



Organization Strategic Plan Update

This report covers the first and second quarters (July 1, 2017 through Dec. 31, 2017) of Fiscal Year 2017/18 and provides a progress update toward achieving the Mayor and City Council Priorities included in the Organization Strategic Plan.

For more information about this report, contact Brent Stockwell, Assistant City Manager, at 480-312-7288.

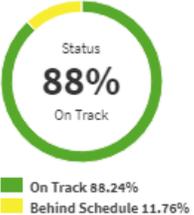
Revitalize McDowell Road corridor through ongoing work with residents, businesses and SkySong
 Planning and Development Department, Randy Grant, Planning and Development Director, (480) 312-2664

OBJECTIVE:	Work with the community to create corridor vision plans specific to McDowell and Scottsdale Roads.
STATUS:	<p><i>Last update: Jan. 8, 2018</i></p> <p>Objective complete. Six key property modeling/vision plans completed and will be positioned on web site. Corridor vision plans for McDowell and Scottsdale Roads not necessary - focus will be on key properties. Thus initiative 1.1.3 discontinued.</p> 
OBJECTIVE:	Understand market conditions and focus marketing efforts to recruit desired businesses.
STATUS:	<p><i>Last update: Feb. 4, 2018</i></p> <p>On track; proposal for funds to conduct an update to the Economic Development Strategic Plan in FY 2018/19 with a focus on market and industry analysis updates has been submitted.</p>
OBJECTIVE:	Support community efforts to establish a new “brand” or identity.
STATUS:	<p><i>Last update: Oct. 23, 2017</i></p> <p>Scottsdale Gateway Alliance completed their South Scottsdale branding efforts and presented final brand and marketing videos to Council, city staff and community members.</p> <p>This objective is complete.</p> 
OBJECTIVE:	Improve linkages to nearby amenities and adjacent communities.
STATUS:	<p><i>Last update: Feb. 4, 2018</i></p> <p><i>Improve connections with other communities.: (85% Completed)</i></p> <p>The Arizona Canal Shared-Use Path concrete path connecting Scottsdale to Tempe, Phoenix, and the Salt River Indian Community has only one-eighth mile missing. This segment is immediately north of Camelback Road, and will be paved this fiscal year with Downtown Pedestrian Improvements project funds.</p> <p>The design for the eastbound left-turn lanes at Mountainside Drive and at Arroyo Road has been completed. Construction will begin in early April and be complete in late May. The County is providing \$500,000 to this project. The City is providing design and administrative costs. The City</p> 

	<p>is simultaneously constructing a westbound right-turn lane in the same vicinity. These turn lanes are of benefit to the Scottsdale traveling public as they remove turning vehicles from a high-speed, one-lane-per-direction roadway that is entirely within the City of Scottsdale right-of-way, in addition to benefiting the Town of Carefree and Maricopa County.</p> <p><i>Improve bike and trail connections. : (70% Completed)</i></p> <p>The Crosscut Canal Bridge and Path construction began in late January with completion anticipated by April.</p> <p>Design for the McDowell Road Bicycle Lanes is nearing completion, with construction beginning late spring 2018 with completion by fall 2018.</p> <p>Bike Share businesses began operation in November 2017. The City has no current legislation prohibiting their operation. A City Council study session was scheduled for Feb. 13, 2018. While there have been complaints, in the first two months of operation there were 55,000 riders in Scottsdale compared to 21,000 riders combined in Phoenix-Tempe-Mesa during the same period. The dominant reason for the dramatically higher use in Scottsdale is because the bikes can be parked anywhere.</p>
OBJECTIVE:	Work with area residents to strengthen neighborhoods in and around the revitalization area.
STATUS:	<p><i>Last update: Jan. 8, 2018</i></p> <p>Ongoing participation with active community groups such as SGA, Community Council of Scottsdale, Coalition of Greater Scottsdale continues. Information provided via web and other Long Range Planning created documents. OFI expands fundraising opportunities and continues to assist in improving residential properties in this area of the city with the help of city staff, donors and residents.</p> 

Provide strategic support of tourism and visitor events.

Tourism and Events Department, Karen Churchard, Tourism and Events Director, (480) 312-2890

OBJECTIVE:	Enhance visitor experiences and promote Downtown Scottsdale as a destination.
STATUS:	<p><i>Last update: Mar. 12, 2018</i></p> <p>In Q2 of FY 2017/18, CPM has established a contractor for the design of Main Street as well as a lighting study for the Entertainment District. All existing Festoon Lighting has been replaced with new lighting. FY 2017/18 Q3 plans include adding new Festoon Lighting in other areas of downtown.</p> <p>Two temporary art installations were installed in Q2. One interactive installation PRISMATICA was installed through December. Reflection Rising above the AZ Canal will remain through March 2018. A new activation element with Cavaliere Blacksmith began in December and will continue through the tourism season.</p> <p>A staff team continues to work with developers in the Canal Banks and Loloma areas. Holly Street has met with developers in the Entertainment District, held a tour on Jan. 20, 2018, and then will be putting together recommendations. The Downtown Public Spaces Master Plan will then be included in the Downtown Plan Update which will be reviewed by the City Council by June 2018.</p> 

	The 2nd Annual holiday promotion "Scottsdazzle" was successful. New events and street décor lighting were highlights of the 2017 event. Elements are being added to the 60th Anniversary of the Hashknife Pony Express, which will also expand the city's promotion of Western Week. A new event is being created by the city with the 22 Indian tribes, the Arizona Indian Festival also an expansion of the city's promotion of Western Week.
OBJECTIVE:	Collaborate with community and local tourism industry to accomplish tourism strategic plan.
STATUS:	<p>Last update: Mar. 12, 2018</p> <p>Economic Development, Planning, Tourism and Events and Transportation Departments along with its contractor CSL International presented recommendations to the City Council in November. The final draft was received by CSL and is in final edits by staff. The Tourism Advisory Task Force made final recommendations to the City Council, which staff presented at the Council's Nov. 13, 2017 Work Study Session. Recommendations included continued funding through tourism development carry-over funds of the following strategic plan projects: Downtown Scottsdale 2.0; Downtown Brand and Marketing, Website; Scottsdazzle and Western Week; Canal Convergence as the Destination Event; annual temporary Art Installations; Transportation pertaining to Bike Share, additional biking routes, and a Sky Harbor Connection to Scottsdale program.</p> 
OBJECTIVE:	Implement special events ordinance and monitor feedback from community and event producers.
STATUS:	<p>Last update: Mar. 12, 2018</p> <p>Staff continues to review and monitor feedback from community and event producers.</p> 
OBJECTIVE:	Proceed with existing study and evaluation of the Desert Discovery Center concept at the Gateway Trailhead.
STATUS:	<p>Last update: Mar. 12, 2018</p> <p>City Council has directed staff to research additional items, the results of that initial research was reviewed with Council in November. Council further directed staff on a number of items. Staff is meeting and working to obtain responses and information. Final interpretation plans were submitted to the City by Thinc Design. Swaback Partners submitted the architectural look and profile of the proposed facility.</p> 

Carry out the comprehensive economic development strategy.

Economic Development Department, Danielle Casey, Economic Development Director, (480) 312-7601

OBJECTIVE:	Retain and grow existing economic drivers and employers.
STATUS:	<p>Last update: Feb. 4, 2018</p> <p>Opportunities continue to be provided to Council members for business visits with approximately 8 business retention meetings were attended by Council members in the past 12 months; the Mayor's annual Business Appreciation Breakfast was held Feb. 2, 2018 and resulted in three anticipated follow up meetings. An Airpark Focus Group event was held utilizing partner GPEC on Nov. 3, 2017 to discuss ways to ensure the area is competitive. Follow up discussions are underway with private stakeholders assisting in evaluating the market viability of proposed ordinance changes. Finally, the City team has received several awards and recognition for creative programs working to address the needs of existing business. As</p> 

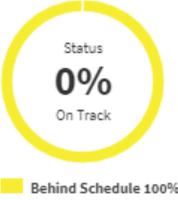
	<p>an example, the Chamber partnership on small business video promotion program has been a huge hit with the business community.</p>
OBJECTIVE:	Support efforts to cultivate, retain and attract talent needed by present and future employers.
STATUS:	<p><i>Last update: Feb. 4, 2018</i></p> <p>Continued involvement in the 'Business United for Scottsdale Schools' initiative via the Scottsdale Area Chamber of Commerce to encourage K-20 efforts connect educational and business organizations. In October 2017, assistance was provided to BUSS group in identifying speakers for their upcoming event. Working to identify a new board member representative for the City following the retirement of Bob Tunis. A brochure promoting volunteer opportunities for companies is now included in all business retention and expansion visits. The team has recently worked closely with Arizona@Work to support placement of Henkel employees who will be remaining in Arizona as well as contacting firms interested in Toys R Us layoff hiring events. The 'Scottsdale Welcomes You' resource was promoted to attendees of Mayor's Business Appreciation Breakfast event. Staff is engaging directly with the Scottsdale Area Chamber's new Rising Young Professional's group, recently facilitating a project between the group and branding course students from Scottsdale Community College. The team is actively working to attract interest from firms such as the recently announced Woz U.</p> 
OBJECTIVE:	Focus efforts and investment in strengthening key employment and business centers.
STATUS:	<p><i>Last update: Feb. 4, 2018</i></p> <p><i>Airpark</i> - Working in partnership with Scottsdale Chamber to advance the business brand of the airpark outside of the local market, and identify redevelopment opportunities for aging private facilities.</p> <p><i>Downtown</i> - Significant connections have been made through the creation of small business training programs and the City's efforts to help redesign the Downtown Chamber Committee, with two highly successful 'Downtown Small Business Gathering' events held (October and January) with the third for the year scheduled for April. Attendance has been at more than 100 for each event with 65+ staying for an instructor led course on social media strategies.</p> <p><i>McDowell Road</i> - Past presentations regarding potential toolkits have been delivered to City Council. Awaiting updated direction from City leadership on a vision or desired end state for McDowell Corridor before tools and best practices can be advanced. Staff has requested funds for potential Technical Assistance Program support from the Urban Land Institute in FY 2018/19 to assist in this analysis.</p> <p><i>Cure Corridor</i> - Marketing efforts are ongoing, with a focus on social media based video sharing of Cure Corridor features. Successful 5th annual cure corridor event was executed, and proceeds from the event made a Venture Capital event on Mar. 1, 2018 possible which explored the resources and gaps in funding for bio-life science and other startups in Scottsdale. Staff has worked to attract venture capital funding at attendance at AdvaMed MEdTech trade show with Arizona BioIndustry Association. A venture capital seminar event was held on Mar. 1, 2018 to explore this topic further, and partnership opportunities with major healthcare institutions and facilities are being explored for incubator space concepts.</p> <p><i>Development preparation of State-Owned Land at 101</i> - Working on multiple significant development projects that seek locations on ASLD properties. Several applications have been made to ASLD for auctions and zoning update for Crossroads East submitted by ASLD to the City of Scottsdale on Oct. 12, 2017 with estimated completion April 2018.</p> 

OBJECTIVE:	Elevate Scottsdale's engagement in the national and international economic development arena.	
STATUS:	<p><i>Last update: Feb. 4, 2018</i></p> <p>Awareness of the team's resources have increased significantly through involvement in local, regional and state groups like the Land Economics Society, Commercial One, Urban Land Institute, etc. as well as a 'Commercial Development Industry Appreciation Event' held in November 2018 with more than 80 attendees. Annual business appreciation visit goals have been increased to 110 for the year and lead generation resources will allow for a significant increase in FY 2017/18 and five market visits by staff have been executed. Mayor and Economic Development Director will be joining a regional delegation to Montreal in February on the inaugural direct Air Canada Rouge flight.</p> <p>Marketing to national influencers continues with a quarterly exclusive white paper e-newsletter, sharing key data points that support a closer look at Scottsdale for future locations for their clients. An issue related to talent interest in Scottsdale was sent with strong open and click rates by site selectors. In addition, Mayor and Council Breakfast event was highly successful again with 250 in attendance.</p>	 <p>Status 100% On Track</p> <p>■ On Track 100%</p>
OBJECTIVE:	Build a Scottsdale business location brand on par with Scottsdale's tourism brand.	
STATUS:	<p><i>Last update: Feb. 4, 2018</i></p> <p>More work needs to be done to gain traction in the inclusion of the messaging of a case for doing business in the city to corporate events and meeting planner visits conducted by Experience Scottsdale. New materials and revisions to existing ones continue to be produced like the Scottsdale Executive Relocation Guide, Scottsdale Advantage, trade show materials, web video content, and website materials. A full update of graphic designs for department publications was delivered at the start of the fiscal year and the new design for the ChooseScottsdale.com website will be launched prior to attendance at the South by Southwest trade show in March 2018.</p>	 <p>Status 100% On Track</p> <p>■ On Track 100%</p>
OBJECTIVE:	Grow and attract high quality firms and jobs in targeted sectors.	
STATUS:	<p><i>Last update: Feb. 4, 2018</i></p> <p>Information, communications and tech firms from the California market are a top prospect pipeline for Scottsdale locations at this time; work on quality of life amenities like parking, bike share, and other tools is critical to continued success and has become a priority for the economic development team. Bike share services launched in November 2017 with double the success of all other regional community programs combined and downtown parking management tools began installation February 2018. Staff is working in a focused manner to attract bio-life sciences firms to the former Henkel Building, and significant hotel and hospitality interest is in play with Hotel Adeline's renovation near completion.</p>	 <p>Status 100% On Track</p> <p>■ On Track 100%</p>
OBJECTIVE:	Pursue economic opportunities that enhance quality of life and maintain strong neighborhoods.	
STATUS:	<p><i>Last update: Feb. 4, 2018</i></p> <p>Economic development staff is working to enhance parking in Downtown and increase connectedness among large and small business in South Scottsdale.</p>	 <p>Status 100% On Track</p> <p>■ On Track 100%</p>

Anticipate and plan for future transportation needs.

Transportation Department, Paul Basha, Transportation Director, (480) 312-7651

OBJECTIVE:	Use the adopted 2016 Transportation Master Plan to guide efforts over the next 10 years.
STATUS:	<p><i>Last update: Feb. 4, 2018</i></p> <p><i>Ensure CIP recommendations are consistent with approved plan: (50% Completed)</i></p> <p>24 individual projects and 7 grouped project accounts representing approximately 30 individual projects are currently in various stages of design or construction. All of these projects conform to the Transportation Master Plan. This is a continuous ongoing initiative.</p> <p><i>Ensure private development recommendations are consistent with plan.: (50% Completed)</i></p> <p>Three individuals in the Transportation Department are specifically assigned to this task, with all others in the department involved on an as-needed basis. This collection of tasks involves reviewing proposed private developments for transportation impacts, and writing stipulations to mitigate negative transportation impacts. This is an ongoing, continuous initiative.</p> 
OBJECTIVE:	Improve street, transit, and trail connections while minimizing neighborhood impacts.
STATUS:	<p><i>Last update: Feb. 6, 2018</i></p> <p>The 6-mile Arizona Canal shared use path now has only one-quarter mile of unpaved surface. This segment north of Camelback Road is planned for construction by June 2018.</p> <p>The Mustang Transit Center construction is complete.</p> <p>The Cactus Path from Anasazi School to 128th Street was constructed in December and January. Additional vegetation at the request of the adjacent neighborhood were planted in February. Also, the emergency access will be changed in March or April to discourage non-authorized motor vehicle use. During construction numerous compliments were received from people using the path.</p> 
OBJECTIVE:	Design, build, operate, and maintain barrier-free streets for all users.
STATUS:	<p><i>Last update: Feb. 6, 2018</i></p> <p>This is an ongoing initiative, and all streets designed and constructed by either the City of Scottsdale or private developers are analyzed to ensure barrier-free use.</p> <p>The requested CIP includes a designated funding category of \$1.5M for ADA Transition Plan Implementation for specific locations that are not included in projects for other purposes and categories.</p> 
OBJECTIVE:	Increase communication related to transportation options, funding and needs.
STATUS:	<p><i>Last update: Feb. 13, 2018</i></p> <p>New part-time Transportation Public Information Officer daily responds to social media posts and regularly prepares transportation press releases. Since Transportation Master Plan adoption, the general public frequently submits comments to the Transportation Commission. Transportation Commission packets are provided electronically to the City Council prior to every Commission meeting. Continuing to provide City Council the Transportation Commission agendas and packets prior to meetings. Conducted four public meetings plus two Transportation Commission meetings on Downtown Pedestrian Improvements. Transportation Director is meeting monthly</p> 

	with McCormick Ranch Property Owners Association Executive Director to discuss items of interest and concern, and report project status.
OBJECTIVE:	Begin planning and acquisition for Cactus Trolley, Airpark Trolley and Scottsdale Limited Bus service.
STATUS:	<p><i>Last update: Oct. 16, 2017</i></p> <p>The new buses that have been received and the additional four buses scheduled for delivery in spring 2018 will enable the Cactus Trolley to begin operation in fall 2018. Modified routes will minimize the additional costs of the fifth trolley route. Our investigation revealed that fully electric buses are nearing acceptability – it is anticipated that the bus purchases for the Airpark Trolley and the Scottsdale Road Limited Bus will be electric buses.</p> 

Prepare and adopt fiscally sustainable operating and capital budgets.
 Budget Department, Judy Doyle, Budget Director, (480) 312-2603

OBJECTIVE:	Improve citizen access to online budget and financial information.
STATUS:	<p><i>Last update: Feb. 2, 2018</i></p> <p>A quarterly CIP financial update format was created and reviewed with the CIP Subcommittee on Nov. 9, 2017. Using the CIP Subcommittee's suggested changes, the first CIP quarterly financial update was presented to City Council on Jan. 23, 2018. Additionally, staff will continue to explore including financial information as part of the city's Open Data portal.</p> 
OBJECTIVE:	Evaluate options for ensuring long-term financial sustainability.
STATUS:	<p><i>Last update: Feb. 2, 2018</i></p> <p>The following policy items will drive the FY 2018/19 budget process and determine the needs/methods necessary to ensure long-term sustainability:</p> <ul style="list-style-type: none"> a) Adoption of comprehensive financial policies and governing guidance used to establish formal framework of overall planning and management of the budget (Feb. 13, 2018) (Key financial policies and governing guidance were reviewed with the CIP Subcommittee on Sept. 27 and Oct. 12, 2017.) b) CIP Subcommittee Meetings (Nov. 9, Nov. 30, Dec. 7, 2017, Jan. 4, Jan. 18, Feb. 1 and Feb. 8, 2018) c) CIP Subcommittee recommendations presented to the full City Council (Feb. 20, 2018) d) Direction on healthcare benefits and rate and fee changes (March 6, 2018) e) Direction on Class and Comp Study (April 24, 2018) 
OBJECTIVE:	Evaluate performance and make adjustments as needed throughout the fiscal year.
STATUS:	<p><i>Last update: Feb. 2, 2018</i></p> <p>Prepared monthly financial updates/reports to monitor and evaluate revenue vs. expenditure performance. Additionally, completed the 2nd quarterly performance report (used to assess results and ensure progress on organizational goals and objectives) for FY 2017/18.</p> 

Reinvest in a high-performance organization and work culture.

Human Resources Department, Donna Brown, Human Resources Director, (480) 312-2615

OBJECTIVE:	Implement employee classification plan to ensure fairness and equity.	
STATUS:	<p><i>Last update: Jan. 11, 2018</i></p> <p>The Classification and Compensation committee composed of all levels of employees unanimously selected a qualified firm (Public Sector Personnel Consultants). The consultant is currently performing the class and comp study. A subcommittee with some new committee members was formed (the Project Team) and will provide input to the process until project end.</p>	
OBJECTIVE:	Evaluate options for ensuring employee benefit programs are cost-effective, competitive and desired by employees.	
STATUS:	<p><i>Last update: Jan. 11, 2018</i></p> <p>There were two Total Benefits Advisory Committee (TBAC) meetings held in this quarter. TBAC reviewed the entire Cigna plan year for FY 2016/17 and Health Risk Assessment data results from May 2017 – July 2017. Discussions continued about additional incentives and cost saving strategies to include a spouse blood pressure incentive; dental preventive plan design changes; and additional Wellness activities. They will provide their recommendations to the Benefits Coordination Committee at their next meeting.</p>	
OBJECTIVE:	Offer relevant training programs for employees at all levels of the organization.	
STATUS:	<p><i>Last update: Jan. 11, 2018</i></p> <p>The employee engagement training series was published on the Training and Development CityLink page. The page includes an explanation of the concept of employee engagement and a list of planned training offerings to be conducted by internal trainers and external vendors. Q2 citywide training offerings focused on key employee engagement-related content and included ‘LEAD II: Leadership Essentials—Managing the Unmanageable through Coaching’, ‘FISH! Catch the Energy Release the Potential’ and ‘Real Colors’. Also, a briefing was provided in a recent Management Forum about the concept and interactive activities surrounding Employee Engagement. Although the decision was made not to utilize a survey to measure employee engagement at this time, there will be tangible efforts to support and encourage employee engagement.</p>	
OBJECTIVE:	Ensure high-quality, responsive service is provided through efficient and effective processes.	
STATUS:	<p><i>Last update: Jan. 2, 2018</i></p> <p>A citywide team is working on updating the Virtual Call Center to provide a single portal for citizen inquiries and work requests called ScottsdaleEZ which will launch to residents in the spring 2018. A performance report is prepared and released on a quarterly basis to provide insight into key measures tracked by staff to ensure the efficiency and effectiveness of city services. An Open Data Portal was released in September 2017 and staff teams are meeting to improve use of open data, performance reports, process mapping and improvement, and behavioral insights.</p>	