

# TOWN OF QUEEN CREEK ARIZONA



## CORPORATE STRATEGIC PLAN 2013 - 2018

# Contents

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INTRODUCTION..... 2

THE GUIDING PRINCIPLES FOR CREATING THE CORPORATE STRATEGIC PLAN ..... 3

KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP) ..... 4

KRA 2: COMMUNITY INVOLVEMENT ..... 5

KRA 3: COUNCIL PROFESSIONAL DEVELOPMENT ..... 7

KRA 4: ENVIRONMENT ..... 8

KRA 5: FINANCIAL MANAGEMENT/INTERNAL SERVICES AND SUSTAINABILITY..... 10

KRA 6: IMAGE/IDENTITY ..... 12

KRA 7: INTERGOVERNMENTAL RELATIONS ..... 14

KRA 8: LAND USE/ECONOMIC DEVELOPMENT ..... 16

KRA 9: PUBLIC SAFETY (FIRE, EMERGENCY SERVICES AND POLICE/SHERIFF) ..... 19

KRA 10: TECHNOLOGY ..... 22

# Introduction

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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

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## 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...

**Q**uality service that is honest, trustworthy, professional, fair and efficient

**U**nified vision for the future through ongoing community dialogue

**E**mpathetic listening to the needs and concerns of the community

**E**nthusiastic application of creativity to find solutions

**N**ever missing an opportunity to assist a customer

**C**ommunication that is honest, timely and accurate

**R**esponsibility for personal actions and recognizing their impact on the workplace and community

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

**E**nvironmentally sound planning and practices that will ensure natural resources for future generations

**K**indness 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.

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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 <i>(Not in Priority Order)</i>	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"> <li>a) Social media.</li> <li>b) Electronic publications.</li> <li>c) Public meetings.</li> <li>d) Development of new information materials.</li> <li>e) Consideration and implementation of changing technologies and trends.</li> <li>f) Citizen Leadership Institute.</li> <li>g) Town Hall events.</li> <li>h) Ongoing dialogue and as applicable, training, with Homeowner Associations (HOAs).</li> <li>i) Enhanced financial reporting on the Town's website.</li> <li>j) Explore opportunities to enhance visibility of volunteer opportunities for residents.</li> <li>k) Formal citizen surveys.</li> </ul>	<p>Annually.</p>

**KRA 2: COMMUNITY INVOLVEMENT cont.**

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

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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"> <li>a) Complete and adopt a Water Infrastructure Master Plan to compliment the Town's General Plan.</li> <li>b) Conduct a Water Supply Master Plan which will include groundwater, surface water and treated effluent for built out to meet our needs.</li> <li>c) Work with the few remaining landowners on securing their assured water supply.</li> </ul>	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"> <li>a) Water conservation</li> <li>b) Recycling</li> <li>c) Land use</li> <li>d) Building maintenance</li> </ul> <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"> <li>1. Keep the Town’s parks and trails aesthetically pleasing by dedicating adequate resources to maintain areas open to the public.</li> <li>2. Ensure visitor safety by conducting routine inspection of playground equipment, structures, and grounds and making repairs a priority.</li> <li>3. Being environmentally friendly:                             <ol style="list-style-type: none"> <li>a) Research and utilize eco-friendly technologies when economically sensible to do so</li> <li>b) Utilize and promote appropriate water conservation efforts at Town parks</li> <li>c) Recycle grass clippings</li> </ol> </li> </ol>	<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.

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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.**

<b>Key Result Areas/Goals (Not in Priority Order)</b>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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"> <li>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.</li> <li>b) Continue to enhance the Town's partnerships with strategic destinations in the community that personify the Town's brand.</li> <li>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.</li> <li>d) Conduct a brand audit to provide Queen Creek with a SWOT analysis of the Town's brand (FY15-16).</li> <li>e) Participate in Mesa Convention and Visitor Bureaus Gateway Region marketing efforts.</li> <li>f) Evaluate the current special event permit process and look for opportunities to reduce barriers for special events in the community.</li> </ul>	<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.

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

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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 Communiversiy 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"> <li>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.</li> <li>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.</li> <li>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.</li> <li>d) Provide a transition plan for converting the Queen Creek Fire Department’s current operational approach to the new staffing and deployment model</li> <li>e) Develop a Facilities Plan and timeline for implementation for the Capital Improvement Plan (CIP).</li> </ul>	<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"> <li>i. Crime.</li> <li>ii. Quality of Life Issues.</li> <li>iii. Officer Productivity.</li> <li>iv. Crime Prevention/Collaboration Initiatives.</li> </ol> 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"> <li>i. Management staff and property owners.</li> <li>ii. Tenants.</li> </ol> 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.**

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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"> <li>a) Support petition drive to create Queen Creek County Island Fire District (QCCIFD) as a consultant and advisor.</li> <li>b) Negotiate IGA with QCCIFD if established</li> <li>c) Expand QCCIFD to provide emergency services in Queen Creek's municipal planning area (MPA), as appropriate.</li> </ul>	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"> <li>a) Provide iPads and application software to enable Queen Creek firefighters to utilize the Firehouse inspection program.</li> <li>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.</li> <li>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.</li> </ul>	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.

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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"> <li>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"> <li>i. Compare the costs of purchasing a new program that encompasses most of these legacy programs versus programming to make them inter-operable.</li> </ul> </li> <li>b) Hire a contract programmer to connect remaining and future systems.</li> </ul>	June 2015

**KRA 10: TECHNOLOGY cont.**

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