

CITY COUNCIL REPORT



Meeting Date: December 10, 2013
 Charter Provision: *Provide for the orderly government and administration of the affairs of the City*
 Objective: *Determine Policies*

ACTION

Organization Strategic Plan. Approve Resolution No. 9576 adopting an organizational mission statement and priorities for Fiscal Year 2013/14 and directing staff to implement the priorities, and to provide regular updates on the progress of implementing these priorities.

BACKGROUND AND ANALYSIS

The Mayor and City Council held a strategic planning workshop May 8, 2013 and identified a set of priorities. The discussion continued at the July 2, 2013 meeting, and staff was directed to prepare a revised mission statement and create an action plan for each of the priorities. A revised mission statement and plan was discussed with the City Council on Sept. 17, 2013.

Mission. Based on feedback from the Sept. 17, 2013 meeting, a revised mission statement is proposed. The statement is designed to provide a broad but clear statement of purpose for the entire organization, and be memorable and memorizable. The revised statement is as follows:

"Simply better service for a world-class community."

Priorities. The short-term goals or priorities are as follows:

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

Descriptions and major objectives for each priority were developed and provided on September 17 (Attachment 2). As additional discussions are held with the City Council, these documents are being updated. Resolution 9576 directs staff to implement these priorities consistent with the City Charter, Ordinances and the General Plan. The resolution also directs staff to provide regular updates on the progress of implementing these priorities.

RESPONSIBLE DIVISION(S)

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

STAFF CONTACTS (S)

Team Facilitator	Brent Stockwell, Strategic Initiatives Director, 480-312-7288, bstockwell@ScottsdaleAZ.gov ;
Mission Statement	Kelly Corsette, Communications and Public Affairs Director, 480-312-2336, kcorsette@ScottsdaleAZ.gov ;
McDowell Road	Randy Grant, Planning, Neighborhood, Transportation Administrator, 480-312-2665, rgrant@ScottsdaleAZ.gov ;
Tourism & Econ. Dev.	Danielle Casey, Economic Development Director, 480-312-7601, dcasey@ScottsdaleAZ.gov ;
Transportation Strategy	Paul Basha, Transportation Director, 480-312-7651, pbasha@ScottsdaleAZ.gov ;
Fiscal Sustainability	Judy McIlroy, Budget Director, 480-312-2603, jmcilroy@ScottsdaleAZ.gov ;
High Performance Culture	Bruce Davis, Human Resources Director, 480-312-2615, bdavis@ScottsdaleAZ.gov ;

APPROVED BY


Fritz Behring, City Manager
480-312-2800, fbehring@ScottsdaleAZ.gov

11/21/13
Date

ATTACHMENTS

1. Resolution No. 9576
2. Strategic Plan Overview

RESOLUTION NO. 9576

A RESOLUTION OF THE COUNCIL OF THE CITY OF SCOTTSDALE,
ARIZONA, ADOPTING AN ORGANIZATIONAL MISSION
STATEMENT AND ORGANIZATIONAL PRIORITIES FOR FISCAL
YEAR 2013/14.

WHEREAS, the Mayor and City Council desire to adopt a mission statement to guide the City of Scottsdale and its various divisions, departments and offices; and

WHEREAS, the Council desires to affirm a number of priorities that address critical issues facing the community at large; and

WHEREAS, the mission statement and priorities are to be implemented in a manner consistent and in compliance with the City Charter, City Ordinances and General Plan now, therefore,

BE IT RESOLVED by the Council of the City of Scottsdale, as follows:

Section 1. Adopts the organizational mission statement of the City of Scottsdale to be "Simply better service for a world-class community."

Section 2. Adopts the following organizational priorities for the City of Scottsdale for Fiscal Year 2013/14:

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

Section 3. That the organizational priorities adopted pursuant to Section 2 above shall be implemented in a manner consistent and in compliance with the City Charter, City Ordinances and General Plan.

Section 4. That City staff is hereby directed to provide the City Council with regular updates on the progress of implementing the priorities outlined in this Resolution.

PASSED AND ADOPTED by the Mayor and Council of the City of Scottsdale this 10th day of December, 2013.

ATTEST:

CITY OF SCOTTSDALE, an
Arizona municipal corporation

Carolyn Jagger
City Clerk

W. J. "Jim" Lane
Mayor

APPROVED AS TO FORM:



Bruce Washburn, City Attorney

By: Luis E. Santaella, Senior Assistant City Attorney

FY 2013/14 Organization Strategic Plan

Mission Statement

Simply better service for a world-class community.



Scottsdale Strategic Goals

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

Mayor and City Council Priorities

- A. Partner with residents and businesses to revitalize the McDowell Road corridor.** Develop, prioritize and implement actions that promote the revitalization of the McDowell Road corridor and consider actions that support revitalization of Southern Scottsdale in general.
- B. Provide strategic support of tourism and visitor events.** Continued investment maintaining the high degree of attractiveness of Scottsdale as a location for tourism, travel and events. This has broad economic and social impact but must continually be upgraded and enhanced to be competitive and authentic. Ensure that we effectively implement the tourism strategic plan.
- C. Create and adopt a comprehensive economic development strategy.** Ensure that Scottsdale is viewed as a strong and relevant economy for attracting and maintaining a broad base of employers and industry segments along with an aligned and talented workforce.
- D. Develop a transportation strategy that anticipates future needs.** Develop a broad, multi-modal transportation strategy that creates regional linkages and anticipates the overall transportation needs of the community.
- E. Prepare and adopt fiscally sustainable operating and capital budgets.** Restructure budgeting processes to ensure the adopted budget is aligned with strategic goals, includes input from citizens and key stakeholders, provides plans for maintaining the city's infrastructure, and ensures the delivery of efficient and effective services.
- F. Reinvest in a high performance organization and work culture.** Focus on efforts that support the workforce to ensure Scottsdale employees feel valued for their contributions, are equipped to perform at a high level, receive feedback and recognition based on their performance and receive pay that is fair, equitable, and competitive in the local market.



FY 2013/14 Organization Strategic Plan

Mayor and City Council Priorities and Key Objectives

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

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

B. Provide strategic support of tourism and visitor events

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

C. Create and adopt a comprehensive economic development strategy

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

D. Develop a transportation strategy that anticipates future needs

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

E. Prepare and adopt fiscally sustainable operating and capital budgets

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

F. Reinvest in a high performance organization and work culture

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





Organization Strategic Plan

Dec. 10, 2013 City Council Meeting

Proposed Mission Statement

- 1. Simply better service for a world-class community.**

Options

- 1. Simply better service for a world-class community.**
- 2. 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.**
- 3. To provide enhanced safety, livability and services for all Scottsdale residents.**

FY 2013/14 Priorities

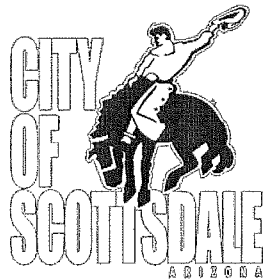
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Tonight's Agenda Item

Adopt Resolution No. 9576 adopting an organizational mission statement and priorities for Fiscal Year 2013/14, and directing staff to implement the priorities and to provide regular progress updates.

Item 21



Organization Strategic Plan

Dec. 10, 2013 City Council Meeting

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3

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4



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