WITH COUNCILMAN ROBBINS.

Councilman Robbins: I LIKE WHAT YOU ARE SAYING. I AGREE WITH THE DIRECTION. CAN YOU GIVE ME A TIME FRAME FOR YOUR POINT NUMBER ONE ABOUT ESTABLISHING POLICIES AND GOALS FOR THE BUDGETING PROCESS? WHEN WOULD WE SEE SOMETHING LIKE THAT AHEAD OF THE BUDGET?

Judy McIlroy: I'M HOPING TO COME BACK AND SHARE THAT WITH THE COUNCIL NOVEMBER 12TH, TO YOUR FIRST MEETING IN NOVEMBER I AM ALSO WANTING TO BRING BACK THE FINANCIAL POLICIES FOR REVIEW AND ADOPTION THAT SECOND MEETING IN NOVEMBER. THAT WOULD REALLY BE KICKING OFF THE PROCESS WITH YOU.

[Time: 02:41:32]

Mayor Lane: THANK YOU COUNCILMAN. COUNCILWOMAN MILHAVEN.

Councilwoman Milhaven: REALLY GOOD WORK HERE. I'M EXCITED ABOUT CAPITAL BUDGETS. I'M USED TO WORKING WITH THIS. WITH A BOND ELECTION COMING UP I THINK WE NEED TO TAKE A LONGER-TERM VIEW OVER WHAT DO WE NEED TO DO TO SUSTAIN WHAT WE HAVE VERSUS WHAT WE NEED TO GROW. I'M EXCITED TO SEE THE CAPITAL BUDGETS. I WOULD ALSO LOOK TO SHARE A PERSONAL POINT OF VIEW. I WOULD LIKE US TO STRIKE THE WORD SUSTAINABLE FROM ANY CONVERSATION ABOUT THE BUDGET. IT DOES NOT OBLIGATE THE COUNCIL OR THE BUDGET IN THE FOLLOWING YEARS. SO WE MAY MAKE A DECISION THAT SAYS WE KNOW WE ARE GOING TO BE, TO MAKE CHANGES IN FUTURE BUDGET YEARS IN ORDER TO BE ABLE TO STAY BALANCED OR WE MAY BE ABLE TO DO THIS HERE BUT NOT NEXT YEAR. I THINK THE WORD SUSTAINABILITY IS PRESUMING THAT WE ARE OBLIGATED OURSELVES LONG-TERM WHEN EACH BUDGET YEAR WE RE-VISIT THE PRIORITIES AND SO FROM MY PERSONAL POINT OF VIEW I'D LIKE TO REMOVE THE WORD SUSTAINABLE FROM ANY DISCUSSION OF THE BUDGET. THANK YOU.

Mayor Lane: THANK YOU COUNCILWOMAN. I WOULD BE A VOICE TO SAY THAT I AM APPRECIATIVE OF THE SUSTAINABILITY OF OUR BUDGETS. I THINK IT IS A VITAL COMPONENT AND WE CONSIDER THOSE ITEMS PARTICULARLY THAT ARE STRUCTURAL CHANGES THAT WILL CARRY FROM YEAR TO YEAR THAT WE HAVE LITTLE OR NO LATITUDE ON WITHOUT SOME DRAMATIC PLAY. IT HAS TO BE BUDGETED IN EACH AND EVERY YEAR SUBSEQUENTLY. I'M INTERESTED IN MAKING SURE THAT WE ARE DOING THOSE IMPROVEMENT PROJECTS. THEY ARE SOMETHING THAT IS MUCH MORE CALCULATED AS A BEGINNING AND AN END TO. WHEN YOU'RE TALKING ABOUT COMPENSATIONS AND VIRTUALLY UNCHANGEABLE I THINK IT'S IMPORTANT FOR US TO BE REALISTIC ABOUT LOOKING AT HOW WE GO FORWARD WITH THE BUDGET SUGGESTION THAT MIGHT CHALLENGE OUR SUSTAINABILITY IN VIEW OF OUR CURRENT FORECAST FOR REVENUE AND THEIR EXPECTATIONS FOR EXPENDITURES. COUNCILMAN LITTLEFIELD.

Councilman Littlefield: RATHER THAN STRIKE THE WORD I THINK WE OUGHT TO USE IT MORE OFTEN AND PAINT IT ON THE WALLS. BECAUSE AROUND HERE WHAT HAPPENS IS THAT THINGS THAT START OUT AS TEMPORARY EXPENDITURES END UP AS PERMANENT. FOR US TO PRETEND THAT SOMEHOW WE WILL SPEND SOME MONEY ONE YEAR AND STOP SPENDING IT THE NEXT IS SIMPLY INCONSISTENT WITH THE PAST, AND THOSE WHO DON'T PAY ATTENTION TO HISTORY ARE DOOMED TO REPEAT IT. IN FACT THE HOUSING PROJECT AT BELLEVUE WAS A CLASSIC EXAMPLE OF THAT. IT STARTED OUT WITH ONE EXPENDITURE AND NOW WE ARE THROWING MORE MONEY AT IT. OVER THE YEARS WE WILL THROW MORE MONEY AT IT. SO BY GETTING INTO THAT IT'S LIKE THE PICTURES OF THE DINOSAURS. THAT'S WHAT HAPPENS TO US. I WOULD SAY THAT THE WORD SUSTAINABLE WAS LONG OVERDUE AND THE IDEA THAT SOMEHOW WE DO THINGS TEMPORARILY AROUND HERE WHEN IT COMES TO SPENDING EVERYTHING IS PERMANENT. I THINK WE WOULD STOP CONSIDERING SUSTAINABILITY AT OUR PERIL. I AGREE WITH THE MAYOR ON THAT.

Mayor Lane: THANK YOU COUNCILMAN. COUNCILWOMAN KORTE.

Councilmember Korte: AS WE CONTINUE TO REVIEW AND ADOPT FISCALLY RESPONSIBLE OPERATING AND CAPITAL BUDGETS, I WOULD ASK THAT WE, AS THE DECISION-MAKING BODY, GET ALL OF THE INFORMATION THAT WE NEED TO MAKE THAT DECISION. SOMETIMES I FEEL LIKE WE DON'T GET ALL THAT DATA AND THAT MAKES IT VERY DIFFICULT FOR US TO MAKE THOSE DECISIONS

Judy McIlroy: THANK YOU.

Mayor Lane: WE HAVE NO OTHER REQUEST TO SPEAK ON THIS. THANK YOU VERY MUCH MS. MCILROY.

[Time: 02:46:25]

Human Resources Executive Director Bruce Davis: GOOD EVENING AGAIN MAYOR AND MEMBERS OF THE COUNCIL. I HAVE THE FINAL STRATEGIC PLAN GOAL FOR THIS EVENING. ALTHOUGH THIS GOAL HAS HUMAN RESOURCES AS THE OWNER, THE GOAL IS REALLY A TEAM EFFORT. IT INVOLVES EVERY EMPLOYEE IN THE CITY OF SCOTTSDALE. AS THEY POINTED OUT SEVERAL MONTHS AGO THE PEOPLE MAKE THE PLAY. AND THAT IS NO MORE TRUE THAN RIGHT NOW. THE OBJECTIVE OF THIS GOAL IS TO REINVEST IN THE HIGH-PERFORMANCE WORK CULTURE AND ORGANIZATION. ALTHOUGH WE USE THAT TERM REINVEST THIS GOAL REQUIRES FAR MORE THAN THE FINANCIAL RESOURCES. COLLECTIVELY WE HAVE TO INVEST THE TIME AND ENERGY TO CONTRIBUTE TO A HIGH-PERFORMANCE ORGANIZATION AND WORK CULTURE. THE GOAL HAS THREE PRIMARY OBJECTIVES: FEEDBACK, TRAINING AND RECRUITMENT SELECTION. WITH RESPECT TO FEEDBACK, WE ARE CURRENTLY WORKING TOWARDS IMPROVING OUR SYSTEM TO PROVIDE BETTER DEVELOPMENTAL FEEDBACK ON EMPLOYEE SKILLS AND COMPETENCIES. THIS IS FEEDBACK THAT DOESN'T HAVE ANY DIRECT FINANCIAL COST BUT IT REAPS HUGE REWARDS WITH RESPECT TO EMPLOYEE SATISFACTION AND EMPLOYEE ENGAGEMENT. THE SECOND IS FEEDBACK WITH RESPECT TO PAY. WE WANT TO MAKE SURE WE HAD A SYSTEM IN PLACE THAT WOULD REWARD THE HIGH CONTRIBUTORS AND HIGH PERFORMERS. BOTH PROGRAMS WE WANT TO MAKE SURE THAT THE PROGRAMS ARE FAIR, CONSISTENT, USEFUL AND TIMELY. SECONDLY WE WANT TO INVEST IN OUR TRAINING PROGRAMS. WE HAVE ALREADY LAUNCHED A NEW LEADERSHIP ACADEMY PROGRAM BUT WE WANT TO EXPAND THAT EFFORT INTO THE NEXT RANKS, SUPERVISOR AND MANAGER. WE WANT TO MAKE SURE THAT

THEY HAVE THE TOOLS TO SUCCEED. WE WANT TO GRADUATE THAT DOWN TO THE ENTRY LEVEL EMPLOYEE AND THEN MAKE SURE THAT THEY HAVE THE SKILLS TO SUCCEED WITH THEIR JOBS AS WELL. FINALLY, WE WANT TO MAKE SURE THAT WE ARE ATTRACTING AND RETAINING THE BEST EMPLOYEES POSSIBLE BY EXAMINING OUR COMPENSATION PROGRAM TO MAKE SURE THAT WE ARE COMPETITIVE IN THE MARKET. AND IN A RELATED VEIN, WE WANT TO OBTAIN MORE DATA ABOUT WHY PEOPLE STAY WITH THE CITY. WHAT COMPELS THE CITY OF SCOTTSDALE EMPLOYEE TO COME TO WORK EVERYDAY? IS IT THE WORK OR THE SUPERVISOR OR THE VARIETY OR THE COMPLEXITY OF THE WORK? WE WANT TO GO OUT AND SURVEY EMPLOYEES AND FIND OUT WHAT THOSE ELEMENTS ARE. WE ARE PARTNERING WITH ASU AND THE SOCIETY FOR HUMAN RESOURCES MANAGEMENT AND FROM THERE WE WILL DEVELOP ACTION PLANS TO DETERMINE HOW BEST TO MEET THOSE GAPS. SO IN SOME, THESE ARE SOME OF THE INITIAL INVESTMENTS THAT WE PLAN TO ADVANCE A HIGH-PERFORMANCE ORGANIZATION. WITH THAT I WILL FIELD ANY QUESTIONS OR COMMENTS.

[Time: 02:49:55]

Mayor Lane: THANK YOU SO MUCH ON THAT. WE DO HAVE SOME QUESTIONS AND COMMENTS.

Councilwoman Milhaven: GREAT WORK THANK YOU. I WOULD LIKE TO SUGGEST A COUPLE OF OTHER THINGS. I KNOW WE DO EMPLOYEE SURVEYS. I WOULD LIKE TO KNOW THAT WE ARE USING THAT DATA TO RECOGNIZE WHAT WE ARE DOING WELL. THAT THE MANAGEMENT OF THE CITY IS USING THAT DATA TO SEE WHAT CAN WE DO BETTER. I WOULD LOVE TO SEE A PROCESS AROUND THAT TO AFFIRM AND COMMIT TO WHAT MAKES IT GOOD AND IDENTIFY HOW WE CAN GET BETTER. THE OTHER IS SORT OF IN THE INTEREST OF BEING FAIR I WOULD LIKE TO HAVE CLARITY AROUND WHO CAN MAKE EXCEPTIONS TO COMPENSATION POLICY AND MAKE SURE WE HAVE ADEQUATE TROLLS AND IT'S CLEAR WHO WE HAD DELEGATE AUTHORITY TO FOR THAT ACTION.

Bruce Davis: FRITZ AND I COME FROM DIFFERENT ENVIRONMENTS. SO HAVING A STRUCTURE AROUND COMPENSATION AND CLASSIFICATION IS CERTAINLY SOMETHING WE ARE STRIVING TO ACHIEVE.

Councilwoman Milhaven: THANK YOU.

Mayor Lane: THANK YOU COUNCILWOMAN. VICE MAYOR KLAPP.

Vice Mayor Klapp: THE FIRST ITEM HERE IS EXCEPTIONALLY IMPORTANT, THE PERFORMANCE APPRAISAL AND THE COMPENSATION PROCESS. WE HAVE REALLY FALLEN SHORT IN THE PAST ON THIS AREA. SO I AM GLAD YOU ARE TACKLING THIS AND I AM SURE IMPLICIT IN WHAT YOU ARE DESCRIBING BUT I JUST WANT TO BE ASSURED THAT YOU ARE NOT ONLY LOOKING AT THE TOOLS THAT WE ARE USING THAT YOU ARE ALSO DEVELOPING A SYSTEM FOR TRAINING ALL OF THE MANAGEMENT ON HOW TO PROPERLY COMMUNICATE A PERFORMANCE APPRAISAL TO THE EMPLOYEE. SO YOU HAVE HERE FAIR, CONSISTENT, TIMELY AND USEFUL EVALUATIONS. I BELIEVE THERE IS A GREAT DEAL OF TRAINING THAT IS GOING TO BE NECESSARY TO ENSURE THAT WHEN EMPLOYEES ARE RECEIVING AN EMPLOYEE EVALUATION, THEY RECEIVE A GOOD EVALUATION THAT NOT ONLY TELLS THE PERSON HOW THEY PERFORMED BUT IF THEY'RE PROBLEMS SPECIFICALLY GIVES THEM A COURSE OF ACTION TO IMPROVE IT. SO THEY CAN BE A HIGHER PERFORMER THE NEXT YEAR.

Bruce Davis: VICE MAYOR KLAPP, GREAT POINT. WHAT WE ARE DOING WITH THE PERFORMANCE APPRAISAL, THE EASY PART IS CREATING A NEW FORM. THE CHALLENGE FOR HR IS AS YOU POINTED OUT WE NEED TO GO OUT AND TRAIN THOSE MANAGERS HOW TO GET FEEDBACK, HOW TO CREATE DEVELOPMENTAL PLANS, AND HOW TO DEVELOP EMPLOYEES AND SET EXPECTATIONS SO PERFORMANCE EVALUATIONS ARE NO LONGER A MYSTERY. YOU KNOW EXACTLY WHAT YOU NEED TO DO TO ACHIEVE THE RATING THAT YOU DESIRE. THAT IS A CHALLENGE OF THE WHOLE THING. WHEN I SAY WE ARE ALL INVOLVED IN THIS TOGETHER, IS NOT JUST AN HR THING, ALL OF THE MANAGERS AND ALL THE SUPERVISORS, ALL THE EXECUTIVE DIRECTORS.

Vice Mayor Klapp: I THINK THAT WILL MAKE A HUGE DIFFERENCE IN THE MORALE WITHIN OUR ENTIRE GROUP OF EMPLOYEES.

Mayor Lane: THANK YOU VICE MAYOR. COUNCILWOMAN KORTE.

[Time: 02:53:15]

Councilmember Korte: THANK YOU MAYOR. WE HAVE SIX INCREDIBLE GOALS IN FRONT OF US. AND ALTHOUGH REINVESTING AND HIGH-PERFORMANCE ORGANIZATION IS THE LAST IT'S CERTAINLY NOT THE LAST IN MY BOOK. I BELIEVE THAT THE WORK THAT WE NEED TO DO HERE IS THE MOST IMPORTANT WORK FOR THE CITY TO MOVE FORWARD AND TO BECOME WHO WE WANT TO BE AS A CITY. SO THANK YOU FOR JOINING THE TEAM AND THIS IS YEOMAN'S WORK. I THINK IT IS A REALLY GOOD PLAN SO THANK YOU.

Bruce Davis: I COULD NOT AGREE MORE. IF WE REALLY WANT TO BECOME A PREMIER CITY, IT RELIES ON EVERYONE IN THIS ROOM.

Mayor Lane: THANK YOU COUNCILWOMAN. I WOULD JUST LIKE TO ADD A LITTLE BIT TO THAT. THERE HAS BEEN A SIGNIFICANT UPGRADE IN THE HR DEPARTMENT WITH YOUR COMING ON BOARD. I APPRECIATE WHAT YOU HAD OUTLINED HERE. I KNOW WHAT YOU'RE WORKING ON AND A NUMBER OF DIFFERENT AREAS TO BRING THE VERY LAST LINE OF ITEM NUMBER ONE THEY ARE FAIR CONSISTENT AND TIMELY. AND EVERYTHING THAT IS TIED TO THAT CONSISTENCY AND FAIRNESS OF APPLICATION OF NOT ONLY OF EVALUATIONS BUT ALSO WHAT THEY LEAD TO IN THE WAY OF COMPENSATION AND RECOGNITION. THEY ILLUMINATE AN AREA THAT WE HAVE BEEN GREATLY CONCERNED ABOUT HERE AND THAT IS IN CONSISTENCY AND ARBITRARY AND EVEN TO THE POINT ABOUT WHERE OUR CHANGES OR WAIVERS OR EXCEPTIONS MADE TO COMPENSATION RATES. IT HAS CREATED AN ENVIRONMENT THAT IS NOT A GOOD ONE FOR A LOT OF REASONS. IT ALSO EXPOSES THE CITY TO POTENTIAL PROBLEMS. SO I VERY MUCH APPRECIATE WHAT YOU HAD OUTLINED HERE. KEEP IT UP. WE CERTAINLY DO SUPPORT IT.

Bruce Davis: ONE OF THE ELEMENTS OF OUR CHANGE PROCESS IS AS WE EMBARK ON THIS PERFORMANCE MANAGEMENT SYSTEM WE FEEL IT IS CRITICAL THAT WE MEET WITH THE EMPLOYEE GROUPS SO RATHER THAN JUST COME UP WITH A NEW SYSTEM AND PROCESS WE WANT TO GET THEIR INPUT BEFORE WE RELEASE OR DECIDE ANYTHING WITH RESPECT TO HOW WE EVALUATE EMPLOYEES.

Mayor Lane: THE FACT IS YOUR AREA OF THINGS AND HOW IT RELATES TO EMPLOYEES AND COMPOSITION OF THE ENTIRE GAMUT, A LOT OF IT IS TIED TO COMPLIANCE ISSUES. THERE'S AN AWFUL LOT WE ARE POTENTIALLY EXPOSED TO IF WE'RE NOT CONSISTENTLY APPLYING LAWS THAT WE NEED TO BE COMPLIANT WITH AND FRANKLY RECORDING THOSE EVENTS. I THINK IT'S IMPORTANT FOR EVERYONE'S MORALE AS WELL AS THE CITY'S OVERALL OPERATIONS.

Bruce Davis: ONE OF THE THINGS THAT WE ARE DOING WE ARE WORKING WITH THE EEOC BECAUSE THEY PROVIDE ON-SITE TRAINING AND WE WANT TO SET THAT UP AS QUICKLY AS POSSIBLE TO MAKE SURE THAT THOSE ISSUES ARE ADDRESSED AND EVERYONE IN A MANAGEMENT OR SUPERVISORY POSITION UNDERSTANDS WHAT THE LAWS ARE AND WHAT THEIR OBLIGATIONS ARE.

Mayor Lane: THANK YOU. IT LOOKS LIKE WERE NO FURTHER QUESTIONS ON THIS ITEM. SO THANK YOU VERY MUCH. YOU DID THE TASK FOR TONIGHT. YOU'VE GIVEN US THE FEEDBACK THAT WE NEED. WE WILL KEEP WORKING ON THIS. THE NEXT MAJOR ITEM YOU WILL SEE IS MCDOWELL ROAD. IT WILL BE ON OCTOBER 15TH. AND THANK YOU EVERYONE WHO HAS PARTICIPATED IN THIS. IT WAS A VERY WORTHWHILE EXERCISE, ALL THE WAY AROUND. WE HOPE THAT WE'VE GIVEN SOME GUIDANCE. THAT IS THE ONLY ITEM THAT IS ON OUR WORK STUDY SESSION.

ADJOURNMENT

[Time: 02:58:01]

I WILL ACCEPT A MOTION TO ADJOURN. IT --HE HAS ALWAYS BEEN ANXIOUS TO DO THAT. ALL THOSE IN FAVOR? WE ARE ADJOURNED.