



City Manager Accomplishments

Fiscal Year 2023/2024

Organization

The leadership demonstrated exceptional management acumen, skillfully guiding the city's executive staff in delivering outstanding municipal services. The profound knowledge, diverse skillset and innate leadership abilities have been pivotal in navigating the complexities of technical and political challenges. Under my stewardship, the city has consistently achieved successful outcomes, reflecting my capacity to harmonize intricate policy matters with the practical demands of urban administration. With adeptness in fostering collaboration coupled with a strategic vision, ensures that Scottsdale not only meets but exceeds the expectations of its residents, maintaining its reputation as a well-managed and thriving community.

We added a third assistant city manager as suggested by council, after a competitive nationwide recruitment resulting in changes to some organization reporting relationships. While balancing workloads is important, strengthening coordination across our organization is equally important. The adjustments were also made with an eye toward creating the best conditions for collaboration, since Collaborative Teamwork is an Employee Value, and Collaborate and Engage a Community Value.

Assistant City Manager Greg Caton assumes responsibility for the City Manager's office staff along with the Human Resources Department, the Scottsdale Water Division, and the Office of Communication and Citizen Service (which now includes Government Relations).

Assistant City Manager Brent Stockwell retains responsibility for the Community and Economic Development Division (which includes Scottsdale Airport, Economic Development, Planning and Development Services, and Tourism & Events) and Information Technology. He resumes responsibility for Emergency Management, moving from the Fire Department to enhance collaboration across the organization of that citywide function.

Assistant City Manager Bill Murphy retains Community Services (which includes Human Services, Libraries, Parks & Recreation, the Scottsdale McDowell Sonoran Preserve, and WestWorld) and Public Works (which includes Capital Projects, Facilities, Fleet, Solid Waste and Transportation & Streets).

The Fire Department and the Police Department continue to report directly to me.



Employee Relations

I excel in employee relations, recognizing that the city's workforce is its most invaluable asset. My interpersonal skills and genuine commitment to employee well-being have fostered a supportive and motivated work environment. By prioritizing transparent communication, professional development, and recognition of achievements, I ensure that each employee feels valued and empowered. My ability to listen and respond to staff concerns has cultivated a culture of trust and collaboration, enhancing overall productivity and job satisfaction. This focus on nurturing the city's most vital resource has been instrumental in maintaining Scottsdale's high standards of service and community engagement.

Outreach and Engagement

As city manager, I am regularly available to meet with, and present to, both employees and the community. On a monthly basis, I meet at least once with the Executive Team, including the other charter officers, as well as the division and department directors from across the organization. In addition, most months, we hold a Leadership Forum with management and professional staff from across the organization. I always provide an opportunity for attendees to ask me questions about what is going on in the organization and community.

In between Leadership Forums, I hold a virtual Fireside Chat (or Poolside Chat depending on the season) which is broadcast live to the entire organization, and I respond to questions from employees. I also participate in the annual Scottsdale Insider program. I asked for the program to be created upon my arrival to provide employees with an opportunity to learn more about the many functions and operations of the city. Other community presentations I am available for include Scottsdale Leadership, Scottsdale Government 101, Foothills Leadership Academy, Scottsdale Realtors and other organizations.

Employee engagement is always a top priority for me. Every year, I attend the Employee Hard Hat Breakfast for field staff which is an opportunity for me to connect with them. The Employee Picnic is another scheduled event that creates space for the organization to celebrate being part of team Scottsdale. To close off the year, I recognize staff's contributions at the Employee Awards.



Fiscal Year 2023/24 City Manager Goals

1. Oversee Bond 2019 and CIP improvements of public safety police facilities, including the Thomas Hontz Public Safety Training Facility, Via Linda Police Station, Workstations at 9-1-1 Communication Dispatch Center, RTCC, Police Target Hardening, Replacing Outdated 9-1-1 CAD and RMS, and beginning the Downtown Section/Jail Renovation.
2. Implementation of year one Tourism Strategic Plan goals
3. Update and amend the public art ordinances, policies, and procedures
4. Implementation of year three Economic Development Strategic Plan goals
5. Complete public outreach, commission review and Council consideration of a Scottsdale Sustainability/Net Zero Energy Plan
6. Complete initial public outreach, commission, and Council input into, and creation of, a first draft Heat Mitigation and Shade/Tree Plans
7. Continue comprehensive efforts to minimize negative impacts from short-term rentals
8. Completion of Old Town Plan/Ordinance updates
9. Prioritize the creation and timing of new or revised character area plans
10. Discuss development of a Buy Local program to support Scottsdale's small businesses
11. Implement a comprehensive marketing plan for city-owned tourism and event facilities



Aviation

A new 30,000 square footage corporate Hangar and maintenance facility along with 5,000 square foot terminal/office space specific to NetJets and Jet Aviation FBO received its temporary certificate of occupancy and will be operational by August 1, 2024 to accommodate NetJets operations using Scottsdale Airport. The level of private investment is \$33 million on Airport leasehold interest. NetJets is the largest fractional-ownership aircraft operator in the world.

Federal Aviation Administration Western-Pacific Region Outstanding Airport Award:

The recipient of this award is an airport sponsor that has demonstrated outstanding performance in the administration of grants; projects under the AIP program or the PFC program; the development/implementation of a specific program or activity that has improved airport safety; achievements resulting in benefit to aviation users, such as capacity enhancement, or improvement to airport facilities; other achievements of benefit to the region, including community outreach, intergovernmental cooperative efforts, or programs.

Bond 2019 Projects¹

Completed: PUBLIC SAFETY & TECHNOLOGY PROJECT 8 – REPLACE WEBSITE MANAGEMENT SOFTWARE. The launch of the new Scottsdaleaz.gov website is scheduled for the end of June 2024.

Completed: PUBLIC SAFETY & TECHNOLOGY PROJECT 9 -INSTALL FIBER OPTICS INFRASTRUCTURE TO REDUCE OPERATING COSTS. Fiber optic infrastructure for South Corp Yard Campus Fiber Refresh project, Thomas Rd., Scottsdale Sports Complex, WestWorld Polo Field/Lot D, Miller Rd./Curry Rd., and Thomas A. Hontz Police and Fire training facility was completed.

Completed: PUBLIC SAFETY & TECHNOLOGY PROJECT 11– REPLACE DOCUMENT MANAGEMENT SYSTEM TO IMPROVE PUBLIC ACCESS TO INFORMATION. The new, modern, cost-effective system replaced a 15-year-old system that better fits the organization’s needs and improves public access to information.

Completed: PUBLIC SAFETY & TECHNOLOGY PROJECT 12 – ACQUIRE AND DEPLOY A NEW DIGITAL TERRAIN MODEL. Key city services, including fire, parks, police, solid waste, and water, rely on location data contained in the city’s geographic information system. The heart of that system is the digital terrain model - a three-dimensional elevation map of the city upon which buildings, streets, waterlines, and other city infrastructure are placed. Updating this model was required to maintain the fidelity of data and accuracy of information the city relies on to provide service and make data-based decisions.

¹ FY 2023/24 City Manager Goal



Budget

A balanced and conservative budget was developed through collaboration with the City Treasurer, Assistant City Managers and Chiefs. The budget provides our citizens with a great return on their tax dollars by funding core services and community priorities including new fire ambulance transportation services, continuing our high service levels and keeping our taxes and fees low. Division and department directors and staff efforts were key to ensure funding for council and organization goals while addressing restrictions under the city's state-imposed expenditure limitation.

Tourism and Events

Last fall, the city officially unveiled the much-anticipated Scottsdale Civic Center remodel — a comprehensive renovation of the area that has served as the city's civic and signature special event and gathering space for 55 years. Improvements to Civic Center were finalized in March 2023 and beginning in October 2023, the city celebrated with the aptly named Fall in Love with Scottsdale Civic Center event. Fall in Love with Scottsdale Civic Center featured more than 70 activities taking place from October through November 2023 in and around the center and throughout Old Town.

Staff conducted the Art in Public Places Program work study session with City Council². Based on discussions during a work study with City Council in October 2023, an active working group was created comprised of Accounting, Budgeting, Capital Project Management, Tourism & Events and Scottsdale Public Art staff to determine new internal processes for the city's Art in Public Places program. Based on the new processes, staff will further evaluate whether the Art in Public Places Ordinance requires any changes. Following finalization of discussions about this ordinance, discussions about the Cultural Improvements Program will begin.

The city signed a 5-year contract with the McDowell Sonoran Conservancy to produce the Tour de Scottsdale, which was held in April. For its first year, the event exceeded expectations with nearly 2,700 cyclists from 42 states and 5 countries. The city is funding this event at \$200,000 with the intent that the Conservancy reinvest in the event. That includes adding symposiums and a larger experience that will elevate the status of the City of Scottsdale as a bicycle friendly community and promote and grow Scottsdale as a premier bicycle destination.

Tourism and Events collaborated with the NCAA and the Men's Final Four Local Organizing Committee to create engaging activities on the Marshall Way Bridge. The three event days attracted nearly 5,000 visitors to that area and more than 23,000 visitors over the course of the 2.5 weeks the installation was in place.

² FY 2023/24 City Manager Goal



One of the city's largest and new public art "Breakaway" was installed in the Drinkwater Boulevard underpass below Scottsdale Civic Center. Tucson-based artist Barbara Grygutis designed the signature light-featured public art to serve as a unique gateway to Scottsdale Civic Center. The art features a winding rope that unfurls in curvilinear fashion from south-to-north and north-to-south along the walls. The cast aluminum rope is a series of larger-than-life knots, stretching 315 feet in each direction.

Illustrating the city's leadership role in providing an exceptional resident, business and visitor experience, I along with staff from Planning, Tourism, and Police departments met with Town of Gilbert leaders, to discuss best practices in developing, promoting and enhancing a successful and safe downtown. Staff also reinstated quarterly in-person Old Town Networking & Updates Meetings last November for business owners, property managers, stakeholders, and elected officials. Meetings included welcome by Mayor Ortega, a series of speakers presenting updates on various city initiatives and upcoming programming that covered a wide range of topics from national advertising to the Alley Refresh Campaign.

Tourism and Events and Experience Scottsdale commissioned leading tourism market researcher, Longwoods International, to evaluate the effectiveness of Experience Scottsdale's advertising in generating tourism business and encouraging economic development activity. Longwoods International found that Experience Scottsdale's campaigns had a positive impact on travelers' perceptions of Scottsdale – not only in areas closely tied to destination selection but also in views of Scottsdale as a place to live, work, start a business, purchase a vacation home, and retire. Experience Scottsdale's return on investment was one of the best Longwoods International has tracked since the pandemic; every \$1 spent on advertising generated \$116 in visitor spending and \$4 in state and local taxes.

Economic Development

To advance goal of developing a Buy Local program to support Scottsdale's small businesses, the city has sponsored the first and second cohorts of the ImpactAZ 2025 program³. The Purchasing Department and Economic Development Department gave a presentation to the participants explaining the role of economic development and the support staff can offer to businesses in Scottsdale. A working session is planned for October 2024 to walk the new cohort through Bonfire to sign up to compete for city contracts and tapping into economic development resources.

³ FY 2023/24 City Manager Goal



Human Resources

Human Resources (HR) completed a citywide Classification and Compensation study from July 2023 – May 2024 with the City Council adopting the recommendations in June 2024. In addition, the HR team implemented new benefits for employees, including Paid Parental Leave Program Policy in September 2023 and the Post Employment Health Plan in February. HR will continue to study, analyze and implement solutions to key issues. This includes compensation strategies for hard to fill positions, systems integrator study implementation, leadership loop design and implementation and workforce planning phase I.

HR successful recruitments/appointments include City Manager, Assistant City Manager, WestWorld General Manager, Economic Development Director, Library Director and Judge Marianne Bayardi's reappointment process through the Judicial Appointment Advisory Board.

Human Services

The Human Services team continue to successfully serve our community. Staff is experiencing about an 95% success rate with its community navigators through Community Bridges. Bridge housing assisted 62 individuals to transition to permanent housing. Staff also served 135 unduplicated seniors with 3,844 brown bags and served 141 duplicated seniors a total of 18,220 meals through the Home Delivered meals.

Staff continue to host Non-Profits on the Paiute Campus with a lease with SARRC. This helps complement our partnership with Maricopa County for HeadStart, Early HeadStart, our Family Resource Center, and the Hirsch Academy Charter School (K-6). All are under a lease for multiple years. Other programming accomplishments includes continuing the Day Relief Centers for those experiencing homelessness at Vista Community Center, initiating programs this summer for neighborhood at Vista which improved the dialogue with the Penjamo-Yaqui Pueblo Community and utilized the Opioid settlement for counselor training with youth diversion program, with planned work with SUSD with our resource officers.

Information Technology

The City of Scottsdale has been recognized as the [Top Digital City for 2023 by the Center for Digital Government \(CDG\)](#) in the 250,000 – 499,999 population category. This recognition reflects the city's dedication to serving our community through innovative technology.

The City of Scottsdale received the [What Works Cities Gold Certification](#) for its exceptional use of data to inform policy decisions, allocate funding, improve services, evaluate program effectiveness, and engage residents through Bloomberg Philanthropies.

CompTIA Public Technology Institute recognized Scottsdale's [Short-term Rental Resource Center](#)



as a winner in its 2023 Solutions Awards. [The winning tool](#) offers an interactive way for citizens to understand the status of short-term rentals in their neighborhoods, facilitates a way to report violations, and provides information for short-term rental owners on how to comply with city ordinances.

Scottsdale Geographic Information System (GIS) Special Events Management System was recognized with the [Local IT Innovation of the Year Award](#) by the Scoop News Group. The LocalSmart Awards highlight the projects making city, county and municipal government better. Scottsdale's IT and GIS team developed an innovative digital map application showing the real-time location and status of first responders on-site at the 2023 WM Phoenix Open. The application helped public safety command staff to dispatch the crews nearest to each incident and provided first responders in the field with advanced maps of the venue so they could find the quickest path to those in need. The City of Scottsdale was also recognized as a [2023 Government Experience Winner](#) by the Center for Digital Government (CDG) for our Scottsdale GIS Special Events Management System.

Library

The library drew strong attendance for events. The storytime room was programmed for the full year with over 11,400 in attendance. The second annual Bunnanza event was held over Easter Weekend at the Civic Center with over 4,500 in attendance (an increase of 1,700). Events included an egg hunt, live music and other entertainment, food trucks, and vendor booths.

Library staff also found new ways to reach our community. Staff initiated a "2nd Chance Collection" at Via Linda Senior Center for items that are marked for deletion from the collection. Hold-It lockers were installed at Granite Reef Senior Center that hold requested items that patrons, which saves patrons a trip to the library. There have been 425 pickups since January. Library programs were also implemented at under-utilized Rio Montana building for all age groups and included a Story Walk displaying laminated pages of children's books, placed a Books2Go Little Free Library and a selection of donated books for borrowing.

Parks and Recreation

Parks and Rec also made progress on planning for the future. Progress is being made on the Parks and Recreation Master Plan for Indian School Park and Cactus Pool / Master Plan final document will be ready for Council in the Fall of 2024. Staff also initiated work on the Strategic Plan and Master Plan evaluation of the entire Parks system. With the City Treasurer's Office, we have also provided and presented to Council the Protect and Preserve Task Force recommendations for upcoming election in November 2024.



Key projects include completion of the Bell94 Soccer complex, a Bond 2019 project, opened a new playground at the Thompson Peak Park specifically for children, completion of necessary public outreach for Ashler Hills Community for new park, near completion of design work for Thompson Peak Off-leash area and start of construction for McCormick Stillman Railroad Park. The work began on the Roundhouse and entry plaza for completion in fall 2025. The new ramada completion in summer of 2024 will provide increased revenue opportunities.

A consultant has been selected to enhance website, social media, and digital presence for WestWorld and Scottsdale Stadium to advance the goal of a comprehensively marketed city-owned tourism and event facilities⁴. To coordinate marketing of these facilities as well as Old Town Scottsdale, some collaborative marketing has been done for city events at Civic Center, WestWorld, and Scottsdale Stadium.

Parks and Recreation celebrated its 42nd consecutive year as a Tree City USA participant. Planted 471 trees and pruned 6,454: City-wide tree inventory of over 24,542. Parks and Medians Maintenance also completed the Right Tree Right Place project by removal of trees impacting electrical service areas in Salt River Project work zones and planting over 300 new trees in partnership with SRP.

Scottsdale Stadium highlights include a successful 2024 Spring Training Season with over 130,000 attendees, 3rd PAC12 Baseball Tournament at the stadium May 21 – 26, 2024, the Mayor's State of the City 2024, Martin Luther King Celebration, the first Juneteenth event and completion of the Stadium First Base Event Plaza.

Planning

Staff conducted three work study sessions and delivered a draft Sustainability Plan for Council consideration by May 2024 as directed by Council⁵. A draft Community Sustainability plan was posted for public comment in April and additional community outreach will follow. Staff also received approval of Shade/Tree Plan Consultant Contract and worked on community outreach, including a series of community workshops about heat in the Paiute and Vista Del Camino neighborhoods⁶.

Planning and Development accomplishments include repealing the Downtown Infill Incentive District, updating Old Town Character Area Plan policies based on Council/community input, updating Downtown (D) Zoning District based on Council/community input. Staff have also prioritized the creation and timing of new or revised character area plans (CAP) has advanced

⁴ FY 2023/24 City Manager Goal

⁵ FY 2023/24 City Manager Goals

⁶ FY 2023/24 City Manager Goals



through approval of Downtown Infill Incentive District Repeal, Old Town CAP Phase 1, and Old Town CAP Phase 2 & Planned Block Development Amendments. The next step includes minor updates to the Old Town Scottsdale Urban Design & Architectural Guidelines. These updates will undergo review by the Development Review Board (planned for Summer 2024) to align with recent City Council amendments. Public input will be solicited both in-person and online.

Additional accomplishment includes updating the out-of-date annexation policy to include current water, financial, planning and development points of view, approval of new plan/permit system contract to replace 25+ year old technology and improve customer service (Bond #14 – on budget). Major Projects were also approved: Parque (5-2) – 253,000 sq. ft. commercial, 1322 combined residential and hotel rooms; Headwaters Residential Healthcare (7-0) – 172 units; Scottsdale’s Museum of the West expansion and Museum Management Agreement; Opening of Caesar’s Republic Hotel/Commercial space; Opening of DraftKings.

McDowell Sonoran Preserve

The land purchase within the preserve boundary from the Corral Family was completed in spring 2024. In addition, the Ecological Resource Plant (ERP) drafted and ready for finalization, to Commission and Council in the fall of 2024-25. Staff also worked collectively with Scottsdale Fire on perimeter controls along Pima and trail heads, removal of invasive plants and Neighborhood Fire-wise partners. The City was successfully awarded a grant from State Forestry for non-native plant remediation. The Pima Dynamite Trailhead was awarded two Crescordia awards from Arizona Forward for landscape and buildings.

Public Safety-Police

Strategic Planning

In October 2023, the department developed a new 3-year Strategic Plan. The department also implemented a new Mission Statement, “As part of our community, we are united in purpose and selfless in action to ensure a safe Scottsdale” as well as 26 foundational behaviors that foster our culture of trust, transparency and accountability within the department.

Staffing

The department staffed the Short-Term Rental (STR) unit, comprised of sworn and non-sworn staff, who review nuisance calls that may be related to STR, issue warnings, provide education, and issue citations for STR violations. Full staffing has allowed for an increase in education and enforcement related to STR concerns and other nuisance events.⁷ The department also created the Wellness unit, which has dedicated staff to oversee our wellness programs. The unit serves and assists employees with resources related to mind, spirit, body, and financial wellness. A WRaPS

⁷ FY 2023/24 City Manager Goals



(Wellness, Resilience, and Peer Support) committee was created to build on the Department's Wellness program. The committee supports and directs the Department's 30 Peer Support team members, who are CISM-trained and certified. The department fully staffed the Park Ranger Unit, allowing sworn park rangers to patrol the preserve and other open spaces, providing education and enforcement for the community's safety.

Projects

The department continued the expansion of the Real Time Crime Center, increasing the available technology and moving into the completed workspace as part of the bond-funded remodel of the Via Linda Station. The department deployed camera technology in eighty locations to reduce crime and increase offender apprehension and public safety. This technology enhances the mission of the Real Time Crime Center by utilizing technology to capture and share real-time information with law enforcement and public safety personnel, which increases officer safety and community well-being. The department also completed the Via Linda Communications Center remodel. The updated Communications Center features modernized workstations, improved lighting, and enhanced collaborative areas for Communications and the Real-time Crime Center.

Dinnertime Burglary Series Response

To ensure engagement of the community and to address significant concerns related to the Dinnertime Burglary Series, the department hosted a Town Hall that was attended by thousands of individuals both in person and online, making it the largest single event in the department's history. The use of technology contributed to the department's response to the Dinnertime Burglary Series and the arrest of a dangerous individual suspected of attempted murder who came to our community with an intent to do harm.

Awards, Recognitions and Accreditations

These include the department's 10th CALEA reaccreditation on November 11, 2023 and the Human Exploitation and Trafficking Unit (HEaT) received the Arizona Anti-Trafficking Network Most Valuable Team Award as a result of their participation in Operation Blue Wave and being a leader in overall arrests.

New Initiatives and Programs

The Police department has also launched new initiatives and programs. A nonprofit organization, the Scottsdale Police Foundation, was established in 2023 by external community members who wish to support the department through fundraising and community events. Other programs and initiatives include an implementation of a formal Spanish-speaking Public Information Officer (PIO), a new recognition program for our Uniformed Services Bureau—*The Crimefighter of the Month*, and the Police Athletic League of Scottsdale (PALS), which supports and inspires Scottsdale youth to realize their full individual potential as productive members of society.

The department expanded specialized training in compliance with the FAA remote aircraft pilot certification, allowing patrol operations to gather aerial support for service calls. This includes assistance in handling crimes in progress, documenting crime scenes, and executing search and rescue operations.



Public Safety-Fire

Specialty Units

Scottsdale's Technical Rescue Team began the initial development and deployment phase of the "Trail Access Vehicle" program that will decrease time to our patients that are located within the vast trail system of the preserve. Scottsdale Fire Department (SFD) also added seven new Rescue Techs to the team. The department also relocated its Hazardous Materials Response team from Fire Station 606 to Fire Station 603 based on response data collected to increase its coverage of hazardous material incidents within the city. SFD additionally trained six new Haz Techs.

Training

The training division is continuously providing training, ongoing education, and professional development to our current firefighters. The department sent 27 recruits to the Glendale regional academy. The training division additionally facilitated the promotional processes for rank of engineer and captain.

Construction broke ground on the long-awaited new Scottsdale Regional Training Center. This is a voter approved project that will bring our training academy up to modern national standards and technology allowing us to train current and future firefighters.

SFD continues to remain relevant in the region as a member of many regional committees such as the East Valley Steering committee and the Regional Operations Consistency Committee. This allows staff to train with other fire departments in such areas as crew-based training, ladder regional training, command and control level training, hazardous material, and technical rescue training. The division also collaborated on Regional Academy curriculum to ensure consistent regional academy content and hours for each recruit.

Emergency Medical Services (EMS)

This year, the EMS division hired a Performance Improvement Coordinator who is responsible for reviewing patient care records related to Cardiac Arrests, Traumas, STEMI's, Sepsis, Stroke, overdoses, and all patient refusals. The focus of the reviews is for quality assurance, compliance with local protocols, data reporting to DHS, conformity to medical direction, and overall care of our patients with a total of approximately 9,730 time sensitive charts reviewed. Scottsdale Fire drives our emergency medical training from these quality assurance results.

Continuous focal points for the EMS Division have been quality patient care, EMS training, and obtaining a Certificate of Necessity (CON) from the Arizona Department of Health so that Scottsdale Fire can operate our own ground ambulances.



In 2023, EMS delivered a total 480 hours of face-to-face EMT and Paramedic training hours in cardiac care, trauma, pediatrics, pharmacology, labor and delivery, etc. In addition, 25 of our members graduated from paramedic school.

The EMS division was able to purchase new training equipment such as I- Simulate and training manikins. These simulators and manikins allow the simulation of real time cardiac arrest, various cardiac and respiratory emergencies (including lung sounds), defibrillation, and cardiac pacing situations. In addition, SFD members are able to practice advanced skills, such as, airway intubation, I-gel airway placement, intravenous and interosseus catheter placements, respiratory and cardiac output monitoring, and high-performance CPR feedback.

Fire Prevention

In 2023, Scottsdale's property loss by fire was 18.6 percent (loss value/property value), a fraction of the national average at 42.8 percent. By actively preventing fires through education, inspection and quickly and efficiently suppressing fires when they do occur, we have significantly reduced the occurrence of fires, saved lives, and protected homes and businesses from devastating losses.

Over the past year, Scottsdale GIS has been working with the fire department to inspect and consolidate the various sources of Gate Codes on file. To ensure the data was accurate, the Fire Department assigned a firefighter to complete extensive field inspections of all 521 gates across the city. This ensured the codes were valid and the gates were operating and functioning appropriately.

Emergency Management

In FY 2023/24, Emergency Management handled the initial attacks on the Diamond Wildfire in the north Scottsdale area. COS Emergency Management team coordinated evacuation, response, and Emergency Operation Center support alongside Maricopa County Department of Emergency Management, and AZ Dept. of Forestry and Fire Management during the firefighting operation. The collaboration continued through the subsequent Land Use Agreement for a Base of Operations at FraeseField Trailhead for more than a week after.

Professional Standards

The health of our Firefighters remains on the forefront of our priorities in the department. To support this value, SFD received a grant from FEMA for cancer screenings for our members. Firefighters have a nine percent higher risk for developing cancer and a 14 percent higher risk of dying from cancer. The grant allowed us to send more than 220 members and a few retirees through Vincere Cancer Center.

The screening included the Galleri Test for members 45 years and older, full body MRI, dermatology screening and review with Dr. Shukla. As a result of these screenings, four serious cancer diagnosis



were found along with three skin cancers. All of the Department's cancer diagnosis were covered under Worker's Compensation due to the States Presumptive Cancer Laws. We are committed to continually find funding for future screenings for our members.

In addition to screenings, Scottsdale Fire Department members volunteered to participate in the Firefighter Collaborative Research Project (FCRP) with the University of Arizona. FCRP is a study that focuses on understanding how different lifestyle changes might be able to lower serum polyfluoroalkyl substances (PFAS) levels as well as reduce cardiovascular risk and epigenetic age. The impact of this study would help firefighters find ways to reduce their risk of cancer.

Resources

Four new ambulances were ordered and received in 2023. All supporting resources are being prepared for procurement and distribution as soon as the Certificate of Necessity is passed. Three new replacement pumpers were placed in service as E603, E604 and E605. The specs have been completed for E612, L611, and the Support replacement truck; all to be delivered in October 2024. New UTV were ordered for delivery in July 2024 to assist with special events and mountain rescues. In addition, saunas have been placed in 601 and 602 in an effort to mitigate long-term health effects to firefighters associated with toxic chemical exposures.

Finally, Scottsdale Fire began implementing a new tracking software called Operative IQ. The software will help track equipment and goods used in our department; including fleet maintenance and inventory, soft goods and disposables used in EMS, and enhance station ordering currently managed by RES.

Public Works

Solid Waste

Diversion is set to return to historic levels with reopening of the new Salt River recycling facility. Expanded zero-waste special events to include Mayor events and City Employee Awards event. Developed concept for transfer station expansion and fully funded the project in the FY 23/24 CIP. Design / Break Ground in the spring 2025. The City also initialized the Food Waste program at Spring Training 2024 and during the July 4th event at WestWorld.

CPM

Staff developed a proposed CIP program that includes funding for bond projects, and still addresses other ongoing general fund capital needs. When the CIP is approved, the City will have completed or have sufficient funds to complete 40 projects out of the original 58 projects.

The North Corp Yard garage project was completed with eight dual-head charging stations and supporting infrastructure to add more as electric vehicles enter the fleet. Staff also reoriented the



Energy Savings Performance Contracts effort to gain efficiency and have more of the available funding go to improvements and less to contract administration, measurement and verification. Solicitation is being prepared now for award of on-call energy savings contracts which will become the vehicle to build these projects with existing capital budget going forward.

Staff developed and presented to Council at two work study sessions a framework for moving the bond program forward. At this session, they presented estimates for all remaining projects, supported with objective data on construction inflation rates. They also justified and got Council approval for priority short-term project needs, including the Fire/Police Training Facility to be completed in Fall 2025.

The implementation of the Transportation Action Plan (TAP) is ongoing. TAP priorities are reflected in the proposed FY 23/24 CIP, which adds very few new capacity projects but substantially increases five-year spending for pavement maintenance and addresses existing bridge deficiencies. The focus on complete streets is reflected by completion of the Osborn Road complete street project and the ongoing 68th Street and Thomas Road projects that were completed in 2023. Efforts continue to work with Maricopa Association of Governments to allow use of Scottsdale's substantial surplus of regional transit funding for trolley operations from South Corp Yard North.

Transportation

Staff are exploring a new parking structure discussion with council for the Livery Stable (2nd and Brown) (Bond 2019 funds), and 6th Avenue for Council consideration

For the Pima Road Wall – Neighborhood outreach was conducted for Happy Valley to Alma School Road improvements and landscape enhancement in fall 2024; Miller Road – Pinnacle Peak north – completion of bridge work over the wash and new road pavement. Both projects had proactive communication with the adjacent neighbors.

Scottsdale Road – Jomax to Dixileta and Scottsdale Road/Dynamite improvements will begin in Fall 2024; Project is \$46M and a combination of Federal Highway, Regional and Local funds. Construction of the pedestrian tunnel also began under Chaparral Road from Chaparral Park to Camelback Park. Design was also started for the Goldwater Parking/5th Avenue area adjacent to the Salt River Project Canal.

In partnership with Tourism and Economic Development, Transportation completed numerous projects within the Entertainment District, which included new lighting with street poles, festoon lighting safety bollards, and completing a new waterline to the Maya Hotel. This included widening of the sidewalk along the north side of Camelback Road from Miller to the Canal.

Water

The city has been proactive with our drought management plan initiated by Water Department, to address shortages within the Colorado river basin due to the lack of precipitation over the last year.



Scottsdale Water has provided periodic drought updates to council and completed a new 5-year strategic plan which will be discussed with City Council in June.

Water saving projects include: elimination of unnecessary turf and water features within the Civic Center renovation Bond project, new conversions of xeriscape modifications within the Parks and Recreation Department, reduction with the Civic Center lagoon in front of City Hall, as well as an introduction of a Southwest Botanical Garden with the renovation of the Civic Center and the reduction in turf of 90,000 sq. ft. well result in saving over 400,000 gallons of water. In addition, from January 2023 through April 2024 there has been a savings of over 209,000,000 gallons of water in the parks through improved irrigation, watering schedules, and early leak detection (243.57 acre feet). Staff also increased the flow from the Pump-backs to the Water Campus to increase recycled water availability.

For projects, staff completed the redesign and opening at Chaparral Pool in July 2024 and will prepare for a new sewer install– 36” pipe through Champions’ Course, down Hayden/along Princess Dr. to the Optima project; Will complete this portion in the fall of 2025; Have complete outreach with adjacent property owners. In addition, with the completion of Well 54C (Aquifer Storage and Recovery) and additional treatment to Well 41B, an additional 2 million gallons a day of water production capacity was added to the system.

Scottsdale Water also completed the Integrated Water Resource Master Plan (IWRMP). The team also created more educational opportunities with two Water Academies in FY 23/24, the first since the COVID pandemic.

Water Awards

Water Distribution System of the Year - Large System: Water Distribution received the award thanks to the dedication and engagement of the water distribution team. With a complex distribution system including 18 pressures zones, 11,000 fire hydrants, 48,000 valves and more than 2,100 miles of piping, team members are the unsung heroes that overcome many challenges while keeping themselves safe, exceeding industry metrics and contributing to the public outreach program.

Small Treatment Plant Supervisor of the Year – Scott Piros at Gainey Ranch Treatment Facility: Scott received the award for improving preventive maintenance processes, fostering operator engagement, and his proactive and innovative approaches to persistent treatment issues.

Safety Awards: Thirteen facilities and departments were recognized for safe operations with less than the maximum number of lost days.

Recognized in the **Hydrant Hysteria competition**: “As the water landscape rapidly changes and our drought continues, it is paramount for us to implement solutions that effectively address our customer needs with the highest quality of standards and innovative technologies,” said Brian



Biesemeyer, executive director for Scottsdale Water. "Our teams work hard and take pride in making a difference for our residents and customers."

Scottsdale's Water conservation program was awarded over \$1.2 million dollars in two separate grants from the Arizona Water Infrastructure Finance Authority. These funds allow for expanded residential turf removal rebates and commercial/HOA program rebates.

WestWorld

WestWorld recruited and added a new General Manager, Katie Gregory. With her leadership, the team will continue to strike a balance of equestrian signature events along with specialty events throughout the facility. The WestWorld master plan has been initiated for parking and drainage/conceptual drawings advancing with cost estimates.

WestWorld tent refurbishment completed included skin replacement, panels on north side of tent, and added door frames on south side of tent under budget. Savings of 1.7 M reallocated to Scottsdale Stadium/Day Park project. Six barns were completed in 2023/24 providing increase revenue stream. In addition, Feed and Bedding Store revenues exceeded \$1m for the first time at WestWorld.

Event Attendance

The Facility enjoyed a record number of attendees at the Barrett-Jackson auction in January and secured a new fall/October 2024 auction. Record numbers, horses and riders were at the Arabian Horse Show in February with 2,600 attendees. Sun Country hosted the highest number of horses and events for a 10-day period/including Parada Rodeo – 2,300. Cactus Classic also recorded a record number attendees. The National Reined Cow Horse Association (NRCHA) recorded over 1,000 in attendance; this event moved from California during COVID and signed a new 3-year agreement to have the event at WestWorld; Start a new contract in 2024 through 2026

Polo

Polo field usage included youth and adult soccer and lacrosse has increased this past year. The Polo Field Lighting project was completed and will allow additional hours of play time, increase revenues and more flexibility to schedule events. WestWorld is now able to host regional polo, while still providing ample parking for Barrett-Jackson and the WM Open,

Short-Term Rentals

Passed by the City Council on May 6, 2024, the Short-Term Rental Team developed ordinance changes to address the negative impact of vacation rentals. These include prohibiting minors from renting properties, adding promoters as a responsible party, and giving police authority to ask non-



residents to leave a property after a nuisance party is declared. Staff also asked for public feedback in March 2024 and 92% of respondents strongly agree or agree that Scottsdale is moving in the right direction with the proposed changes.

The City's enforcement efforts have also been strengthened by a fully staffed police short-term rental unit and two dedicated short-term rental code enforcement officers. From January -May 2024, 442 citations have been written, nearly eight times the 58 written in all of 2023. The City also continues to proactively communicate with residents and property owners and provides monthly updates to the City Council.

Office of Communication and Citizen Service

Transparency and Accountability

The public involvement and communications teams in the Office of Communication and Citizen Service have been leading efforts to improve the city's public participation efforts with more consistent standards and training, and new tools to reach a broader audience. The public involvement team revamped and relaunched Scottsdale's public participation guidebook and hosted two separate custom training opportunities for the city's public outreach practitioners. With the updated standards in hand, the team conducted multiple in-person involvement opportunities, including more than a dozen stakeholder interviews and several sessions in support of the Special Noise Ordinance update process.

Continuing evaluation of the Hello Scottsdale mobile/SMS engagement platform was completed and revealed this tool to be a useful part of the city's engagement toolkit. Example: as part of designing the new off-leash area at Thompson Peak Park, Hello Scottsdale provided park users an opportunity to offer feedback (prompted by signs at the dog parks). Nearly 1,000 people participated, providing more than 3,500 pieces of feedback that were considered when designing the Thompson Peak Park area, and also in the city's overall off-leash area master planning.

In a separate effort, the Speak Up Scottsdale platform was piloted as a city-hosted online home for engagement on a variety of topics. Over 35 separate polls/questionnaires/activities were hosted for about 400 registered users. With a one-year pilot period complete, staff concluded that this particular platform/technique is not generating the kind of engagement we're looking for, so an alternative platform is being obtained for next fiscal year to continue offering a web-based online engagement tool, with the goal of generating a higher level of public engagement.

On a final note about leveraging technology to engage the community, 6,258 residents have opted-in to Scottsdale's questionnaire platform, Polco, through which the city received more than 10,000 completed feedback opportunities on 7 different topics in the last fiscal year.

Direct resident connections continue to be an elemental part of this office's activity. Over the past year the citizen service team coordinated two of the city's largest volunteer programs, Old Town



Ambassadors and Adopt-A-Road, through which more than 1,000 people contribute their time and expertise to the community; hosted Government 101 for 30+ graduates and 16 Neighborhood College classes; onboarded 24 new Neighborhood Watch groups (bringing the total to 139); and hosted 9 successful neighborhood mediations.

Improving Citywide Communications

The Office of Communication continues to lead and coordinate citywide communications across departments, elevating standards and improving collaboration to better deliver the city's message. The city's brand identity standards were re-launched and staff are being trained on how to properly represent the city, and the team developed a new communications request system that provides a coordinated method through which communications and outreach support can be coordinated between the public information team, community involvement team, Scottsdale Video Network and web and design services.

Through consistent promotion and quality of content, Scottsdale's communication channels for reaching residents continue to grow. Scottsdale Update, the city's weekly e-newsletter, has nearly 13,000 subscribers, with each issue seeing about a 50% open rate - which is much higher than the industry standard (around 30%). Scottsdale Update is also the brand for the city's bi-monthly printed newsletter, provided in utility bills via paper and electronically 6 times each year. Recently, the communications team has established in-person distribution points as well, so that the Update printed newsletter is available at libraries, community centers and other service counters around the city, expanding the audience for this important information.

Scottsdale's general social media accounts remain important tools as well, with 13,500 connections on Facebook, 16,600 on Instagram, 61,100 on Twitter/X, and 19,200 on LinkedIn. Steady growth is seen on each channel, and in an average month across these channels, city messages will generate well over 100,000 impressions (views). In addition to generating awareness and understanding of city topics and issues, these are customer service channels as well, with staff admins connecting inquirers with the appropriate department to solve problems. Average response time on Facebook is 26 minutes with a 100% response rate.

Video is an important component as well, and the city's communicators are doing more and more to leverage short-form video that is more and more popular with all ages. Scottsdale's YouTube channel grew to more than 6,200 subscribers in the past year and hosted nearly 918,000 views - including about 11,000 live stream views of City Council and other public meetings.

Finally, efforts to establish Podsdale - the City of Scottsdale podcast - as a consistent public-facing channel for deeper discussions of city topics are beginning to show results. Committing to a bi-weekly distribution pace, average episode downloads are nearing 500.



Office of Diversity

The Office of Diversity is leading community and employee efforts in equity, diversity and inclusion. Through leveraging community connections and collaboration, Scottsdale's Juneteenth celebration is now a major regional event, consistently growing since its inception just two years ago. Last year's event at Scottsdale Center for the Performing Arts welcomed more than 3,000 guests -- a number that is certain to grow for the 2024 event, which is supported by more than a dozen sponsors who have contributed more than \$40,000 to cover the event costs and more.

The Office of Diversity has also led a comprehensive process through which a formal Request for Proposals has been developed and issued to hire a firm that will update the city's ADA transition plan, which will be a citywide process that will ensure Scottsdale's facilities are equitably accessible to everyone in the community.

On the employee front, the office spearheaded creating Scottsdale's first employee resource groups where staff who share certain interests can connect, provide resources and support to each other and the organization as a whole. In this first year of the program, eight employee-led groups have been established and are developing their plans with guidance from the Office of Diversity.

FY 2024/25 City Manager Goals

Respect Character and Culture

1. Arts & Cultural Ordinances Update*
2. Arts/Cultural Strategic/Master Planning
3. Character Area Plans Prioritize/Create New*
4. Historic & Archaeological Preservation Programs/Update
5. Zoning & Related Code Updates (e.g., Land Division, Building Codes) (see Implementation Tools section for further detail)

Conserve and Preserve the Environment

1. Energy Efficiency & Clean Fuel Updates
2. Heat Mitigation Plan and Net-Zero Energy Strategic Plan*
3. Infrastructure Improvements Plan
4. Integrated Water Resources Master Plan Update
5. Recycling/Solid Waste Programs Review/ Update
6. Amend Code and Ordinances to align with Sustainability Plan

Collaborate and Engage

1. Public Notification Requirements Update

* Goal continued from the 2024 Organization Strategic Plan

**Foster Well-Being**

1. Emergency Management Plan & Program
2. Gardens, Farmers Markets Code Updates
3. Housing/Human Services Programs and Consolidated Plan Update
4. Residential Healthcare Facility/Adult Care Home Codes/Policies Update
5. Trails Master Plan Review/ Update

Connect the Community

1. Old Town Scottsdale Bicycle Master Plan
2. Transportation Action Plan Update

Revitalize Responsibly

1. Neighborhood Preservation & Conservation Programs Development/Update

Advance Innovation and Prosperity

1. Competitive Position Analysis
2. Economic Development Strategic Plan Update (established in April 2021)
3. High Performance and Innovation Initiative (should be reported as ongoing)
4. Smart Cities Strategic Roadmap