



Agenda

Work Study and Possible Executive Session Queen Creek Town Council

Queen Creek Town Hall, 22350 S. Ellsworth Road
Council Chambers
October 2, 2013
5:30pm

1. Call to Order

2. Roll Call (one or more members of the Council may participate by telephone)

3. Motion to adjourn to Executive Session (to be held in the Saguaro Conference Room of the Municipal Services Building)for the following purposes:

A. Discussion and consultation with the Town Attorney for legal advice and to consider the Town's position and instruct its attorney regarding pending litigation in the matter of Town v. Highland Homes and Mark Pugmire. (ARS 38-431.03(A)(3) and (4).

B. Discussion and consultation with the Town's attorney for legal advice and with the Town's representatives to consider the Town's position and instruct its representatives regarding agreements that are the subject of negotiations related to Town Center projects. A.R.S. § 38-431.03(A)(3) and (4).

C. Discussion and consultation with the Town's attorney for legal advice and to consider the Town's position and instruct its attorneys regarding agreements that are the subject of negotiations related to Vestar/Harkins A.R.S. § 38-431.03(A)(3) and (4).

ITEMS FOR DISCUSSION These items are for Council discussion only and no action will be taken. In general, no public comment will be taken.

4. Discussion on creating a school liaison role as a duty of Vice Mayor.

5. Discussion on annexation policy regarding water/wastewater improvements.

6. Adjournment



Agenda
Regular and Possible Executive Session
Queen Creek Town Council
Queen Creek Town Hall, 22350 S. Ellsworth Road
Council Chambers
October 2, 2013
7:00 p.m.

1. Call to Order

2. Roll Call (one or more members of the Council may participate by telephone)

3. Pledge of Allegiance:

4. Invocation:

5. Ceremonial Matters: Presentations, Proclamations, Awards, Guest Introductions and Announcements.

A. Operation Wounded Warrior – announcement

B. Recognition of Cody Goble, Fire Engineer

6. Committee Reports

A. Council summary reports on meetings and/or conferences attended. This may include but is not limited to Phoenix-Mesa Gateway Airport; MAG; East Valley Partnership; CAG. The Council will not propose, discuss, deliberate or take legal action on any matter in the summary unless the specific matter is properly noticed for legal action.

B. Partner agencies quarterly or periodic updates to Council. This may include but is not limited to Queen Creek Chamber of Commerce; Queen Creek Performing Arts Center; Boys & Girls Club of East Valley; and Maricopa or Pinal County Board of Supervisors or other governmental agencies. The Council will not propose, discuss, deliberate or take legal action on any matter in the summary unless the specific matter is properly noticed for legal action.

C. Town Center Committee – October 2, 2013

7. Public Comment: Members of the public may address the Town Council on items not on the printed agenda and during Public Hearings. Please complete a “Request to Speak Card”, located on the table at the rear of the Council Chambers and turn it in to the Town Clerk prior to the beginning of the meeting. There is a time limit of three minutes for comments.

Agenda for the Regular and Possible Executive Session

Queen Creek Town Council

October 2, 2013

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8. Consent Calendar: Matters listed under the Consent Calendar are considered to be routine and will be enacted by one motion and one vote. Public Hearing items are designated with an asterisk (*). Prior to consideration of the Consent Agenda, the Mayor will ask whether any member of the public wishes to remove a Public Hearing item for separate consideration. Members of the Council and or staff may remove any item for separate consideration.

A. Consideration and possible approval of the September 18, 2013 Town Council meeting minutes. **TAB A**

B. Consideration and possible approval of expenditures over \$25,000: **TAB B**
1. Arizona Office Technologies – copier/printer lease, purchase & service: \$59,000
(budgeted Fy13/14)

C. Consideration and possible approval of a Work Order to CPC Construction, Inc. (Town Contract #2011-082) in the amount not to exceed \$105,774 for the construction of the library access road improvements. *(Budgeted in FY13/14)* **TAB C**

D. Consideration and possible approval of a Special Event Liquor License application submitted by Our Lady of Guadalupe Church for a fundraising event to be held at the church property on November 17, 2013 from 12p.m. – 4:00p.m. **TAB D**

PUBLIC HEARINGS: If you wish to speak to the Council on an item listed as a Public Hearing, please complete a Request to Speak Card and turn it in to the Town Clerk. Speakers will be called upon in the order in which their cards are received. Speakers are limited to three (3) minutes each.

None.

FINAL ACTION: If you wish to speak to the Council on an item listed under Final Action, please complete a Request to Speak Card and turn it in to the Town Clerk. Speakers will be called upon in the order in which their cards are received. Speakers are limited to three (3) minutes each.

9. Discussion and possible action on the 2014-2018 Corporate Strategic Plan. **TAB E**

ITEMS FOR DISCUSSION: These items are for Council discussion only and no action will be taken. In general, no public comment will be taken.

10. Discussion on annexation policy regarding water/wastewater improvements. *(If necessary)*

11. Motion to adjourn to Executive Session: The Council may reconvene the Executive Session for any of the items listed on the Work Study Executive Session Agenda.

13. Adjournment



Minutes
Work Study Session
Queen Creek Town Council
Queen Creek Town Hall, 22350 S. Ellsworth Road
Council Chambers
September 18, 2013
5:30pm

1. Call to Order

The meeting was called to order at 5:30p.m.

2. Roll Call (one or more members of the Council may participate by telephone)

Council Members present: Barnes; Benning (arrived at 6:16p.m.); Brown; Gad; Wheatley; Vice Mayor Oliphant and Mayor Barney.

3. Motion to adjourn to Executive Session (to be held in the Saguaro Conference Room of the Municipal Services Building)for the following purposes:

A. Discussion and consultation with Town attorneys for legal advice and to consider the Town’s position and instruct its attorneys regarding pending litigation and possible settlement, against National Reined Cow Horse Association. A.R.S. § 38-431.03(A)(3) and (4).

B. Discussion and consultation with the Town’s representatives to consider the Town’s position and instruct its representatives regarding the acquisition of real property for the Rittenhouse Road Phase II project. A.R.S. 38-431.03(A) (7).

C. Discussion and consultation with the Town Attorney for legal advice and with the Town staff to consider the Town’s position and instruct its attorney and staff regarding cell tower leases and cell tower lease rates on Town-owned property, that are the subject of negotiations. (ARS 38-431.03(A)(3), (4) and (7).

D. Discussion and consultation with the Town’s representatives to consider the Town’s position and instruct its representatives regarding the acquisition of real property for municipal water service facilities. A.R.S. 38-431.03(A)(7).

Motion to adjourn to Executive Session at 5:31p.m.

1st: Gad
2nd: Wheatley
VOTE: Unanimous

The Work Study reconvened at 6:08p.m.

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Queen Creek Town Council
September 18, 2013
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ITEMS FOR DISCUSSION These items are for Council discussion only and no action will be taken. In general, no public comment will be taken.

4. Demonstration of GIS Web Maps available on the Town's website.

Shawny Ekadis, GIS Coordinator, gave a presentation on the new maps available on the Town's website. The maps highlighted include facility rentals, General Plan Amendment map, My Services (trash/recycling/fire/urgent care), voting/polling locations and crime statistics.

5. Update on the recent flooding events.

Public Works Division Manager Troy White provided rainfall and drainage statistics from the September 9th rainstorm and discussed the overall infrastructure performance.

Mr. White also reported that the FY14 Maricopa County Flood Control District budget had been cut 50%. Council asked if community facilities districts could be formed to pay for drainage infrastructure. Town Manager John Kross responded that the flooding/drainage problems are region wide and if a district were formed, then the costs would fall 100% on Town residents.

Council requested that the Maricopa County Board of Supervisors be invited out to see the effects of flooding in the area and discuss costs to add to/ improve the infrastructure.

6. Adjournment

The Work Study Session adjourned at 7:05p.m.



Minutes
Regular Session
Queen Creek Town Council
Queen Creek Town Hall, 22350 S. Ellsworth Road
Council Chambers
September 18, 2013
7:00 p.m.

1. Call to Order

The meeting was called to order at 7:10p.m.

2. Roll Call (one or more members of the Council may participate by telephone)

Council Members present: Barnes; Benning; Brown; Gad; Wheatley; Vice Mayor Oliphant and Mayor Barney.

3. Pledge of Allegiance: Led by Jaron Gledhill

4. Invocation: Pastor Ron Nelson, Life Link Church

5. Ceremonial Matters: Presentations, Proclamations, Awards, Guest Introductions and Announcements.

A. Eagle Scout Recognition:

Jaron Gledhill – Team 388: organized 29 volunteers and 95 hours to build & install ¼ mile markers along a 2-mile section of Sonoqui Wash.

Kyle Brague – Crew 9835: organized 47 volunteers and 125 hours to improve a 10,000 sq. ft. section of a public trail along Aldecoa Road leading to Founders Park.

B. 10-year Service Award – Liz Martin: Utilities Director Paul Gardner presented Ms. Martin with a certificate in recognition of her 10 years of service to the Town. Ms. Martin began as a high school student worker and moved into the Utilities Department.

6. Committee Reports

A. Council summary reports on meetings and/or conferences attended. This may include but is not limited to Phoenix-Mesa Gateway Airport; MAG; East Valley Partnership; CAG. The Council will not propose, discuss, deliberate or take legal action on any matter in the summary unless the specific matter is properly noticed for legal action.

Council Member Wheatley reported on her attendance at a groundbreaking ceremony for a LDS Religious Institute building at the ASU Polytechnic Campus on September 9, 2013.

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Queen Creek Town Council
September 18, 2013
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Vice Mayor Oliphant reported on her attendance at the September 6, 2013 dedication of Sossaman Middle School, located in Sossaman Estates. Mayor Barney and Town Manager John Kross also attended.

Mayor Barney reported on the following meetings:

MAG Economic Development Committee – September 10, 2013: presentations given by Salt River Pima Maricopa Indian Community and SEED-Spot; updates were given on a draft resolution of support to extend the Border Zone to improve tourism; and on the Greater Phoenix Rising website. The next meeting is October 8, 2013.

9-11 A Day of Service, Remembering, Recognizing and Respecting @ Queen Creek High School: this was a ceremony in remembrance of the heroes and first responders on September 11, 2001.

Duane Ellsworth American Legion Post 129 First Responders Dinner – September 11: those in attendance included Town firefighters, MCSO officers and local emergency medical technicians.

Phoenix-Mesa Gateway Airport Authority Board of Directors – September 16, 2013: The Board was presented with the PMGA Economic Impact Study; updates and reports were given by ASU Polytechnic, Chandler Gilbert Community College and the Airport Executive Director. The Board also approved several construction contracts. The next meeting is October 14, 2013.

MAG Executive Committee – September 16, 2013: The Committee approved several appointments to the Economic Development Committee; approved contract amendments and the FY14 budget to allow for a federal grand of \$75,000 with matching funds of \$27,500 for a rooftop solar grant. The next meeting is October 15, 2013.

B. Partner agencies quarterly or periodic updates to Council. This may include but is not limited to Queen Creek Chamber of Commerce; Queen Creek Performing Arts Center; Boys & Girls Club of East Valley; and Maricopa or Pinal County Board of Supervisors or other governmental agencies. The Council will not propose, discuss, deliberate or take legal action on any matter in the summary unless the specific matter is properly noticed for legal action.

None.

7. Public Comment: Members of the public may address the Town Council on items not on the printed agenda and during Public Hearings. Please complete a “Request to Speak Card”, located on the table at the rear of the Council Chambers and turn it in to the Town Clerk prior to the beginning of the meeting. There is a time limit of three minutes for comments.

None.

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Queen Creek Town Council
September 18, 2013
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8. Consent Calendar: Matters listed under the Consent Calendar are considered to be routine and will be enacted by one motion and one vote. Public Hearing items are designated with an asterisk (*). Prior to consideration of the Consent Agenda, the Mayor will ask whether any member of the public wishes to remove a Public Hearing item for separate consideration. Members of the Council and or staff may remove any item for separate consideration.

A. Consideration and possible approval of the August 21, 2013 Town Council Meeting minutes.

B. Consideration and possible approval of the September 4, 2013 Town Council Meeting minutes.

C. Consideration and possible approval of a Map of Dedication for Ocotillo Road, requested by William Lyon Homes, Inc.

D. Consideration and possible approval of a Map of Dedication for Signal Butte Road, requested by William Lyon Homes, Inc.

E. Consideration and possible approval of the Final Plat for Quail Creek, requested by K. Hovnanian at Quail Creek, LLC.

F. Consideration and possible approval of a Cooperative Contract with Friends of Horseshoe Park Inc., to construct driveways at Horseshoe Park & Equestrian Centre in the amount of \$230,000. *Funding will be reimbursed through Maricopa County Air Quality Department.*

G. Consideration and possible approval of the appointment of Karen Fabritiis, Philomena Van Etten and Todd Broadhead to the Transportation Advisory Committee with terms ending August 31, 2014.

H. Consideration and possible approval of **Resolution 963-13** authorizing the acceptance of real property (APN 304-89-678 and 304-89-679) from PJM Partnership for use as a water/sewer facility and road right-of-way.

Council requested Item F removed for discussion.

Motion to approve the remainder of the Consent Calendar:

1st: Wheatley

2nd: Benning

VOTE: Unanimous

Item F: Council requested the staff report be presented so that the partnership between Friends of Horseshoe Park and the Town could be highlighted.

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Public Works Division Manager Troy White explained the \$230,000 grant award to Friends of Horseshoe Park from Maricopa County Air Quality, which will be used to pave the driveways at Horseshoe Park.

Motion to approve Item F on the Consent Calendar as presented:

1st: Brown

2nd: Gad

VOTE: Unanimous

PUBLIC HEARINGS: If you wish to speak to the Council on an item listed as a Public Hearing, please complete a Request to Speak Card and turn it in to the Town Clerk. Speakers will be called upon in the order in which their cards are received. Speakers are limited to three (3) minutes each.

None.

FINAL ACTION: If you wish to speak to the Council on an item listed under Final Action, please complete a Request to Speak Card and turn it in to the Town Clerk. Speakers will be called upon in the order in which their cards are received. Speakers are limited to three (3) minutes each.

9. Discussion and possible approval of a Design Contract in the amount not to exceed \$55,000 with Dibble Engineering for the design update of the Ellsworth Road Improvement Project from Ocotillo Road to Rittenhouse Road.

Public Works Division Manager Troy White reviewed the design of the Ellsworth Road improvements that was previously recommended to be delayed until 2014 in order to combine it with the Ocotillo Road improvement project at a cost savings. He explained that staff has been monitoring construction & material costs and now are recommending moving forward with the Ellsworth Road improvements since the project is ready.

Mr. White provided project details for the improvements between Ocotillo Road north to Rittenhouse Road. Those details include signalization, sidewalks, benches, lighting and public art. He also explained that the additional design costs are due to adding Victoria Lane, water lines and potholing to the project.

Mr. White reviewed the project schedule which will begin immediately with outreach to the businesses and public; releasing the RFP in January 2014, bid opening in February 2014 with construction beginning in March 2014.

Council asked for clarification on the parallel parking on the west side of Ellsworth Road. Mr. White responded that it will remain as parallel parking. He added that construction will take approximately 6-8 months and that there would be signage for both parking and businesses.

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Council also asked for more information on the cost analysis of the Ellsworth Road improvements vs. Ellsworth Rd/Ocotillo Rd. improvements. Mr. White responded with information on the increasing costs of materials and construction and the increase in construction activity in general. An additional question was asked in regard to the procurement process. Town Manager John Kross explained the Town policy for the lowest, most responsive and most responsible bid and that all bidding requirements are included in the bid package. Mr. White followed up with information on using a Statement of Qualification (SOQ), and that this method would not allow the Town to ask for costs/pricing.

Motion to approve a Design Contract in the amount not to exceed \$55,000 with Dibble Engineering for the design update of the Ellsworth Road Improvement Project from Ocotillo Road to Rittenhouse Road:

1st: Gad

2nd: Brown

VOTE: Unanimous

ITEMS FOR DISCUSSION: These items are for Council discussion only and no action will be taken. In general, no public comment will be taken.

10. Demonstration of GIS Web Maps available on the Town's website. *Completed at Work Study.*

11. Update on the recent flooding events. *Completed at Work Study.*

12. Motion to adjourn to Executive Session: The Council may reconvene the Executive Session for any of the items listed on the Work Study Executive Session Agenda.

None.

13. Adjournment

The meeting adjourned at 7:53p.m.



Requesting
Department:
Management Services

TAB B

TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: JOHN KROSS, TOWN MANAGER

FROM: PURCHASING OFFICE

**RE: CONSIDERATION AND POSSIBLE APPROVAL OF
EXPENDITURE \$25,000 AND OVER**

DATE: October 2, 2013

Staff Recommendation:

Staff recommends approval of expenditure \$25,000 and over.

Proposed Motion:

Move to approve Town expenditure \$25,000 and over, pursuant to Town purchasing policy.

Discussion:

The following item being requested is:

1. Copier and printer lease/purchase, service and supplies

See attachment for additional explanation on the above expenditure.

Fiscal Impact:

The fiscal impact of the requested spending authority for the above expenditure is \$59,000. The total cost for all five years will be \$295,000. Funds have been identified within their line items budget as approved in the 2013-14 fiscal year budgets. For subsequent years, funds will be identified in the budget.

Alternative:

1. Arizona Office Technologies (AOT) provides lease/purchases, service and supplies for printers and copiers, which will go unfulfilled if Council chooses not to approve this expenditure. The alternative would be to have services based on time and material calls, which would increase costs due to machines being outdated, increase repair time, and decrease the level of support the Town staff needs in order to complete their assignments.

Attachment: A detailed list of the requested expenditure.

Attachment: Expenditure \$25,000 and over

For Fiscal Year 2014

October 2, 2013

Item #	Vendor	Description	Purpose	Requesting Dept	Fiscal Impact \$	Procurement Method
1	Arizona Office Technologies	Copier and printer lease/purchase and service	For the lease/purchase of a variety of printers and copiers and the maintenance service and supplies of those machines during a five year (FY14 – FY18) period. The total for the five years is \$295,000.	Workforce Technology	\$59,000	City of Mesa Contract #2011113



Requesting Department:
Development Services

TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: JOHN KROSS, TOWN MANAGER

**FROM: CHRIS ANARADIAN, DEVELOPMENT SERVICES DIRECTOR
TROY WHITE, PUBLIC WORKS DIVISION MANAGER**

RE: CONSIDERATION AND POSSIBLE APPROVAL OF A WORK ORDER TO CPC CONSTRUCTION, INC. (TOWN CONTRACT 2011-082), IN AN AMOUNT NOT TO EXCEED \$105,774 FOR THE CONSTRUCTION OF THE LIBRARY ACCESS ROAD IMPROVEMENTS. THIS COST IS BUDGETED IN THE FY13/14 CAPITAL IMPROVEMENT PROGRAM.

DATE: OCTOBER 2, 2013

Staff Recommendation:

Staff recommends approval of a Work Order to CPC Construction, Inc. (Town Contract 2011-082), in an amount not to exceed \$105,774 for the construction of the Library Access Road Improvements.

Relevant Council Goal(s):

Town of Queen Creek Corporate Strategic Plan - Key Result Area 1 - Objective 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.*

Proposed Motion:

Motion to approve a Work Order to CPC Construction, Inc. (Town Contract 2011-082), in an amount not to exceed \$105,774 for the construction of the Library Access Road Improvements.

Discussion:

This project was initially approved to move forward at the Town Council Meeting on January 16, 2013. A consultant was chosen to do the design, which was completed in July. The Community contractor had field offices and construction materials in the work area, but is in the process of moving out to allow this work to proceed.

The access road will provide needed access for ingress and egress to the library and the Community. The project will include sidewalks along the east and west side of the road.

Fiscal Impact:

The Town Center Library Access Road improvement project was included as part of the \$10M CIP project funding that was approved by Council on January 16, 2013. Sufficient funds, totaling \$105,774, are available within the Drainage & Transportation Fund, in construction services, fiscal account #305-431-0805-00000-408001-A0007, to fund Work Order 006 with CPC Construction, Inc.

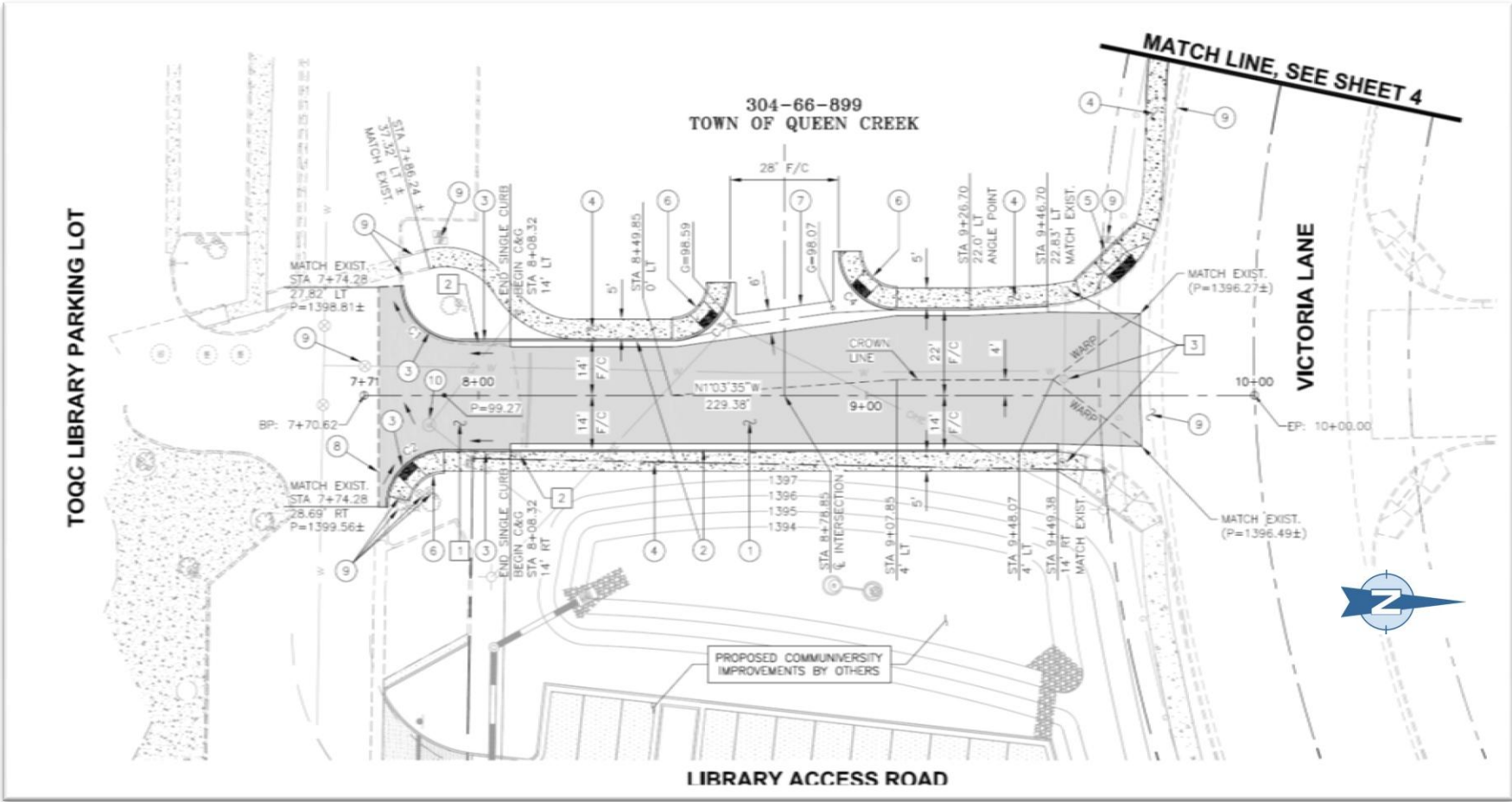
Alternatives:

Council could choose not to construct the project at this time. The impacts could result in traffic congestion at the current library access point along Ellsworth Road.


Attachments:

1. CPC Construction, Inc. Work Order
2. Project Site Map

Attachment 1
Project Site Map



Attachment 2
CPC Work Order

 WORK ORDER	CONTRACT NUMBER: 2011-082	September 10, 2013
	WORK ORDER NUMBER 006	

TO: CPC Construction, Inc.
Contractor

FROM: Tom Narva
Senior Project Manager
Town of Queen Creek

RE: Victoria Lane & Ellsworth Road Library Access Road (Town Project #A0007)

This Job Order is issued pursuant to the Agreement between the Town of Queen Creek and Contractor dated September 10, 2013, and the other documents that were made part of and referenced in the Agreement. This Job Order is the Notice to Proceed with the subject Job Order Project on the below Job Order Beginning Date. The terms of this Job Order are as follows:

Part I - Scope of Job Order Work	
1. Description of the Scope of Job Order Work: Line 1 - Remove asphaltic concrete pavement (1,170 sf) Line 2 - Remove concrete curb (76 lf) Line 3 - Remove bollards (3) Line 4 - Relocate sign (1) Line 5 - Subgrade preparation (664 sy) Line 6 - Aggregate base, 10" thick (361 ton) Line 7 - Asphaltic concrete (3/4: mix, 3" thick (108 ton) Line 8 - Concrete curb & gutter, MAG 220-1 Type "A" (269 lf) Line 9 - Concrete single curb, MAG 222 Type "A" (76 lf) Line 10 - Concrete sidewalk per MAG 220, 5' wide (3,440 sf) Line 11 - Concrete sidewalk ramp per MAG 231 (170 sf) Line 12 - Concrete sidewalk ramp per MAG 235-2 (296 sf) Line 13 - Concrete valley gutter & apron per MAG 240 (345 sf) Line 14 - Adjust sewer manhole frame & cover to grade per MAG 422 (1) Line 15 - 10% contingency Line 16 - Sales tax Work will be completed as specified, based on prices, terms and conditions of City of Chandler Asphalt Maintenance Contract No. ST2-745-3039 and City of Chandler Concrete Maintenance Contract No. ST2-745-3040. This work order includes labor, equipment, and materials and excludes unforeseen conditions, permits, fees, inspections, engineering, or any item not specifically included on the proposal.	
2. A list of each task from the Town of Queen Creek [Unit Price Book], quantities for each task, total price for each task and total price for all Town of Queen Creek [UPB] tasks is attached as " Attachment 1 ", if applicable. The Town may require the Contractor to submit and complete this item.	
3. Description, Unit of Measurement, Price of Tasks (Other Tasks) and their quantity not included in the Town of Queen Creek [UPB] should be submitted by Contractor to the Town of Queen Creek as " Attachment 2 ", if applicable.	
4. A list of Drawings and Specifications for the Project is attached as " Attachment 3 ", if applicable.	

Part II - Specific Information	
1. Job Order Price	\$96,158.10
2. Schedule	Job Order Beginning Date: (*Date project must start - SEE PART IV) Upon completion of fully executed work order
	Job Order Final Completion Date: i.e.Date project is complete, including, without limitation, all deficiency, incomplete or correction items (Job Order Punch List) Per attached project schedule
If there are more than sixty (60) calendar days between the Beginning Date and the Final Completion Date, or if the Town of Queen Creek has requested a Job Order Progress Schedule, a Job Order Progress Schedule should be attached as " Attachment 4 ".	

Part III - Approvals

_____	Gail Barney Mayor	_____	Date
_____	John Kross Town Manager	_____	Date
_____	Chris Anaradian Department Director	_____	Date
_____	Troy White Division Manager	_____	Date
_____	Tom Narva Sr Project Manager	_____	Date
_____	CPC Construction, Inc.	_____	Date

Part IV - *Purchase Order		
*Per Town Purchasing Policy, a purchase order MUST be in place PRIOR to the authorization of notice to proceed		
Purchase Order Number	Date	Total



1534 W. Scott Avenue, Gilbert, Arizona 85233
(480) 839-6300 FAX: (480) 820-9958

Proposal

Job Code 10169

Job Location Victoria Lane & Ellsworth Road
Job City Queen Creek
Job State AZ

Bid Date 10-Sep-2013
Bid Time 4:00:00 AM

Proposal						
Line No.	Pay Item No.	Description	Quantity	Unit of Measure	Unit Price	Total Price
		Subtotal Description				
1	1	Remove Asphaltic Concrete Pavement	1,170.00	SF	2.00	2,340.00
2	2	Remove Concrete Curb	76.00	LF	6.50	494.00
3	3	Remove Bollards	3.00	Each	150.00	450.00
4	4	Relocate Sign	1.00	Each	250.00	250.00
5	5	Subgrade Preparation	664.00	SY	47.50	31,540.00
6	6	Aggregate Base, 10" Thick	361.00	Ton	30.00	10,830.00
7	7	Asphaltic Concrete (3/4" Mix), 3" Thick	108.00	Ton	142.00	15,336.00
8	8	Concrete Curb & Gutter, MAG 220-1 Type "A"	269.00	LF	16.50	4,438.50
9	9	Concrete Single Curb, MAG 222 Type "A"	76.00	LF	17.00	1,292.00
10	10	Concrete Sidewalk per MAG 220, 5' Wide	3,440.00	SF	2.70	9,288.00
11	11	Concrete Sidewalk Ramp per MAG 231	170.00	SF	7.50	1,275.00
12	12	Concrete Sidewalk Ramp per MAG 235-2	296.00	SF	7.60	2,249.60
13	13	Concrete Valley Gutter & Apron per MAG 240	345.00	SF	5.00	1,725.00
14	14	Adjust Sewer Manhole Frame & Cover to Grade per MAG 422	1.00	Each	1,000.00	1,000.00
15	15	10% Contingency	1.00	LS	8,200.00	8,200.00
16	16	Sales Tax	1.00	LS	5,450.00	5,450.00
Subtotal:						96,158.10
GRAND TOTAL:						96,158.10

Proposal Certification



1534 W. Scott Avenue, Gilbert, Arizona 85233
(480) 839-6300 FAX: (480) 820-9958

Line No.	Pay Item No.	Description	Proposal	Quantity	Unit of Measure	Unit Price	Total Price
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Note: Work will be as specified. Terms and conditions to be per City of Chandler Asphalt Maintenance Contract No. ST2-745-3039 and City of Chandler Concrete Maintenance Contract No., ST2-745-3040. CPC reserves the right to bill for additional work performed not included on this proposal. Schedule is subject to availability. This proposal is valid for 30 days.

Inclusion: Labor, Equipment & Materials.

Exclusions:

- 1) Unforeseen Conditions,
- 2) Permits, Fees, Inspections, Engineering
- 3) Any Item Not Specifically Included on this Proposal

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents or delays beyond our control. Owner to carry fire, tornado, and other necessary insurance. Our workers are fully covered by Workmen's Compensation Insurance.

Submitted By: Troy Colby

Signed: _____

Title: _____



Requesting Department:
Town Clerk's Office

TAB D

TO: HONORABLE MAYOR AND TOWN COUNCIL

**FROM: JENNIFER ROBINSON, TOWN CLERK
FREDDA BISMAN, TOWN ATTORNEY**

**RE: CONSIDERATION AND POSSIBLE APPROVAL OF A SPECIAL
EVENT LIQUOR LICENSE SUBMITTED BY OUR LADY OF
GUADALUPE CHURCH FOR A FUNDRAISER TO BE HELD ON
NOVEMBER 17, 2013**

DATE: OCTOBER 2, 2013

Staff Recommendation:

Staff recommends approval of the Special Event Liquor License submitted by Our Lady of Guadalupe Church for a fundraising event to be held on Sunday, November 17, 2013 from 12p.m. to 4p.m.

Proposed Motion:

Staff recommends approval of the Special Event Liquor License submitted by Our Lady of Guadalupe Church for a fundraising event to be held on Sunday, November 17, 2013 from 12p.m. to 4p.m.

Discussion:

Our Lady of Guadalupe Church has submitted a Special Event Liquor License application for a fundraising event to be held on the Church property on Sunday November 17, 2013. The Special Event Permit Application Review Committee reviewed this application on September 12th and had no issues with the event. Traffic control and public safety services are being provided by MCSO (Maricopa County Sheriff's Office).

The Arizona Department of Liquor License and Control is the issuer of license if the application is approved by the Council.

Fiscal Impact:
N/A

Alternatives:

1. Deny the request

Attachments:

Application
Licensing requirements for Special Events (AZDLL)

ARIZONA DEPARTMENT OF LIQUOR LICENSES & CONTROL

800 W. Washington 5th Floor
Phoenix, Arizona 85007-2934
(602) 542-5141

APPLICATION FOR SPECIAL EVENT LICENSE

Fee = \$25.00 per day for 1-10 day events only
A service fee of \$25.00 will be charged for all dishonored checks (A.R.S. § 44-6852)

NOTE: THIS DOCUMENT MUST BE FULLY COMPLETED OR IT WILL BE RETURNED.
PLEASE ALLOW 10 BUSINESS DAYS FOR PROCESSING.

**Application must be approved by local government before submission to Department of Liquor Licenses and Control. (Section #20)

DLLC USE ONLY
LICENSE #

1. Name of Organization: Our Lady of Guadalupe Church

2. Non-Profit/I.R.S. Tax Exempt Number: 36-464-3825

3. The organization is a: (check one box only)

- Charitable
- Fraternal (must have regular membership and in existence for over 5 years)
- Civic
- Religious
- Political Party, Ballot Measure, or Campaign Committee

4. What is the purpose of this event? on-site consumption off-site consumption (auction) both
Fund Raiser / Festival

5. Location of the event: 20615 E. Ocotillo Rd Queen Creek 85142
Address of physical location (Not P.O. Box) City County Zip

Applicant must be a member of the qualifying organization and authorized by an Officer, Director or Chairperson of the Organization named in Question #1. (Signature required in section #18)

6. Applicant: Yanez Cecilia 06-04-40
Last First Middle Date of Birth

7. Applicant's Mailing Address: 20615 E. Ocotillo Rd Queen Creek
Street City State Zip

*8. Phone Numbers: (480) 987-0315 (480) 987-0315 (480) 283-4659 cell
Site Owner # Applicant's Business # Applicant's Home #

9. Date(s) & Hours of Event: (see A.R.S. 4-244(15) and (17) for legal hours of service)

	Date	Day of Week	Hours from A.M./P.M.	To A.M./P.M.
Day 1:	<u>November 17</u>	<u>Sunday</u>	<u>12:00 PM</u>	<u>4:00 PM</u>
Day 2:	_____	_____	_____	_____
Day 3:	_____	_____	_____	_____
Day 4:	_____	_____	_____	_____
Day 5:	_____	_____	_____	_____
Day 6:	_____	_____	_____	_____
Day 7:	_____	_____	_____	_____
Day 8:	_____	_____	_____	_____
Day 9:	_____	_____	_____	_____
Day 10:	_____	_____	_____	_____

10. Has the applicant been convicted of a felony in the past five years, or had a liquor license revoked?
 YES NO (attach explanation if yes)

11. This organization has been issued a special event license for _____ days this year, including this event
(not to exceed 10 days per year).

12. Is the organization using the services of a promoter or other person to manage the event? YES NO
If yes, attach a copy of the agreement.

* 13. List all people and organizations who will receive the proceeds. Account for 100% of the proceeds.
THE ORGANIZATION APPLYING MUST RECEIVE 25% OF THE GROSS REVENUES OF THE SPECIAL EVENT LIQUOR SALES.

Name Our Lady of Guadalupe Church 100%
Percentage
Address 20615 E. Ocotillo Trl, Queen Creek, AZ 85142
Name _____ Percentage _____
Address _____
(Attach additional sheet if necessary)

14. Knowledge of Arizona State Liquor Laws Title 4 is important to prevent liquor law violations. If you have any questions regarding the law or this application, please contact the Arizona State Department of Liquor Licenses and Control for assistance.

NOTE: ALL ALCOHOLIC BEVERAGE SALES MUST BE FOR CONSUMPTION AT THE EVENT SITE ONLY.
"NO ALCOHOLIC BEVERAGES SHALL LEAVE SPECIAL EVENT PREMISES."

15. What security and control measures will you take to prevent violations of state liquor laws at this event?
(List type and number of security/police personnel and type of fencing or control barriers if applicable)

Police Fencing
 # Security personnel Barriers

Deputy Juan Lopez + 4 posse members

16. Is there an existing liquor license at the location where the special event is being held? YES NO
If yes, does the existing business agree to suspend their liquor license during the time period, and in the area in which the special event license will be in use? YES NO

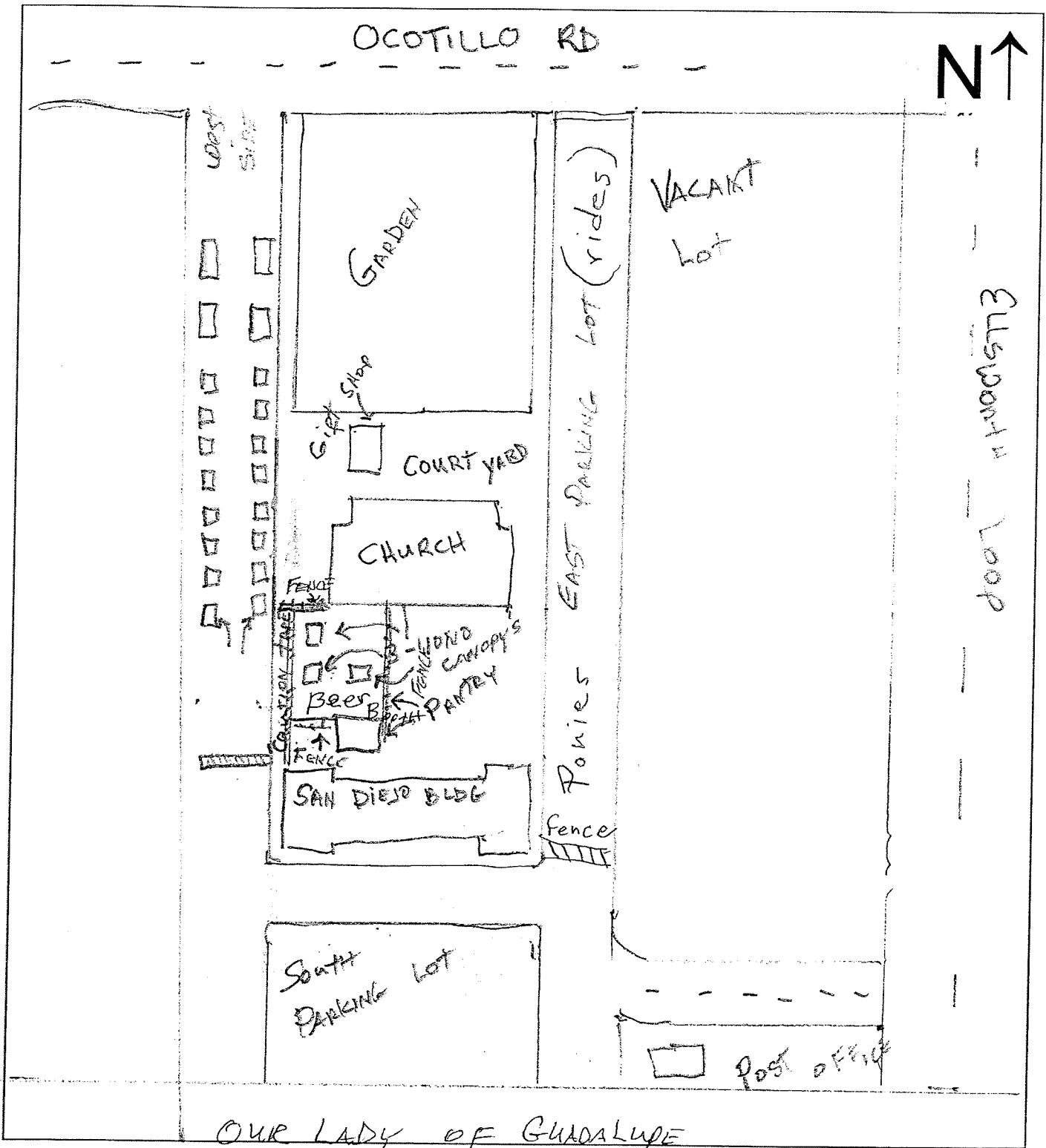
(ATTACH COPY OF AGREEMENT)

Name of Business () Phone Number

17. Your licensed premises is that area in which you are authorized to sell, dispense, or serve spirituous liquors under the provisions of your license. The following page is to be used to prepare a diagram of your special event licensed premises. Please show dimensions, serving areas, fencing, barricades or other control measures and security positions.

SPECIAL EVENT LICENSED PREMISES DIAGRAM
(This diagram must be completed with this application)

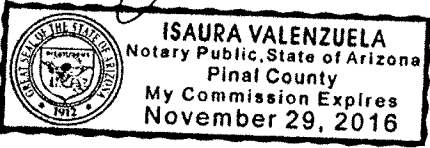
Special Event Diagram: (Show dimensions, serving areas, and label type of enclosure and security positions)
NOTE: Show nearest cross streets, highway, or road if location doesn't have an address.



THIS SECTION TO BE COMPLETED ONLY BY AN OFFICER, DIRECTOR OR CHAIRPERSON OF THE ORGANIZATION NAMED IN QUESTION #1

18. I, JOHN N. SIMON declare that I am an Officer/Director/Chairperson appointing the applicant listed in Question 6, to apply on behalf of the foregoing organization for a Special Event Liquor License.

X [Signature] PARISH ADMINISTRATOR 9/11/13 (480) 987-0315
(Signature) (Title/Position) (Date) (Phone #)

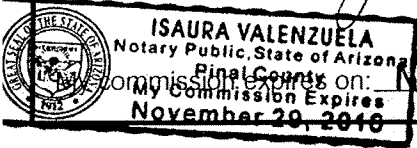


State of Arizona County of Pinal
The foregoing instrument was acknowledged before me this 11 September 2013
Day Month Year
My Commission expires on: Nov. 29, 2016 [Signature]
(Date) (Signature of NOTARY PUBLIC)

THIS SECTION TO BE COMPLETED ONLY BY THE APPLICANT NAMED IN QUESTION #6

19. I, Cecilia Yanez declare that I am the APPLICANT filing this application as listed in Question 6. I have read the application and the contents and all statements are true, correct and complete.

X [Signature] State of Arizona County of Pinal
(Signature) The foregoing instrument was acknowledged before me this 11 September 2013
Day Month Year



My Commission Expires on: Nov. 29, 2016 [Signature]
(Date) (Signature of NOTARY PUBLIC)

You must obtain local government approval. City or County MUST recommend event and complete item #20. The local governing body may require additional applications to be completed and submitted 60 days in advance of the event. Additional licensing fees may also be required before approval may be granted.

LOCAL GOVERNING BODY APPROVAL SECTION

20. I, _____ (Government Official) _____ (Title) hereby recommend this special event application on behalf of _____ (City, Town or County) _____ (Signature of OFFICIAL) _____ (Date)

FOR DLLC DEPARTMENT USE ONLY

Department Comment Section:

(Employee) _____ (Date)

APPROVED DISAPPROVED BY: _____

(Title) _____ (Date)



Special Event Application Kit (Series 15)

Application

Special Event Planning Guide

Volunteer Training Information

This temporary, non-transferable, on-sale retail privileges liquor license allows a charitable, fraternal, political or religious organization to sell and serve spirituous liquor for consumption on the premises where the spirituous liquor is sold, and only for the period authorized by the license. The applicant for a special event license must request a special event application from the Department and file the application with the governing body of the city or town, or Board of Supervisors of an unincorporated area of a county, where the special event is to take place, for approval or disapproval. If the application is approved by the local authority, and the applicant meets the requirements for granting the license, the director will issue a special event license to the qualifying organization. Qualifying organizations will be granted a special event license for no more than ten (10) days in a calendar year. Events must be held on consecutive days at the same location or additional licenses will be required. The license is automatically terminated at the closing of the last day of the event or the expiration of the license, whichever occurs first. The qualified organization must receive at least twenty-five percent (25%) of the gross receipts from the special events.

ADDITIONAL RIGHTS AND RESPONSIBILITIES: A pregnancy warning sign for pregnant women consuming spirituous liquor must be posted within twenty (20) feet of the cash register or point of display. Licensed establishments must be kept an Employee Log of all persons employed on the premises including each employee's name, date and place of birth, address and telephone number, and responsibilities. No member, officer, agent or employee of a club licensee may be paid any compensation from the profits of the distribution or sale of spirituous liquor over and above the already fixed salary as allocated from the general revenue of the licensee. With permission from the liquor department, a club may lock the front entrance. A person selling spirituous liquor under a special event license must purchase the spirituous liquor from the holder of a license to sell off-sale; except that, in the case of a non-profit organization which has obtained a special event license for the purpose of charitable fund raising activities, a person may receive spirituous liquor from a wholesaler as a donation.

ARIZONA STATUTES AND REGULATIONS: A.R.S. §§4-203.02, 4-244, 4-261; Rule R15-1-309.



Requesting Department:

Town Manager's Office

TAB E

TO: HONORABLE MAYOR AND TOWN COUNCIL

FROM: JOHN KROSS, TOWN MANAGER

RE: DISCUSSION/ACTION ON THE 2014-2018 CORPORATE STRATEGIC PLAN.

DATE: OCTOBER 2, 2013

Staff Recommendation:

Discussion and feedback to staff is recommended on proceeding with the next five-year update of the Corporate Strategic Plan (2014-2019).

Relevant Council Goal(s):

The Strategic Plan encompasses the Council's Key Result Areas (KRAs) and Goals for the current fiscal year and beyond.

Proposed Motion:

Motion to direct the Town Manager to make the necessary updates and amendments to the 2014-2019 Corporate Strategic Plan and schedule further review and possible adoption of the amended plan at an upcoming meeting of the Town Council.

Discussion and Background:

At the August Council retreat and planning session, the agenda included reviewing a few elements of the Corporate Strategic Plan. Due to other items on the agenda, the opportunity did not present itself to spend a lot of time on individual key result areas or specific goals.

You will recall I mentioned that it was my intent to bring the discussions on specific goals to upcoming Council agendas, time and agenda flexibility permitting, allowing a more in-depth review and discussion. That is the intent with this item on the agenda for October 2.

At the Council retreat, discussion focused on the items noted below (a copy of the retreat Final Report including the Action Plan is attached for reference). The Council Retreat Action Plan is completed with progress on completion of the individual items underway.

- KRA 3, Goal 2: Council Professional Development;
- KRA 5, Goal 2: Financial Management/Internal Services and Sustainability; Continue progressive strategies to attract and retain high-performing staff,
- KRA 6, Goal 1: Image/Identity; Implement strategies that incorporate the Town's heritage and branding campaign, including attracting new and enhancing existing festivals, tourism, marketing, and strategic partnerships,
- KRA 9, Goal 7: Public Safety; Update the Master Plan for Law Enforcement Services.

Unfortunately, the timing is such that I do not have a fully recommended and revised plan to submit to the Council for review at the Oct. 2 meeting. The staff recommended revised plan is traditionally provided to the Council in November. On Monday, Sept. 30, is the annual half-day planning session with the department heads. Ideally, the results of that half-day meeting would be encompassed in this report with some recommendations from the leadership team. Nevertheless, the Oct. 2 agenda provides some valuable time for review and consideration from the Council. Since I do not have specific recommendations illustrated in this staff report, I intend to bring some of those forward for discussion at the meeting.

At the Council retreat in August, however, we did discuss some issues on the CSP that I would recommend focusing your attention. For example, the Capital Improvements Program, we discussed developing a financing plan to deliver key elements of our roads, parks and trails plan. Additionally, I had mentioned the need to develop a long-term infrastructure maintenance and life-cycle program once the majority of the infrastructure is constructed. Again, the retreat action plan identifies dates for when staff will be providing a report to the Council on these specific items.

Background on Formation of the Town's Corporate Strategic Plan

Six years ago, the Council adopted the Town's first Corporate Strategic Plan. Much time was spent developing Key Result Areas (KRAs) and numerous objectives that implement the KRAs.

It was the intent of the original Corporate Strategic Plan that it serve as an extension of the mission, vision and values of the community. The Town's mission, vision and values statements were adopted along with the first strategic plan and provide the guiding principles for creation of the plan. A Corporate Strategic Plan attempts to encompass in one document a policy plan for the organization and how it will implement community-desired needs.

The Council sets forth KRA's and establishes the goals for each KRA. The Town Manager, along with the Department Managers, provides an implementation and a companion document used internally as the administrative work plan.

The role of the Town Manager is to take the goals and develop an action plan for implementing the Council goals. I work with the management team (Department Managers) to develop an implementation plan (Administrative Work Plan/AWP), timeline and assignment of staff to reach the Council-desired goals.

Restated for this staff report are important definitions to remember when reviewing the Corporate Strategic Plan:

1. Corporate Strategic Plan: Used by the Council to provide direction to the Town Manager on broad-based policies for action. Provides general guidance for the overall direction of the organization. It translates the general mandate and mission of the organization into KRAs and Goals. It helps tell the organization and its personnel what it should be doing and why it is doing it.
2. Administrative Work Plan/Implementation Plan (our internal management document): Fleshes out the strategic plan and "operationalizes" its KRAs and Goals. It also sets out the specific objectives and tasks to be performed in moving toward the KRAs. It tells *how* things are to be done. This document is prepared and used by the Management Team.

It is important to remember that the CSP is a five-year planning document. Additionally, this year's update attempts to recognize the changes we are experiencing economically and the new opportunities that exist in moving forward in a post-Great Recession environment.

Fiscal Impact:

The Corporate Strategic Plan is funded primarily through the annual budget process. Adoption of the Corporate Strategic Plan will not result in automatic changes to the Fiscal Year budget but will allow staff to evaluate available resources to implement any new goals Council desires for the remaining parts of this fiscal year and beyond.

Alternatives:

Council could make amendments to the Corporate Strategic Plan and direct the Town Manager to come back at the next meeting with more information or a final draft that incorporates Council directives.

Attachments:

2013-2019 Corporate Strategic Plan
Council Retreat Final Report and Action Plan

TOWN OF QUEEN CREEK ARIZONA



CORPORATE STRATEGIC PLAN 2013 - 2018

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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 (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: 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.	Town Manager	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.	July 2013
Goal 2: 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.	Town Manager	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.	July 2014
Goal 3: Update Master Plan for 127-acre Northeast Park.	Town Manager	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.	July 2015

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 (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 1: Develop a comprehensive volunteer program and non-profit partnership strategy.</p>	<p>Town Manager</p>	<p>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. Formalizing the Town's existing practices achieves the following goals: 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.</p>	<p>FY 2013/2014</p>
<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 and include the following used by the Town:</p> <ul style="list-style-type: none"> a) 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 and as applicable, training, 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) Formal citizen surveys. 	<p>Annually.</p>

KRA 2: COMMUNITY INVOLVEMENT cont.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 3: Continue policies that advance transparency in governance.	Town Manager	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.	Annually.

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 <i>(Not in Priority Order)</i>	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.

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 (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: 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.	Development Services/ Utilities	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.	July 2015
Goal 2: Ensure a safe and sustainable water supply that allows for the implementation of the General Plan.	Utilities	<ul style="list-style-type: none"> a) Complete and adopt a Water Infrastructure Master Plan to compliment the Town's General Plan. b) Conduct a Water Supply Master Plan which will include groundwater, surface water and treated effluent for built out to meet our needs. c) Work with the few remaining landowners on securing their assured water supply. 	Ongoing.
Goal 3: Promote the Town's sustainability goals through efforts concerning energy use, green building policy, recycling and use of hybrid vehicles and possible building code revisions to encourage energy conservation.	Town Manager	<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 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) Building maintenance <p>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.</p>	Ongoing.

4: ENVIRONMENT cont.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
<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>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.</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>Ongoing.</p>

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 <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: Maintain long-term financial sustainability for local government operations.	Town Manager	The Town shall maintain a goal of operational efficiencies not rushing to increase staffing when economic times are better. Ensure that new programs are properly evaluated based on available revenues, community need and operational sustainability. Continue with policies and implementation practices that evaluate use and sources of revenues in particular recurring versus one-time sources of revenue.	Ongoing.
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.
Goal 3: Complete a comprehensive review of the Town's classification and compensation system. Develop a new staffing model for future growth.	Workforce & Technology	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. The last compensation and classification review was completed in 2006. Since that time some services have been consolidated, while there have been two new services, notably water and fire/EMS. 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 (2016). 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 while maintaining the organization's competitiveness for a quality workforce.	January 2014
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.	Development Services	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.	January 2014

KRA 5: FINANCIAL MANAGEMENT/INTERNAL SERVICES AND SUSTAINABILITY cont.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 5: Conduct a SWOT (strengths, weaknesses, opportunities and threats analysis on the Town's largest department, Development Services.	Town Manager/ Economic Development/ Development Services	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.	July 2014
Goal 6: Technology Education and Training Initiative.	Workforce & Technology	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.	January 2015

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: Implement strategies that incorporate the Town's heritage and branding campaign, including attracting new and enhancing existing festivals, tourism marketing and strategic partnerships.</p>	<p>Economic Development</p>	<p>Festivals and events create community and economic impacts in the markets that they serve. 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.</p> <ul style="list-style-type: none"> a) 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. b) Continue to enhance the Town's partnerships with strategic destinations in the community that personify the Town's brand. c) 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. d) Conduct a brand audit to provide Queen Creek with a SWOT analysis of the Town's brand (FY15-16). e) Participate in Mesa Convention and Visitor Bureaus Gateway Region marketing efforts. f) Evaluate the current special event permit process and look for opportunities to reduce barriers for special events in the community. 	<p>Annually.</p>

KRA 6: IMAGE/IDENTITY cont.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 2: 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. It also acknowledges the value of regular meetings with staff and elected officials among the community's schools to ensure alignment with common goals.	Annually.

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.
Goal 3: Continue to sponsor and initiate collaboration with our partner cities, towns and counties, including the community's schools	Town Manager/ Town Council	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.	Annually.

KRA 7: INTERGOVERNMENTAL RELATIONS cont.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 4: Encourage Maricopa County to consider construction of roads as a tool that implements key economic development goals of Queen Creek and this region.	Town Manager/ Town Council	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. 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.	Annually.
Goal 5: 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.
Goal 6: 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 and the delineation of a transit-oriented development land-use corridor along the UPRR.	Ongoing.

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 <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: Maintain a balanced community and economically diverse employment base. Maintain or adopt policies that preserve the quality of life in the community.	Economic Development	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. Economic Development and land use opportunities should be evaluated in terms of how 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.	2018
Goal 2: Develop and propose strategic amendments to our Zoning Ordinance to respond to legislative priorities, offer economic development tools and address areas of interest in order to keep the ordinance current and relevant.	Development Services	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.	Annually.
Goal 3: Continue to attract and preserve higher educational opportunities to the community and region.	Town Manager/ Economic Development	Continue partnership with the Maricopa County Community College District and Rio Salado College on the Communiiversity at Queen Creek, partnerships with Chandler-Gilbert Community College and ASU Polytechnic. 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.	Ongoing.
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.	Development Services/ Economic Development	With limited resources and a disproportionate reliance on sales taxes, the Town remains cautious when considering any annexation opportunity. 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). Ample consideration should be considered in conjunction with a fiscal analysis of the potential annexation.	Ongoing.

KRA 8: LAND USE/ECONOMIC DEVELOPMENT cont.

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 5: Enhance the opportunities for Queen Creek businesses to be successful by adopting strategies and policies that provide for expedited permitting and support of existing businesses through marketing cooperatives.</p>	<p>Economic Development</p>	<p>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.</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>Continue to evolve the QC Inc. program to meet the needs of the Queen Creek business Community</p> <p>Research ideas for different incubation programs. Work with Development Services to update the Zoning Ordinance to support economic development goals for Town Center development, special event permitting; agritainment/agritourism. <i>(Reference KRA 8: Goal 2)</i></p>	<p>June 2013</p>
<p>Goal 6: Establish a proactive Economic Development policy on business recruitment. Develop an action plan specific to the new targeted industry sector Clean and Renewable Energy and Water.</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.</p> <p>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.</p>	<p>Ongoing.</p>

KRA 8: LAND USE/ECONOMIC DEVELOPMENT cont.

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
Goal 7: Create opportunities that allow HPEC to continue as an economic generator for the community.	Economic Development	<p>The facility will be marketed (as per the Town Council approved marketing plan) for regional events, including non-equine events, that increase revenues and provide positive economic impacts to the community.</p> <p>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.</p> <p>Implement fundraising campaign for capital improvements to the facility.</p> <p>Evaluate the cost/benefit of outsourcing certain functions related to HPEC operations.</p>	Annually.
Goal 8: Recruit a resort/hotel development to the community.	Economic Development	<p>Continue to maintain/develop relationships with key resort/hotel developers and market strategic locations for development in Queen Creek.</p> <p>Capture absorption data within the region. Monitor bed nights that HPEC and the community’s other large event venues are generating from the regional/national associations utilizing these facilities.</p> <p>Evaluate conducting a hotel study for the community.</p> <p>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.</p> <p>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.</p>	June 2013
Goal 9: Adopt a plan for infrastructure delivery for the 5.5 square miles of State Lands in the Town’s planning area.	Utilities/ Development Services/ Economic Development	<p>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.</p>	July 2014
Goal 10: Initiate the process to update the Queen Creek General Plan in 2015.	Development Services	<p>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.</p>	January 2015

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, 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.</p>	<p>Town Manager/Fire</p>	<p>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.</p> <ul style="list-style-type: none"> a) 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. b) 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. c) 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. d) Provide a transition plan for converting the Queen Creek Fire Department’s current operational approach to the new staffing and deployment model e) Develop a Facilities Plan and timeline for implementation for the Capital Improvement Plan (CIP). 	<p>July 2014</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 established performance standards.</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. Improve crime statistical analysis including shift coverage, closed case and overall workload and proactive community policing. This goal is linked to the revised master plan for police and law enforcement services.</p>	<p>Annually.</p>

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

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
Goal 3: Develop strategies for enhancing the crime prevention programs in the Town.	Town Manager	a) Revise the Law Enforcement Services contract with MCSO to include baseline expectations focusing on the following areas: <ol style="list-style-type: none"> i. Crime. ii. Quality of Life Issues. iii. Officer Productivity. iv. Crime Prevention/Collaboration Initiatives. b) 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. c) 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: <ol style="list-style-type: none"> i. Management staff and property owners. ii. Tenants. d) 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.	June 2013
Goal 4: Develop and exercise the Town's Disaster Management System.	Town Manager/Fire/ Police/ Development Services/ Utilities	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) Implement a Disaster Management Plan in regards to the Town's technologies to ensure business continuity.	Annually.

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

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
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.	Town Manager/Fire	<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. 	December 2014
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.	Fire Operations/EMS/Resource	<ul style="list-style-type: none"> a) Provide iPads and application software to enable Queen Creek firefighters to utilize the Firehouse inspection program. b) 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. c) 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. 	January 2013
Goal 7: Update the Master Plan for Law Enforcement Services.	Town Manager	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.	December 2014

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
Goal 1: Maintain an active and relevant website that provides comprehensive information in a user-friendly format.	Workforce & Technology/ Economic Development	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 Town's website will be updated in 2013, allowing for accessibility from mobile devices, enhanced interactivity and transparency.	Ongoing. Update in 2013
Goal 2: Conduct a comprehensive architectural and inter-operability review of Town legacy systems and implement recommendations to reduce redundant programs and increase efficiency.	Workforce & Technology	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: <ul style="list-style-type: none"> a) Hire a third-party to conduct the technology architectural review to determine opportunities for efficiency and to eliminate redundant programs. <ul style="list-style-type: none"> i. Compare the costs of purchasing a new program that encompasses most of these legacy programs versus programming to make them inter-operable. b) Hire a contract programmer to connect remaining and future systems. 	June 2015

KRA 10: TECHNOLOGY cont.

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
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.	Workforce & Technology/ Development Services	<p>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:</p> <ul style="list-style-type: none"> a) 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 b) Upgrading the current IVR (Integrated Voice Response) to allow customers more choices. c) 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. <p>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.</p>	July 2014
Goal 4: Upgrade technology for Council Meetings.	Workforce & Technology	<p>Upgrade the technology at the Council dais and Council presentation equipment. Upgrade the technology for the Council meeting through:</p> <ul style="list-style-type: none"> a) Identify appropriate technologies. <ul style="list-style-type: none"> i. All-in-one microphones, which include camera panning capabilities, sound identifiers, voting system, etc. ii. 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. 	December 2013/2014



TOWN OF QUEEN CREEK

2013 Council Retreat

Francisco Grande Hotel & Golf Resort
Casa Grande, Arizona
August 16-17, 2013

Attendees:

Policy Makers

Gail Barney, Mayor
Dawn Oliphant, Vice Mayor
Craig Barnes, Council Member
Robin Benning, Council Member
Jeff Brown, Council Member
Julia Wheatley, Council Member
Jason Gad, Council Member

Staff

John Kross
Patrick Flynn
Doreen Cott
Tim Lynch

Facilitation and Summary: Lance Decker

INTRODUCTION AND BACKGROUND

The Town of Queen Creek Mayor and Council held their annual planning retreat on August 16 and 17, 2013 at the Francisco Grande Hotel in Casa Grande to discuss important issues germane to the Town's operation, management, and future. The following meeting summary represents the product of these discussions. Appendix A contains the working agenda for the meeting, and Appendix B is a summary of comments from pre-workshop interviews. Appendix C is a description of the discussion process that will be used to focus the topics.

MEETING OBJECTIVES

The objectives for the planning session:

- To discuss current issues affecting Queen Creek
- To identify the policy direction and priorities of policy makers
- To improve the Council's ability to work effectively as a team

OPENING EXERCISE

After an introduction to the meeting process model being used during the retreat, Lance asked participants to consider three questions as a starting point for discussions:

- What's changed in the past 12 months?
- What hopes and dreams do we share?
- What will make us a stronger team?

A spirited discussion followed, with the results being as follows:

1. What are some of the changes from the last 12 months?
 - Economy is better
 - Attention to infrastructure
 - Funding for non-profits
 - Development activity is up (so is the pressure from development)
 - Sales taxes are up
 - Community is at a strategic inflection point
2. What hopes and dreams do we share?
 - Sustainable community
 - Friendly atmosphere continues
 - Great community; that is, there is a resident happiness index (a metric)
 - Vibrant community
3. What will make the Council a stronger team?
 - Getting to know each other
 - Camaraderie

- Understanding individual dreams on an individual level
- Candid conversations – ability to speak on a professional level
- Council seems to have personal respect for each other
- Courtesy and respect for one another
- After a decision is made by the Council, there is solidarity of the Council (message to legislators for greater unity and the Council should be more visible amongst them)

PRE-MEETING INTERVIEWS

Prior to the August retreat, Town Council members were asked their opinions on various topics as part of telephone interviews. Below are the categories of topics that were identified as critical to the Council's discussions:

- Council Governance and Policy
- Staff and Council Support
- Fiscal Issues
- School Resource Officers
- The General Plan Amendments and 2015 Update
- Infrastructure Development and Improvements
- Horseshoe Park and Equestrian Center
- Incubator
- Housing Development
- Council Protocols
- Economic Development
- Annexation
- Signs
- Interaction with Non-profits

SUBSTANTIVE DISCUSSIONS

Horseshoe Park and Equestrian Centre (HPEC).

Prior to the retreat discussion the staff conducted research on the historical background of Horseshoe Park, what decisions prior Town councils had made concerning the Park, and other questions that were raised in the past by the Council. Staff presented this information, and then highlighted six possible alternatives the Council might consider in deciding the future of HPEC.

- Option 1: Status Quo
- Option 2: Close HPEC
- Option 3: Take HPEC to Next Level
- Option 4: Sell Facility
- Option 5: Third-Party Operator
- Option 6: Repurpose/Additional Purposing of the Facility

After lengthy discussions, the Council came to substantial agreement as follows:

Option 1: Status Quo: This option was generally not acceptable...something has to change.

Option 2: Close HPEC: This option was generally not acceptable; other options are better and the Town would still be saddled with the overall debt service.

Option 3: Take HPEC to the Next Level: This option was generally ranked 3rd among the alternatives. Action might include modifying by adding a temporary tent for a covered arena, and staff was asked to bring the Council more information on this option.

Option 4: Sell Facility: This option was generally not acceptable to the Council and didn't seem to be viable.

Option 5: Third-Party Operator: This option was generally ranked 1st among all the alternatives. Actions might include finding a company that would take the lead in cutting operating and management costs, expanding marketing and commercial opportunities for revenue, and still have a strong equestrian focus.

Option 6: Repurpose/Additional Purposing of the Facility: This option was generally ranked 2nd among all the alternatives. Actions might include changes to the services and programs being offered with non-equine events fostering new programs and activities. Staff was asked to provide more information on this option.

The objectives of any alternative for HPEC would be to continue as an economic development attraction and engine, make Queen Creek a destination point for regional events, reduce operating deficits, increase revenue, and increase use by appealing to a wider range of the Queen Creek population. The facility might include other recreational events or amenities like a pool/water park, yet not lose the equestrian community and heritage component. Other ideas/events mentioned by the Council for non-equine consideration included: monster truck, concerts, dances, a circus, and BMX.

Action Item:

Staff was asked to come back to Council with further investigation and exploration on the following three options – listed in order of preference.

1. Third-Party Operator
2. Repurpose/Additional Purposing of the Facility
3. Take HPEC to Next Level

Assessment of the HPEC discussion:

What did we do right? What worked?	What will we change the next time?
+ Communicated with each other + Shared perspectives; got better explanation of perspectives + Appreciated the staff work, history and financials + Civil to one another + Better understood each other's views	Δ Better adherence needed to 30-second soap box rule Δ Shorter answers by members are needed Δ Keep emotions in check

DISCUSSION OF THE CORPORATE STRATEGIC PLAN

The following portions of the Corporate Strategic Plan were presented by John Kross and discussed by the Mayor and Council.

KRA #3; Goal #2: Council Professional Development.

Consider joint meetings with similarly sized Towns to share common interests and learning opportunities.

<p>Action Items:</p> <ul style="list-style-type: none"> • Schedule joint meetings with Higley and Queen Creek Unified School Districts after January 2014. • Proceed with the joint meeting when a minimum of five Council Members can commit to attend. • Publish on the Council schedule, who is available to attend up to two additional meetings per year. • Staff to screen Council meeting requests more thoroughly; evaluating mission critical needs for members to be in attendance.
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KRA#5, Goal 2: Financial Management/Internal Services and Sustainability; Continue progressive strategies to attract and retain high-performing staff.

The Council expressed their concern about losing qualified, valuable staff and suggested succession planning for key town positions including those vulnerable for loss. Bench strength needs to part of the planning process in critical departments. The Council asked the manager to consider how to retain qualified staff in a growing economy and assure Queen Creek continues to be competitive and avoid potential loss of talented staff.

<p>Action Item:</p> <p>Staff asked to develop a report on succession planning and key positions/people eligible for retirement within the next five years.</p>

KRA#6, Goal 1: Image/Identity; Implement strategies that incorporate the Town’s heritage and branding campaign, including attracting new and enhancing existing festivals, tourism, marketing, and strategic partnerships.

The Council discussed the possibly bringing back some community events. Community members are asking for more opportunities to get together as an entire community. This discussion may present itself during the budget development process next year.

Marketing the community more proactively to prospective residents, employers, such as professors at GCU was also discussed. Staff suggested amplifying our program, unleashing the talents of our staff and consensus of the Council was to take the program to the next level and bring back options for doing this at an upcoming Council meeting.

Action Item:

Staff was asked to develop a report and come back to the Council for direction on options for enhancing our community outreach and marketing program to the region, to encourage relocation, investment and general interest.

KRA#9, Goal 7: Public Safety; Update the Master Plan for Law Enforcement Services.

The Council discussed how, as Queen Creek grows; there may be a need for modern facilities for law enforcement. No specific action item was generated as a result, but staff was asked to determine how many calls service District 6 responds to that are outside of the Town limits.

DISCUSSION OF CRITICAL ISSUES

Council Governance and Protocols.

Several issues concerning governance and protocols were discussed.

1. The Council would like to support the Town in conducting policy outreach. It was suggested that staff might identify key policy issues the Council would promote in their interaction with the community and other elected officials. The staff might prepare talking points for the Council’s use, particularly as it relates to legislative issues of concern. These points would be simple summaries or two-line briefing statements providing information on the topic.

Action Item:

Item/issue of the week (or month) for Council in the Weekly Packet or Council Google Site. These issues may lead to talking points, which staff should develop.

2. Council discussed how the public might perceive them as they view the Council Meetings. Might there be ways to improve interaction while on the dais?

Action Item:

Engage Cary Pfeffer to attend and critique a couple of council meetings, evaluate individual member's verbal and non-verbal communication; Cary to provide a summary critique of each member for their continued professional development.

Stakeholders v. Special Interests.

During the working lunch the Mayor and Council discussed how to consider a stakeholder and whether all interested parties to an issue are truly stakeholders, versus those that may better be defined as a special interest. Council shared their perspectives. No follow-up or future action was directed at this time.

Agenda Management.

The Town Manager presented alternatives for adjusting the Council agendas to accommodate the 30+ policy/issue review items that need to be addressed over the next several months. Discussion included how to manage the Council committee reports to allow for more time for policy items.

Action Item:

The Council asked staff to bring them revisions to current practices that keep the two meetings per month starting at 5:30 p.m. A change would include allowing for the Regular Session to start at 5:30 p.m. along with Work-Study Session, and fitting in Executive Session, as needed either before or after the Regular Session agenda. Any public hearing items be identified and shown as a specific time on the agenda to alert the public adequately.

Council Committees.

The Council discussed the possibility of removing Council members from citizen advisory committees as a way to 1) allow more residents to serve, and 2) allow the committees' work to be done entirely by residents. Questions were raised about the role of staff and training. The general feeling of participants was to keep the status quo. No changes are anticipated.

Annexation Policy.

Staff provided a brief overview of the 2002 existing policy. Participants discussed the annexation consultant contract considered in January where the Council elected to not pursue the issue of further annexation evaluation and analysis. A discussion of how annexing the State Lands in the northern tier planning area of the community followed. Staff was asked to evaluate those next steps and update the Council on the plans to pursue a 208 Water Quality Plan amendment via CAG. Staff will be moving forward on the engineering study needed for that sewer territory evaluation this fiscal year.

Action Item:

Staff will review, analyze and determine the necessary logistics and steps to annex the State Lands located in the Town's northern planning area and bring a report back to the Council at an upcoming meeting.

General Plan Amendments Case Management Discussion.

Town Manager Kross introduced this topic as an outgrowth from last year's General Plan Amendments process. Council expressed concerns about the management of the cases during the last update process, and options for improved case management in the future was also discussed. No additional action was requested.

Open for Business: A discussion on the business of business and the perceptions of the Town.

An overview of the topic was presented by John Kross, including a staff report outlining issues and perceptions that members of the development community have about working in Queen Creek. Policy makers are asked to occasionally meet with developers and business owners. These meetings would be during initial discussions with these representatives to express and share the council member's vision and the vision of the Town to prospective investors. The common message is that the Town wants to raise the bar from a design perspective, and build lasting businesses and developments in general.

No further action required at this time.

Financing Growth of the Community: Fiscal Issues and the Budget.

A white paper was presented on the current status of the primary property tax revenues for the community. The primary property tax is dedicated to the entire public safety program but has seen a 37% decline in revenues due to the effects of the Great Recession and the devaluation of properties. The white paper suggested the Council consider moving to a floating rate and/or increasing the levy that would ultimately mitigate the amount of transfers from the General Fund to the Public Safety program. This change would allow the Council to manage that program based on a more stable revenue source such as property taxes, versus a less stable source, sales taxes.

Information was provided on the status and forecast for roads infrastructure. The Town Manager presented a 20-year chart aggregating all capital with operations and maintenance, while showing projected revenues over the same period. Significant gaps in the roads program are forecasted.

The parks development program was also identified as having changes to revenues based on a reduction of impact fees going into effect in August 2014. At that time, communities are not able to collect impact fees for any parks greater than 10-acres. Queen Creek has land banked for two larger community parks of 76 and 130 acres. An option for funding new parks through existing state law, via a district system, was presented. Council asked

the Manager to bring this issue back to Council for further discussion and analysis and add the parks district legislative changes to the Town's Legislative Agenda for next session.

Action Item:

Staff will bring a report to the Council on financing growth, with particular attention to public safety and roads options, including the property tax white paper findings at a future Council Work-Study session for further discussion. Council also requested staff to add the parks district to the Town's Legislative Agenda for future adoption by the Council this fall.

School Resources Officer (SRO).

The Town Manager presented the staff report/White Paper on the School Resource Officer program. The report identified trends nationally, regionally and locally. Options for Council's consideration were also provided. A spirited discussion followed and comments included:

- We need more data and crime statistics to show a cause or trends that warrant such a significant financial commitment by the Town.
- What changes in statistics (calls for service) occurred at Newell Barney Jr. High prior to and after the SRO left that school?
- The SRO is an issue of significant importance for the community.
- Public safety is the most important function government performs and the SRO is part of the public safety picture.
- For a small degree of resources v. the opportunity cost it is very reasonable.
- This is an issue of priorities.
- The SRO program is critical but it is unrealistic to expect full funding of the program community-wide.
- This program, while worthy, will still not prevent the deranged individual from doing harm.
- There is value in prevention, but proactive deterrence of the deranged shooter, not possible.
- We need direction from our law enforcement experts and should take their recommendations on placement and growth of the program before categorically jumping feet first in.

Action Item:

Schedule the SRO item for an upcoming Work-Study Session of the Council as discussion only. Invite MCSO/Capt. Brice and Queen Creek Schools Superintendent Tom Lindsey to be part of this meeting for input.

QC, Inc.

The Council discussed the current status and future of the QC, Inc. Incubator Program, and after a lengthy discussion, staff was asked to consider all the questions and comments, and schedule a more complete discussion at a future Work-Study session where program mission and goals can be developed along with criteria for evaluating success.

Action Item:

Council requested staff come back to them at a future Work-Study meeting with options on defining the mission/goal of the program and criteria for entering into leases at QC, Inc. Staff was directed to also provide the revenue and expenses financials for the program.

Interaction with Non-Profits: Policy Considerations.

Participants wrestled with the policy implications of funding non-profits from tax dollars. Key questions and comments that came from this discussion included:

- What is the role of local government in funding non-profits?
- Should there be a maximum dollar and/or percentage cap in place each year for consideration by the Council for funding (cash and in-kind) of non-profits?
- Might the Town establish a citizens committee to review non-profit proposals and make a recommendation for funding to the full Council?
- Could the Town's water/utility billing system be used to provide residents/customers with an independent option to directly fund non-profits of their choosing?

By the end of the discussion it appeared the Council agreed there may be some role in local government funding non-profits, but there was certainly no agreement on what that role might be, the conditions under which funding might occur, or the limits of funding.

Action Item:

Council requested staff develop a plan and process for Council discussion at a future Work-Study meeting (options only) for how to consider non-profit funding. Options to include a maximum aggregate dollar cap and possibly, a percentage cap, as appropriate.

PLANNING FOR ACTION

Action planning is a technique for creating concrete results from meetings. The first column describes the action or activity that must take place. Focus on deliverables like specific reports, outcomes from projects, decisions made, or actions completed.

The second column determines who, specifically by name, will make sure the action or deliverable gets done. They don't necessarily have to do the work themselves, but just need to be responsible for seeing it's done. Don't use titles, committees or "all of us" in this box... as a way of spreading responsibility. "When everyone is responsible... no one is responsible." When a person's name is in the box, they will feel personally responsible, and get the work done.

The third column is the delivery date. This should not be the date the activity will begin... or the date something will be in process. This should be the date when all work is completed, and the deliverable is submitted. This date should be when you can erase the action from the plan.

PLANNING FOR ACTION		
What needs to be done?	Who will do it?	By when will it be done?
Complete the draft meeting notes from the retreat and transmit to staff for further processing. Deliverable will be the report transmitted to John Kross, 9/15/13 via e-mail and uploaded to Council Google Site.	Lance Decker	8/26/13
HPEC. Provide a report to the Town Council highlighting the results of research as directed at the retreat; consider using a Third-Party Operator, taking the HPEC to the next level, repurposing/additional purposing the facility, or a hybrid of actions with recommendations.	Doreen Cott	12/4/13
Corporate Strategic Plan (KRA#3, G#2). Staff to prepare a memo to the Council that addresses the following: Develop system to assure improved council-to-council relationships with other cities and towns. Council members will attend or hold meetings over the next year. Have someone on staff coordinate the Council’s calendar to support those meetings and interaction; set up a system to schedule council-to-council meetings. Each member will attend at least two meeting events annually. Staff to screen Council meeting requests more thoroughly; evaluating mission critical needs for members to be in attendance.	Tracy Corman	9/18/13
Corporate Strategic Plan (KRA#5, G2). Develop a report on succession planning for key positions within the Town’s staff; retirements, positions vulnerable to loss, bench strength in critical departments, etc.	Bruce Gardner	11/20/13
Corporate Strategic Plan (KRA#6, G1). QC needs to elevate and enhance its image and knowledge of the community. Staff to develop options on a proposed marketing enhancement program and submit a report to Council.	Marnie Schubert	12/4/13
Council Governance and Protocols. Item/issue of the week (or month) for Council in the Weekly Packet or Council Google Site. These issues may lead to talking points, which staff should develop.	Tracy Corman	11/6/13
Corporate Strategic Plan (KRA#3, G1). Engage Cary Pfeffer to attend and critique a couple of Council meetings, evaluate individual member’s verbal and non-verbal communication; Cary to provide a summary critique of each member for their continued professional development.	Cary Pfeffer	12/18/13

<p><u>Agenda Management.</u> Bring revisions to current practices that keep the two meetings per month starting at 5:30 p.m. A change would include allowing for the Regular Session to start at 5:30 p.m. along with Work-Study session, and fitting in Executive Session, as needed either before or after the Regular Session agenda. Any public hearing items be identified and shown as a specific time on the agenda to alert the public adequately.</p>	<p>Jennifer Robinson</p>	<p>1/15/14</p>
<p><u>Annexation Policy.</u> Staff will review, analyze and determine the necessary logistics and steps to annex the State Lands located in the Town’s northern planning area and bring a report back to the Council at an upcoming meeting.</p>	<p>Chris Anaradian</p>	<p>12/18/13</p>
<p><u>Financing Growth of the Community.</u> Bring a report to the Council on financing growth, with particular attention to public safety and roads options, including the property tax white paper findings at a future Council Work-Study session for further discussion. Council also requested staff to add the parks district to the Town’s Legislative Agenda for future adoption by the Council this fall.</p>	<p>Patrick Flynn</p>	<p>3/19/14</p>
<p><u>SRO.</u> Schedule the SRO item for an upcoming Work-Study session of the Council as a discussion-only item...no action anticipated. Invite MCSO/Capt. Brice and Queen Creek Schools Superintendent, Tom Lindsey to be part of this meeting for input.</p>	<p>John Kross</p>	<p>11/20/13</p>
<p><u>QC, Inc.</u> Staff to develop options on defining the mission/goal of the program and criteria for entering into leases at QC, Inc, and bring those options to the Council at a future meeting.</p>	<p>Doreen Cott</p>	<p>1/15/14</p>
<p><u>Interaction with Non-Profits.</u> Staff to develop a plan and process for Council discussion at a future Work-Study meeting (options only) for how to consider non-profit funding. Options to include a maximum aggregate dollar cap and possibly, a percentage cap, as appropriate.</p>	<p>Patrick Flynn</p>	<p>1/18/14</p>

APPENDIX A



TOWN OF QUEEN CREEK

2013 Council Retreat

Working Agenda

Francisco Grande Hotel & Golf Resort
Eagle's Nest Conference Room
Casa Grande, Arizona
August 16-17, 2013

POLICY DIRECTION AND PRIORITIES

Retreat Objectives:

- To discuss current issues affecting Queen Creek
- To identify the policy direction and priorities of policy makers
- To improve the Council's ability to work effectively as a team

Friday, August 16, 2013

- 8:00 a.m. Breakfast and Conversation (Eagle's Nest Conference Room)
- 9:00 a.m. Welcome and Opening Comments Gail Barney
Lance Decker
- Administrivia
 - Review of Retreat Agenda
 - Charter and Objectives for the Retreat
- 9:10 a.m. The 2013 Mayor/Council Team Mayor and Council
- What's changed in the past 12 months?
 - What hopes and dreams do we share?
 - What will make us a stronger team?
- 9:20 a.m. *Preparing for Discussions* Mayor and Council
- The Discussion Model: Question... Discussion... Concerns... Alternatives... Direction
 - What I learned in my pre-retreat interviews.
 - Reaction to the interview presentation?
- 9:30 a.m. Staff Reports on Horseshoe Park and Equestrian Center (HPEC) [TAB 2] John Kross
Staff
- 10:15 a.m. Break
- 10:30 a.m. Initial Questions by Policy Makers (no answers yet!) Mayor and Council
- 11:15 a.m. Initial Comments by Policy Makers Mayor and Council
- 11:30 a.m. Responses to Policy Maker Questions John Kross, Staff

12:00 p.m.	Lunch (Eagle’s Nest Conference Room)	All
12:45 p.m.	Discussion of HPEC and Options	Mayor and Council
2:30 p.m.	Break	
2:45 p.m.	What direction is most appropriate? What instructions will we give our staff? What actions will we take? What objectives do we want to achieve?	Mayor and Council
4:00 p.m.	Plus / Delta Evaluation of the Day	Mayor and Council
4:20 p.m.	Wrap-Up <ul style="list-style-type: none"> • Session Summary • Observer Comments • Meeting Evaluation & Closing Remarks 	Mayor and Council
4:30 p.m.	Recess until Dinner (6:00 pm)	
6:00 p.m.	Dinner and Conversation (Eagle’s Nest Conference Room)	Mayor and Council
6:30 p.m.	Final wrap-up regarding HPEC	Mayor and Council
7:15 p.m.	Saturday’s Agenda: What’s planned? What should be changed?	Mayor and Council
7:30 p.m.	Recess until 8:00 am, Saturday	

Saturday, August 17, 2013

7:30 a.m.	Breakfast and Conversation	
8:00 am.	Reflections from Friday Evening	Mayor and Council
8:10 am.	Discussion Topics <ul style="list-style-type: none"> • The Corporate Strategic Plan [TAB 3] • Council governance • Agenda Management (i.e., making time for future policy items). [TAB 4] • Council committees / Council representation [TAB 5] 	Mayor and Council
9:15 am.	Break	
9:30 am.	Discussion Topics (continued) <ul style="list-style-type: none"> • Economic Development and Land Use considerations <ul style="list-style-type: none"> ○ Annexation Policy [TAB 6] ○ Discussion on how the Council wants General Plan Amendments cases to be managed, information provided (a follow-up from annual evaluation). ○ What does “Open for Business” Mean? A discussion of the business of business, perceptions of Town and strategies for the future. [TAB 7] • Financing the growth of the community; fiscal issues and the budget <ul style="list-style-type: none"> ○ How do we pay for growth in core programs and infrastructure? (e.g. public safety; critical employment infrastructure in northern tier of planning area?) [TAB 8] ○ How do we pay for growth in non-essential, but valued amenities like new parks? 	Mayor and Council

- Legislation needed for consideration of funding for parks (e.g., Districts)

Lunch (Eagle's Nest Conference Room)

Discussion Topics (continued)

Mayor and Council

- School Resource Officers: Town / School relationships [TAB 9]
- QC, Inc.
- Interaction with nonprofits: consideration of a policy? [TAB 10]

2:00 p.m. Break

2:15 p.m. Planning for Action

Mayor and Council

- Discussion on deliverables, expectations for reporting progress on items from the annual Council retreat
- Who does what by when?
- Discussion/overview of Resources for Council (Google Sites). [TAB 11]
- Future Council retreat dates? (January instead of August?)

3:30 p.m. Wrap-Up

Mayor and Council

- Session Summary
- Observer Comments
- Meeting Evaluation & Closing Remarks

4:00 p.m. Adjourn

General Reference Material

- 2012 Retreat Summary Report [TAB 12]
- Town of Queen Creek – 2012 Organizational Accomplishments [TAB 12]
- Economic Development Strategic Plan 2012-2015 [TAB 12]
- 2012 Citizen Survey – Conclusions & Recommendations [TAB 12]
- Economic Impact Analysis (HPEC, Barney Family Sports Complex, Olive Mill, Schnepf Farms) [TAB 12]
- Biographical Information for Lance Decker, LL Decker & Associates, Inc. [TAB 12]

Notes Form [TAB 13]

APPENDIX B

TOWN OF QUEEN CREEK 2013 MAYOR & COUNCIL RETREAT ISSUE SUMMARY

The following is a summary of topics, questions and issues obtained from interviews with the Mayor and City Council members prior to the August 16, 2013 Council Planning Retreat.

Council Governance and Policy

- We're doing okay but need to make good policy for the Town's future. Not just what's good right now, but what's good for our kids and our grandkids.
- Making decisions from the "heart" or because your conscience drives you to do so is no substitute for analysis of the issues and doing what's best for the entire community. Philosophy is only one part of the decision-making process.
- There's a lot at stake in being an elected official, and every one of us needs to take the job seriously.
- I'm trying to get more involved in legislative policy. I have a few good connections within the legislature and could help move the Town's agenda

Staff and Council Support

- The staff is very good about keeping the Council informed, but the Council members must be willing to read the info, ask questions in advance of the meeting, and be prepared to make a decision that is supportive of the community.
- We've got John and the staff to help guide the Town, and the decisions we make today can and will make a difference in our future.
- Staff could prepare the "Reader's Digest" version of their reports and if a Council member wants more info they could go to John or Patrick.
- Criticism that we don't get enough information about issues is just a smoke screen for not doing homework in advance of the decision. John and the staff will give you enough information to make your eyeballs roll to the back of your head if you want it.
- Ongoing transparency of the Town with constituents; staff does a great job of serving residents; they normally ahead of the curve even before I get a question.

Fiscal Issues

- We need to get through the next budget cycle in a positive way.
- I'd like to see us invest some money in the future and catch up with some capital items that we've put off since the recession began.
- The Council needs to give more respect to the Budget Committee that supports the Council. Council should read the reports and do more homework on questions about the budget before the Council meeting to approve it.
- Strategic investments. The budget is important. We're ready to start taking action to benefit from the recovery, but at the same time not fall back into practices of the past that we don't want to repeat. It's a great time to refocus on long-term strategic impact.

- Capital improvements are needed. Purchases of land that might be acquired as an investment.
- Investments in future items that are priced well or positioned to advance our strategic direction.
- How would adding rooftops affect QC?

School Resource Officers

- Partnerships with the schools are good. Resource officers at the high school are probably a good idea, but why does QC bear the burden? Many students who attend don't even live within the town. What benefits come to the Town from these officers?
- Is there really a problem? The school district that owns the issues should figure out how to cover the cost. Why should we feel obligated to pay for the officers?
- The school district override didn't go through so the district is having to make some cuts.
- School/Town relationships and cooperation is on the uptick with a new superintendent and John meeting monthly. We need good communication with the District.
- I'm not sure how to handle the request that the Town pay for the school resource officer for the schools.
- Public safety issues revolve around school resource officers.

The General Plan Amendments and 2015 Update

- General Plan amendments are going to be asking to increase densities.
- Council isn't aligned on how to consider General Plan amendments. What's the policy? Are we making QC a bedroom community? Do the impact fees cover the real costs of development?
- What's the benefit of increased density verses a change in basic character of QC? It's a big picture item for the Council.
- Cultural identity is a question.
- What's the vision of QC? Growth? Increased density? Retaining jobs and employment areas?
- Are we willing to change to a bedroom community? Do we embrace a new vision or stick to a historical view? And, how should be set policy on these matters?
- Landowners want to change employment areas to housing. This has created a stir within the Council, which is divided over the issue.
- My concern is that if we reduce the land available for jobs we won't be making good long-term policy.
- General Plan and land use issues. This year it's going to be tough with 6 General Plan amendments almost didn't even get approved to even consider.
- None of us are excited about what's being presented, but it's a democratic process that the Town needs to go through to let people have their day to present their case.

Infrastructure Development and Improvements

- Development needs to pay for itself.
- I'm tired of people who want more service, better schools, faster response, more parks, but don't see how taxes are the way these things are paid for. Want more service? Better service? They cost money, and that means taxes and fees.

- Bike lanes, trails and open spaces need our attention. Connectivity between different paths and a map showing how to use these trails would be helpful.

Horseshoe Park and Equestrian Center

- HPEC is like a house that was built too big. Now that we're into the deal, we can't just sell it, or put it in mothballs.
- HPEC needs to be resolved, and if not full agreement, then we must agree to disagree. But when we walk away from the table on Friday night we need to have agreement on how to proceed. I'm really looking forward to the Friday discussion of HPEC.
- This is a new park and will require patience while it's being developed.
- I don't even want to be in the room when we discuss HPEC. We've discussed it and discussed it, and I thought we had the issue put to bed.
- We probably need to rip the park (HPEC) apart before we put it back together. Maybe Doreen should be part of the discussion, but not Tim. The Park is his baby and there are things that need to be said that may offend Tim. He's put his heart into making it work.
- HPEC is on the agenda. We need to come to consensus or if not put some metrics into the mix so that we'll know what we're doing on this issue.
- With HPEC the topics I'd like to address include 1) a list of CIP, 2) equipment purchases, 3) multiple year maintenance schedules with costs.
- I love the park but probably wouldn't have voted for it had I been on the Council when it was approved.
- We can't just close it up because it's like having a house that's underwater. If we sell it, we still have to pay the gap between what we owe and what we've sold it for.

Incubator

- The Queen Creek Incubator is an issue. Because of the process we went through to consider support for non-profits, I felt backed into a corner to vote to approve the American Legion proposal. An alternative went through the Budget Committee and didn't get full discussion.
- I didn't think the mission of the Incubator was to solve the American Legion problem, but to support business development and bring new jobs to QC.
- I know that staff was trying to be helpful by offering the Incubator as an alternative to the Legion, but it set a bad precedent.
- Is the Incubator viable? Is it currently successful? <Example: At Home Solutions company.>
- Over half of the Incubator was dedicated to At Home Solutions, but the company didn't generate any tax revenue, and brought in nothing for the town.
- What is the mission of the Incubator? What are the specific goals and objectives? What metrics are we using to gauge success?

Housing Development

- CFD's are ways to levy taxes on future property owners to pay for today's development. The CFD keeps the price lower for the current buyer, and shifts the tax burden to the future.
- Developers are now proposing QC set up community facilities districts (CFD's) to pay

for roads, parks, water and sewer, and other amenities.

- In 5 or 10 years when the people who live here want to know why they're paying more taxes than their friends across town, it will be future Councils that have to explain how CFD's work.
- In the end, the Town gets to levy the tax and wear the black hat.
- Community Facilities Districts are ways to avoid paying impact fees up front, and shifting them to the future. This is a problem and no one seems to recognize how it really works.

Council Protocols

- We must put our best foot forward for QC as elected officials. How we look...how we speak...how we behave while in the public eye are all important.
- We have unique personalities serving on this Council.
- I'd like us to remember that when we communicate with the public it's often not so much the message but rather the way we deliver the message that makes the difference in public reaction.
- We're doing some 360-degree evaluations with Council members.
- I sense that individual personal philosophies may get in the way of our communication.
- Election season is approaching and political posturing might negatively affect a productive Council team engagement. The best long-term interests of the Town should be our only objective.
- When we discuss tough issues and set a direction on an item, we need to pursue it as a group. Specific, detailed action items that will get something done. Not just agree to study it.
- Need to have a discussion about being accountable to each other for Council decisions. If we, as a group, decide to take some action...even if we don't fully agree with the direction, we must support the decision and not undermine the decision with the public.
- It's hard to explain to our constituents why the Council doesn't decide the way they want on an issue. Can we help Council members find ways to promote constituent understanding when a vote doesn't go their way?
- When considering competitive grants, everyone competing must follow the same rules. We need to discuss time lines and fairness as a component of the competition.
- The budget cycle, Council cohesion, rules/policies should be discussed, agreed to, clearly understood, and then followed.
- How can we make the Council stronger as a cohesive group?
- Are there ways to help Council members who feel they're on the outside of decisions?
- Part of the problem is managing community expectations. How does staff contribute to that? How does the Council manage expectations?
- I look forward to these retreats because they give us the opportunity to talk with each other and to hear what's really on our minds. It's easy to obscure true feelings when it's just one-on-one, but in the group...you'll get called out if your statements don't line up.

Economic Development

- We have a huge neighbor (San Tan) that is not incorporated, thus no restrictions or standards for developing businesses. If we don't embrace an "open for business"

standard, we'll be jumped over for business development.

- I want to see the movie theater we discussed in the past get built, and a hotel constructed within the Town limits of QC
- Residential permits are skyrocketing.
- We have some opportunities and pitfalls: Everyone on Council will say that QC is "open for business" but we're seeing policies that don't appear to support this statement.
- What does "open for business" mean? More staff working on attracting business? How about incentives? What else might the Town do to attract business?
- Back to square-one with the 20 acres. We got a proposal for a theater, but didn't work out. Then we got two theaters; one is a Harkin's.
- The issue of picking "winners" and "losers" in making policy. Non-profits? Private businesses?

Annexation

- Annexation is an issue. It was on my mind last year but we didn't get any action on it. Annexation has the same issues as those we face in the general plan... what about the public cost of annexation? How do we address the addition of existing property without development fees?

Signs

- Signage is still hot.
- Sign ordinances are lightning rods around here. Things are heating up. Council has discussed this issue over the past 6 years.
- Signage issues are created some controversy. There's a spectrum that we need to consider, so what are the ends of the spectrum, and where could we all agree to live on this continuum?
- Signs and signage; how is QC "open for business" when we aren't allowing for bigger signs?

Interaction with Nonprofits

- Funding of the QC Chamber of Commerce is an issue, but may be premature to discuss at this time.
- Balanced funding of non-profit groups.

APPENDIX C

THE ISSUE DEVELOPMENT PROCESS

A standard part of the LL DECKER & ASSOCIATES facilitation model is the Issue Development Process. Participants are asked to follow this five-step process in developing answers to key questions. I've found that this discussion process assures all have a voice ... and no one dominates the conversation, so I insist that participants learn and use this technique as part of the retreat.

Driving Question - One person with a good understanding of the topic is asked to describe, in two minutes or less, "everything we need to know" about the subject. During this first step, the speaker introduces us to the issue, illustrates why this issue needs attention, gives the group an initial starting position for discussion, and provides an initial direction for resolution.

Discussion - Participants are asked, "Who has a different position than the one just suggested?" With that, others who may hold opinions about the topic can provide alternative points of view as to what is "at issue" and the kinds of actions that might advance the organization or resolve the controversy. At this point no debate occurs... just presentation of opinions about the topic and direction that might be appropriate. Participants are also asked to keep their comments to 30 seconds or less... termed a "thirty-second soapbox."

Questions and Concerns - When all participants have had an opportunity to describe the issues in their own terms, then a second round of discussion can occur that focuses on questions and concerns. Having listened to the differing opinions surrounding the topic or issues, participants are encouraged to raise questions and identify any concerns they may have about the recommendations presented by others. Again, debate is not an appropriate format at this point. Participants simply state their questions about what has been said, and listen to the answers. The intention is to direct questions and concerns toward the issue...not at each other.

Alternatives - Once all participants have had an opportunity to speak, the group is challenged to summarize what they heard and propose any alternatives that have not yet been suggested. Hopefully, through this process, new ideas and different possible solutions may have come to light that can overcome concerns and help the group reach a better recommendation. Again, individual debate...pro/con... is not appropriate. Simply state the preferred alternative and the benefits generated by that alternative. It is unnecessary to disparage the recommendations or suggestions of others.

Possible Actions - NOW, IT'S TIME TO DEBATE! When stating why one alternative is better than another, avoid comments that would be overly contentious, personally directed or unnecessarily provocative. Personal attacks directed toward the wisdom of another participant's suggestion are not productive to the decision, extend/delay decisions, and are discouraged. The group is challenged to mix and match features of the various recommendations; by doing so they may find better ways to resolve the issues and improve the relative position of all interests.

Summary - Keep in mind the fundamental questions, 1) "What actions will we agree to collectively take... or decisions might we collectively make... to resolve the controversy or

address the topic?” and 2) “What direction and actions will the immediate group and other stakeholder interests collectively support?”

Using this Issue Development Process, the group generated information, recommendations and direction. As with all retreats, no final decisions were reached during the meeting; tentative suggestions by the group are subject to reconsideration and additional discussions, considerations and actions at a later time.