



Organization Strategic Plan Update

Through First Quarter of Fiscal Year 2015/16 July 1-Sept 30, 2015

This report covers the first quarter (July 1 through Sept. 30) of fiscal year 2015/16 and provides a progress update toward achieving the priorities outlined in the Organization Strategic Plan. This is a work-in-progress and we would appreciate your feedback.

For more information about this report, contact [Brent Stockwell](#), assistant city manager, at [480-312-7288](#).

JUMP TO PRIORITY:

[MCDOWELL ROAD](#) | [TOURISM AND EVENTS](#) | [ECONOMIC DEVELOPMENT](#)
[TRANSPORTATION](#) | [FISCAL SUSTAINABILITY](#) | [HIGH PERFORMING WORK CULTURE](#)

CODE: COMPLETED ✓ AHEAD OF SCHEDULE ⬆ ON TARGET ➔ BEHIND SCHEDULE ⬇ DELAYED ⬅

A. Continue working with residents, businesses and SkySong to revitalize the McDowell Road corridor

Planning & Development Services Department, [Randy Grant](#), planning & dev. serv. director, [480-312-2664](#)

➔	OBJECTIVE:	Identify possible revitalization tools and decide which ones are appropriate to use.
	STATUS:	Presenting options to City Council in Work Study Session Oct. 13, 2015.
➔	OBJECTIVE:	Understand market conditions and focus marketing efforts to recruit desired businesses.
	STATUS:	Economic development research conducted regarding demographic shifts in the corridor to support private efforts in attracting appropriate retail amenities. Maintaining active contact with target businesses and property owners on potential development.
➔	OBJECTIVE:	Support community efforts to establish a new “brand” or identity.
	STATUS:	Economic development team, as liaison to the Industrial Development Authority, assisted the Scottsdale Gateway Alliance with successful grant proposal for funding of branding efforts with the IDA and plans to participate in community input sessions. City Council considered participation in branding effort with SGA in July. SGA is proceeding with branding effort on its own. Staff will provide stakeholder input in the effort, when requested by the SGA.

➔	OBJECTIVE:	Improve linkages to nearby amenities and adjacent communities.
	STATUS:	Staff is continuing ongoing meetings with Tempe and Salt River Pima-Maricopa Indian Community staff regarding linkages. Bus connection between SkySong and Priest / Washington Light Rail Station began service in October 2015. Scottsdale Road bus service between Fashion Square and Rural / University Light Rail Station will increase from 20-minutes to 10-minutes beginning April 2016.
➔	OBJECTIVE:	Work with area residents to strengthen neighborhoods in and around the revitalization area.
	STATUS:	Preparing modification to Neighborhood Enhancement Fund program to focus high-visibility improvements to strengthen neighborhoods. This will be going to the Neighborhood Advisory Commission in early 2016. Working with Capital Projects Management to identify high-value capital improvements that can be considered in the upcoming budget process.

B. Provide strategic support of tourism and visitor events

Tourism & Events Department, [Steve Geiogamah](#), acting tourism & events director, [480-312-4013](#)

➔	OBJECTIVE:	Enhance visitor experiences and promote Downtown Scottsdale as a destination
	STATUS:	Efforts are underway to enhance the downtown as a visitor destination including the redevelopment of the Civic Center Mall, and creating a downtown visitor center both toward the goal of creating community gathering places and event venues.
➔	OBJECTIVE:	Collaborate with community and local tourism industry to accomplish tourism strategic plan
	STATUS:	Recent outreach efforts include Arizona State University regarding partnering toward event development initiatives as well as working groups focused on development opportunities in Downtown Scottsdale. In addition, the Tourism and Events department has enhanced the city's tourism research program by adding Travel USA data (Longwoods Report) which provides overnight and day visitor demographics as well as travel segmentation data. Finally, an event marketing feasibility and venue study (Webb Report) is underway.

CODE: **COMPLETED** ✓ **FAVORABLE** ↑ **ON TARGET** → **UNFAVORABLE** ↓ **DELAYED** ←

→	OBJECTIVE:	Update special events ordinance based on feedback from community and event producers
	STATUS:	A series of community outreach dates have been set in order to gain feedback from the community. A webpage has been launched to provide information on the update effort. A draft ordinance will be ready for City Council review in early 2016.
→	OBJECTIVE:	Advance Desert Discovery Center through considering concept development contract
	STATUS:	City Council has given direction to staff to move forward with contract negotiations with Desert Discovery Center, Inc. for phase one services. This includes reviewing possible funding sources for the first phase of services.

C. 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:	Staff met with 95 existing Scottsdale companies representing 3,126 new jobs in Scottsdale, launched industry Think Tank discussions, and successfully retained JDA Headquarters in Scottsdale, representing 347 jobs at an average annual wage of \$103,000.
↑	OBJECTIVE:	Support efforts to cultivate, retain and attract talent needed by present and future employers
	STATUS:	Created new "WorkScottsdale" talent attraction initiative, Relocation Guide, and Scottsdale Welcomes You Program. Participating in Chamber Business United Supporting Schools initiative.
↓	OBJECTIVE:	Focus efforts and investment in strengthening key employment and business centers
	STATUS:	Produced successful 2 nd Annual Cure Corridor event with 240 attendees, created research and target industry materials specific to employment centers and provided information to assist retail brokers in attracting retail brands to McDowell Corridor. Efforts are delayed in the Airpark and with State Land along the Loop 101 corridor.
→	OBJECTIVE:	Elevate Scottsdale's engagement in the national and international economic development arena
	STATUS:	Participated in 10 regional and state outreach market visits, connecting with more than 275 business contacts, created and distributed documents that demonstrate Scottsdale's advantage for companies in the technology and finance sectors, and launched a bi-annual commercial broker update event in partnership with Greater Phoenix Economic Council.

➔	OBJECTIVE:	Build a Scottsdale business location brand on par with Scottsdale’s tourism brand
	STATUS:	Created a full menu of publications and resources designed to educate companies and workforce about the benefits of Scottsdale, launched a direct mail campaign to site selectors, produced a Cure Corridor promotional video with 690+ YouTube views, partnered with local resorts to include business video in in-room channels, and launched a series of CEO testimonials on social media.
➔	OBJECTIVE:	Grow and attract high quality firms and jobs in targeted sectors
	STATUS:	Team had substantially involved in attraction or expansion of 13 businesses with estimated 1,180 new jobs in the first 12 months, average wage of \$57,875 and overall total of 1,475 new jobs over five years; significant participation in inaugural Phoenix Startup Week, and offered post-announcement support to nine additional firms representing 1,725 new jobs. Worked with Quicken Loans on a recent expansion of more than 250 employees and continues to assist with their parking needs.
➔	OBJECTIVE:	Pursue economic opportunities that enhance quality of life and maintain strong neighborhoods
	STATUS:	Economic development efforts focus on attracting high-wage jobs, quality development, and gaining public input on processes and projects.

D. Develop a transportation strategy that anticipates future needs

Transportation Department, [Paul Basha](#), transportation director, [480-312-7651](#)

➔	OBJECTIVE:	Develop a broad transportation improvement strategy to guide efforts over the next 10 years
	STATUS:	Transportation Commission and Transportation Department collaboration of Transportation Master Plan preparation began in March 2015 and will continue until Council consideration begins in early 2016.
➔	OBJECTIVE:	Improve street, transit, and trail connections while minimizing neighborhood impacts
	STATUS:	Included within Transportation Master Plan. November Bond election includes five transportation projects that are distributed across the community and include streets, bicycle and pedestrian improvements. In the past 18 months we have constructed: Thomas Road: Scottsdale to Indian Bend Wash Streetscape; McDowell Road: Indian Bend Wash Bridge Widening; SkySong Bus Shelter, Bus Pullout, and Sidewalk; Arizona Canal Multi-Use Path: 60th Street to Goldwater Boulevard; and Northsight Extension. We have also completed planning and design for the Mustang Transit Center and the Arizona Canal Multi-use Path: Chaparral Road to Indian Bend Wash. Currently, we are constructing Chaparral Road: 69th Place to Scottsdale Road

➔	OBJECTIVE:	Design, build, operate, and maintain barrier-free streets for all users
	STATUS:	All projects include barrier-free design and construction. Scottsdale Road in the downtown area was repaved in summer 2015 providing more accessible crosswalks.
➔	OBJECTIVE:	Increase communication related to transportation options, funding and needs
	STATUS:	Transportation Master Plan preparation includes an ongoing public dialogue using various social media (Facebook, NextDoor and SpeakUpScottsdale) and has received more than 400 comments.

E. Prepare and adopt fiscally sustainable operating and capital budgets

Budget Office, [Judy Doyle](#), budget director, [480-312-2603](#)

➔	OBJECTIVE:	Create a website for citizens to easily access budget and financial information
	STATUS:	Completed Request For Proposal (RFP) process and selected OpenGov as the financial transparency software. Currently determining internal and external website content, configuring the software and converting/validating the data.
➔	OBJECTIVE:	Evaluate options for ensuring long-term financial sustainability
	STATUS:	The following policy items will drive the FY 2016/17 budget process and determine the needs/methods necessary to ensure long-term sustainability: <ul style="list-style-type: none"> a) based on election results, consider variety of bond-funded capital improvements totaling nearly \$100 million (November 2015) b) adoption of comprehensive financial policies used to establish formal framework of overall planning and management of the FY 2016/17 budget (December 2015) c) work study session to continue discussion on the elimination of food tax for home consumption and discuss fire compensation (early 2016) d) receive direction on operating (January 2016) and capital budget (March 2016) parameters
➔	OBJECTIVE:	Evaluate performance and make adjustments as needed throughout the fiscal year
	STATUS:	Ongoing monthly financial updates and reports to monitor and evaluate revenue versus expenditure performance. Finalizing automation of quarterly performance report (used to assess results and ensure progress on organizational goals and objectives) while preparing the first quarterly performance report of FY 2015/16 (scheduled released November 2015).

Reinvest in a high performance organization and work culture

Human Resources Department, [Donna Brown](#), human resources director, [480-312-2615](#)

➔	OBJECTIVE:	Review and update employee compensation plan to ensure fairness and equity.
	STATUS:	In the process of building the framework of the compensation plan. Review of firefighter, engineer and captain compensation study underway.
➔	OBJECTIVE:	Offer relevant training for employees at all levels of the organization
	STATUS:	Following the city-wide training plan which includes offerings for employees at all levels. Starting in October 2015, SMART Goals/Employee Performance Management training is mandatory for supervisors and managers, and updated mandatory Ethics Refresher training is underway for all employees.
➔	OBJECTIVE:	Ensure high-quality, responsive service is provided through efficient and effective processes
	STATUS:	Customer service standards to be launched at Employee Awards Ceremony in December 2015, and four pilot process improvement efforts are underway with a report planned to the Executive Team in November 2015. In addition, a number of Administrative Regulations have been reviewed and revised including translator pay and performance management, and several are in the approval process including leave, substance abuse, Drug-Free Workplace, take-home vehicles, operating city-owned vehicles, and recruitment and selection.