



## ORGANIZATION STRATEGIC PLAN (2021-2022)

These items are included in the Organization Strategic Plan and are grouped by Strategic Goal. Council identified priorities, including those discussed during the City Council Retreat are identified with a plus sign (+). Items were identified by staff through the budget process are noted with a caret (^). Updated items from the 2019-2020 plan that were not completed – although substantial effort was made but could not be completed due to the COVID-19 pandemic – which could be carried over are noted with an asterisk (\*). Regular progress updates are provided on the online dashboard, go to [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov), search “priorities.”

### Value Scottsdale's Unique Lifestyle and Character

- Judge all new projects to ensure they keep the high quality of life for residents for which Scottsdale is known+
- Ensure plan to guide future development is in place through General Plan Update on November 2021 ballot+
- Update Ethics Code for staff, elected and appointed officials, and city vendors to strengthen provisions+
- Improve procedures for citizen advisory groups regarding conflict disclosures, absence, and recusal reporting+
- Consider pilot to temporarily turn some Old Town streets into walk-only zones for one weekend per month+
- Monitor Bond 2019 project design and construction to ensure all projects are completed in timely manner+
- Complete design for Second Street and Main Street streetscape projects to improve walkability of Old Town^

### Support Economic Vitality

- Review Old Town proposals and how they improve transportation, infrastructure, sustainability, and tourism+
- Revise and adopt the Old Town Character Area Plan to clearly identify zoning and reduce bonus provisions+
- Adopt plan to expand affordable housing including state tax credit and reduce homeownership barriers+
- Address Old Town parking by assessing each district’s needs and issues and developing appropriate response+
- Improve process for project approval by improving communications between Planning Commission and DRB+
- Update the tourism strategic plan to guide Scottsdale’s attractiveness and sustainability as a destination^
- Identify locations for use of bond funding for additional parking areas to support Old Town retail and events^
- Identify and implement automated parking solution at WestWorld to support signature events by 2022^
- Revitalize southern Scottsdale corridors by identifying commercial properties in need of improvement\*
- Carry out Smart City priorities that use technology to improve livability based on community input\*
- Undertake analysis to determine the cost of development, and whether impact fees should be expanded\*

## **Enhance Neighborhoods**

- Reduce short-term rental complaints by improving monitoring and enforcement to better manage impacts+
- Demonstrate respect for human dignity by developing strategies to reduce number of unsheltered persons+
- Review and consider ways to reduce barriers for middle housing such as townhomes and two-family homes+
- Update the noise ordinance to include c-weighted decibel restrictions to address bass levels+
- Review selected ordinances to ensure community is informed and enforcement is achieving desired outcomes+
- Improve educational opportunities by working with community colleges on new four-year option+
- Create pipeline from educational institutions to local employers through internships and training events+
- Redesign and update the city's website to improve digital accessibility by community members and customers^
- Convert city processes to enable use of e-signatures and electronic document management to improve service^
- Increase use of remote technology to ensure accurate and efficient methods of case processing at City Court^
- Improve the average travel time for responding fire companies to get to emergency incidents^
- Further the development of a localized Real Time Crime Center to use technology to improve public safety^
- Explore ways to use new technologies and methods to increase citizen involvement and engagement\*
- Work with community to increase donations for programs that benefit seniors and families in need\*
- Work with community to develop action plan to ensure Scottsdale is an age-and dementia-friendly community\*
- Engage with Cities of Service to expand volunteer opportunities and develop community service plan\*

## **Preserve Meaningful Open Space**

- Acquire and protect remaining additional acreage within McDowell Sonoran Preserve boundary+
- Review and strengthen Preserve Ordinance to prevent habitat degradation and protect and sustain wildlife+
- Initiate steps to extend the expiring Preserve Tax, including the concept of perpetual maintenance fund+
- Identify and improve Old Town public spaces based on recommendations from Emerald Necklace master plan+
- Review and expand public pool capacity by identifying funding to invest in expanded hours for existing pools+
- Complete construction of the Pima Dynamite Trailhead and open to the public by Fall 2021^
- Complete construction of Bell Road Sports Complex in time to use for parking overflow for 2022 event season^
- Complete design for Ashler Hills neighborhood park, and first phase of Indian Bend Wash improvements^
- Evaluate the effectiveness of the Pony Express Self-Service Library access at Appaloosa branch^

## **Seek Sustainability**

- Work with the community and environment commission to complete and adopt a Sustainability Plan+
- Carry out Heat Island Mitigation Plan recommendations, including tree/shade plan and ordinance changes+
- Consider adoption of 2021 International Green Construction Code & International Energy Conservation Code+
- Develop alternative energy resources for Scottsdale Water to enhance reliability and reduce ratepayer cost+
- Develop and implement a five-year waste reduction plan for the city to reduce costs and protect environment+
- Ensure CAP, SRP, groundwater, and recycled water sources can be maximized for long-term sustainability+
- Consider capital project to expand reclaimed water production in the southern part of Scottsdale+
- Encourage or remove obstacles for new and existing construction of solar installations+
- To prevent future unmanageable costs, address public safety pension liabilities to pay down within 16 years+
- Improve employee safety and health by taking actions to reduce the city's accident rate for employee injuries^
- Invest in a high-performance organization by focusing on leadership development and succession planning^.
- Address public safety pension liabilities and manage replacement/training of public safety workforce^
- Increase residential curbside recycling diversion rate to 30%, and green waste diversion rate to 20%^
- Expand the Residential Outdoor Efficiency Checks program to integrate the WaterSmart portal for customers^
- Develop, plan, and implement new residential and commercial water management technology rebates^
- Complete the water metering system automation by having transmitters installed on all water meters^

## **Advance Transportation**

- Increase trolley and other transit ridership, including evaluating special event and parking garage routes+
- Develop implementation plan to provide citywide electric vehicle charging station infrastructure+
- Plan for maintenance and reuse of alleys abandoned through transition to curbside pick-up+
- To ensure long-term viability of Scottsdale Airport, complete runway reconstruction project by Fall 2021^
- Begin construction of Happy Valley from Pima to Alma School, and Pima from Pinnacle Peak to Happy Valley^
- Install internally illuminated light-emitting diode technology street name signs along Scottsdale Road^
- Use CCTV cameras, vehicle detection systems and accessible button technologies to improve traffic safety^



## CITY MANAGER'S OFFICE

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Date: May 18, 2021  
To: Honorable Mayor and City Council  
From: Jim Thompson, City Manager; Bill Murphy and Brent Stockwell, Assistant City Managers; Shane Stone and Kelsey Lamphier, Management Associates to the City Manager  
Subject: Item 1: Identification of Council Priorities, June 1, 2021 Work Study Session

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We have added an item for presentation, discussion, and possible direction to staff regarding the identification of Mayor and City Council priorities for the Organization Strategic Plan to the June 1, 2021 Work Study Session.

Scottsdale's involvement in Bloomberg Philanthropies What Works Cities Certification process, recommends that the local government identifies goals, aligns a diverse set of measures with those goals, and uses data to evaluate progress toward them. It requires that the local government documents its key citywide priorities and/or goals, and have assigned targets, metrics, and a timeframe for measuring progress toward the achievement of a publicly stated goal(s).

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

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

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

This memo overviews each of these items and identifies the need to get direction from the City Council on which objectives the Mayor and City Council collectively would like to see achieved.

### *Mission*

The City Council approved Scottsdale's mission statement, "Simply Better Service for a World-Class Community" in 2013.

### *Goals*

Scottsdale has six long-term strategic goals. Since FY 2010/11, the six strategic goals have been used as long-term goals to promote alignment with the General Plan, to identify key objectives for achievement each fiscal year, and for reporting as part of the budget and annual report. The strategic goals are the same as the General Plan chapter headings and were the guiding principles developed through the CityShape 2020 process. The strategic goals are equal with no priority in the listing; however, they are listed below in the same order they appear in the General Plan.

- Value Scottsdale's Unique Lifestyle and Character
- Support Economic Vitality

- Enhance Neighborhoods
- Preserve Meaningful Open Space
- Seek Sustainability
- Advance Transportation

### *Objectives*

Every two years, the city manager works with the Mayor and City Council to identify priorities for the next two years. These priorities, also known as objectives, align with each of the goals. Objectives are concise action statements describing specific efforts or services we must do well, or improve, to achieve the mission and goals. Successful objectives are typically quantifiable – it should be clear whether the organization is making progress towards achieving the objective, and when they have been achieved.

### *Initiatives and Measures*

Once the objectives have been identified, staff then creates initiatives, which are specific programs, activities, projects, or actions that will drive the city's efforts to achieve the objectives, and measures, which are meaningful quantitative evidence used to monitor and track progress towards achievement of desired results.

Clear direction from the Mayor and City Council regarding the first three items, the mission, goals and objectives of the city, help ensure that initiatives and measures are aligned with this direction. Once objectives have been agreed upon, staff flesh these out with supporting initiatives and measures to ensure they are achieved by the end of calendar year 2022.

### *Organization Strategic Plan*

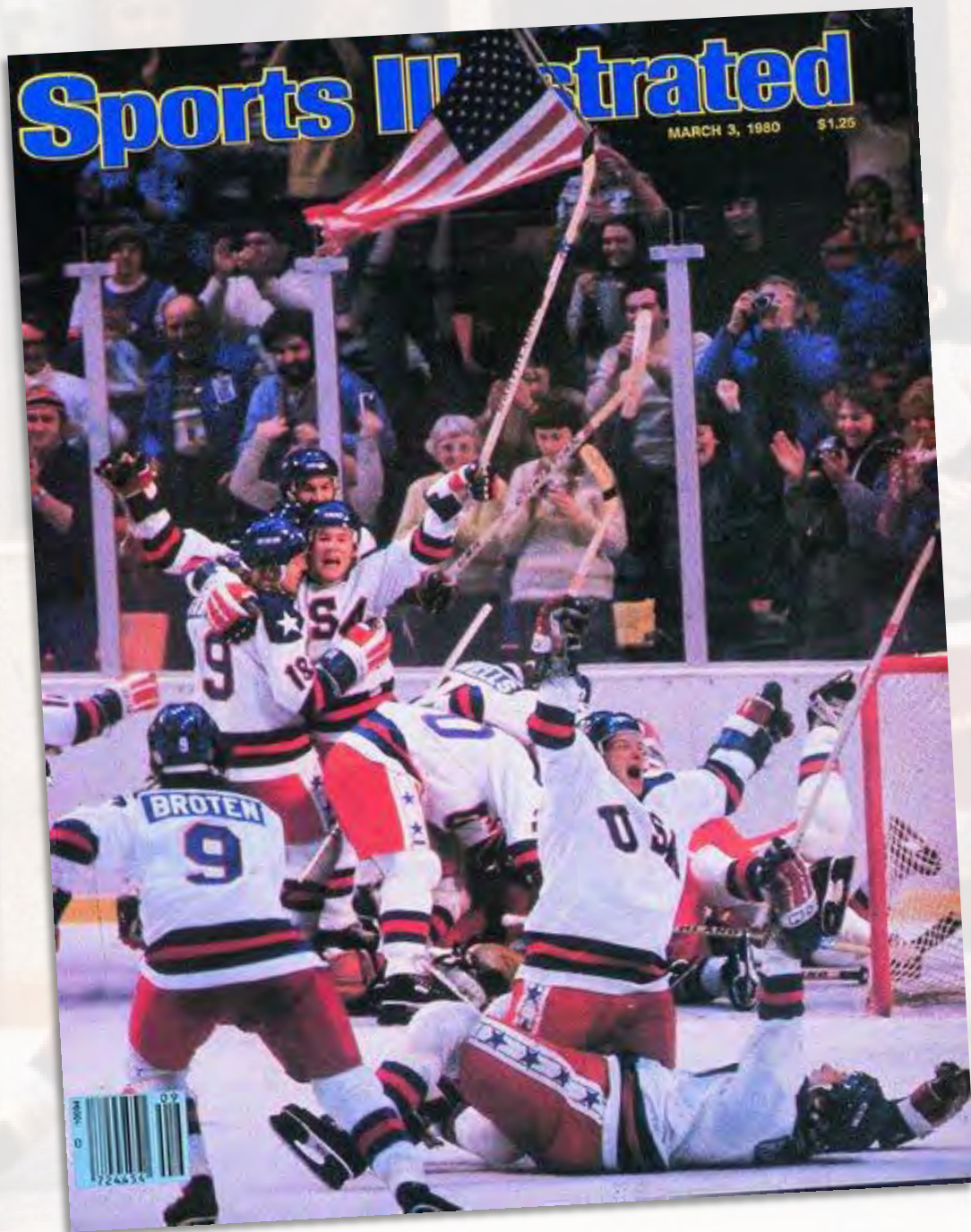
Collectively, this work is referred to as the Organization Strategic Plan. The city has a public dashboard which outlines updates on the objectives and initiatives in the strategic plan which is accessible from this page: <https://www.scottsdaleaz.gov/council/mission-priorities>

Based on the outcome of today's meeting, staff will update the priorities, bring back a resolution for City Council acceptance, and regularly report progress on achieving these priorities.









**“...the only measure of a great team – or a great organization – is whether it accomplishes what it sets out to accomplish.”**

**Patrick Lencioni**



# City of Scottsdale Organizational Strategic Plan

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This report provides a progress update toward achieving the objectives included in the city's Organizational Strategic Plan.



Value Scottsdale's Unique Lifestyle and Character



Support Economic Vitality



Enhance Neighborhoods



Preserve Meaningful Open Space



Seek Sustainability



Advance Transportation



## Support Economic Vitality



Description	Progress	Status
Identify locations and funding for additional parking areas to support specialty retail in Old Town*	67%	
Revitalize southern Scottsdale corridors by revitalizing the appearance and vitality of commercial areas*	33%	
Develop and begin implementation of Smart City Strategic Roadmap with citizen and business input*	97%	
Increase WestWorld's vitality through implementing key recommendations from Business Plan final report*	63%	
Carry out the economic development strategy and provide strategic support of tourism and visitor events*	33%	
Track progress towards completion of the Nationwide Realty Investors campus at Hayden & 101.		 On Track

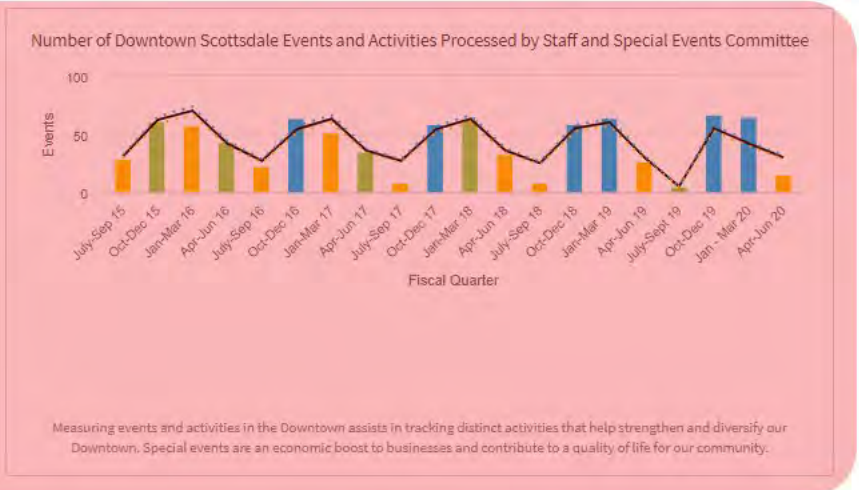
Support Economic Vitality / Carry out the economic development strategy and provide...

Carry out the economic development strategy and provide strategic support of tourism and visitor events\*



Latest Update:

Economic Development initiated an update to the existing Strategic Plan in March 2020. Stakeholders across the community were engaged in the update process that ran through November 2021. The draft plan is currently under review by the Steering Committee and will be presented to the City Council on March 9, 2021.



Description	Progress	Status
The Economic Development department is carrying out the Economic Development Strategic Plan. Funding for an update to the plan was approved in the FY 19/20 budget.		On Track
Enhance visitor and residents' experiences by conducting an Experiential Tourism Assessment, which will also assist in furthering the development of a comprehensive Tourism Master Plan.		On Track
In collaboration with Scottsdale Public Art and city staff, select an artist to design a prototype Pocket Art Park at One Civic Center within Old Town.		Completed
Create seasonal and promotional events to support merchants, restaurants and businesses in Old Town.		On Track

## **Mission**

**What is our purpose? Why do we exist?**

## **Goals**

**What are our main focus areas to achieve the mission?**

## **Objectives**

**What specific efforts are needed to achieve the goals?**

## **Initiatives**

**What specific activities are needed to achieve the objectives?**

## **Measures**

**How will we know if we are achieving results?**



# **Mission**

**What is our purpose? Why do we exist?**

## **Good mission statements:**

- **Are short and sharply focused**
- **State why we do what we do**
- **Provide direction for doing the right things**
- **Are clear and easily understood**
- **Are memorable and easily memorizable**
- **Describe what we want to be remembered for**

Simply Better Service   
for a World-Class Community



# Simply Better Service for a World-Class Community



# Goals

**What are our main focus areas to achieve the mission?**

**Value Scottsdale's  
Unique Lifestyle  
and Character**



**Advance  
Transportation**

**Seek  
Sustainability**



**Scottsdale's  
Strategic  
Goals**



**Support  
Economic  
Vitality**

**Preserve Meaningful  
Open Space**



**Enhance  
Neighborhoods**



## **Objectives**

**What specific efforts are needed to achieve the goals?**

**Concise action statements describing specific efforts we must do well, or improve, in order to achieve the mission.**

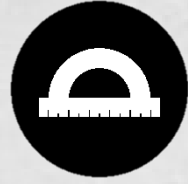


**MUST BE QUANTIFIABLE**

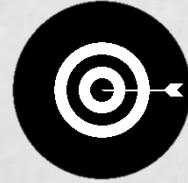
**Land a man on the moon  
and return him safely to earth  
by the end of this decade**







a measure



a target



a time frame



**Land a man on the moon**  
and return him safely to earth  
by the end of this decade



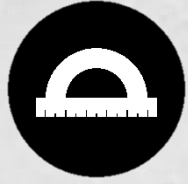
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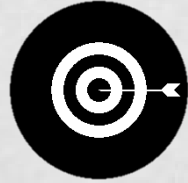


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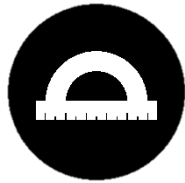
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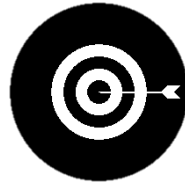
**And return him safely to earth**



**By the end of this decade**



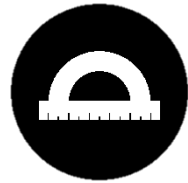
**a measure**



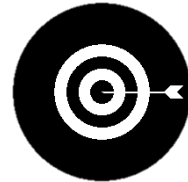
**a target**



**a time frame**



**Emergency contacts**



**For 85% of short-term rentals**



**By June 30, 2022**

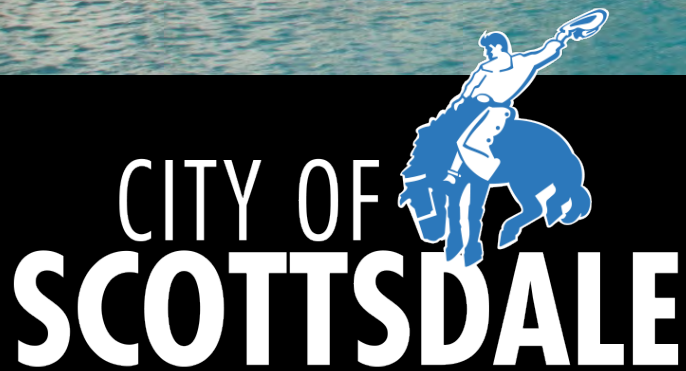


**Initiatives**

**What specific activities are needed to achieve the objectives?**

**Measures**

**How will we know if we are achieving results?**



**Shane Stone | Management Associate**

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go to [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov) search "performance"