



2013-2018 *Corporate Strategic Plan*



TOWN OF
QUEEN CREEK
ARIZONA

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Introduction

In 2007, the Queen Creek Town Council undertook a new process to establish goals for the community. In prior years, the Council would develop annual goals that comprised mainly of a long list of various issues, tasks, and categories. While this effort was useful and very beneficial to the Council during that time, it was found that a different process was necessary for the community and organization that addressed even greater accountability, transparency with distinct links to the annual budget. The Council felt that there was a need for broad-based topical areas of interest set forth by the Council, with underlying goals, assignments established and importantly, timelines for completion. This process was a formalized strategic planning process with the outcome being creation of the five-year Corporate Strategic Plan (“Plan”).

To develop the 5-year Plan, the Council uses several resources to gather public input, such as the bi-annual citizen survey. The Plan’s foundation begins with the Mission, Vision and Values statements adopted by the Council and re-evaluated annually. Since creating the first plan three years ago, when the original Mission, Vision and Values statements were also adopted, the Town Council has not made any changes to these statements and finds them still current and valid.

Goals for the Community

Within the plan there are several Key Result Areas (KRA’s). The KRA’s are the broad-based goals and are re-evaluated annually and incorporated within the 5-year Corporate Strategic Plan for the community. Each KRA has a mission statement that describes the intent of each area. Additionally, each KRA has various goals which describe in greater detail the elements of each KRA, including the responsible department, a narrative description, and estimated completion date.

How the Corporate Strategic Plan is Updated

Each year the Corporate Strategic Plan is updated beginning with the annual planning session conducted usually at the end of the summer. The guiding principles that created the original Corporate Strategic Plan were the Vision, Mission and Values Statements of the Town.

The Plan is an integral part of the organization’s work program, establishing clear direction for the Town Manager to identify options for deployment of resources. Development of the Plan is led by the Town Council with input directly by the Town Manager and the Executive Management Team. The Executive Management Team is comprised of the Town Manager, Assistant Town Manager/Chief Financial Officer, and all the department managers.

The Plan is officially adopted at one of the two meetings in December of each year. The timing of this adoption date is critical and sets forth the Council’s desires for programs, services and projects that need to be considered in the annual budget development process, which commences each year in January.

For additional information about the Plan, please contact the Town Manager’s office at (480) 358-3905.

The Guiding Principles for Creating the Corporate Strategic Plan

Vision Statement

The Town of Queen Creek strives to honor our past, manage our present and embrace our future to create a quality, unique place for families and businesses.

Mission Statement

It is the mission of the Town of Queen Creek to provide a framework for a high quality of life, promote a strong sense of community and provide responsive public services in a caring, ethical, innovative and accountable manner.

Values Statement

In support of its mission statement, the Town of Queen Creek believes in the following values...

Quality service that is honest, trustworthy, professional, fair and efficient

Unified vision for the future through ongoing community dialogue

Empathetic listening to the needs and concerns of the community

Enthusiastic application of creativity to find solutions

Never missing an opportunity to assist a customer

Communication that is honest, timely and accurate

Responsibility for personal actions and recognizing their impact on the workplace and community

Encourage involvement by all to ensure that the diversity of the community is represented in decision-making

Environmentally sound planning and practices that will ensure natural resources for future generations

Kindness in all dealings with residents, customers, partners and employees

KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP)

With community input, Queen Creek will plan for sustainable infrastructure improvements that strengthen economic vitality and quality of life, providing fiscal stewardship of public funds and balancing construction with the ability to effectively maintain and operate our current assets (all infrastructure, traffic control systems, town buildings, and equipment) in a cost effective and safe manner.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 1: Monitor, time and sequence the Town's Capital Improvement Program (CIP) so that it is implemented when needed, but matched with available revenues to construct and maintain the assets over time. Annually develop a 5-Year comprehensive Capital Improvement Program (CIP) including funding to address the community's needs for new facilities to prepare for and keep pace with anticipated new growth and development pressures.</p>	<p>Town Manager</p>	<p>The Town's CIP is a 5-year plan that is updated annually with the budget development process. The CIP establishes what projects will be built, identifying their costs and timing for construction. Importantly the CIP implements key provisions the General Plan, Economic Development Strategic Plan and the Parks, Trails and Open Space Master Plan. This goal acknowledges an important activity, in the current economy and attempts to ensure that the community's need for new infrastructure is matched with its ability to afford not only the cost of constructing that new infrastructure, but the ongoing maintenance of the infrastructure for generations to come. The Town is poised to experience significant future growth in the near future, potentially doubling in population to 54,000 in the next 10 years. This development pressure will create new challenges and opportunities for the Town, including the need to anticipate the need for additional capital improvements that will be needed, finance their construction, and prepare for their long-term maintenance. Particular areas the CIP should address include expansion of the South Water Reclamation Plant, water and wastewater main line extensions, transportation system upgrades and expansion of related facilities such as parks, trails, fire stations and other public buildings.</p>	<p>On hold due to economic conditions. Overall, the CIP is mostly a debt service program. However, CIP is evaluated annually with the Budget. July 2013</p>

<p>Goal 2: Update Parks Trails and Open Space Master Plan. <u>Update the Small Area Transportation Study (SATS) identifying long-term transportation needs for the community, including options for adequate connections to SR 24 and the other freeway and commuter rail systems currently being planned. [NEW GOAL]</u></p>	<p>Town Manager</p>	<p>Changes to this document are necessary as a result of these factors: 1) statutory changes to funding sources to build the system, relating specifically to impact fees from homebuilding; 2) Town initiated changes in parks and trail locations and 3) timing for completion as it relates to the local economy and recovery efforts. <u>The Town’s current SATS study was completed in 2007. Since then the growth in the San Tan Valley area has exceeded projections and the City of Mesa has begun construction of the SR 24 freeway which will be opened to Ellsworth Road by 2014. In addition, the Town is positioned to experience significant growth in the next decade. As a result, the Town will need to anticipate and be prepared to address a series of traffic related issues such as funding, construction timing and facility maintenance in the future.</u></p>	<p>July 2013 <u>2014</u></p>
<p>Goal 3: <u>Update Master Plan for 127-acre Northeast Park. [NEW GOAL]</u></p>	<p><u>Town Manager</u></p>	<p><u>In September 2012, the Town approved a transfer of 127 acres known as the “Northeast Park” near the Barney Family Sports Complex. This land transfer allows for greater, easier and less costly development of the park and moves its proximity closer to established regional sports facilities and existing transportation infrastructure. A new programming plan, identifying opportunities based on a more square-shaped parcel, needs to be completed to allow the next phases of park development to occur.</u></p>	<p><u>July 2015</u></p>

KRA 2: COMMUNITY INVOLVEMENT

Queen Creek will provide opportunities for citizen participation in community decisions. The Town will embrace transparency, ensuring that information about programs, services and business opportunities is available through multiple avenues. The Town will adhere to requirements of financial data posting, open meeting laws, and maintenance of accurate records available through public records requests. Local elections will comply with federal, state, and local laws including campaign finance regulations.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: Develop a comprehensive volunteer program and non-profit partnership strategy. <u>[MOVED THIS GOAL TO THE END OF THIS KRA]</u>	Town Manager	<p><u>Previous CSP's adopted by Council identified the need to create a comprehensive volunteer program and non-profit partnership strategy. The Town continues to get numerous requests (often involving several thousand people each year) from private groups and organizations to assist in various projects and programs. Use of a volunteer designated program coordinator, (using existing staff), would serve to develop a formal outreach program and identify projects that could be completed by the non-profits and private groups. There are three Formalizing the Town's existing practices achieves the following goals; to be achieved. 1) Identify what programs the community desires; 2) identify feasibility to shift programming to nonprofits; 3) develop a list of opportunities for volunteerism that includes Town-wide maintenance projects; 4) develop a means to staff an active volunteer program that implements the goals desired.</u></p>	FY 2011/2012 2013/2014

<p>Goal 2: Enhance opportunities for resident participation in Town decision-making and keep residents educated and informed through community events and outreach programs.</p>	<p>Economic Development</p>	<p>Activities in advancement of this goal can take many forms and include a variety of media outreach activities (e.g. the comprehensive citizen survey performed every other year via phone). Enhancements are implemented based on specific situations and community needs <u>and include the following used by the Town:</u></p> <ul style="list-style-type: none"> a) Use of Social media. b) Electronic publications. c) Public meetings. d) Development of new information materials. e) Consideration and implementation of changing technologies and trends. f) Citizen Leadership Institute. g) Town Hall events. h) Ongoing dialogue <u>and as applicable, training,</u> with Homeowner Associations (HOAs). i) Enhanced financial reporting on the Town's website. j) Explore opportunities to enhance visibility of volunteer opportunities for residents. k) <u>Formal citizen surveys.</u> 	<p>Annually.</p>
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<p><u>Goal 3: Communicate with local homeowner association representatives / property management companies and neighborhoods where no HOA exists. Continue policies that advance transparency in governance. [NEW GOAL/ COUNCIL RETREAT]</u></p>	<p><u>Development Services/ Economic Development Town Manager</u></p>	<p><u>As the Town continues to grow, establishing an ongoing dialog with our Home Owners Associations (HOAs), their management companies and their residents including neighborhoods without formal HOA organizations, becomes increasingly important. In order to promote this effort the Town will continue communicating directly with our HOA's to enhance the Town's visibility and promote Town initiatives. Communication of this type can be included in HOA newsletters and web sites, additional information related to HOA's can be added to the Town's website, and the Town can provide classes and informational programs of interest to HOA residents. The Town Council is interested in continuing strategies that engage the community and make it easier for residents to participate in the decision-making process for the community. To this end, the Town will continue to evaluate cost-effective, efficient technologies for broadcasting Council meetings, use of the website, and interpersonal activities that allow enhanced participation. This Goal acknowledges the Technology KRA and effectively complements dual efforts.</u></p>	<p><u>Annually.</u> <u>[Completed]</u></p> <p><u>Annually.</u></p>
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KRA 3: COUNCIL PROFESSIONAL DEVELOPMENT

Town Council members will participate in appropriate trainings to assist in performing their duties, build and expand their ability to accomplish public goals, and have the tools necessary to be accountable elected officials.

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: Continue with Council professional development to fully initiate the duties of a Council Member	Town Council/ Town Manager	The Council desires to continue to be a high-performing, accountable and professional body. Certain trainings and other professional development will be considered to accomplish public goals.	Annually.
Goal 2: Consider joint meetings with similarly sized Towns to share common interests and learning opportunities.	Town Council/ Town Manager	The Council desires to meet with communities that are of similar sized populations with the belief that there may be more alignment of interests that would allow for enhanced learning opportunities and sharing of strategies to resolve issues.	Annually.

KRA 4: ENVIRONMENT

Queen Creek will strive to preserve and improve the natural environment to meet all applicable laws, ensure safety, provide services, promote sustainability, and contribute to the quality of life in the community.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 1: Develop and implement measures to use the Town's reclaimed water to the Town's benefit. <u>Develop and implement plans to participate in the next Greenfield Reclamation Plan (GWRP) expansion, allowing for appropriate implementation of the General Plan, including use of treated effluent to the benefit of the Town.</u></p>	<p>Development Services/ Utilities</p>	<p>The Town's Intergovernmental Government Agreement with Gilbert and Mesa requires the Town to accept reclaimed water deliveries from the Greenfield Water Reclamation Plant (GWRP) within the next 10 years. Presently, Gilbert and Mesa are making beneficial use of Queen Creek's reclaimed water, but within the next decade, they will no longer have sufficient excess capacity in the existing system to continue this practice. Queen Creek needs to take responsibility for the ultimate use of our share of the reclaimed water or we will be forced to pay Mesa to construct a system for us. A number of options are available to the Town, including construction of our own reclaimed water delivery system and creative partnerships with other agencies, including the Central Arizona Project and the Gila River Indian Community. The next plant expansion of the Greenfield Water Reclamation Plant (GWRP) will be completed by 2018. The Town will need to decide by 2016 if we will be participating in the next plant expansion, which would add approximately 1 million gallons of future capacity. The projected cost for each 1 million gallons of capacity is about \$8 million. The Town will be able to take its full amount of treated effluent by 2018 which will be over 2 million gallons per day. The Utility Department has completed the corridor study and is now working with several communities and irrigation districts to develop the options and alternatives for using and transporting our treated effluent which would reduce the costs for effluent delivery to the Town.</p>	<p>Annually: May 2011 (Corridor Study) <u>July 2015</u></p>

<p>Goal 2: Ensure a safe and sustainable water supply that allows for the <u>implementation of the General Plan.</u></p>	<p>Utilities</p>	<p>a) Complete and adopt a <u>Water Infrastructure Master Plan with updates to be conducted on a 3-5 year time frame to compliment the Town's General Plan.</u></p> <p>b) Conduct a Water Supply Master Plan which will include groundwater, re-use water and surface water <u>and treated effluent options</u> for built out <u>to meet our</u> needs.</p> <p>c) Continue to work with land owners to secure adequate water supply. Remaining work in this area will be completed by June 2012. <u>Work with the few remaining landowners on securing their assured water supply.</u></p> <p>d) Adopt a 10-year CIP plan with identified funding.</p>	<p>Ongoing.</p>
<p>Goal 3: Manage wastewater in an efficient and economical manner.</p>	<p>Utilities</p>	<p>a) Complete and adopt a wastewater master plan with updates to be conducted on a 3-5 year time frame (Plan completed July 2011).</p> <p>b) Adopt an odor and corrosion control program.</p> <p>c) Identify options for phasing the buy in of future capacity at the Greenfield Water Reclamation Plan (GWRP).</p> <p>d) Adopt a 10-year CIP plan with identified funding.</p>	<p>Ongoing. <u>[Program goals established and currently being met.]</u></p>
<p>Key Result Areas/Goals <i>(Not in Priority Order)</i></p>	<p>Department & Lead Staff</p>	<p>Narrative Description</p>	<p>Completion Date</p>
<p>Goal 4: Air Quality Program. Ensure that the Town is meeting its commitments to the region's Air Quality mandates.</p>	<p>Development Services</p>	<p>Over the past decade, a serious air quality concern was raised for Maricopa County. Tiny particulate matter (PM-10; dust) is viewed as a significant health concern — and the USEPA is requiring the County (through MAG) to comprehensively address the problem. Depending upon how quickly the region is able to address the issues, this could severely impact transportation planning and funding for the region.</p> <p>In cooperation with MAG and other local jurisdictions, Council approved a Resolution in 2007 establishing various actions Queen Creek would take to reduce PM-10. Town staff will continue to monitor via MAG's PM-10 working group(s).</p>	<p>Ongoing. <u>[Program goals established and currently being met.]</u></p>

<p>Goal 3: Promote the Town’s sustainability goals through efforts concerning energy use, green building policy, recycling and use of hybrid vehicles <u>and possible building code revisions to encourage energy conservation.</u></p>	<p>Town Manager</p>	<p>Queen Creek’s Green Building Policy, adopted in 2007, commits the Town to finance, plan, design, construct, manage, renovate and maintain its facilities in accordance to with the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system and national standards. In adopting this policy, Queen Creek has set itself apart as a forward-looking, progressive community. Additional sustainability efforts include:</p> <ul style="list-style-type: none"> a) Water conservation b) Recycling c) Land use d) Consolidation of town offices <u>Building maintenance</u> e) Town’s use of hybrid vehicles f) Green cleaning products <p><u>The Town is also considering adoption of the 2012 ICC Building Code, which incorporates options for building construction designed to promote energy efficiency in new buildings.</u></p>	<p>Ongoing.</p>
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<p>Goal 4: Create a welcoming environment in our parks and trails by ensuring they are safe, environmentally friendly, and well maintained. Based on adopted levels of service.</p>	<p>Development Services</p>	<p><u>The Town has developed numerous internal quality assurance and control mechanisms to ensure the sustainability, user value, and economical maintenance of the parks and trails systems.</u></p> <ol style="list-style-type: none"> 1. Keep the Town’s parks and trails aesthetically pleasing by dedicating adequate resources to maintain areas open to the public. 2. Ensure visitor safety by conducting routine inspection of playground equipment, structures, and grounds and making repairs a priority. 3. Being environmentally friendly: <ol style="list-style-type: none"> a) Research and utilize eco-friendly technologies when economically sensible to do so b) Utilize and promote appropriate water conservation efforts at Town parks c) Recycle grass clippings 	<p><u>Ongoing.</u></p>
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KRA 5: FINANCIAL MANAGEMENT / INTERNAL SERVICES AND SUSTAINABILITY

Queen Creek will strive to achieve stable revenues from diverse sources, accurate forecasts, responsible debt management, reasonable service cost recovery, and maximum operating efficiencies to ensure long-term fiscal sustainability, necessary services and a high quality of life for residents.

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: Maintain long-term financial sustainability for local government operations. The Town shall maintain a goal of operational efficiencies not rushing to increase staffing when economic times are better.	Town Manager	<u>The Town shall maintain a goal of operational efficiencies not rushing to increase staffing when economic times are better.</u> Ensure that new programs are properly evaluated based on available revenues, community need and operational sustainability. <u>Continue with policies and implementation practices that evaluate use and sources of revenues in particular recurring versus one-time sources of revenue.</u>	Ongoing.
Goal 2: Update/modify the Roads & Streets Maintenance Plan as necessary.	Development Services	The Town Council approved a Roads Maintenance Plan for the community. The plan identifies the conditions of all roads and recommends timelines and maintenance treatment. Each year the Town Council reviews and develops options for funding. Adequate attention to the Town's streets are imperative to avoid disproportionate reconstruction costs if maintenance is deferred too long.	Annually. [Completed annually.]
Goal 2: Continue progressive strategies to attract and retain high-performing staff.	Town Manager/ Workforce & Technology	The Workforce & Technology Department has developed strategies to recruit, develop, reward and retain a quality workforce by providing a safe and healthy work environment and offering competitive compensation, benefits, training and development, and ensuring fair treatment to all of its employees.	Annually.

<p>Goal 4 3: Complete a comprehensive review of the Town’s classification and compensation system. <u>Develop a new staffing model for future growth.</u></p>	<p>Workforce & Technology</p>	<p><u>The Town is challenged to compete in the urban Phoenix metropolitan marketplace and with the uptick in the economy; many local governments are not only hiring staff, but restoring compensation policies, such as merit and cost of living allowances.</u> The last <u>compensation and classification review was completed in 2006.</u> Since that time the <u>Town has added several new departments and division including Fire, Utilities and Solid Waste</u> some services have been consolidated, while there have been two new services, <u>notably water and fire/EMS.</u> However, during the same timeframe, staff was reduced by 47% due to the economic downturn. The current system was built for an organization that would have reached 500 employees within a 10-year timeframe <u>(2016).</u> The current number of job classifications is 70 for 165 full-time and part-time employees (almost a 1:2 ratio). Additionally, a new pay system needs to be identified that meets the current realities of the economy <u>while maintaining the organization’s competitiveness for a quality workforce.</u></p>	<p>January 2013-2014</p>
<p>Goal 5: Analyze/Review options for use/re-use of Town’s buildings, land and other assets for community’s needs.</p>	<p>Town Manager/ Development Services</p>	<p>With growth in Town Services stagnant, due to current and projected economic conditions, the Council is interested in exploring opportunities to partner with other entities that desire use of the Town’s buildings or land to further the Town’s goals. Requests for use of these assets will be considered on a case by case basis and consistent with adopted policies.</p>	<p>Annually. [Completed with consolidation of all offices to DSB.]</p>
<p><u>Goal 4: Evaluate and monitor the effects of SB 1598 and the Town’s ability to establish and maintain and adjust as needed building permit approval times.</u>[NEW GOAL]</p>	<p><u>Development Services</u></p>	<p><u>As a result of SB 1598, the Town is required to publish approval timelines for requests for administrative approval of building permits, sign permits, subdivision plats, certificates of occupancy, etc. Current resources will need to be monitored and evaluated regularly to ensure these timelines can be met, particularly in comparison with the timeframes established by surrounding communities.</u></p>	<p><u>January 2014</u></p>

<p><u>Goal 5: Conduct a SWOT (strengths, weaknesses, opportunities and threats analysis on the Town’s largest department, Development Services.</u> [NEW GOAL]</p>	<p><u>Town Manager/Economic Development/Development Services</u></p>	<p><u>With the reorganization of the Development Services Department, a SWOT analysis would provide insight into how the department could be operated more effectively and options to improve the level of service provided.</u></p>	<p><u>July 2014</u></p>
<p><u>Goal 6: Technology Education and Training Initiative [NEW GOAL]</u></p>	<p><u>Workforce & Technology</u></p>	<p><u>Technology continues to advance rapidly. The Town has identified opportunities to advance services to the community and to develop internal efficiencies; however, through internal training and proficiency analysis, it has been determined that there is potential to move many of the organization’s staff towards higher technological and systems proficiencies. The initiative is a two-step process, to identify areas of improvement and maintain knowledge of current staff and to develop processes to identify the technology IQ of prospective employees. The initiative may include: use of a designated trainer, space, schedule commitments, and basic proficiency standards across the organization.</u></p>	<p><u>January 2015</u></p>

KRA 6: IMAGE / IDENTITY

Queen Creek will consider the views of existing residents, businesses and organizations as well as potential future community members in shaping and marketing its continuously evolving identity and public image.

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 1: Maintain community events that incorporate the Town’s heritage and enhance the Town’s branding initiative. Identify opportunities for the Town to facilitate the production of special events and festivals by private organizations that will enhance the Town’s branding initiative.</p> <p><u>Implement strategies that incorporate the Town’s heritage and branding campaign, including attracting new and enhancing existing festivals, tourism marketing and strategic partnerships.</u></p>	<p>Economic Development</p>	<p>Festivals and events create community and economic impacts in the markets that they serve. Staff will evaluate the current special event permit process and look for opportunities to reduce barriers for special events in the community. <u>This goal acknowledges their significance in promoting Queen Creek’s identity while concurrently bringing in visitors to the community. Listed below are possible strategies to further this goal.</u></p> <p>a) <u>One recommendation is to provide activities such as festivals and other events such as farmers’ markets and art shows to attract new visitors to Queen Creek. The current events held at the Queen Creek Olive Mill, Schnepf Farms and HPEC help reflect the Town’s identity but more can be done in terms of the location and theme of the events to strengthen the image of Queen Creek throughout the region. The Town needs to work closely with venues that have the potential to host festivals and help market them to potential festival producers through programs such as the International Festivals and Events Association. It will take 2-3 years of recruiting small to midsize events however it is very likely that one or two small events may grow into signature festivals.</u></p> <p>Conduct an economic impact study to gain a full understanding of the economic benefits of bringing visitors to special events at various facilities in the community.</p> <p>b) <u>Continue to enhance the Town’s partnerships with strategic destinations in the community that personify the Town’s brand.</u></p> <p>c) <u>Develop and implement a campaign encouraging residents to explore the Queen Creek community as if they were tourists. This campaign will tie into the new web design, Shop QC program and mobile application.</u></p> <p>d) <u>Conduct a brand audit to provide Queen Creek with a SWOT analysis of the Town’s brand (FY15-16).</u></p> <p>e) <u>Participate in Mesa Convention and Visitor Bureaus Gateway Region marketing</u></p>	<p>Annually.</p>

		<p><u>efforts.</u></p> <p>f) <u>Evaluate the current special event permit process and look for opportunities to reduce barriers for special events in the community.</u></p>	
<p>Goal 2: Implement a community marketing plan tied to mission, vision and values through a comprehensive branding effort.</p>	<p>Economic Development</p>	<p>Economic Development will continue to implement the Town's adopted marketing plan, which includes general and targeted industry sectors as well as a tourism focused campaign.</p> <p>Items include strategically placed advertisements in trade publications, key tradeshow and sales missions to promote the Town to the business community. Staff is also working to promote Queen Creek as a tourist destination, capitalizing on the agritourism/agritainment venues in the community and the growth potential within this sector.</p> <p>In addition to agreements with the Queen Creek Chamber of Commerce and Queen Creek Performing Arts Center, the Town Council approved marketing partnerships with Schnepf Farms, the Queen Creek Olive Mill and Barney Family Sports Complex which will allow the Town to actively market these venues and events. These partnerships also provide the Town with a resource to promote its own events.</p>	<p><u>[Combined with Goal 1.]</u> Annually; with Quarterly updates as appropriate.</p>

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
Goal 3: Continue strategy to increase awareness and knowledge of success in community education of the schools.	Town Manager	This goal addresses the need for the Town to work closely with the community's schools for the purpose of marketing their collective progress on behalf of the community. This goal identifies the linkage between the successes of the community's schools on the Town's Economic Development program. <u>It also acknowledges the value of regular meetings with staff and elected officials among the community's schools to ensure alignment with common goals.</u>	Annually.
<u>Goal 3: Identify and develop the Town's "brand". [NEW GOAL]</u>	<u>Economic Development</u>	<u>Complete a "branding" study to identify the Town's unique identity that can be developed and promoted to prospective residents and visitors. Enhancement of the "brand" would be used in the development of the Council goals and objectives for FY13-14 and beyond.</u>	<u>June 2014</u>

KRA 7: INTERGOVERNMENTAL RELATIONS

Queen Creek will actively participate in regional and statewide organizations and partnerships to ensure the Town’s interests are represented. The Town will proactively monitor and advocate for legislation that maintains local control, preserves state-shared revenues, and advances the community’s competitive position.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: Encourage and Promote Productive Regional Partnerships.	Town Manager/ Town Council/ Economic Development/Development Services	Queen Creek is uniquely situated geographically in two counties: Maricopa and Pinal. Although mostly located in Maricopa County the Town’s relationships must extend well beyond its borders to positively address complex long-term economic development opportunities and issues affecting transportation on the community. Staying active in Pinal County and Maricopa County will ensure that the Town’s interests are not overlooked and are advocated in the best interest of the town and the region. Based on available staff, the Town has strategically identified key regional organizations the Town will actively participate in. Town staff monitors the agendas of several other organizations, but does not actively participate in meetings.	Annually.
Goal 2: The Town should proactively pursue statewide partnerships to support and advance legislation that improves Queen Creek’s competitive position with other regions and/or states and work towards the creation of new economic development tools and resources.	Town Manager/ Economic Development	The uncertainty in the economy has created a number of opportunities and challenges as resources for local governments are even more limited. The Town needs to proactively engage area representatives so they can support the interests of Queen Creek and the region. Additional work with the League of Cities and outreach with key legislative representatives is imperative.	Annually.

<p>Goal 3: Support legislation designed to establish fair taxation policies that apply to both online retailers and brick and mortar businesses in Arizona.</p>	<p>Town Manager</p>	<p>California and Texas recently passed legislation that allows for the taxation of online purchases if the online retailer has subsidiaries in the state where the buyer resides. This legislation is aimed at leveling the playing field between online retailers and brick and mortar businesses. It is highly likely the Arizona Retailers Association will pursue similar legislation in Arizona in 2012. The Town supports this legislation from a fairness standpoint; however staff will need to work with the League of Arizona Cities and Towns to carefully evaluate proposed legislation to ensure no loss of local control over transaction privileges taxes. The passage of this type of legislation would not only increase the competitiveness of brick and mortar stores, it would also likely improve the State's fiscal health and increase state shared revenues. Town staff will also track the progress of similar legislation at the federal level.</p>	<p><u>[State and Federal legislation making progress on this matter.]</u> Annually.</p>
<p>Goal 4 3: Continue to sponsor and initiate collaboration with our partner cities, towns and counties, including the community's schools</p>	<p>Town Manager/ Town Council</p>	<p>Organize various meetings and community orientations. Joint meeting with area City/Town Councils plus school districts. In addition to holding joint meetings with area City/Town Councils and schools, collaboration opportunities may also include Town Council participation on regional boards and committees including the Maricopa Association of Governments Regional Council, the Central Arizona Association of Governments, East Valley Partnership, and the Phoenix-Mesa Gateway Airport Authority.</p>	<p>Annually.</p>
<p>Goal 5 4: Encourage Maricopa County to use bond financing as a practical, modern means to improving the region's road system <u>consider construction of roads as a tool that implements key economic development</u></p>	<p>Town Manager/ Town Council</p>	<p><u>This goal attempts to highlight the deficiencies that exist in Queen Creek and this part of Maricopa County and encourages Maricopa County to change existing road development policies that allow for acceleration of needed roads in this area.</u> Continue dialogue with surrounding communities to solicit wide-spread support of county-wide bond financing to meet the region's transportation needs. The Town Council would like to have a meeting with the County Board of Supervisors on this matter.</p>	<p>Annually.</p>

<u>goals of Queen Creek and this region.</u>			
Goal 6 <u>5</u> : Encourage Maricopa County to develop San Tan Regional Park.	Town Manager/ Town Council	Continue dialogue with County on San Tan Park improvements and planning.	Annually.
Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 7 <u>6</u> : Collaborate with state, local and county agencies; Central Arizona Association of Governments; and Maricopa Association of Governments on SR 24 freeway, N-S freeway, Inter-City Rail and Commuter Rail studies and corridor planning efforts.	Town Manager/ Town Council/ Development Services	Identifies a long-standing strategy of the Town to achieve a freeway in the region, closest to most of the emerging population centers to alleviate congestion on Town arterial streets and accelerate economic development in the Town’s employment areas. Freeway alignments (SR 24 and N-S Freeway) are still under review by ADOT and final corridor selection will likely occur in FY11-12. The 2010 MAG Commuter Rail Study identified the SE Corridor (Union Pacific RR to Queen Creek) as the best alternative. The Inter-City Rail study linking Tucson to Phoenix is currently underway, with a final alignment to be selected in 2014. In addition to identifying regional partners, the Town should consider a Major General Plan Amendment in 2012 and the delineation of a transit-oriented development land-use corridor along the UPRR.	Ongoing. Major General Plan Amendment in 2012

KRA 8: LAND USE / ECONOMIC DEVELOPMENT

Queen Creek will build on its assets; strive to strengthen, diversify and balance the local economy through marketing and recruitment of target industries; pursue proactive land planning and partnerships; maintain high architectural standards for new development; take advantage of opportunities to advance infrastructure and provide excellent service to prospective businesses; and ensure that all new and existing development adheres to the Town’s adopted standards and codes.

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 1: Maintain a balanced community and economically diverse employment base. <u>Maintain or adopt policies that preserve the quality of life in the community.</u></p>	<p>Economic Development</p>	<p><u>The Town Council approved an update to the Economic Development Strategic Plan in September 2012. Key strategic initiatives address this goal and supplement quality of life provisions. The Economic Development Commission will be updating the Economic Development Strategic Plan as part of their work program for FY11-12. The Economic Development Strategic Plan update will include a detailed review of several key areas critical to the economic development program for the Town. These key areas include:</u></p> <ul style="list-style-type: none"> • Targeted industry sectors — evaluate emerging industries and what makes sense for Queen Creek to target in the short term with limited resources and limited building inventory and improved sites. Also need to consider that the office, industrial and retail markets are heavily over-supplied in the Phoenix Metro area. • Focus on agritainment/agritourism uses; how to grow existing assets that differentiate Queen Creek from other towns and attract similar yet complementary uses. • Focus business attraction efforts in the Town Center. Develop beautification program for the Town Center that includes façade improvement grants, gateway features, public (functional) art, special events, festivals and activities and specific design standards for Town Center. <p>Evaluate results of the economic impact study to understand the secondary impact the destination venues have and can have on the community by way of increased revenue growth.</p> <p><u>Economic Development and land use opportunities should be evaluated in terms of how</u></p>	<p><u>2018</u></p>

		<p><u>the new economic or land use change affects quality of life. Appropriate criteria should always be considered in decision making. Implement the newly-approved Economic Development Strategic Plan.</u></p>	
<p>Goal 2: Develop and propose strategic amendments to our Zoning Ordinance that implement emerging to respond to legislative priorities, and provide enhanced offer economic development tools. Emphasis of Zoning Ordinance updates will be on business retention/creation while balancing community design preferences and address areas of interest in order to keep the ordinance current and relevant.</p>	<p>Developme nt Services/ Economic Developme nt</p>	<p>As part of the implementation of the General Plan, staff is developing recommendations to update the Zoning Ordinance. As part of this process staff will develop and propose amendments to the Zoning Ordinance that are required via action by our State legislature and other amendments that will support Economic Development opportunities as outlined in the updated Economic Development Strategic Plan. These opportunities may include but are not limited to changes that support Town-Center (downtown) development including zero setback requirements and design standards; special event permitting; agritourism/agritainment type uses. The zoning ordinance was adopted in 1989, and has been modified since then to address new issues and land use changes. As part of an ongoing review process, staff will be developing amendments to respond to new legislation, support our Economic Development Strategic Plan and respond to issues of Council interest.</p>	<p>2012 <u>Annually.</u></p>

<p>Goal 3: Continue to attract and preserve higher educational opportunities to the community and region.</p>	<p>Town Manager/ Economic Development</p>	<p>Continue partnership with the Maricopa County Community College District and Rio Salado College on the Commiversity at Queen Creek, partnerships with Chandler-Gilbert Community College and ASU Polytechnic. <u>Consider issuing a Request for Proposal to solicit interest from educational institutions interested in expanding in the southwest region, Phoenix Metro area for possible location in Town Center, adjacent to the library.</u></p>	<p>Ongoing.</p>
<p>Key Result Areas/Goals <i>(Not in Priority Order)</i></p>	<p>Department & Lead Staff</p>	<p>Narrative Description</p>	<p>Completion Date</p>
<p>Goal 4: Evaluate options to deliver infrastructure in key employment areas of the community. Areas include the northern tier; southeast area including the commercial center at Meridian/Riggs.</p>	<p>Economic Development/ Utilities/ Development Services</p>	<p>The SWOT analysis of the Town’s main employment areas identified lack of infrastructure as one of the major challenges in trying to attract employment uses to the community. An implementation and financial plan related to infrastructure will be developed and presented to the Town Council Budget Committee and Town Council during FY12-13 budget discussions.</p>	<p>[Moved to KRA 1: CIP] June 2012</p>
<p>Goal 5: Update the Redevelopment Area Plan.</p>	<p>Development Services/</p>	<p>The Town Center Committee, appointed by Council in January 2009, updated the Town Center Plan that was approved in April 2010. As part of the process the Committee also</p>	<p>[Not applicable]</p>

	Economic Development	<p>provided recommended updates to the Goals and Objectives section of the Town Center Redevelopment Area Plan to ensure consistency between the documents. The Town Center Redevelopment Plan is an implementation tool build upon community direction laid out in the General Plan and more specifically, the Town Center Plan. Working in conjunction with the Town Center property owners, the Plan provides direction to the Town on steps that can be considered to protect and enhance the Town Center. The Redevelopment Plan may be updated to reflect changes and goals already accomplished and those yet to be accomplished. Emphasis on any goals by date may include references to ULI and ASU studies and recommendation for Town Center.</p>	<p>as funding options for implementation have been eliminated by the County.] 2012-2013</p>
<p>Goal 4: Update the Town’s annexation policy to encourage proactive Town-initiated annexations, whenever such annexation is beneficial to the economic development opportunities within the Town’s Planning area.</p>	Development Services/Economic Development	<p>With limited resources and a disproportionate reliance on sales taxes, the Town remains cautious when considering any annexation opportunity. The <u>However, there are notable economic development opportunities available to the Town that should be considered sooner rather than later, in order to allow the Town to be the service-provider and beneficiary of planned economic growth in certain areas (e.g., state lands).</u> <u>Ample consideration</u> should be considered in conjunction with a fiscal analysis of the potential annexation.</p>	Ongoing.

<p>Goal 7.5: Enhance the opportunities for Queen Creek businesses to be successful <u>by adopting strategies and policies that provide for expedited permitting and support of existing businesses through marketing cooperatives.</u></p>	<p>Economic Development w/QC Chamber of Commerce</p>	<p><u>This goal establishes a policy making Queen Creek an attractive community for business investment and job growth. An aspect of creating this climate means that staff will establish a process that leads to an expedited permitting process within the Development Services Department for new and expanding businesses in the community. Existing processes should be evaluated to determine that appropriate safety goals are met, but balancing the regulatory environment with the need to create jobs and increase the tax base within the community. All options shall be explored to consider strategies so that Queen Creek is the community of choice for business expansion and relocation.</u></p> <p>Continue to implement and evolve the Shop Queen Creek Program, encouraging residents to shop local and businesses to support other local business.</p> <p><u>Continue to evolve the QC Inc. program to meet the needs of the Queen Creek business Community</u></p> <p>Begin planning for the succession and evolution of the QC Inc. program. Research the idea of a kitchen incubator.</p> <p><u>Research ideas for different incubation programs.</u> Work with Development Services to update the Zoning Ordinance to support economic development goals <u>for Town Center development, special event permitting; agritainment/agritourism.</u> (Reference KRA 8: Goal 2)</p>	<p><u>Annually</u> <u>June 2013</u></p>
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Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 8.6: Establish a proactive Economic Development policy on business recruitment. <u>Develop an action plan specific to the new targeted industry sector</u> <u>Clean and Renewable Energy and Water.</u></p>	<p>Economic Development</p>	<p>Proactively promote the Ombudsman Program to new and/or expanding businesses. Work to change any negative perceptions of doing business in Queen Creek. Continue to evaluate “local” tools to aid in closing the deal with new business. Staff will continue to partner with regional groups including the Greater Phoenix Economic Council (GPEC), the Arizona Commerce Authority (ACA) and the Arizona Association for Economic Development (AAED) in this effort. Continue to update and revise the economic development web pages with relevant business resource information. Create a value proposition for the community and why companies should expand or relocate in Queen Creek. Work with Workforce and Technology – GIS to offer detailed information on available sites with interactive maps (ESRI) on the Town’s website allowing for full access to information.</p>	<p>Ongoing.</p>

<p>Goal 9 Z: Continue to monitor, evaluate, and adjust HPEC cost recovery policies <u>Create opportunities that allow HPEC to continue as an economic generator for the community.</u></p>	<p>Economic Development</p>	<p>HPEC is designed to operate as an economic development venue. The facility will be marketed (as per the Town Council approved marketing plan) for regional events, <u>including non-equine events</u>, that increase revenues and provide positive economic impacts to the community. HPEC will continue to provide opportunities for local equestrian and recreational activities while accommodating the new regional and national equestrian associations that have signed multi-year contracts for events at HPEC.</p> <p>Revenue projections for HPEC for FY11-12 are estimated at \$460,000. Staff will be evaluating HPEC policies and procedures given the economic development focus for the facility.</p> <p><u>Enhance the availability of local business information for patrons of HPEC. Utilize space in the new show office and prepare “welcome to Queen Creek packets” for new visitors.</u></p> <p><u>Implement fundraising campaign for capital improvements to the facility.</u></p> <p><u>Evaluate the cost/benefit of outsourcing certain functions related to HPEC operations.</u></p>	<p>Annually.</p>
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<p>Goal 10: Continue partnership with Chamber of Commerce for strategic economic development initiatives.</p>	<p>Economic Development/Town Manager</p>	<p>Currently the Chamber of Commerce is responsible for a significant element of the Business Retention and Expansion program (BR&E) for the Town. BR&E is a strategic piece of a successful economic development program. The Chamber, as a key partner of the Town, serves as the main conduit for businesses looking to expand in Queen Creek or for businesses that have issues that need to be resolved in an attempt to keep them in the community. The Chamber also serves as the anchor tenant of the QC Incubator program and serves a vital role in providing small business resource information and the continuity for the program at the QC Inc. location.</p>	<p>Annually. [Completed.]</p>
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Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 11 8: Continue to promote Recruit a resort/hotel development to the community. opportunities and evaluate options for accelerating resort and master planning in the San Tan Mountains. This goal also includes evaluating hotel options in other areas of the community, such as downtown [COUNCIL RETREAT]</p>	<p>Economic Development</p>	<p>Continue to maintain/develop relationships with key resort/hotel developers and market strategic locations for development in Queen Creek. Collect data from neighboring community hotels on bed nights that are coming from Queen Creek. Continue to track data related to hotel development trends including occupancy rates in surrounding communities. Capture absorption data within the region. Monitor bed nights that HPEC and the community's other large event venues are is generating from the regional/national associations utilizing the facility <u>these facilities</u>. Evaluate conducting a hotel study for the community. The General Plan identifies a resort development option in the San Tan Mountains. This goal would strive for achieving that land use sooner with Town in a lead role. <u>Conduct a resort feasibility study for the identified resort sites in the General Plan (FY13). Develop options that may include partnering with the private sector.</u></p>	<p>2012-2013 <u>June 2013</u></p>
<p>Goal 9: <u>Adopt a plan for infrastructure delivery for the 5.5 square miles of State Lands in the Town's planning area.</u> [NEW GOAL/COUNCIL RETREAT]</p>	<p>Utilities/ Development Services/ Economic Development</p>	<p><u>The Town Council desires to take the initiative to be the water and sewer service provider for the 5.5 square miles of State Lands identified in the Town's northernmost planning area – identified as employment lands. This will require developing a 208 water quality plan and seek approval of the 208 permit via CAG.</u></p>	<p><u>July 2014</u></p>
<p>Goal 10: <u>Initiate the process to update the Queen Creek General Plan in 2015</u> [NEW GOAL]</p>	<p>Development Services</p>	<p><u>State law requires every community to update their General Plan every 10 years. The Town's General Plan was updated in 2008 after a year-long process. Consideration needs to be given early in the process as to the steps the Town would like to take to update the plan, no later than 2018, including the selection of a citizen committee, selection of a consultant, etc.</u></p>	<p><u>January 2015</u></p>

KRA 9: PUBLIC SAFETY (FIRE, EMERGENCY SERVICES AND POLICE/SHERIFF)

Queen Creek will undertake public safety planning and programs to protect lives and property by ensuring effective and timely emergency response, fire/crime prevention and public safety education. Planning and programs will be designed to respond to community needs, reduce crime, and enforce and update local codes as needed.

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 1: Create, develop and test new staffing and deployment model (for the future) to replace current plan from 2005. <u>Create, develop, analyze and test new staffing and deployment model for the Queen Creek Fire Department for future growth replacing the traditional model defined by the original public safety master plan.</u></p>	<p>Town Manager/Fire</p>	<p><u>This goal attempts to set forth a new business model for fire and emergency services for future stations for the community. It establishes various possible protocols for review, analysis and experimentation that allows for clear standards to still be met community-wide, while concurrently addressing long-term cost-containment for this critical service. Listed below are possible steps the department will explore.</u></p> <ul style="list-style-type: none"> a) Document emergency response model based on improved response times, pre-hospital medical care and fire/rescue/special operations capabilities. <u>Design and describe an innovative approach to providing emergency services (medical, fire and rescue) in Queen Creek’s municipal planning area that will improve response times, pre-hospital medical care and fire rescue/special operations capability.</u> b) Validate conceptual applications of new model. <u>Provide a comparative analysis between the costs of creating and maintaining the fire resources recommended by the original public safety master plan with the cost of creating, implementing and growing the new fire department model.</u> c) Experiment with two person Advanced Life Support (ALS paramedic) rescue unit. <u>Experiment with a two-person Advanced Life Support (paramedic) rescue unit, which represents the fundamental or key emergency response unit in the Town’s 911 response capability.</u> d) <u>Provide a transition plan for converting the Queen Creek Fire Department’s current operational approach to the new staffing and deployment model</u> e) <u>Develop a Facilities Plan and timeline for implementation for the Capital Improvement Plan (CIP).</u> 	<p>December 2013 <u>July 2014</u></p>

<p>Goal 2: Provide Maricopa County Sheriff's Office (MCSO) District 6 staffing and deployment model that meets the policing needs of the Town based upon improved statistical analysis of past and present programs and services. Improve crime statistical analysis including shift coverage, closed case and overall workload and proactive community policing <u>established performance standards.</u></p>	<p>Town Manager/ MCSO</p>	<p>The staffing and deployment model for policing will focus on traffic control, accident prevention, crime reduction, and public safety education. <u>Improve crime statistical analysis including shift coverage, closed case and overall workload and proactive community policing.</u> This goal is linked to the revised master plan for police and law enforcement services.</p>	<p>Annually.</p>
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Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 3: Develop strategies for improving <u>enhancing</u> the crime prevention programs in the Town.</p>	<p>Town Manager</p>	<p>a) Utilizing statistical analysis and empirical evidence evaluate all current crime prevention programs/ services and make recommendations to the Town Manager/Council. Develop strategies that employ modern and effective policing strategies. Town Manager to evaluate cost for increasing programs. <u>Revise the Law Enforcement Services contract with MCSO to include baseline expectations focusing on the following areas:</u></p> <ul style="list-style-type: none"> i. <u>Crime.</u> ii. <u>Quality of Life Issues.</u> iii. <u>Officer Productivity.</u> iv. <u>Crime Prevention/Collaboration Initiatives.</u> <p>b) <u>Establish and manage a program to address the needs of the Town’s business community. Identify training aids and awareness programs based upon the criminal activity previously reported. Invite special commercial entities impacted by the criminal activity to participate in the training.</u></p> <p>c) <u>Expand the Crime Free Multi-Housing Program to include all multi-housing properties within the Town. Identify specific criminal activity for those properties. Focus the delivery of the program on the two target audiences:</u></p> <ul style="list-style-type: none"> i. <u>Management staff and property owners.</u> ii. <u>Tenants.</u> <p>d) <u>Develop a neighborhood watch program that is results oriented and includes a formal structure. Designate boundaries for each neighborhood with an assigned chairperson and an assigned MCSO Deputy. Schedule meetings within the neighborhood based upon the criminal activity previously reported. Include citizen input to identify the desired outcome or response to the neighborhood watch effort.</u></p>	<p>June 2013</p>

<p>Goal 4: Develop and exercise the Town's Disaster Management System.</p>	<p>Town Manager/Fire/Police/Development Services/Utilities</p>	<ul style="list-style-type: none"> a) Complete revisions to the Town's current Emergency Operations Plan (EOP). b) Develop an emergency communications center for Town Disaster operations. c) Develop a database for disaster management to include GIS capability and a resource directory. d) Establish and manage a regional Community Emergency Response Team (CERT) disaster response system for citizen volunteers. e) Develop exercise (simulation) system to annually test the Town's disaster response capabilities. f) <u>Implement a Disaster Management Plan in regards to the Town's technologies to ensure business continuity.</u> 	<p>Annually.</p>
<p>Goal 5: Evaluate and support options to provide emergency services to Queen Creek County Island residents that provide needed public safety and appropriate cost recovery for the service.</p>	<p>Town Manager/Fire</p>	<ul style="list-style-type: none"> a) Support petition drive to create Queen Creek County Island Fire District (QCCIFD) as a consultant and advisor. b) Negotiate IGA with QCCIFD if established c) Expand QCCIFD to provide emergency services in Queen Creek's municipal planning area (MPA), as appropriate. 	<p>December 2014</p>

<p><u>Goal 6: Identify and describe required or needed technology changes in the Queen Creek Fire Department during the time frame to implement the Corporate Strategic Plan. [NEW GOAL]</u></p>	<p><u>Fire Operations/EMS/Resource</u></p>	<p>a) <u>Provide iPads and application software to enable Queen Creek firefighters to utilize the Firehouse inspection program.</u></p> <p>b) <u>Evaluate and replace any defective or outdated electronic devices that are components of the Fire Department’s station alerting system. This plan includes working with Information Technology to assess the current equipment and develop a plan for upgrading the components.</u></p> <p>c) <u>Provide the necessary communication equipment on each fire truck to allow the creation of mobile hotspots and high speed data transmission. This will support the current commercial fire prevention inspection program, hydrant program and the upcoming electronic patient care program. In addition, a plan is being developed to install wireless access points in the fire stations to support these applications.</u></p>	<p><u>January 2013</u></p>
<p><u>Goal 7: Update the Master Plan for Law Enforcement Services. [NEW GOAL]</u></p>	<p><u>Town Manager</u></p>	<p><u>The Town’s original public safety master plan (i.e., the Buracker Plan), “A Strategic Plan for Law Enforcement Services”, was developed and accepted by the Town Council in 2004. The study established a population threshold of 30,000 to 50,000 as to when the Town should begin to consider the transfer from contractual to a municipal police department. The population of the Town is approximately 27,250. This plan needs re-evaluation and updating during the 5-year time horizon of the CSP.</u></p>	<p><u>December 2014</u></p>

KRA 10: TECHNOLOGY

Queen Creek will continuously analyze opportunities to improve performance, efficiency and service through technology. Resources will be allocated for updating and implementing new technologies in the best interests of the community.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 1: Implement emerging technologies that support the Town’s telecommunications planning, GIS Strategic Plan, and other information technology efforts.</p>	<p>Town Manager/ Workforce & Technology</p>	<p>The Town continues to focus upon technologies that are being developed that could potentially enhance efforts within the Town on multiple levels. Examples include improved telecommunication use and regional coordination by public safety, use of GPS units by Town field services, geographic and mapping data to enhance efficiency, utilization of web resources to broadcast the Council meetings, and implementation of virtualization technologies for the Town’s IT infrastructure. Commercially, staff continues to evaluate technologies and strategies that could enhance high-speed data options/services for businesses within the Town, as they relate to economic development opportunities. The Town Manager serves as the Chair of the Topaz Regional Wireless Cooperative (TRWC) system for the region and several staff members represent the Town on TRWC committees. TRWC links multiple jurisdictions to maximize public safety and service-oriented communications and to promote interoperability.</p>	<p>Ongoing. [Complete d.]</p>
<p>Goal 2 <u>1</u>: Maintain an active and relevant website that provides comprehensive information in a user-friendly format.</p>	<p>Workforce & Technology/ Economic Development</p>	<p>The Town’s website serves as a hub of community communication, and should be maintained using the most up-to-date technology, making it simple for residents, businesses and visitors to find information. The current website was installed in 2007 and has been updated with minor changes each year. <u>The Town’s website will be updated in 2013, allowing for accessibility from mobile devices, enhanced interactivity and transparency.</u></p>	<p>Ongoing. <u>Update in 2013.</u></p>

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 3 2: <u>Continue to pursue and implement emerging technologies to improve efficiencies with regards to manpower, sustainability and operations. Conduct a comprehensive architectural and inter-operability review of Town legacy systems and implement recommendations to reduce redundant programs and increase efficiency.</u></p>	<p>Utilities <u>Workforce</u> & <u>Technology</u></p>	<p>a) Site security/video surveillance for all well sites and water storage facilities (ties to KRA 4/Goal 2)</p> <p>b) Equipment technology, acquire equipment that will enable staff to increase efficiencies and reduce future staffing.</p> <p>Hardware/software acquisitions with regards to the following: GPS/ GIS technology for identifying and mapping system components; iWater software allowing operators to locate and input system detail/ data for maintenance performed, new construction, changes, and repairs; iRemote software that eliminates paper work orders and allows for real time response to completing tasks; SCADA (Supervisory Control and Data Acquisition) improvements to better manage electrical and operational efficiencies for</p> <p><u>The Town has several legacy technology systems in which it provides services to the Town residents and for internal use. Some of these legacy systems include MUNIS (finance), Firehouse (fire records system), InHance (utility billing), ESRI (GIS), ViewCenter (Development Services document retention and imaging), Queen Creek Connection (virtual Town Hall work order system), NeoGov (HR recruiting and performance evaluation), Vision Internet (web services), and IVR (permitting). As the Town begins to grow, more software programs may be necessary to provide the level of service to meet the diverse service demands dictated by population growth which, in turn, requires the Town to hire more staff or places pressure on current staff to learn and support the new programs. The review and implementation will consist:</u></p> <p>a) <u>Hire a third-party to conduct the technology architectural review to determine opportunities for efficiency and to eliminate redundant programs.</u></p>	<p>Ongoing- <u>June 2015</u></p>
		<p>i. <u>Compare the costs of purchasing a new program that encompasses most of these legacy programs versus programming to make them inter-operable.</u></p> <p>b) <u>Hire a contract programmer to connect remaining and future systems.</u></p>	

<p><u>Goal 3: Implement an updated building permit application and inspection system to allow the Town to streamline the building permit issuance and building inspection process. [NEW GOAL]</u></p>	<p><u>Workforce & Technology/Development Services</u></p>	<p><u>In order to prepare for an increasing number of building permit applications, new electronic systems are needed to help manage the workload and track building permits electronically. This goal addresses a modernization and upgrade in our permitting systems to address the demands of our customers, allow for improved timelines and overall efficiencies. Elements of the new technology needed include:</u></p> <ul style="list-style-type: none"> a) <u>Modification of the Town’s website and supportive software to allow minor building permits to be submitted and approved on-line, building inspections to be scheduled on-line and building permit status available on-line</u> b) <u>Upgrading the current IVR (Integrated Voice Response) to allow customers more choices.</u> c) <u>Replacement of the current LIS (Land Information System) with an on-line version that would provide more options for data collection, automation and customer services.</u> <p><u>The intent of these modifications is to improve customer service to be more consistent with our neighboring communities and provide customers and help achieve the plan review times needed to comply with the provisions of SB1598.</u></p>	<p><u>July 2014</u></p>
<p><u>Goal 4: Upgrade technology for Council Meetings. [NEW GOAL]</u></p>	<p><u>Workforce & Technology</u></p>	<p><u>Upgrade the technology at the Council dais and Council presentation equipment. Upgrade the technology for the Council meeting through:</u></p> <ul style="list-style-type: none"> a) <u>Identify appropriate technologies.</u> <ul style="list-style-type: none"> i. <u>All-in-one microphones, which include camera panning capabilities, sound identifiers, voting system, etc.</u> ii. <u>Replace the projector and screen with 60” monitors on each side of the dais. An additional monitor can be placed in the Founders Meeting Room for overflow purposes.</u> 	<p><u>December 2013/2014</u></p>