TO: **HONORABLE MAYOR AND TOWN COUNCIL**

FROM: **JOHN KROSS, TOWN MANAGER**

RE: **DISCUSSION ON THE SCHOOL RESOURCE OFFICER PROGRAM**

DATE: **NOVEMBER 20, 2013**

Discussion:
At the August Council retreat and planning session, one of the items on the agenda for discussion concerned the School Resource Officer program. Discussion ensued by the Council, including a review of various programs within the region and nationally. Consensus of the Council was to have this item come back for a discussion at an upcoming Council meeting and invite MCSO Captain Randy Brice and Superintendent of Queen Creek Schools, Tom Lindsey to the meeting. Questions surfaced at the August meeting concerning the current status of the school resource officer program at Queen Creek High School and as such, Capt. Brice and Mr. Lindsey will be available to respond to those questions.

Since this item is on for discussion only, attached to this staff report is the White Paper developed by Capt. Brice and Public Safety Manager, Joe LaFortune that I presented at the August meeting. I have also attached the August 2013 Retreat Report for your recollection and selected articles that we have seen concerning the overall issue of school security.

Staff will do a very brief presentation on this matter and be available for questions by the Council. Again, Capt. Brice and Superintendent Lindsey will be available for questions. Should there be a consensus of the Council to pursue new or enhanced options within our public safety budget concerning this program, staff would recommend direction be provided at the meeting, allowing us the opportunity to review detailed options and come back at a future meeting, perhaps through the overall budget development process with the Council Budget Committee.

Attachments:
School Resource Officer Program White Paper Review
Council Retreat Final Report and Action Plan (August 2013)
Selected News Articles on School Security

School Resource Officer Program

A White Paper Review

Contents

Introduction

Safe schools are the concern of every community. If a school is safe, and if it feels safe, children are better able to learn. But how do we make this happen? First, we need to understand the problem: What are the threats to school safety? These include crime-related behaviors that find their way to school each day, such as: alcohol and other drug use; aggressive and violent behavior; self-destructive behavior; and the impact of child abuse. But we also need to understand the challenges that exist when it comes to law enforcement working in partnership with schools.

Because law enforcement and school personnel differ in so many ways, they face challenges in the areas of communications, perception, roles, responsibilities, and data sharing. After defining the challenges, we can build on the consensus that already exists—that safe schools are everyone's business. We can use evidence-based strategies to increase the likelihood of success. We can use a variety of strategies to overcome the challenges to law enforcement working effectively in schools by: identifying leadership that fosters mutual trust, defining complementary partner roles and responsibilities, choosing officers best suited for proactive work, and finding effective ways law enforcement and school personnel to work together.

For many law enforcement organizations, school-based policing is based on the triad concept which divides the School Resource Officer's responsibilities into three areas: Educator, Informal Counselor, and Law Enforcement Officer. By training law enforcement to educate, counsel, and protect our school communities, law enforcement officers continue to lead by example and promote a positive image of law enforcement to our nation's youth.

School Resource Officer (SRO) programs across the nation are founded as collaborative efforts by police agencies, law enforcement officers, educators, students, parents, and communities. The goal of these programs is to provide safe learning environments in our nation's schools, provide valuable resources to school staff, foster positive relationships with our nation's youth, and develop strategies to resolve problems affecting our youth with the objective of protecting every child so they can reach their fullest potential.

This brief report will identify critical program elements that must be considered when establishing or maintaining any School Resource Program.

National Deployment Strategies

In a 2005 study conducted by the U.S. Department of Justice, specific staffing trends were identified among many of the School Resource Officer (SRO) programs across the nation. Although some variation existed, they discovered that nearly **85 percent** of the programs stationed SROs in High School and Middle School facilities. In addition, most of the remaining programs that served in elementary schools still spent most of their time in the middle and high schools "fed" by these elementary schools (Finn & McDevitt, 2005).

In general, most SROs engage in several—often many—distinct and very different activities.

SROs programs spend an average of 20 hours per week on law enforcement activities, 10 on advising or mentoring, 5 on teaching, and 6 to 7 on other activities combined. However, SROs from different programs spend very different percentages of time on law enforcement, advising, and teaching. In fact

SROs in at least half the programs focus on teaching students about drugs, legal issues, safety education, crime awareness, and conflict resolution.

SROs in over three-quarters of the programs engage in up to 10 different kinds of law enforcement activities, from patrolling school facilities to issuing citations.

SROs in over half the programs advise school staff, students, or families.

many programs were found to have been addressing many more school safety problems than they were originally established to address.

The following chart highlights 19 schools that were utilized to provide an in-depth assessment and comprehensive comparison of program activities and "lessons learned".

National 2005 U.S. DOJ Study of School Resource Officer (SRO) Programs						
Type of Program	Region	Type of Police Agency	Number of Sworn Officers	Number of SROs	Number & Grade Levels of Schools Served	Year Began
Large Established	South	Police	51-150	4	3 junior	1995
Large Established	Midwest	Police	51-150	5	5 junior	1995
Large Established	South	Sheriff	151-250	9	4 high, 2 Junior, 8 middle	1995
Large Established	Southwest	Police	900-1,000	21	21 middle, 65 elementary	1962
Large Established	Far West	Police	150-250	15	70 schools*	1993
Large New	South Central	Sheriff	51-150	6	2 high, 2 middle, 3 elementary	2001
Large New	Northeast	Police	51-150	3	1 high, 2 middle	2001
Large New	Southwest	Police	900-1,000	37	18 high, 20 middle	2001
Large New	Midwest	Sheriff	51-150	5	5 high, 6 middle, 18 elementary	2001
Small Established	South	Police	21-50	1	1 high	1996
Small Established	South	Police	21-50	3	1 high, 2 middle	1993
Small Established	South	Sheriff	21-50	4	2 high, 3 middle	1994
Small Established	South	Sheriff	21-50	4	2 high, 2 middle	1993
Small Established	South	Sheriff	21-50	4	2 high, 2 middle	1994
Small New	South	Police	75-150	2	1 high, 2 middle, 2 elementary	1999
Small New	South	Police	1-20	2	1 high1 middle, 11 elementary	1999
Small New	South	Sheriff	1-20	1	1 high	2000
Small New	South	Sheriff	1-20	1	1 high	2000
Small New	South	Sheriff	1-20	1	2 high, 1 middle	1999
Table 3.1			*SROs are assigned to clusters of K-12 schools, not to a single school.			

Program Funding Issues at the National Level

The economic downturn of the past several years has been devastating to local economies and, by extension, their local law enforcement agencies. According to a report by the National

Institute of Justice, the United States is currently experiencing the 10th economic decline since World War II (Wiseman 2011). The impact of this downturn may be felt for the next 5 to 10 years, and will necessitate a change of how law enforcement services are delivered.

Bernard Melekian, director of the US DOJ COPS office, explained that police service delivery can be categorized into three tiers. The first tier, emergency response, is not going to change. Tier two is non-emergency response; where officers respond to calls after the fact, primarily to collect the information and statements necessary to produce reports. These calls, while an important service, do not require rapid response—the business has already been vandalized, the bike already stolen. Tier three deals with quality of life issues, such as crime prevention efforts or traffic management duties. They help make our communities better places to live, but they are proactive and ongoing activities. The second and third tiers of police service delivery have always competed for staffing and financial resources, but as local budgets constrict, that competition becomes fiercer. The public expects that all three tiers are properly addressed. As a result, agencies with shrinking payrolls are faced with finding new ways to make sure that this can happen (Melekian, 2011).

In 2011, the Major Cities Chiefs Association surveyed 23 major city departments to discuss the economic challenges they faced in light of the current economy. The results demonstrated the various trends that have surfaced across the nation as a result of reductions to operating budgets. Many of the second and third tier programs have been significantly impaired. According to the survey, almost a quarter of the participating agencies eliminated or significantly reduced funding for the School Resource Program (MCCA, 2011).

Respondents of MCCA Study who indicated budget cuts were made in the following areas	
Travel	61%
Vehicles	61%
Training	48%
Aviation	48%
Community Policing	39%
Narcotics Enforcement	35%
School Resource Officers	22%
Federal Task Forces	22%

Source: Major Cities Chiefs Association   Table 4.1 (See the **Appendix** for information and criteria for membership in the MCAA)

In addition to local budget constraints, ancillary funding sources used for the School Resource Program continued to dwindle. Between 2008 and 2012, federal funding for school violence prevention, security, and emergency preparedness was completely eliminated. These programs included (1) the Readiness and Emergency Management for Schools (REMS) grants designed to help school prevent and manage emergencies; (2) the Safe and Drug Free Schools Program that funded drug and violence prevention programs, training security personnel and School Resource Officers (SROs), and other school crime and violence prevention initiatives; (3) Project SERV

(School Emergency Response to Violence) funds used to provide short-term resources such as additional security and mental health services to schools; (4) the Secure Our Schools (SOS) grant program that provided grants for security equipment, security assessments, and training from the Justice Department's Office of Community-Oriented Policing; (5) COPS in Schools programs for school-based policing from the Justice Department's Office of Community-Oriented Policing; and (6) the Safe Schools, Healthy Students grant program that provided schools with resources for mental health, violence prevention, and associated needs as jointly funded through the collaboration of the U.S. Departments of Education, Health and Human Services, and Justice. (Trump, 2012)

As a result, many agencies changed the roles and responsibilities of School Resource Officers to best fit "critical needs" only. On average SRO programs were slashed by 30 to 70 percent; and in some cases completely eliminated (nationally, in both rural and urban schools). This was SRO roles and responsibilities were considerably varied as the staffing levels decreased. SRO functions fell along a continuum between, at one extreme, engaging in mostly law enforcement-safety activities and, at the other extreme, engaging in mostly teaching and mentoring.

In general, when SRO tasks were primarily law enforcement-safety based, the SROs were typically assigned to a specific school (usually a High School). When duties were predominantly teaching and mentoring, the SRO was assigned to a cluster of schools that were in a relatively tight geographical boundary (usual a mix of age levels that spanned between late-Elementary and High School). For those agencies that preferred tasks, responsibilities, and duties to include all parts of the "SRO triad", officers were assigned to a specific "home" school, and would occasionally travel to one or two other schools for special events and/or specific teaching opportunities (Finn & McDevitt, 2005).

Local Deployment Strategies and Funding Issues

Prior to the economic downturn that began in the latter part of 2007, many local police agencies had adopted or developed robust, rapidly evolving School Resource Officer programs that included a wide variety of curriculums or platforms that were deployed in Elementary, Middle, and High School Campuses. However, by 2009 operational budgets were dwindling and ancillary funding was beginning to disappear.

In fact, during the 2009-2010 school year, the Gilbert Town Council entertained the notion of completely eliminating the School Resource Program to help close a 15 million dollar budget

gap. "Town Council member Jenn Daniels argued for the school districts to foot the officers' bill since schools have security officers on staff"(Gonzalez, 2011). Although the town ultimately opted to keep the program, the SROs were required to fill other duties that would often take them away from their assigned campuses. In 2013, Gilbert assigned eight full-time SROs to cover 12 schools. Although rare, these officers have been called upon to fulfill other duties and

Table 6.1

SRO Staffing Decrease % (2009 to 2013)

assignments on a case-by-case basis (see table 6.2).

Due to similar budgetary considerations, other police agencies in the Valley were forced to consider dynamic program changes including a reduction in force and a change in funding strategy. With rare exception, almost every agency reduced their SRO staffing by at least 30 to 60 percent.
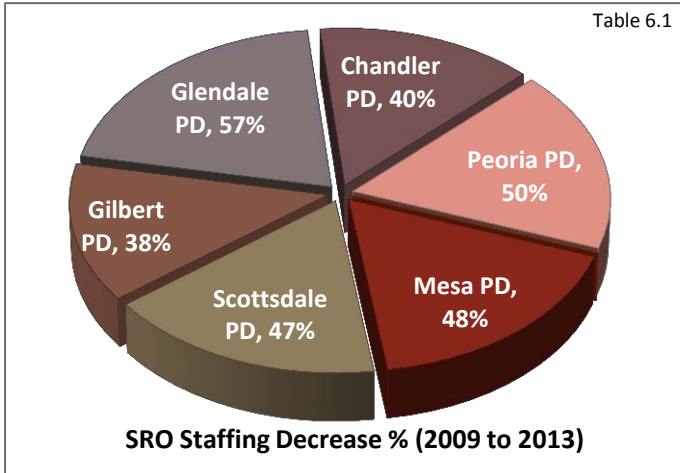
In addition, these agencies required a significant contribution from the participating school districts. The methodology varied but most of the agencies required the school district to cover between 30 to 50 percent of the officer's salary. In the city of Scottsdale, they have experimented with a graduated funding schedule that started at 30 percent and increased every year by 10 percent. By the sixth year of the agreement, the school district will be responsible for 90% of the officer's salary.
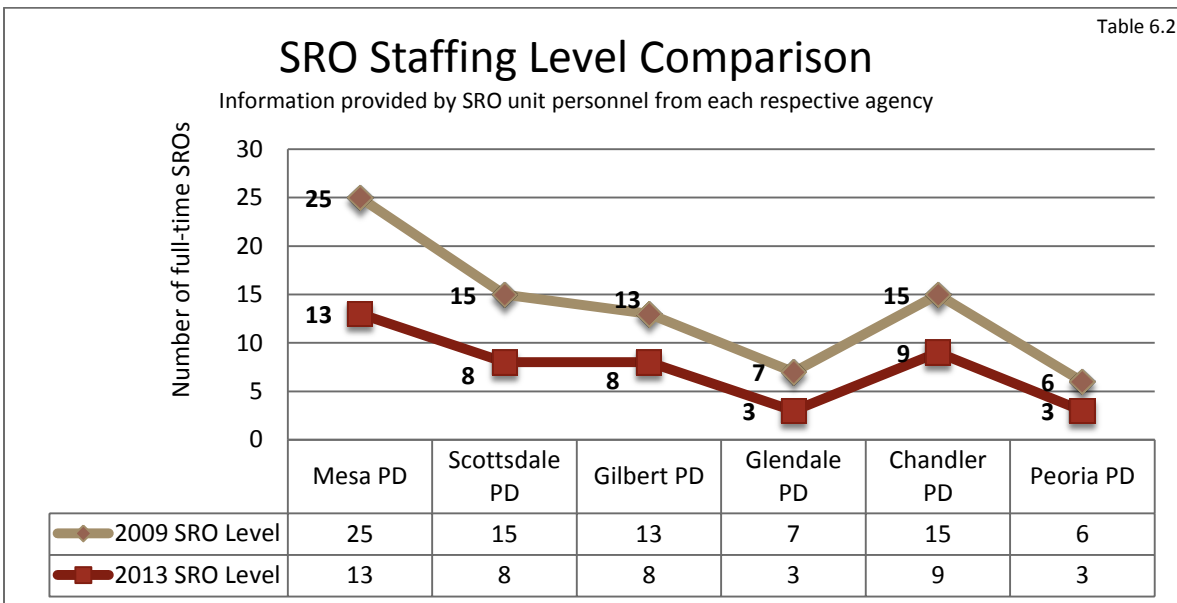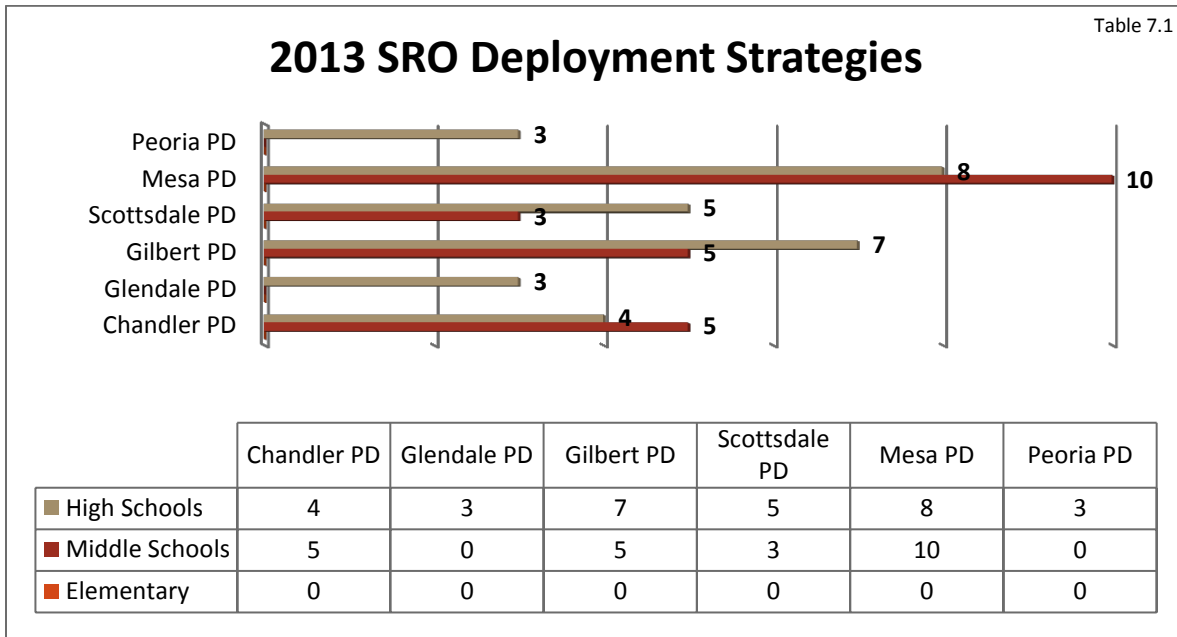

Table 6.2

SRO Staffing Level Comparison

Information provided by SRO unit personnel from each respective agency

	Mesa PD	Scottsdale PD	Gilbert PD	Glendale PD	Chandler PD	Peoria PD
2009 SRO Level	25	15	13	7	15	6
2013 SRO Level	13	8	8	3	9	3

Similar to the methodology seen at the national level, local agencies began to prioritize SRO assignments for "critical" schools only. These were primarily comprised of Middle and High School campuses.

Table 7.1

2013 SRO Deployment Strategies

	Chandler PD	Glendale PD	Gilbert PD	Scottsdale PD	Mesa PD	Peoria PD
■ High Schools	4	3	7	5	8	3
■ Middle Schools	5	0	5	3	10	0
■ Elementary	0	0	0	0	0	0

However, some agencies continue to serve elementary schools on a case-by-case basis. In these situations officers are assigned to a specific "home" school, and will occasionally travel to one or two other schools for special events and/or specific teaching opportunities.

Mesa PD also has a unique adjunct program that is funded by various schools within the Mesa School District. The agency has identified a pool of 25 SRO-trained officers that are available to work at various schools in an "off-duty" capacity. Although the program provides some additional flexibility, there tends to be some inconsistency in coverage, program application, and development. Off-duty SROs have also been deployed by the Maricopa County Sheriff's Office. The program was successful, but seemed better suited for short term coverage, specialized events, and/or occasional teaching opportunities.

Is there a need for the School Resource Program?

In 2004, the National Association of School Resource Officers conducted a survey that included more than 1,000 officers. This assessment included representatives from each of the 50 states and more than 600 different law enforcement agencies.

Two of the major findings provide significant insight in the efficacy of the School Resource Officer program and the necessity for appropriate collaboration.

#1: School crime, violence, and safety offenses continue to threaten our nation's schools.

(National Association of School Resource Officers, 2005).

Over 78% of school-based police officers reported they had taken a weapon from a student on school property in the past year.	Over 37% of the officers stated that gang activity in their school / district had increased during the past year.	Over 35% of SROs indicated that violent incidents on school buses had increased in their districts during the past two years.	Almost 55% of the school officers indicated that concerns regarding Internet-based crimes had increased in their school-community in the past two years.	Over 41% of the officers stated that they had dealt with cases of students using cell phones for improper reasons (cheating on exams, taking photos in restrooms and/or locker areas, etc.) during the past year.

Table 8.1

#2: School-based police officers continue to report that glaring gaps remain in their schools' emergency preparedness planning.

(National Association of School Resource Officers, 2005).

Over two-thirds reported that their school emergency plans are not exercised (tabletop drills, full scale drills, etc.) on a regular basis.	A significant percentage (over 43%) of the SROs indicated that school officials do not formally meet at least once a year with police, fire, emergency medical services, emergency management agencies, and other public safety officials to review and revise school plans.	More than half of the respondents indicated that teachers, administrators, and support staff do not receive ongoing professional development training on school security and emergency preparedness issues.	Almost two-thirds of the officers stated that school bus drivers and transportation personnel have not had any training in the past three years related to security measures, emergency planning and response, terrorism, and associated topics.

Table 8.2

On an annual basis, a report is produced jointly by the National Center for Education Statistics (NCES), the Institute of Education Sciences (IES), the U.S. Department of Education, the Bureau of Justice Statistics (BJS), and the U.S. Department of Justice. This report provides specific indicators that are based on information drawn from a variety of data sources, including national surveys of students, teachers, and principals.

The 2012 national report presents the most recent data available on school crime and student safety; and covers topics such as victimization, teacher injury, bullying and cyber-bullying, school conditions, fights, weapons, availability and student use of drugs and alcohol, and student

perceptions of personal safety at school. Twenty-one Indicators of crime and safety were identified, compared across different population subgroups, and evaluated over time (Robers, et al., 2013).

Indicators included:

- Data shows that there were 31 school-associated violent deaths from July 1, 2010, through June 30, 2011.
- In 2011, among students ages 12–18, there were about 1,246,000 nonfatal victimizations at school, which include 648,600 victims of theft and 597,500 victims of violence (simple assault and serious violence).
- Seven percent of students in grades 9–12 reported being threatened or injured with a weapon, such as a gun, knife, or club, on school property in 2011.
- During the 2009–10 school year, 85 percent of public schools recorded that one or more crime incidents had taken place at school, amounting to an estimated 1.9 million crimes.
- In 2007–08, about 34 percent of teachers agreed or strongly agreed that student misbehavior interfered with their teaching, and 32 percent reported that student tardiness and class cutting interfered with their teaching.
- Between 1993 and 2011, the percentage of students who reported carrying a weapon anywhere on at least 1 day during the past 30 days declined from 22 percent to 17 percent, and the percentage who reported carrying a weapon on school property on at least 1 day also declined, from 12 percent to 5 percent.

Collaboration between law enforcement officers and schools is an important step in increasing school safety. The concept of having law enforcement officers involved with schools stems from the practice of community policing. Community policing utilizes the assistance of community members for identifying and prioritizing problems and developing solutions. In a School Resource Officer program the members of the school community partner with the law enforcement officer assigned to their school in order to create a setting that is safe and secure, with a focus on prevention and early intervention activities.

Specific Program Considerations

The roles and responsibilities of the school resource officer vary from school to school. A diverse range of duties can be incorporated into the SRO job description. However certain funding levels and deployment strategies may dictate the combination or path of responsibility. Some functions served by the SRO include: law enforcement officer, public safety specialist, community liaison and problem solver, law-related educator, and positive role model.

Law Enforcement Officer: Although a less performed role, the SRO is still a law enforcement officer with the authority and duty to handle crimes and make arrests when necessary. It is important to differentiate between school code of conduct violations and crimes. SROs should not be involved in code of conduct violations, but should take the lead on criminal violations. Part of this role is also the responsibility to serve as a liaison between the school and the local police department.

Public Safety Specialist: The SRO should be aware of current research on effective strategies for increasing school safety, and assist the school in implementing research-based strategies. The SRO should be involved with discipline policies, school safety assessments, physical safety of the school, crisis and emergency management planning, crime prevention or intervention, and other safe school planning processes.

Community Liaison and Problem Solver: Many problems require change within or assistance from the community. The SRO should be aware of community resources and contacts that can be helpful in solving a problem. Some community resources of which the SRO should be aware include: mental health services, substance abuse assessment and treatment providers, child protective services, runaway shelters, domestic violence services, and family counseling agencies.

Law-Related Educator: Law-related education is designed to teach students the fundamentals and skills needed to become responsible citizens in a democracy. Law-related education teaches social competence, problem-solving skills, a sense of autonomy, and reinforces high expectations for youth and positive peer norms. This should be a

fun and interesting class with field trips, community service projects, visits from juvenile justice representatives, classroom participation, and mock trials or public performances.

Positive Role Model: One of the most influential roles held by the SRO is that of being a positive role model to students. Students often seek approval, direction and guidance in informal interactions with an SRO that they trust. Some ways for the SRO to be a positive role model include: setting limits by being clear about what is acceptable and unacceptable; setting an example; being honest; being consistent with students, staff and parents; encouraging responsibility; and showing respect for students. The SRO should always try to maintain a professional appearance; be visible and accessible; take concerns seriously and follow through with commitments to take action; participate in and support school functions; maintain a relationship with students' parents; and maintain a relationship with faculty and the school administration.
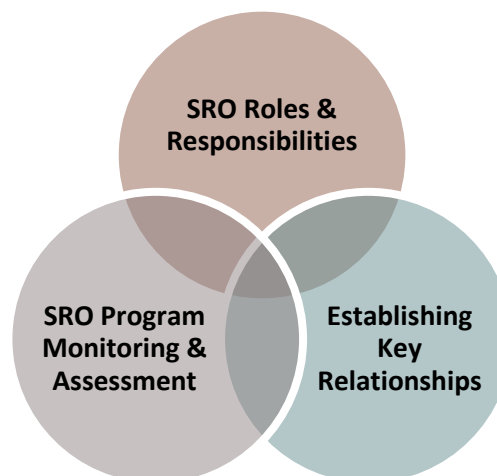
A critical aspect to the success of the school resource officer is the **establishment of relationships** with school staff and specialists, parents, and especially students. It is important for the SRO to be aware of the services being provided by school specialists such as guidance counselors, school nurses, school psychologists, school social workers, speech pathologists, physical therapists, and occupational therapists.

The SRO should establish collaborative working relationships with the specialists and with school staff. Parents are key players in the school community and should also be the focus of relationship building by the SRO. The SRO should attend PTA meetings, parent nights and conferences. It would also be useful for the SRO to create a brochure or fact sheet regarding the roles of the SRO; this could be distributed to parents, teachers, students and other community members. Without a doubt, the most important relationships for the SRO to cultivate are relationships with the students. Getting youth actively involved in the School Resource Officer program can help the SRO to build rapport with students; reduce stereotypes of police officers; provide opportunities for youth to be involved in the improvement of their school; and promote crime and delinquency prevention.

Possible Funding Opportunities

In early 2013, among a flurry of executive orders, President Obama authorized the spending of $150 million to hire "up to 1,000" armed resource

officers and school counselors; $30 million in "one-time grants" for school districts to create "emergency management plans"; and $50 million for 8,000 schools to train teachers and other school staff to implement strategies to increase "nurturing school climates" and to curb "violence and bullying." (Olsen, 2013).

These funding opportunities opened in April of this year and are currently closed. It is anticipated that grant awards will be announced in September 2013 for the 2013 federal fiscal year (October 1-September 30). The associated grants are as follows:

- **U.S. Department of Justice's Community Oriented Policing Program (COPS):** For more information, please contact the COPS Office Response Center by telephone at 800.421.6770 or by email askCOPSRC@usdoj.gov. Sample successful grant applications: http://www.cops.usdoj.gov/Default.asp?Item=2540#sosApp
- **Edward Byrne Memorial Justice Assistance Grant Program (JAG)**: Proposed to streamline justice funding and grant administration, the Edward Byrne Memorial Justice Assistance Grant Program (JAG) allows states, tribes, and local governments to support a broad range of activities to prevent and control crime based on their own local needs and conditions. SRO programs have applied for and received this grant funding. For more information go to http://www.ocjs.ohio.gov/grants.stm#tog
- **U.S. Department of Education & the Office of Safe and Drug Free Schools (OSDFS):** For more information go to http://www2.ed.gov/programs/dvpalcoholabuse/index.html

Due to limited funding, all of these grant opportunities are extremely competitive. The application and award process is based on specific criteria which are often designed to serve specific groups. Hiring grants (such as COPS) also require certain durations of retention and significant cost sharing. In the end, the scope of each grant, the specific application requirements, the compulsory program design, and the cost sharing obligations may be far to prohibitive.

School districts may apply for the **Safe and Supportive Schools (S3) Grant** which is earmarked for improving certain conditions such as:

- Decreasing the percentage of students who report personal harassment or bullying on school property
- Decrease the number of suspensions for violent incidents without physical injury
- Decrease the percentage of students that are offered, sold or given an illegal substance on campus.
- Reduce high-risk student behaviors that present barriers to learning
- Decrease the percentage of students who report current (30-day) alcohol use.
- Refer more students for appropriate interventions for substance use.

These "S3" grant funds may be used to fund the School Resource Program. For more information go to http://www.azed.gov/prevention-programs/arizonasafesupportiveschools/ or http://www.ade.az.gov/GME/FundingProfileView/FundingProfileFiles.asp?ID=794

As demonstrated by other agencies in the Valley, a strategy for funding SRO positions should include a cooperative effort between the municipality and the school district. These agreements usually identify a split or division of the SRO's salary (50/50, 60/40, 70/30, 90/10, etc.).

The **Safe and Supportive Schools (S3) Grant** may assist the school district with their portion; while the federal grants may provide assistance to the law enforcement agency/municipality.

Town of Queen Creek Fiscal Impact

Based upon the FY14 Law Enforcement Services agreement with MCSO, a single School Resource Officer (SRO) includes the following annual costs for Operations and Maintenance:

Personnel Services:	$83,670
Supplies	$1,855
Communications and Information Technology	$2,985

Total O&M Costs: $88,510

The Town will also be responsible for the one-time purchase of the following capital equipment to place an SRO into service.

Patrol SUV	$59,941
Moving Radar	$1,459
Portable Radio	$8,000
Laptop Computer	$4,536
Taser	$918

Total CIP Cost $74,854

Staff contacted all of the school districts within the Town's planning area to discuss their facility construction plans. Using a Town build out population of 95,000, the following schools are projected:

School Facilities	Elementary (Mixed: K-4, K-6, K-8)	Middle (5-6)	Jr. High (7-8)	High School (9-12)	Totals
Public	13	4	4	4	25
Charter	5	N/A	N/A	3*	8

Total   33

* Heritage Academy, a charter school at Germann and Hawes, will contain 7th through 12th grades.

SRO Program Costs	All Schools (33)	Middle/Jr. High/High Schools Only (15)	Jr. High/High Schools Only (11)
O & M	$2,920,830	$1,327,650	$973,610
Capital*	$2,395,328	$1,047,956	$748,540
Total Cost	**$5,316,158**	**$2,375,606**	**$1,722,150**

* The Town has previously purchased the capital equipment for the SRO assigned to the Queen Creek High School. That purchase is not included in the Capital cost row in the table above.

The Town and the Queen Creek Unified School District have successfully partnered to share the annual operating cost of the SRO currently assigned to the Queen Creek High School. The Town paid for the initial capital costs to place the SRO into service.

Options for Consideration

Option #1: Jr. High and High Schools

- Annual O&M costs to staff an SRO in all Jr. High and High Schools (11) = $973,610.
- Capital costs (one time) for Jr. High and High Schools staffing model = $748,540.
- School Participation would equal 50% of O&M costs = $486,805.

Option #2: High Schools Only

- Annual O&M costs to staff an SRO in all High Schools (7) = $619,570.
- Capital costs (one time) for High Schools Only staffing model = $449,124.
- School Participation would equal 50% of O&M costs = $309,785.

Option #3: Critical Schools Only

- When the amount of available funding is identified (including contributions from participating school districts)
- MCSO and Town staff would develop a set of indicators that pertain to the Town of Queen Creek (similar to the indicators provided by the joint NCES, IES, U.S. DOJ, & BJS annual study discussed on page 9).
- The criteria would be utilized to identify "critical schools" (i.e. rank schools by degree of necessity)
- This would trigger the priority of SRO placement

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Appendix

Major Cities Chiefs Association (MCCA)

The Major Cities Chiefs Association (MCCA) is a professional organization of police executives representing the largest cities in the United States and Canada. The MCCA provides a unique forum for urban police, sheriffs and other law enforcement chief executives to discuss common problems, to share information and problem-solving strategies. MCCA articulates the public safety needs of large cities in the formulation of criminal justice policy. Membership in the Major Cities Chiefs Association is designed to reflect the public safety needs and unique crime problems of the largest policing agencies in the United States and Canada. Police executives who meet one of the following criteria are eligible for membership:
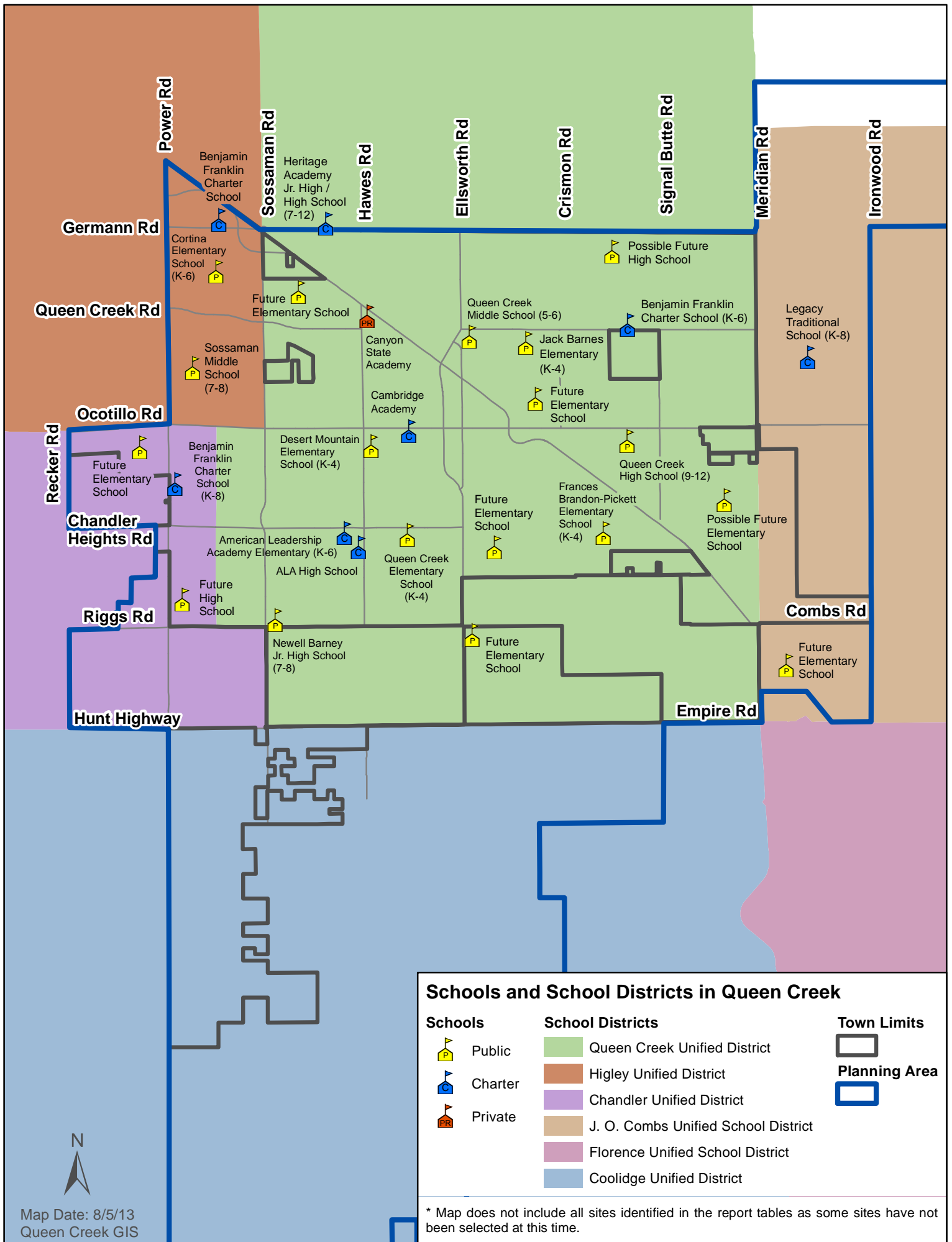
(1) "Major cities" means (a) the largest 50 cities in the United States based on population as determined by the latest annual census update, and (b) the largest 7 cities in Canada based on population as determined by the latest annual census update.

(2) "Major metropolitan areas" means those metropolitan areas with a residential population of at least 1.5 million, and whose largest law enforcement agency is comprised of at least 1,000 sworn law enforcement officers.

Member cities include:

Canadian Region		
Calgary, Alberta	Montreal, Quebec	Toronto, Ontario
Edmonton, Alberta	Peel Region, Ontario	Vancouver, British Columbia
Ottawa, Ontario	Quebec City, Quebec	Winnipeg, Manitoba
Central Region		
Arlington, Texas	Houston, Texas	New Orleans, Louisiana
Austin, Texas	Kansas City, Missouri	Oklahoma City, Oklahoma
Chicago, Illinois	Memphis, Tennessee	Omaha, NE
Dallas, Texas	Milwaukee, Wisconsin	San Antonio, Texas
El Paso, Texas	Minneapolis, Minnesota	St. Louis, Missouri
Fort Worth, Texas	Nashville, Tennessee	Tulsa, Oklahoma
Western Region		
Albuquerque, New Mexico	Los Angeles, California	Salt Lake City, Utah
Aurora, CO	Mesa, Arizona	San Diego, California
Denver, Colorado	Oakland, California	San Francisco, California
Fresno, California	Phoenix, Arizona	San Jose, California
Honolulu, Hawaii	Portland, Oregon	Seattle, Washington
Las Vegas, Nevada	Sacramento, California	Tucson, Arizona
Los Angeles County, California		
Eastern Region		
Atlanta, Georgia	Detroit, Michigan	New York City, New York
Baltimore, Maryland	Fairfax County, Virginia	Newark, New Jersey
Baltimore County, Maryland	Greater Manchester, UK	Philadelphia, Pennsylvania
Boston, Massachusetts	Indianapolis, Indiana	Pittsburgh, Pennsylvania
Buffalo, New York	Jacksonville, Florida	Prince George's Co, Maryland
Charlotte-Mecklenburg, North Carolina	Louisville, Kentucky	Raleigh, North Carolina
Cincinnati, Ohio	Miami, FL	Suffolk County, New York
Cleveland, Ohio	Miami-Dade, Florida	Tampa, FL
Columbus, Ohio	Montgomery County, Maryland	Virginia Beach, Virginia
	Nassau County, New York	Washington D.C.

Queen Creek School Map (see next page)

Power Rd

Benjamin Franklin Charter School

Germann Rd

Sossaman Rd

Heritage Academy Jr. High / High School (7-12)

Hawes Rd

Ellsworth Rd

Crismon Rd

Signal Butte Rd

Meridian Rd

Ironwood Rd

Cortina Elementary School (K-6)

Possible Future High School

Queen Creek Rd

Future Elementary School

Queen Creek Middle School (5-6)

Benjamin Franklin Charter School (K-6)

Legacy Traditional School (K-8)

Canyon State Academy

Jack Barnes Elementary (K-4)

Sossaman Middle School (7-8)

Cambridge Academy

Future Elementary School

Ocotillo Rd

Recker Rd

Future Elementary School

Desert Mountain Elementary School (K-4)

Benjamin Franklin Charter School (K-8)

Queen Creek High School (9-12)

Chandler Heights Rd

American Leadership Academy Elementary (K-6)

ALA High School

Future Elementary School

Frances Brandon-Pickett Elementary School (K-4)

Possible Future Elementary School

Future High School

Queen Creek Elementary School (K-4)

Riggs Rd

Newell Barney Jr. High School (7-8)

Future Elementary School

Future Elementary School

Combs Rd

Hunt Highway

Empire Rd

N

Map Date: 8/5/13
Queen Creek GIS

Schools and School Districts in Queen Creek

Schools

P Public
C Charter
PR Private

School Districts

Queen Creek Unified District
Higley Unified District
Chandler Unified District
J. O. Combs Unified School District
Florence Unified School District
Coolidge Unified District

Town Limits

Planning Area

* Map does not include all sites identified in the report tables as some sites have not been selected at this time.
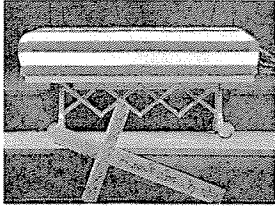
Selected News Articles

on School Security

Schools safe as ever despite spate of shootings, scares

Greg Toppo, USA TODAY   5:06 p.m. EST November 13, 2013

Despite two decades of high-profile shootings, school increasingly has become a safer place.

(Photo: Marilyn Newton, AP)

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40

TWEET

In the 11 months since the massacre at Sandy Hook Elementary School in Newtown, Conn., another school attack or safety scare seems to unfold almost weekly.

Three students -- two 17-year-olds and a 16-year-old -- were shot and wounded Wednesday near a Pittsburgh high school as they walked to their car after classes. A 20-year-old man armed with an AK-47-style rifle and 500 rounds of ammunition entered an elementary school in Decatur, Ga., on Aug. 20 and fired a few rounds but surrendered before anyone was injured. A 45-year-old teacher was shot to death, allegedly by a 12-year-old student, at Nevada's Sparks Middle School on Oct. 21. The next day, a Massachusetts high school math teacher was stabbed to death with a box cutter, allegedly by a 14-year-old student.

It'd be easy to conclude that school has never been a more dangerous place, but for the USA's 55 million K-12 students and 3.7 million teachers, statistics tell another story: Despite two decades of high-profile shootings, school increasingly has become a safer place.

PITTSBURGH SHOOTING: 3 students wounded near high school (http://www.usatoday.com/story/news/nation/2013/11/13/pittsburgh-high-school-shooting/3518621/)

The trend is playing out against a backdrop of jitters over school security that have accumulated since Newtown. Schools in some states are urged to issue concealed handgun permits to teachers and buy them bulletproof whiteboards and desk calendars. An Ohio company sells a $100 Kevlar insert it says will make any backpack bulletproof. Educators attend training sessions in which they're advised to charge armed attackers.

"I think (the concern) has to do with the psychological impact of some of these incidents," says David Esquith, director of the U.S. Department of Education's Office of Safe and Healthy Students, which oversees school security. "(The shootings) are so upsetting and traumatic, it reinforces a perception that schools are experiencing a spike in violence and victimization, when in fact they're not."

By nearly every measure, safety has improved and violence has dropped for students and teachers, according to recent findings issued jointly by the Justice Department and Education Department:
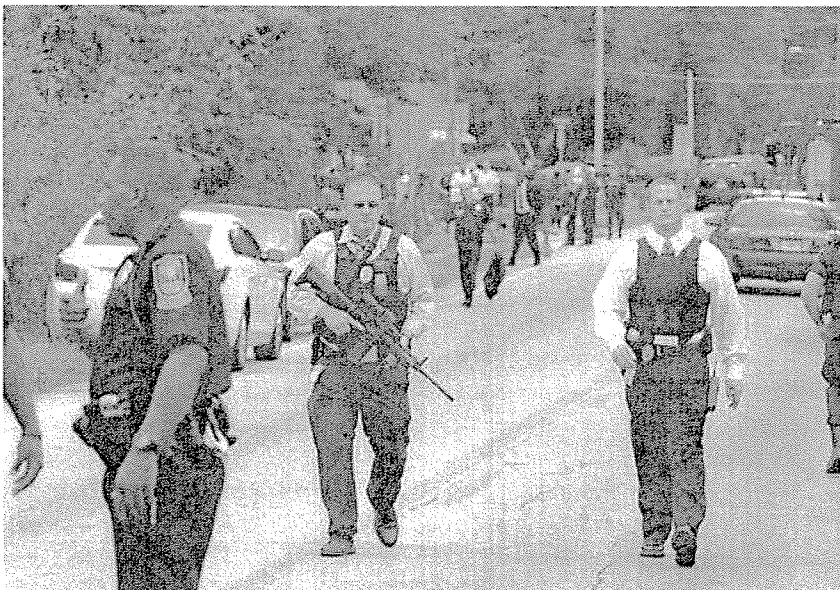
DeKalb County, Ga., police officers secure the campus at Ronald E. McNair Discovery Learning Academy after a gunman entered the school Aug. 20 in Decatur, Ga. A suspect was arrested after shots were fired, and no injuries were reported.(Photo: Bob Andres, AP)

•Since 1992, the rate of "victimization," which includes violent crimes such as assault and rape as well as non-violent crimes such as robbery, purse-snatching and pickpocketing, has plummeted, from 181.5 incidents per 1,000 students to 49.2 per 1,000 in 2011, the latest complete year for which statistics are available.

•Overall, the number of reported "non-fatal victimizations" has dropped by 71%, from 4.3 million in 1992 to 1.2 million in 2011.

•During the 2009-2010 school year, researchers found 1,396 homicides with victims ages 5 to 18. Of those, only 19 took place at school. During the 2010 calendar year, only three of the reported 1,456 youth suicides took place at school.

•Though rare, homicides, suicides and deaths involving intervention by police at school or on the way to or from school dropped 46%, from 57 in the 1992-1993 school year to 31 in the 2010-2011 school year. Over 19 years, researchers counted 863 deaths, or about 45 per year.

Federal data don't yet include 2011-2012 or 2012-13, when 27 died in the Sandy Hook shooting, including gunman Adam Lanza.

"Things are better, but they're not fine," Esquith says. "The level of violence and victimization that we're seeing is unacceptable."

Researchers attribute the decline in school violence to a handful of measures:

•Heightened awareness of a school's culture, including how safe students feel there and how well they get along with teachers and classmates.

•A renewed focus on bullying and mental health issues, with teachers trained to spot troubled kids and intervene before bullying incidents get out of hand.

•Simple security steps such as locking exterior school doors, requiring all visitors to check in at the front office and offering students easy, anonymous ways to report classmates' threats.

"What we're learning is (that) what works is multifaceted," Esquith says. "You have to address things at both the organizational level and the individual level."

Connecticut Gov. Dan Malloy stands with other officials to observe a moment of silence while bells ring 26 times in Newtown, Conn., Dec. 21, 2012, to honor the 26 adults and children who were killed during the shooting at Sandy Hook Elementary School on Dec. 14.*(Photo: Seth Wenig AP)*
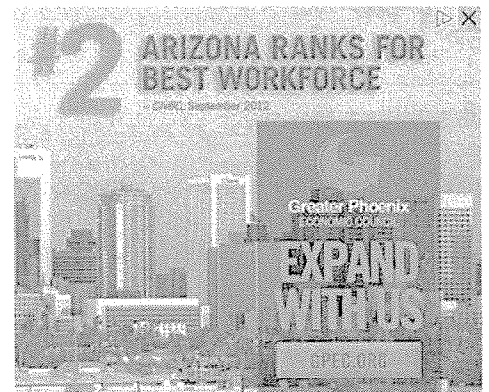
Deadly shootings such as Sandy Hook are "extremely rare," says Jean Ajamie, director of school safety and prevention for the Arizona Department of Education.

Sandy Hook intensified a national debate about arming educators that continues in several states. Last month, a rural school district in Weld County, Colo., said it would allow teachers at an isolated school to carry concealed weapons. Superintendent Rick Mondt says first-responders are a 20-minute drive from Briggsdale School. "Twenty minutes is a long time," he told KUSA-TV. Four of 18 teachers plan to carry the weapons.

Ajamie says that's an overreaction that threatens to ruin the "welcoming nature of school," a key to kids' well-being. "We can't make our schools into fortresses — they can't be prisons. If you look at the frequency of these (shootings), it's not what we need to do."

Esquith says the Obama administration believes arming teachers is "not a good idea, not something we support."

Ken Trump, a longtime school safety consultant based in Cleveland, says many solutions that pop up in the wake of attacks such as Sandy Hook turn out to be costly and dangerous. "People are looking for the 'wow,' but they're not looking at the 'how,' " he says.

Trump recalls hearing from a Wisconsin police officer last spring that teachers there were being trained to urge kids to keep a can of soup in their desks to throw at a gunman who might enter their classroom. Elsewhere, Trump said, a principal told him he'd been advised to play loud music over the school's public address system to distract a gunman.

"It's a huge struggle trying to bring people's focus back from emotion," he says.

Ajamie says the enduring lesson of Sandy Hook may be the importance of having a well-conceived — and well-rehearsed — emergency response plan. "Sandy Hook really reinforced that," she says. "By all accounts, the staff really responded well, and they really saved lives."

Though 20 children and six school staff died in the attacks, she says, "over 500 lives were saved. If there had been chaos and they didn't' have the capability of locking down their classrooms, more lives would have been lost."

Nicole Hockley, whose son Dylan was one of the 26 victims at the hands of onetime Sandy Hook student Lanza, says she's pleased that many of the people who have come forward in a search for solutions have put aside their strong opinions about gun rights and gun control.

"If you start off from a position that you have to be on one side or the other, then you're not open to that common ground," Hockley says. "But if you open up and say, 'It doesn't matter what that position is, if I'm putting my child first, their safety first, whether it's at their school or in their community,' then you can find that common ground."

Though much attention since last December has focused on ways to keep random intruders out of schools, the ultimate legacy of Sandy Hook could be this: Its parents are pushing to expand mental health and wellness services for troubled or isolated kids who show up for class every day.

"We're much more focused on, 'Let's reach out to the kids who are inside the school and prevent the violence from ever happening in the first place,' " Hockley says.

SCHOOLS BEEF UP SECURITY

District officials throughout the Southeast Valley put measures in place to answer the most common question from parents: Are our kids safe?

PUBLIC SAFETY, Page 3

School districts are reassessing security measures and taking steps as money is available. ANGELA PIAZZA/THE REPUBLIC

Welcome Visitors!

All Parents-Visitors will be required to provide an ID

Schools take additional security measures

By Cathryn Creno and Karen Schmidt
The Republic | azcentral.com

Southeast Valley school districts have adopted tougher internal security rules and are installing external safety features that include taller campus-perimeter fences and front-office panic buttons as a result of the 2012 shootings at an elementary school in Newtown, Conn.

"There's probably nothing that's more provocative in our nation right now than school safety, school security," Mesa Police Chief Frank Milstead said.

Districts were deluged with calls and e-mails from worried parents last December after a gunman fatally shot 20 students and six staff members at Sandy Hook Elementary School in Newtown.

The callers' recurring theme: How safe are our schools?

Schools officials took a hard look at their policies, procedures and campus vulnerability, and responded by forming committees of police and school-district officials to review overall safety on the campuses.

Some immediately began enforcing often-ignored rules requiring visitors to check in at front offices and to wear identification badges.

Some began planning to spend bond or capital funds on better fencing, better door locks and more state-of-the-art security cameras. Some of the improvements were completed during the summer. Others will be finished during this school year.

Gilbert Public Schools

Gilbert Public Schools has spent $1.9 million on security this year, including salaries for night security guards and security cameras, DVR recording-system upgrades, gate modifications and keyless-entry pads.

"We didn't need to do much (with security) because we do this on an ongoing basis," said Bruce Harvey, the district's coordinator of emergency services.

Additional security upgrades include three feet of J-hooks to a retaining wall at Gilbert Elementary, a new entry at Greenfield Junior High so there's a single point of access, more security cameras and piloting keyless-entry pads at Meridian and Ashland Ranch elementaries, assistant superintendent Shane McCord said.

District finance director Teddy Dumlao anticipates spending $30,000 on upgrades in 2014.

Mesa Public Schools spent more than $2 million during the summer to make several school offices more secure, including adding security cameras. DAVID WALLACE/THE REPUBLIC

Each high school has a school-resource officer and the district's junior highs have a school-resource officer who acts as a first responder and walks the halls and hangs out in the cafeteria at lunch, McCord said.

The district practices lockdowns twice a year at each school, with Gilbert police participating.

Gilbert officers work with school districts to create safety plans. In April, police teamed with the Gilbert Fire Department and GPS on a school-safety exercise, Gilbert police spokesman Sgt. Jesse Sanger said in an e-mail.

"The backdrop of the exercise was an actual hostage situation that occurred in a school in the Midwest," Sanger said. "Some of the problems posed in the exercise focused on collaborative efforts geared toward prevention, initial response, evacuation, reunification of students to parents, crime-scene preservation, and aftercare of victims."

Sanger said police dispatch has maps of school campuses.

Although most campuses have security cameras, Harvey said the biggest deterrent to crime at schools is watchful school staff and parents.

Higley Unified School District

Higley's newly-constructed middle schools abandon the concept of open-campus building design for a single point of entry. The district's three- to five-year plan for school safety includes creating one point of entry to all campuses, said Sheila Sorenson, who oversees school security for the district.

HAVE A QUESTION FOR GPS SUPERINTENDENT?

Curious about what interim Superintendent Jack Keegan thinks about Gilbert Public Schools? Want to know his take on security, the Common Core curriculum or other issues?

The *Gilbert Republic* and gilbert.azcentral.com will take your questions to Keegan for an answer. There are several ways to send us your questions: Twitter karenschmidt01 using #gilbert schools; e-mail karen.schmidt@azcentral.com, or leave the question and your name on the voicemail of 602-444-7785. Questions must be submitted by Thursday.

Sorenson said small tweaks to the new schools' designs were made after Sandy Hook but that most of the conversation was about how to retrofit some elementary schools.

All school campuses have perimeter fences and a sign-in process for visitors, Sorenson said. The district has security cameras at the entrances to all schools.

The district in the spring tested automated visitor sign-ins at two elementary schools, Cortina and Power Ranch, Sorenson said. Visitors checking in at the front office had their drivers licenses swiped to see if the visitor is a registered sex offender.

The district's security budget for the 2013-14 school year is $185,532, an increase from last year, to pay for one additional security guard to monitor the parking lots at each high-school campus, HUSD Chief Financial Officer Kevin Hegarty said.

Half of the funding for security comes from the district's general fund, the rest paid from student-parking fees, facility-rental fees and donations, Hegarty said.

Mesa Public Schools

The Mesa Public Schools governing board voted last spring to spend $3 million in bond funds on security improvements for its 82 campuses.

More than $2 million was spent during the summer to make several school offices more secure, to add security cameras and machines that create photo-identification cards for visitors at the elementary schools and to add walls, doors and security windows to six "open-classroom style" rooms at Rhodes Junior High.

More bond money will be spent on security fencing at several schools in coming weeks.

"We are progressing well," said Al Moore, a former Mesa police sergeant who heads Mesa Public Schools security.

In January, Moore led a team of Mesa police and school officials that reviewed all schools in the district and made recommendations for security improvements. After the Sandy Hook shootings, Mesa residents voiced concern that it was too easy for strangers to get onto campuses and inside schools.

"I am happy with the progress," Moore said. "I am very excited about the fencing in that it is going to prevent people from wandering onto campuses unnoticed, and additional cameras that will allow us to monitor remotely."

The district spent $545,000 to improve lighting and add walls, doors and windows that give outsiders only a partial view of six classrooms at Rhodes. The school was built in 1977, when classrooms without walls was the trend.

"I feel much better with the classroom configuration at Rhodes," Moore said. "It will make it much more secure in a lockdown."

Walls and doors will be added to classrooms in the rest of the school with bond money next summer. District officials chose to do the project in two parts so there would be more funds for other improvements this year.

"This is going to change everything," said Rhodes seventh-grade English teacher Melanie Dennis, who has taught at the school for 12 years and adapted her

SCHOOL SECURITY

teaching to high noise levels in the hallways as students pass by her classroom.

The district spent $829,000 to add security cameras at the district's 56 elementary schools. About $20,000 was spent to purchase machines that create photo-identification cards for elementary-school visitors.

All Mesa schools will strictly enforce a policy that requires staff and visitors to wear IDs this year.

Students returning to 15 Mesa campuses found that their school offices had been moved and some schools had new security fences. The district spent $953,000 moving offices that had been constructed in the centers of campuses to locations closer to visitor parking lots. Brinton, Bush, Crismon, Falcon Hill, Frank, Guerrero, Lindberg, MacArthur, Patterson, Porter, Red Mountain Ranch, Roosevelt, Salk and Stevenson elementaries and the Eisenhower School of Innovation all have new office locations and some have new fences around the offices.

Bobette Sylvester, associate superintendent for business and support services, said wrought-iron or chain-link fences will be constructed at eight elementary schools: Franklin at Alma School, Lindberg, MacArthur, Patterson, Roosevelt, Salk and Stevenson elementaries and the Eisenhower School of Innovation in coming weeks.

Moore said another change this year is that there will be at least one full-time school-resource officer or district security guard at each junior high and high school.

Milstead said patrol officers are directed to drive by schools throughout their shifts.

"We have a great relationship with the Mesa school district," he said. "Whenever there is a problem that they see, a potential, we respond."

Apache Junction Unified District

The Apache Junction Unified School District governing board was expected to vote Tuesday on whether to install panic buttons in the district's six schools and two administration buildings. The cost would be approximately $2,000 and monthly monitoring would cost about $4,000. The money would come from the district's capital-improvements budget.

During the the school year, AJ will explore reconfiguring front offices and the use of school-resource officers.

District spokesman Brian Kilgore said that AJ schools have a new emergency-response plan in place that covers an expanded number of scenarios.

Queen Creek Unified District

Queen Creek school officials spent $41,429 on security during the past school year and are in the process of assessing what additional upgrades are needed at its seven schools.

"We added a camera system to the junior high school and upgraded a portion of the high-school camera system, Superintendent Tom Lindsey said.

Elsewhere in the SE Valley

» Chandler Unified has a list of school-security improvements it would like to make but it is waiting to see if voters approve a 15 percent budget override Nov. 5 before adding fences, security cameras and other safety features to its 42 schools.

The district governing board is expected to ask voters to approve an override package that could include $5 million for security cameras, $1 million for fencing and playground improvements, $3.3 million to $4.1 million for access-control systems, $125,000 for fire-lane gates and $2 million for doors, frames and hardware.

» The Chandler district would like to spend about $602,000 for 17 more school-security officers, $75,000 to $150,000 per year for a mass-notification system, $74,000 for two more community-education rangers and $1.4 million over four years for an employee-safety program.

» In the Tempe Union High School District, all facilities now have keyless entries and all employees and students must have photo-ID badges. The cost of security measures districtwide has been $780,000. Funds came from voter-approved bonds.

» Tempe Police Chief Tom Ryff has worked with Tempe districts to establish security, emergency plans and training.

» When the state eliminated funding for school-resource officers, Tempe police absorbed the cost to provide officers at four Tempe junior highs and five Tempe high schools.

» Through the Tempe police adopt-a-school program, officers provide extra patrols during the day, park marked vehicles in highly visible locations and familiarize themselves with building layout.

» The Tempe Elementary School District added fencing, cameras and door hardware. The district spent $351,373 on security cameras last school year and plans to spend $252,197 more on them this school year.

This article includes information from reporters Kerry Fehr and Maria Poletta.

az family.com

Armed sheriff's posse volunteers to resume school patrols

by Catherine Holland

Video report by Steve Bodinet

Posted on August 12, 2013 at 7:54 AM

Updated Wednesday, Aug 14 at 12:35 PM

MARICOPA COUNTY, Ariz. – Armed members of the <u>**Maricopa County Sheriff's Posse**</u> will once again patrol schools in unincorporated areas of the county.

Sheriff Joe Arpaio launched the school patrols in early 2013 in response to the <u>**mass murder at Sandy Hook Elementary School in Newtown, Conn. on Dec. 14, 2012**</u>.

While they are not permitted on the campuses, hundreds of uniformed volunteers will patrol around dozens of elementary, middle and high schools in the county's jurisdiction. That jurisdiction includes cities like Anthem, Sun City, Gila Bend and Queen Creek.

According to MCSO, the posse volunteers will be armed. Some even have been trained with assault rifles.

Much like the posse's patrols at Valley shopping malls during the holiday season, the idea is to create a visible law-enforcement presence near the schools. The goal is to deter crime. In addition to acting as a deterrent, the patrols put personnel close to the schools, in a position to respond quickly should something happen.

Arpaio has been confident in his posse from the very first patrol in the early '90s.

"We've done this posse program [at malls] for 20 years," Arpaio told 3TV's Scott Pasmore before the school patrols started in January. "I hope this acts as a deterrent. I hope nothing happens, that we don't have to take massive actions."

Last school year, sheriff's deputies arrested three teenagers who allegedly threatened to kill fellow students. Those three incidents were not connected.

The first incident happened just days after the Sandy Hook shooting and involved a 16-year-old girl at Mesa's Red Mountain High School. Investigators said her plan involved a bomb.

The second case was a month later at Frank Elementary School in Guadalupe. Investigators said a 10-year-old boy planned to stab another student for "snitching" on him.

The third incident happened at Dysart High School in El Mirage in early February. Investigators said a 16-year-old boy allegedly took a loaded gun to school and threatened to shoot a younger boy.

After deputies arrested that teen, Arpaio said those three incidents were "why I sent out the armed posse in the first place."

When the school patrols launch in January, parents' reactions were mixed. While many supported Arpaio's efforts to keep their children safe, others were concerned that the posse members were armed.

"This program apparently has its opponents, including some elected officials who have made comments against it," Arpaio said in a news release Monday. "But I know sending the posse back to our schools is the right thing to do and that discontinuing

this program would be a mistake.

"These posse volunteers are well trained, including in the use of assault weapons, well equipped and ready for action," Arpaio continued. "I have full confidence in their abilities, judgment and their willingness to do whatever is necessary to keep students and teachers safe."

Non-district schools put focus on security

Charter, private campuses address safety

By Cathryn Creno and Karen Schmidt
The Republic | azcentral.com

Many Southeast Valley charter and private schools have beefed up security since last December's shooting at a Connecticut elementary school left 26 dead, most of them children.

Schools have responded in various ways. Some improved building security, others strengthened emergency-response plans and staff training, and some set new rules for visitors and how students must behave at assemblies.

Last winter, Southeast Valley police departments expressed their concern about security and safety procedures at charter and private schools. Charter schools in particular are sometimes found in unsecure locations like unfenced church buildings or strip malls.

And unlike district schools, they also do not have school resource officers — police officers stationed inside school buildings to work on crime prevention and respond to crimes — or state-required emergency-response plans that are shared with police and other first responders.

So, after the Connecticut massacre, some area police departments invited charter and private schools in their communities to safety seminars and offered to inspect their campuses for security flaws.

"We don't have a regular system in place to get into these schools," said Tempe Police Chief Tom Ryff, who gave a presentation to 113 people representing 29 Tempe charter and private schools earlier this year. Afterward, 13 schools requested that police visit their campuses for help with creating emergency-response plans and staff emergency training.

In Mesa, a similar seminar drew about 50 participants. Two charter schools requested follow-up visits.

In addition, the Arizona Charter Schools Association helped connect Phoenix charter schools, such as those in Ahwatukee Foothills, with their Phoenix Police Department precinct commanders, said Eileen Sigmund, association president and chief executive officer.

> **"** *We don't have a regular system in place to get into these schools."*
>
> **TOM RYFF**
> Tempe police chief

Sigmund said the association is in the early stages of a program that helps charter schools share safety ideas and security plans.

Ryff said he has no way of tracking how many of the schools implemented suggestions after visits from police or took ideas from the seminar to heart. "Charter schools do not have school resource officers so it's difficult to find out if what was recommended was implemented," he said.

Seton Catholic Preparatory High School, a private high school in Chandler, for instance, already had a fenced campus, rules that kept students from leaving during the school day and regular inspections by Chandler police officers, said Paula Osterday, the school's director of advancement. Police observe four lock-down drills at Seton a year, she said.

Osterday said that in addition, Seton staff attended "active shooter training" from the Police Department the week before school started. Parents will attend a seminar about the role students and parents play in school safety next month.

Meanwhile, securing school buildings has been a focus of Mesa Arts Academy, which serves about 220 kindergarten through eighth-graders, and Sequoia, which serves about 700 elementary, junior and senior high-school students. Both are in low-income west Mesa neighborhoods.

"We are wide open in the front; anyone can wander onto our campus," Mesa Arts Academy Principal Sue Douglas said. "So, we added two security cameras that have monitors in the front office. It's a good deterrent."

Mesa Arts also added security peepholes and two-way emergency-call systems to all classrooms and has conducted at least one staff security training session a month since last January, Douglas said. "We want our teachers to feel secure," she said.

Last March, Sequoia was starting a $250,000 remodeling project on its west Mesa campus, which includes an elementary school, a secondary school and

SCHOOL SAFETY

a school for the deaf, when a neighborhood shooting forced the school into lockdown mode and allowed officials to test all of its safety measures, Sequoia Chief Executive Officer Doug Pike said.

The students remained safe during the lockdown but staff discovered that the school security cameras could not be viewed when most people were hiding in classrooms. In addition, lack of access to bathrooms for several hours was a problem and there was no plan for the parents who rushed to the school, only to discover that the gates were locked and they could not get in.

All of those issues are being addressed in the remodel, Pike said.

"We also have changed the locks on every classroom door so teachers can now lock their rooms from the inside," he said.

Improvements being made at other Southeast Valley private and charter schools include:

» Closed campuses secured by monitoring technology and strict visitor policies at the new Basis Ahwatukee and Basis Mesa campuses. The same policies and practices have been in place at Basis Chandler. "Visitors buzzed into a secure foyer can enter the school proper only after providing a bona fide reason and obtaining credentials," said the charter schools' communications director, David Schultz.

» Challenger Basic School, a Gilbert charter school, started more carefully monitoring security measures after the Connecticut Sandy Hook Elementary shootings, Principal Brad Tobin said.

Before December 2012, Tobin said, parents could walk their children directly to the classroom door to drop them off at school. Access to classrooms is now blocked for visitors, Tobin said.

> " *We added two security cameras that have monitors in the front office. It's a good deterrent.*"
>
> **SUE DOUGLAS**
> Mesa Arts Academy principal

Tobin said other security measures in place before December include security cameras, perimeter fencing and a rolling gate that is locked at night. Because of the campus' open plan, teachers now lock their classroom door when class is in session, Tobin said.

» Horizon Community Learning Center, an Ahwatukee charter school, has spent $30,000 on security upgrades since the December shootings. Improvements include an Internet phone system, two-way emergency communication among all classrooms and improved security monitoring. A second phase of improvements this school year will include more security cameras.

School finance director Bill Thompson said the school also spent considerable time training office and maintenance workers to keep a sharp eye out for people who are on campus who don't belong there.

» James Madison Preparatory School, a junior- and senior-high charter school in Tempe, added more fencing and hired a $35,000-a-year full-time security monitor to its staff after the Sandy Hook shootings, said David Batchelder, director of family and community relations for the school.

In addition, school officials discussed their safety policies and procedures with Tempe police officials, he said.

» Mesa Preparatory Academy, an east Mesa charter school, found it did not need to improve building security this school year, but has started requiring students to remain silent during fire drills and on the way to assemblies.

Ryff encouraged parents of private- and charter-school students to ask school officials about emergency-response plans and other security issues if the schools don't readily share the information.

"Parents need to be a voice for their kids," he said.

MORE LOCKED DOORS, POLICE AS SCHOOLS RAMP UP SECURITY

Sandy Hook tragedy led to significant changes across USA

Mary Beth Marklein
USA TODAY

Visitors to any of 53 elementary and middle schools this year in Oregon's Salem-Keizer School District will need to be buzzed in. Their arrival will be captured on camera. And that's about all security manager Ray Byrd wants to say about that.

"We have to be careful not to put information out there that can be exploited by the bad guys," he says.

In a grim reminder that mass shootings have become a fact of life in America, school districts across the USA this fall are opting for more locked doors, more visitor check-ins and more surveillance equipment. Many have had security policies on the books for years, especially after the 1999 Columbine High School shootings, but the massacre last December at Sandy Hook Elementary School in Newtown, Conn., where a gunman killed 20 children and six adults, introduced a new level of urgency. Suddenly, even children in elementary schools were not safe from bad guys.

"Sandy Hook changed the playing field," says Curtis Lavarello, executive director of School Safety Advocacy Council, based in Sarasota, Fla. "We realize now every school is vulnerable to that kind of a tragedy."

Limiting access to school property has been one of the most visible changes. School officials in Marlboro, N.J., budgeted $1.8 million this school year for security measures, including construction of "man-trap" vestibules at entrances to be completed later this fall. In Tupelo, Miss., school officials made a slew of upgrades this summer, including new playground fencing. School district officials in several states, including New York and Pennsylvania, have asked election officials to move polling places off their campuses.

Another common response: increasing the presence of armed law enforcement officers, particularly at elementary schools. Police officers have been assigned to all middle and high schools at South Carolina's Greenville County School District for decades but this year, the district has arranged for police also to make stops at all 68 elementary schools several times a day. Each of
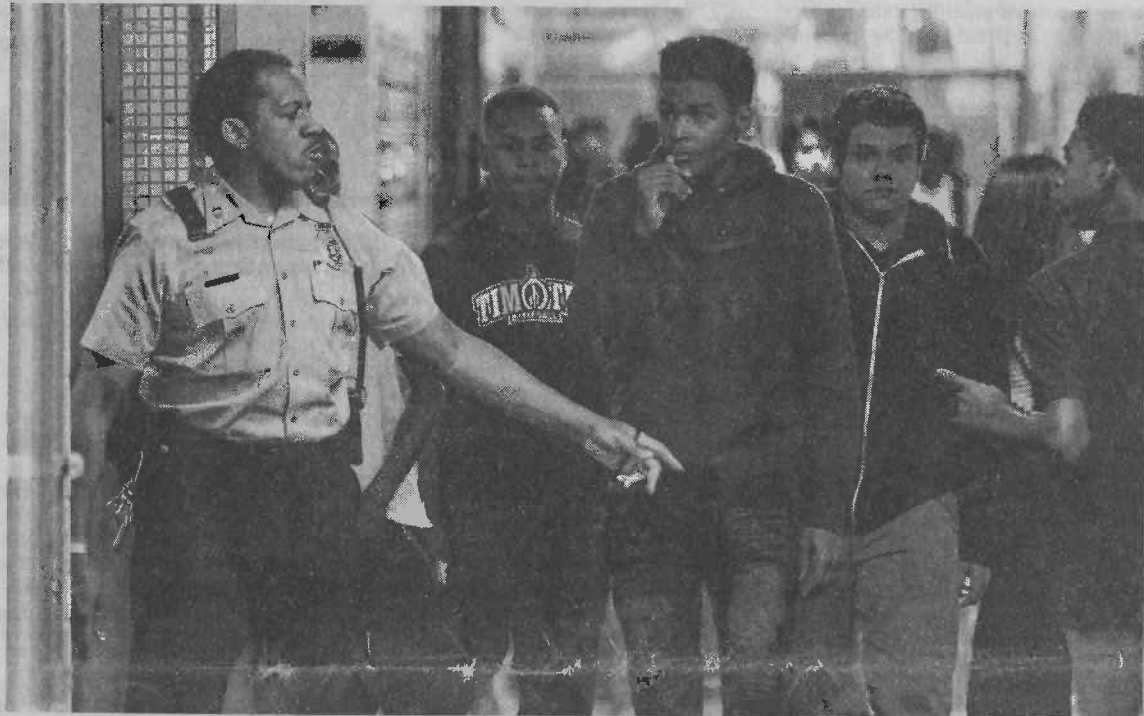
the 24 public elementary schools in Rutherford County, Tenn., have been assigned a full-time officer this year for the first time. One of their first assignments: to help organize an "intruder drill" within the first 30 days of the school year, as required by a Tennessee law passed this summer.

Demand for training is "through the roof, unlike anything we've ever experienced," says Mo Canady, executive director of the National Association of School Resource Officers, based in Hoover, Ala. This summer, the organization trained more than 2,000 law officers how to work with schools, more than three times the 600 who were trained last summer. "The presence of police officers in elementary schools is going through a revival, I would say," he says.

> ## "Sandy Hook changed the playing field. We realize now every school is vulnerable to that kind of a tragedy."
>
> **Curtis Lavarello** of the School Safety Advocacy Council

Typically, schools adopt a mix of strategies. In Asheville, N.C., Buncombe County Schools spent $1.3 million on a new security plan this year that includes electronic entry doors at all elementary schools, four additional social workers and seven additional sheriff's deputies to

serve as school resources officers in elementary schools. The district is installing panic buttons at the reception desks of all 42 schools.

Schools also are basing strategies on local needs and experience. In rural West Plains, Mo., under a plan approved last spring, a limited number of teachers and staff are being allowed to carry concealed weapons in the school. "I wouldn't say it would be a good blanket solution" for all schools, Superintendent Vic Williams says. But it works in West Plains, he says, where many residents are game hunters and "have a background in handling guns."

Some states have passed laws allowing local boards to decide whether to arm school officials. In Texas, a handful of districts have given their schools the go-ahead.

South Dakota lawmakers this summer gave school districts the authority to appoint "school sentinels" — specially trained armed officials who might be school employees, security personnel or community volunteers. None of the 151 school districts has followed up, says Tyler Pickner, spokesman for the Associated School Boards of South Dakota.

Ronald Stephens, executive director of the National School Safety Center in Westlake Village, Calif., says public pressure after Sandy Hook to increase school safety has

been "tremendous" but urges schools to keep the danger in perspective. Statistically, he and others note, the probability of violence occurring in schools is relatively small.

"The concern about safety is real, but it shouldn't be misconstrued that children are in great danger when in schools," says Jody Siegle, executive director of the Monroe County School Boards Association. "Schools are the safest place children go."

Keith Pillsbury, who has served on the board of the Burlington (Vt.) School District for 27 years, reminisces about the days when it was easy for parents and other community members to visit their schools.

Sandy Hook changed that once and for all. "We (still want) parents to come into our schools," Pillsbury says. "We just have to have more accountability about who they are and what their intentions are."

MATT ROURKE, AP

A security officer monitors students as they transition between classes on the first day of school at South Philadelphia High on Sept. 9. This year, some elementary schools have added armed police officers.

TO: **HONORABLE MAYOR AND TOWN COUNCIL**

FROM: **JOHN KROSS, TOWN MANAGER**

RE: **DISCUSSION/ACTION ON THE 2014-2019 CORPORATE STRATEGIC PLAN.**

DATE: **NOVEMBER 20, 2013**

Staff Recommendation:
Discussion and feedback to staff is recommended on the <u>draft</u> 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 any changes to the draft 2014-2019 Corporate Strategic Plan for possible adoption at one of the December meetings 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. At the Council's October 2 meeting, further review and discussion ensued concerning the update to the Corporate Strategic Plan.

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.

Draft 2014-2019 CSP
The draft 2014-2019 CSP includes the elements discussed at the annual retreat plus some notable new goals for the Council's consideration. The document is formatted as follows: ~~strikethrough~~ elements are proposed for deletion, or, where noted, moved to another section of the document to accommodate a clarification, broadening or greater specificity of the proposed change. Items proposed for addition are noted in CAPITAL and **bolded.**

As mentioned at the October Council meeting, staff is recommending a new section to the CSP, "Long Term Policy Issues." The purpose of this addition is to highlight those policy matters that have long lead times associated with them, often outside of the five year planning horizon. It is recommended that these items not be deleted from the CSP as they remain on the larger task list and are an ongoing issue of work development for the staff. These items also highlight the issue for the community at-large as issues that are still being worked on to at varying degrees.

Pending Council's authorization of this draft, with any changes requested, staff will prepare a final CSP for the Council's action at one of the two meetings in December.

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:
Draft CSP
2013-2018 Corporate Strategic Plan (Existing Plan)
Council Retreat Final Report and Action Plan

DRAFT

Corporate Strategic Plan

Contents

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 (KRAs). The KRAs 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.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department	Narrative Description	Completion Date
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 what additional capital improvements that will be needed, finance their construction, and prepare for their long-term maintenance. Particular areas the CIP should ~~address include~~ **BALANCE** 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
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. **WORK WITH MARICOPA ASSOCIAITON OF GOVERNMENTS TO COMPLETE AN AREA TRANSPORTATION STUDY IN PARTNERSHIP WITH FLORENCE AND PINAL COUNTY, INCLUDING TRAFFIC TO AND FROM SAN TAN VALLEY.**	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~~ **JAN 2015**

3	~~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~~
3	UPDATE TOWN-WIDE PARKS PLAN. WITHIN THE CONTEXT OF THE 5 YEAR CIP (FUNDED AND UNFUNDED) DETERMINE AN APPROPRIATE BALANCE OF NEW PARK CONSTRUCTION, TAKING INTO ACCOUNT AVAILABLE PROPERTY, DEMAND FOR USE, AND CAPACITY TO DELIVER NEW IMPROVEMENTS.	TOWN MANAGER/ DEVELOPMENT SERVICES/ RECREATION	BEGINNING WITH THE 5 PARK MASTER PLAN, EVALUATE: WHERE NEW RESIDENTS ARE LOCATING, WHERE IMPACT FEE REVENUE CAN BE APPLICABLE, WHICH PUBLIC PARK AMENITIES ARE IN HIGH DEMAND, WHAT QUALITY OF LIFE INITIATIVES EXIST IN THE SHORT AND LONG TERM.	APR 2016
4	AS PART OF UPDATING THE TOWN-WIDE PLAN FOR PARKS IN GOAL 3 ABOVE, BEGIN MOVING FORWARD WITH PLANNING AND DEVELOPING A PARK IN THE COMMUNITY, ONCE AN APPROPRIATE LOCATION IS DETERMINED.	DEVELOPMENT SERVICES/ MANAGEMENT SERVICES	WITH THE SIGNIFICANT AMOUNT OF RESIDENTIAL BUILDING AND INFLUX OF NEW RESIDENTS, OUR CURRENT PARKS, FOUNDERS AND DESERT MOUNTAIN PARK ARE HEAVILY UTILIZED AND ARE AT A NEAR CAPACITY FOR USE. THE TOWN IS IN NEED OF ADDITIONAL BALL AND SOCCER FIELDS, PLUS ADDITIONAL RECREATIONAL AMENITIES FOR OUR RESIDENTS. FOLLOWING THE UPDATE OF OUR FIVE PARK MASTER PLAN, SIZED TO THE NEW ECONOMIC REALITIES, THE TOWN NEEDS TO IDENTIFY AN APPROPRIATE LOCATION FOR A NEW PARK OR USE CURRENT LANDS CONTROLLED BY THE TOWN. ONCE THE APPROPRIATE LOCATION IS IDENTIFIED, THIS GOAL IS TO BEGIN PLANNING AND DEVELOPING A NEW PARK TO FURTHER ADDRESS THE RECREATIONAL NEEDS OF THE COMMUNITY.	JUL 2014
5	DEVELOP A SPECIFIC PLAN TO PURSUE NEEDED INFRASTRUCTURE FOR EMPLOYMENT LANDS.	DEVELOPMENT SERVICES/ UTILITIES/ ECONOMIC DEVELOPMENT	THE PLAN NEEDS TO TAKE INTO ACCOUNT: WHERE NEW DEVELOPMENT IS LIKELY TO BE OCCURRING, WHERE THE BEST NEAR TERM EMPLOYMENT OPPORTUNITIES EXIST, AND THE RESULTING "GAP" ANALYSIS THAT CAN IDENTIFY WHERE PUBLIC DOLLARS NEED TO BE SPENT. EXPLORE PUBLIC/ PRIVATE PARTNERSHIP OPPORTUNITIES WITH PRIVATE LANDOWNERS.	MAY 2014

6	Adopt a plan for infrastructure delivery for the 5.5 square miles of state lands in the Town's planning area. **MOVED HERE FROM KRA 8 LAND USE-ECONOMIC DEVELOPLMENT, GOAL 9.**	Utilities/ development services/ economic development	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.	Dec 2014
7	**CREATE AN OPEN SPACE TRAILS EXHIBIT TO CLEARLY INDICATE GAPS IN CURRENT SYSTEM, AND OPPORTUNITIES FOR IMPROVEMENT.**	**DEVELOPMENT SERVICES**	**BUILD UPON THE EXISTING PARKS, TRAILS AND OPEN SPACE MASTER PLAN TO DETERMINE WHAT NEAR, MEDIUM AND LONG TERM OPPORTUNITIES EXIST TO COMPLETE GAPS IN OUR GROWING SYSTEM. TAKE INTO ACCOUNT: THE 5 YEAR CIP (FUNDED AND UNFUNDED), LIKELY NEW DEVELOPMENTS, AVAILABLE CONSTRUCTION MONIES, AND WHERE THE NEXT DOLLAR IS BEST SPENT TO COMPLETE THE PLAN.**	**FEB 2015**
8	**CREATE A 25 YEAR INFRASTRUCTURE OPERATIONS AND MAINTENANCE PLAN.**	**DEVELOPMENT SERVICES/ UTILITIES**	**CREATE A PLAN TO GUIDE INVESTMENT IN THE OPERATIONS AND MAINTENANCE OF TOWN-OWNED ASSETS IN OUR RIGHTS-OF-WAY AND TOWN-OWNED FACILITIES. THIS PLAN MUST BE A COMPANION TO A CAPITAL IMPROVEMENT PROGRAM TO ENSURE THAT THE NEXT DOLLAR SPENT ON INFRASTRUCTURE IS MAINTAINING AND BUILDING THE BEST VALUE FOR OUR COMMUNITY.**	**AUG 2014**
9	**MUNICIPAL CENTER MASTER PLAN UPDATE TO INCLUDE FIRE, POLICE AND COUNCIL CHAMBER DESIGN CONCEPTS.**	**TOWN MANAGER/FIRE**	**THE TOWN OF QUEEN CREEK MUNICIPAL CENTER MASTER PLAN WAS CREATED IN FEBRUARY 2004. THIS GOAL WILL REVIEW AND UPDATE THIS PLAN TO REFLECT A PROPOSED PRELIMINARY DESIGN TO INCLUDE A FUTURE FIRE STATION, POLICE STATION AND COUNCIL CHAMBERS. THIS UPDATED PLAN WILL INCLUDE SPACE NEED PROJECTIONS AND SITE CONCEPT DRAWINGS.**	**JUL 2014**

KRA 2: COMMUNITY INVOLVEMENT

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

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
1	Develop a comprehensive volunteer program and non-profit partnership strategy.	Town Manager	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.	FY 2013/ 2014
1	Enhance **PROVIDE** opportunities for resident participation in Town decision-making and keep residents educated and informed through community events and outreach programs.	Economic Development	Activities in advancement of this goal can take many forms and include a variety of media outreach activities **AND FORMS OF MEDIA.** (e.g. the comprehensive citizen survey performed every other year via phone). **PROMOTION OF OPPROTUNITIES ARE IMPLEMENTED BASED ON SPECIFIC SITUATIONS AND COMMUNITY NEEDS.** Enhancements are implemented based on specific situations and community needs and include the following used by the Town: 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).	Annually

			i) ~~Enhanced financial reporting on the Town's website.~~	
			j) ~~Explore opportunities to enhance visibility of volunteer opportunities for residents.~~	
			k) ~~Formal citizen surveys.~~	
2	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 account1able elected officials.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
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
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.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
1	Develop and implement plans to participate in the next Greenfield Reclamation Plant (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
2	Ensure a safe and sustainable water supply that allows for the implementation of the General Plan.	Utilities	a) Complete and adopt a Water Infrastructure Master Plan to compliment the Town's General Plan **AND THE NEWLY ACQUIRED H2O SERVICE AREA.** b) Conduct a Water Supply Master Plan which will include groundwater, surface water and treated effluent for built out to meet our needs **FOR BOTH THE TOWN OF QUEEN CREEK AND THE NEWLY ACQUIRED H2O SERVICE AREA.** c) ~~Work with the few remaining landowners on securing their assured water supply.~~	Ongoing **JAN 2015**

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~~	~~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:~~ a) ~~Water conservation~~ b) ~~Recycling~~ c) ~~Land use~~ d) ~~Building maintenance~~ ~~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.~~	~~Ongoing~~
3	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.	Development Services	**CONTINUE TO APPLY SMART, RESPONSIBLE, AND INNOVATIVE PRACTICES TO ENSURE THAT OUR PARKS AND TRAILS ARE CLEAN, SAFE AND FRIENDLY AND ACHIEVE A HIGH STANDARD THROUGH THE APPLICATION OF AVAILABLE RESOURCES. PROMOTE ENVIRONMENTALLY FRIENDLY PRACTICES WHENEVER POSSIBLE**. ~~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.~~ 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:~~ 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~~	Ongoing

| 4 | CREATE A COMPENDIUM OF CURRENT SUSTAINABLE PRACTICES THROUGHOUT THE TOWN. | DEVELOPMENT SERVICES/ WORKFORCE TECHNOLOGY | CREATE AN INTERNAL ACCOUNTING OF WHAT WE DO AS AN ORGANIZATION THAT ENHANCES OUR ENVIRONMENTAL, ECONOMIC, AND CULTURAL SUSTAINABILITY. DETERMINE WHICH INITIATIVES, POLICIES AND INSTITUTIONAL PRACTICES ARE WORTHY OF SUPPORT AND CONTINUED INVESTMENT; WHICH ONES DO NOT GENERATE VALUE; AND WHAT NEW IDEAS SHOULD BE CONSIDERED. ONE AREA OF CONSIDERATION IS EVALUATIING HOW THE TOWN CAN FOCUS EFFORTS ON ELIMINATING PAPER IN ITS PROCESSES. A PAPERLESS 2020 INITIATIVE SHOULD BE EXPLORED IN WHICH THE ELIMINATION OF PAPER, INCLUDING MAILINGS, REPORTS, FILES, ETC, BY THE YEAR 2020 SHOULD BE A GOAL. THE INITIATIVE SHOULD MEASURE THE CURRENT USE OF PAPER BOTH INTERNALLY AND EXTERNALLY, DEVELOP AN ANNUAL SCORECARD, AND COMMUNICATE THE EFFORTS TO THE RESIDENTS AND GENERAL PUBLIC. | JAN 2015 |

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.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
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
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. **AN EXTENSIVE SUCCESSION PLAN IS BEING DEVELOPED TO ASSIST IN ENSURING KNOWLEDGE TRANSFER INCLUDING MENTORING, CROSS-DEPARTMENT TRAINING, AND INDIVIDUALIZED PROFESSIONAL DEVELOPMENT AND TRAINING.**	**OCT 2014**
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 **80** for **184** 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.	**FEB 2014**
4	~~Evaluate and monitor the effects of SB 1598 and the Town's ability to establish and maintain and adjust as needed~~	~~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~~	~~January 2014~~

	~~building permit approval times.~~		~~be monitored and evaluated regularly to ensure these timelines can be met, particularly in comparison with the timeframes established by surrounding communities.~~	
4	**DEVELOP AND MAINTAIN A SCHEDULE OF SERVICE FEES THAT POSITION US FOR MAXIMUM RECOVERY OF OUR COSTS WHILE MAINTAINING A COMPETITIVE POSITION WITH OUR PEER COMMUNITIES.**	**DEVELOPMENT SERVICES**	**ANALYZE AND REPORT ON FEE SIMPLIFICATION WITHIN THE EXISTING SCHEDULE AND WHAT RATES PLACE US IN THE BEST COMPETITIVE POSITION AS VALLEY CITIES ADJUST FEES IN A POST RECESSION ENVIRONMENT.**	**JAN 2014**
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~~
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.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
1	Implement strategies that incorporate the Town's heritage and branding ~~campaign~~, including attracting new and enhancing existing festivals, tourism marketing and strategic partnerships.	Economic Development	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. **THE TOWN'S BRAND PERSONIFIES THE COMMUNITY'S IMAGE AND IDENTITY AND IS REFLECTED IN ALL ASPECTS OF TOWN COMMUNICATION, INCLUDING LOGOS, WEBSITE, EVENTS, SIGNAGE, ETC.** ~~Listed below are possible strategies to further this goal.~~ ~~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.~~	Annually

KRA 6: IMAGE/IDENTITY cont.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
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
3	**ENHANCE THE OPPORTUNITIES FOR QUEEN CREEK BUSINESSES TO BE SUCCESSFUL AND AMPLIFY QUEEN CREEK'S REPUTATION AS A PREMIER INVESTMENT OPPORTUNITY BY ADOPTING STRATEGIES AND POLICIES THAT PROVIDE FOR EXPEDITED PERMITTING AND SUPPORT OF EXISTING BUSINESSES THROUGH MARKETING COOPERATIVES.**	**ECONOMIC DEVELOPMENT/ DEVELOPMENT SERVICES**	**THIS GOAL WILL HELP MAKE QUEEN CREEK AN ATTRACTIVE COMMUNITY FOR BUSINESS INVESTMENT AND JOB GROWTH. OBJECTIVES INCLUDED: EXPEDITED PERMITTING PROCESS; EVALUATING EXISTING PROCESSES TO ENSURE THAT APPROPRIATE SAFETY GOALS ARE MET; CONTINUE THE SHOP QUEEN CREEK PROGRAM; CONTINUE THE QC INC. PROGRAM AND RESEARCH IDEAS FOR DIFFERENT INCUBATION PROGRAMS; UPDATE THE ZONING ORDINANCE TO SUPPORT ECONOMIC DEVELOPMENT GOALS FOR TOWN CENTER DEVELOPMENT, SPECIAL EVENT PERMITTING; AGRITAINMENT/AGRITOURISM.**	**JUL 2014**
4	**TAKE MARKETING TO THE NEXT LEVEL BY LEVERAGING ENHANCED PARTNERSHIPS WITH TOURISM ORGANIZATIONS.**	**ECONOMIC DEVELOPMENT**	**STAFF WILL BE WORKING TO ESTABLISH A PARTNERSHIP WITH VISIT MESA (THE REGIONAL CONVENTION AND VISITORS' BUREAU SERVING MESA, GILBERT, QUEEN CREEK AND APACHE JUNCTION) TO ENHANCE THE COMMUNITY'S VISIBILITY NATIONALLY AND INTERNATIONALLY. THE PARTNERSHIP WILL INCLUDE RELATIONSHIPS THAT PROVIDE EARNED MEDIA FOR QUEEN CREEK, ACCESS TO INTERNATIONAL TRAVEL JOURNALISTS AND PARTICIPATION IN KEY TOURISM FUNCTIONS.**	**JUL 2014**

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.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
~~1~~	~~Encourage and Promote Productive Regional Partnerships.~~ **MOVED TO LONG TERM POLICY ISSUES SECTION, GOAL #2**	~~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~~
1	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. **ECONOMIC DEVELOPMENT WILL MONITOR PROPOSED LEGISLATION SPECIFC TO ECONOMIC DEVELOPMENT VIA THE ARIZONA ASSOCIATION FOR ECONOMIC DEVELOPMENT (AAED) GOVERNMENT AFFAIRS COMMITTEE AND GPEC.**	Annually
2	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.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
3	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
4	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
5	~~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.~~ **MOVED TO LONG TERM POLICY ISSUES, GOAL 3.**	~~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.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
~~1~~	~~Maintain a balanced community and economically diverse employment base. Maintain or adopt policies that preserve the quality of life in the community.~~ **MOVED TO LONG TERM POLICY ISSUE SECTIONS, AND INCLUDED IN GOAL 1.**	~~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~~
1	~~Develop and propose strategic amendments to~~ **BRING FORWARD CHANGES TO** our Zoning Ordinance **AND DEVELOPMENT CODES THAT CLARIFY, IDENFITY AND GUIDE FUTURE DEVELOPMENT TO MEET THE EXPECTATIONS OF OUR COMMUNITY.** ~~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.~~ **AS PART OF OUR OBLIGATION TO KEEP OUR CODES RELEVANT AND ACCESSIBLE. STAFF WILL BE WORKING WITH A PREFERRED CONSULTANT TO UNDERTAKE CHANGES THAT PRESERVE OUR COMMUNITIES ASPIRATIONAL DESIRES WHILE ENCOURAGING INVESTMENT AND MAINTAIN A LEGAL OPERATING CONDITION DURING THE ADOPTION OF ANY CHANGES.**	~~Annually.~~ **JAN 2015**

| 2 | ~~Continue to attract and preserve higher educational opportunities to the community and region.~~ **IMPLEMENT THE COUNCIL-APPROVED ECONOMIC DEVELOPMENT STRATEGIC PLAN.** | Town Manager/ Economic Development | ~~Continue partnership with the Maricopa County Community College District and Rio Salado College on the Communiversity 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.~~ **ECONOMIC DEVELOPMENT INITIATIVES ARE CENTERED AROUND THE TOWN'S TARGETED INDUSTRY SECTORS OF AEROSPACE & AVIATION; HEALTH & WELLNESS; EDUCATION; ARTS, CULTURE & EXPERIENCE, FAMILY/YOUTH & CHILDREN ACTIVITY DESTINATIONS AND CLEAN AND RENEWABLE ENERGY AND WATER. INITIATIVES INCLUDE:** **• DEVELOP/ISSUE AN RFP FOR THE DEVELOPMENT OF CLASS A/B OFFICE SPACE ON TOWN OWNED LAND IN THE TOWN CENTER** **• PROMOTE THE TOWN AS A DESTINATION FOR CRAFT BREWERS (AGRITOURISM) LOOKING TO ESTABLISH A COMMERCIAL LOCATION OR FOR ESTABLISHED BREWERIES LOOKING TO EXPAND.** **• CONTINUE TO EVOLVE THE QC INC. PROGRAM** **• ATTRACT AND PRESERVE K-12 AND HIGHER EDUCATIONAL OPPORTUNITIES TO THE COMMUNITY** **• PARTNER WITH A DEVELOPER FOR THE TOWN OWNED 20-ACRES IN THE TOWN CENTER** **• HOTEL/RESORT DEVELOPMENT** **• JOINT MARKETING/COLLABORATION WITH MESA AND GILBERT TO MARKETS SERVED BY PMGA.** **• ANNEXATION OF BIMC** **• DEVELOP AN ACTION PLAN SPECIFIC TO THE NEW TARGETED INDUSTRY SECTOR CLEAN AND RENEWABLE ENERGY AND WATER.** | ~~Ongoing.~~ **JAN 2015 (KEY ELEMENTS IMPLEMENT-ED BY THIS DATE)** |

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~~ **MOVED TO LONG TERM POLICY ISSUES GOAL 4.**	~~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~~
	~~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.~~ **COMBINED WITH GOAL 2 ABOVE REGARDING IMPLEMENTATION OF THE ECONOMIC DEVLEOPMENT STRATEGIC PLAN.**	~~Economic Development~~	~~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.~~ ~~Continue to implement and evolve the Shop Queen Creek Program, encouraging residents to shop local and businesses to support other local business.~~ ~~Continue to evolve the QC Inc. program to meet the needs of the Queen Creek business Community~~ ~~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.~~ *~~(Reference KRA 8: Goal 2)~~*	~~June 2013~~

	~~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.~~ **COMBINED WITH GOAL 2 ABOVE REGARDING IMPLEMENTATION OF THE ECONOMIC DEVLEOPMENT STRATEGIC PLAN.**	~~Economic Development~~	~~Proactively promote the Ombudsman Program to new and/or expanding businesses. Work to change any negative perceptions of doing business in Queen Creek. Continue to evaluate "local" tools to aid in closing the deal with new business. Staff will continue to partner with regional groups including the Greater Phoenix Economic Council (GPEC), the Arizona Commerce Authority (ACA) and the Arizona Association for Economic Development (AAED) in this effort.~~	~~Ongoing~~
3	~~Create opportunities that allow HPEC to continue as an economic generator for the community.~~ **DEVELOP A NEW BUSINESS MODEL FOR HPEC THAT MEETS THE ECONOMIC, FISCAL AND COMMUNITY INVOLVEMENT GOALS ESTABLISHED BY COUNCIL.**	Economic Development	~~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.~~ ~~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.~~ ~~Implement fundraising campaign for capital improvements to the facility.~~ ~~Evaluate the cost/benefit of outsourcing certain functions related to HPEC operations.~~ **STAFF WILL RESEARCH AND PRESENT OPTIONS FOR THE COUNCIL'S CONSIDERATION AT THE 12/4/13 COUNCIL MEETING. THE OPTIONS TO BE PRESENTED ARE BASED ON FEEDBACK FROM THE TOWN COUNCIL'S AUGUST 2013 RETREAT. ANY DIRECTION RECEIVED FROM COUNCIL AT THAT MEETING MAY BE INCORPORATED INTO THE UPDATED CSP.**	**JAN 2015**

	~~Recruit a resort/hotel development to the community.~~ **INCLUDED IN GOAL 2 ABOVE REGARDING IMPLEMENTATION OF THE ECONOMIC DEVLEOPMENT STRATEGIC PLAN.**	~~Economic Development~~	~~Continue to maintain/develop relationships with key resort/hotel developers and market strategic locations for development in Queen Creek.~~ ~~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.~~ ~~Evaluate conducting a hotel study for the community.~~ ~~The General Plan identifies a resort development option in the San Tan Mountains. This goal would strive for achieving that land use sooner with Town in a lead role.~~ ~~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.~~	~~June 2013~~
	~~Adopt a plan for infrastructure delivery for the 5.5 square miles of State Lands in the Town's planning area.~~ **MOVED TO KRA 1 CIP, GOAL 6.**	~~Utilities/ Development Services/ Economic Development~~	~~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.~~	~~July 2014~~
4	Initiate the process to update the Queen Creek General Plan in 2015.	Development Services	~~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.~~ **THE TOWN'S GENERAL PLAN WAS UPDATED IN 2008 AFTER A YEAR-LONG PROCESS. DUE TO THE PACE OF RAPID CHANGE IN OUR COMMUNITY THE COUNCIL APPROVED FUNDING FOR CONSULTANT ASSISTANCE TO BRING THE GENERAL PLAN BACK TO VOTERS IN 2016. STAFF WILL: ENGAGE CONSULTANT TEAM, LAYOUT A PROCESS AND TIMELINE FOR COUNCIL CONSIDERATION AND PURSUE THE PROJECT TO COMPLETION.**	~~January 2015~~ **MAR 2014 TO NOV 2016**
5	**WORK TOWARDS IMPLENTATION OF THE BOX CANYON PROJECT THAT MEETS THE GOALS OF THE GENERAL AND ECONOMIC STRATEGIC PLANS.** ~~SUPPORT THE PURCHASE AND DEVELOPMENT OF BOX CANYON AS A PLACE OF COMMUNITY PRIDE.~~	**DEVELOPMENT SERVICES**	**STAFF WILL PROVIDE USEFUL RELEVANT INFORMATION, WORKABLE SOLUTIONS, AND NEEDED GUIDANCE TO PROPERTY OWNERS AND POTENTIAL BUYERS IN THE FACILITATION OF A DEVELOPMENT** ~~TRANSACTION~~ **THAT CAN PRODUCE DESIRED OUTCOMES FOR THE TOWN.**	**OCT 2013 TO MAR 2015**

6	UNITE THE TOWN CENTER PLAN AND MUNICIPAL CENTER MASTER PLAN TO CREATE A COMPREHENSIVE DEVELOPMENT GUIDE AND MARKETING PLAN.	DEVELOPMENT SERVICES/ ECONOMIC DEVELOPMENT	ENSURE PLAN(S) ADDRESS THE NEED FOR ADEQUATE PARKING AND WALKABLE AREAS, ENCOURAGES FESTIVALS AND PUBLIC GATHERINGS, AND THE OPPORTUNITY TO ATTRACT SPECIALTY RESTAURANTS/SHOPS.	JUL 2014

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.

Goal #	Key Result Areas/Goals (Not in Priority Order)	Lead Department(s)	Narrative Description	Completion Date
~~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.~~ **THIS GOAL HAS BEEN COMBINED WITH THE FORMER GOAL 7 TO CREATE A NEW GOAL 1.**	~~Town Manager/Fire~~	~~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.~~ ~~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).~~	~~July 2014~~
1	**UPDATE THE MASTER PLAN FOR FIRE AND MEDICAL SERVICES**	**TOWN MANAGER/ FIRE**	**THE TOWN'S ORIGINAL PUBLIC SAFETY MASTER PLAN FOR FIRE AND EMERGENCY MEDICAL SERVICES WAS APPROVED IN 2005. THIS DOCUMENT PROVIDED DIRECTION IN SUCCESSFULLY ESTABLISHING THE FIRE**	**JAN 2015**

		DEPARTMENT FOUNDATION. AS WE MOVE FORWARD WITH THE NEXT FIVE YEARS THE STUDY NEEDS TO BE RE-VISTED SPECIFICALLY IN TWO AREAS. 1) EVALUATION OF THE EMERGENCY MEDICAL SERVICES DEPLOYMENT AND DELIVERY MODEL. CONSIDERATION OF THE AFFORDABILITY HEALTH CARE ACT NEEDS TO BE INCLUDED IN THE REVIEW. 2) THE SECOND AREA IS TO REVIEW THE FUTURE FIRE STATION LOCATION PLAN. THIS WILL BE DIRECTLY RELATED TO THE DELIVERY MODEL REVIEW AS WELL CONSIDERATION OF FUTURE ANNEXATIONS AND ECONOMIC DEVELOPMENT IMPACTS. A UPDATED FACILITIES PLAN AND TIMELINE FOR IMPLEMENTATION FOR THE CAPITAL IMPROVEMENT PLAN (CIP) NEEDS TO BE COMPLETED WITH THIS PROCESS AS WELL.	
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.~~ **UPDATE THE MASTER PLAN FOR LAW ENFORCEMENT SERVICES.**	Town Manager/ MCSO	~~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.~~ **THE TOWN'S CURRENT PUBILC SAFETY MASTER PLAN, "A STRATEGIC PLAN FOR LAW ENFORCEMENT SERVICES", WAS DEVELOPED AND ACCEPTED BY THE TOWN COUNCIL IN 2004. THE STUDY ESTABLISED 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 28,326. THIS PLAN NEEDS RE-EVALUATION AND UPDATING.**	**JUL 2015**
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:~~ ~~i. Crime.~~ ~~ii. Quality of Life Issues.~~ ~~iii. Officer Productivity.~~ ~~iv. Crime Prevention/Collaboration~~	~~Annually~~

		~~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:~~ ~~i. Management staff and property owners.~~ ~~ii. Tenants.~~ ~~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.~~		
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 mange 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~~

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	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
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	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
7	Update the Master Plan for Law Enforcement Services. **COMBINED WITH NEW GOAL 1 ABOVE.**	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

| 3 | EVALUATE THE CURRENT EMERGENCY TRANSPORTATION PLAN. (AMBULANCE SERVICE OPTIONS) | FIRE/ADMINI-STRATION | THERE IS CURRENTLY ONLY ONE PROVIDER LICENSED BY THE STATE OF ARIZONA TO PROVIDE AMBULANCE TRANSPORATION SERVICES IN THE AREA. IF THIS PROVIDER WAS NOT ABLE TO PERFORM, A CONTINGENCY PLAN NEEDS TO BE DEVELOPED. 1) EVALUATE THE CERTIFICATE OF NECESSITY APPLICATION PROCESS 2) DEVELOP A CONTINGENCY BUSINESS PLAN THAT COULD BE USED IF CURRENT PROVIDER COULD NO LONGER PROVIDE THE SERVICE 3) EVALUATE THE "REGIONAL" OPPORTUNITES IN PROVIDING THIS SERVICE IF NEEDED. | JUL 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.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
1	~~Maintain an active and relevant website that provides comprehensive information in a user-friendly format.~~ **MAINTAIN AND EVALUATE OPTIONS FOR DIGITAL COMMUNICATIONS.**	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.~~ **THE SITE SHOULD BE REFRESHED EVERY FIVE YEARS TO ENSURE EASE OF USE FOR VIEWERS AND COMPATABILITY WITH CURRENT TECHNOLOGY. THE NEXT SCHEDULED REFRESH SHOULD TAKE PLACE IN 2018.**	~~Ongoing. Update in 2013~~ **JUL 2018**
~~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:~~ ~~a) Hire a third-party to conduct the technology architectural review to determine opportunities for efficiency and to eliminate redundant programs.~~ ~~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.

Goal #	Key Result Areas/Goals *(Not in Priority Order)*	Lead Department(s)	Narrative Description	Completion Date
2	Implement an updated ~~building permit~~ **ELECTRONIC DEVELOPMENT** application. ~~and inspection system to allow the Town to streamline the building permit issuance and building inspection process.~~ **EXPAND TO A SYSTEM-WIDE SOFTWARE.**	Workforce & Technology/ Development Services	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: 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. ~~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.~~	~~July 2014~~ **MAY 2014**
4	~~Upgrade technology for Council Meetings.~~	~~Workforce & Technology~~	~~Upgrade the technology at the Council dais and Council presentation equipment. Upgrade the technology for the Council meeting through:~~ ~~a) Identify appropriate technologies.~~ ~~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~~
3	**DEVELOP A TOWN WIRELESS INITIATIVE.**	**WORKFORCE & TECHNOLOGY**	**DEVELOP A TOWN WIRELESS PLAN WITH THE GOAL TO CREATE WIRELESS HOTSPOTS THROUGHOUT THE TOWN, SPECIFICALLY WITH TOWN BUILDING, PARKS, AND PROPERTIES FOR EMPLOYEE AND RESIDENT USAGE. IDENTIFIED AREAS INCLUDE THE MSB, TOWN HALL, TOWN LIBRARY, FOUNDERS PARK, DESERT MOUNTAIN PARK, PUBLIC WORKS YARD, AND THE TWO FIRE STATIONS.**	**JAN 2015**

LONG-TERM POLICY AND GOAL ITEMS ARE DEFINED AS THOSE MATTERS THAT TYPICALLY HAVE A RECURRING ASSIGNMENT OR TASK ASSOCIATION OUTSIDE OF THE FIVE-YEAR PLANNING HORIZON OF THE CORPORATE STRATEGIC PLAN. WHILE CERTAIN COMPONENTS OF THE GOAL OR POLICY MAY BE ACCOMPLISHED DURING THE COURSE OF A FISCAL YEAR OR WITHIN THE FIVE-YEAR HORIZON OF THE OVERALL CORPORATE STRATEGIC PLAN, THESE ITEMS TYPICALLY HAVE LONG LEAD SCHEDULES OR IN MANY CASES, REQUIRE SIGNIFICANT ACTION BY ANOTHER ENTITY OUTSIDE THE CONTROL OF THE TOWN IN ORDER TO DEMONSTRATE SUBSTANTIAL PROGRESS. THESE MATTERS ARE OF SIGNIFICANT IMPORTANCE TO THE MAYOR AND COUNCIL HOWEVER, AND AS SUCH, ARE STILL DOCUMENTED WITHIN THE FIVE-YEAR CORPORATE STRATEGIC PLAN AND WILL REQUIRE UPDATES AND PROGRESS REPORTS BY STAFF. IF PROGRESS TOWARDS COMPLETION OCCURS WITH BETTER CLARITY, THEN IT WILL BE INSERTED WITHIN THE FIVE YEAR PLAN WITH A COMPLETION DATE IDENTIFIED.

	LONG-TERM POLICY ISSUES (ISSUES ADDRESSED ANNUALLY, BUT REQUIRE GREATER THAN 5-YEARS COMPLETION)			
Goal #	**Key Result Areas/Goals** *(Not in Priority Order)*	**Department & Lead Staff**	**Narrative Description**	~~**Completion Date**~~
1	Ensure staff efforts are focused on a balanced economy for Queen Creek through Econ Dev efforts, land use planning, and policy recommendations that support and preserve outcomes to deliver a high quality of life for our community now and in the future. **THIS GOAL INCLUDES FORMER GOAL 1 &4 FROM KRA 8 LAND USE-ECONOMIC DEVELOPMENT.**	Development Services/ Economic Development	Staff will keep relevant existing studies, electronic land use models, zoning designations and other accountings of land uses to make recommendations, inform policy makers, and communicate to our financial professionals the ramifications of: land use decisions, economic development incentives, tax policy, budgetary projections, annexations, utility service area growth, and other factors that effect the financial health and viability of our community.	~~2018~~ **ANNUALLY**
2	Encourage and Promote Productive Regional Partnerships. **FORMERLY KRA 7 INTERGOVERNMENTAL RELATIONS, GOAL 2.**	Organization-wide	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 in 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

3	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. **FORMERLY KRA 7 INTERGOVERNMENTAL RELATIONS, GOAL 5**	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 FY 2011-12. The 2010 MAG Commuter Rail Study identified the SE Corridor (Union Pacific RR to Queen Creek) as the best alternative. The Inter-City Rail study linking Tucson to Phoenix is currently underway, with a final alignment to be selected in 2014. In addition to identifying regional partners, the Town should consider a Major General Plan Amendment in 2012 and the delineation of a transit-oriented development land-use corridor along the UPRR.	Ongoing
4	Encourage proactive Town-initiated annexations, whenever such annexation is beneficial to the economic development opportunities within the Town's planning area. **FORMERLY KRA 8 LAND USE-ECONOMIC DEVELOPMENT, GOAL 4.**	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

TOWN OF
QUEEN CREEK
ARIZONA

CORPORATE STRATEGIC PLAN
2013 - 2018

Contents

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
Goal 1: Develop a comprehensive volunteer program and non-profit partnership strategy.	Town Manager	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.	FY 2013/2014
Goal 2: Enhance opportunities for resident participation in Town decision-making and keep residents educated and informed through community events and outreach programs.	Economic Development	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: 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.	Annually.

KRA 2: COMMUNITY INVOLVEMENT cont.

Key Result Areas/Goals *(Not in Priority Order)*	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 account1able elected officials.

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

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	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	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: a) Water conservation b) Recycling c) Land use d) Building maintenance 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.	Ongoing.

4: ENVIRONMENT cont.

Key Result Areas/Goals *(Not in Priority Order)*	Department & Lead Staff	Narrative Description	Completion Date

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.	Development Services	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.
		
		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:
		
		   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
			Ongoing.

KRA 5: FINANCIAL MANAGEMENT/INTERNAL SERVICES AND SUSTAINABILITY

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

Key Result Areas/Goals *(Not in Priority Order)*	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: Maintain long-term financial sustainability for local government operations.	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 *(Not in Priority Order)*	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
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.	Economic Development	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. 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.	Annually.

KRA 6: IMAGE/IDENTITY cont.			
Key Result Areas/Goals *(Not in Priority Order)*	**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 (Not in Priority Order)	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 *(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.

Key Result Areas/Goals *(Not in Priority Order)*	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 Communiversity 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 *(Not in Priority Order)*	Department & Lead Staff	Narrative Description	Completion Date
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.	Economic Development	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. Continue to implement and evolve the Shop Queen Creek Program, encouraging residents to shop local and businesses to support other local business. Continue to evolve the QC Inc. program to meet the needs of the Queen Creek business Community 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. *(Reference KRA 8: Goal 2)*	June 2013
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.	Economic Development	Proactively promote the Ombudsman Program to new and/or expanding businesses. Work to change any negative perceptions of doing business in Queen Creek. Continue to evaluate "local" tools to aid in closing the deal with new business. Staff will continue to partner with regional groups including the Greater Phoenix Economic Council (GPEC), the Arizona Commerce Authority (ACA) and the Arizona Association for Economic Development (AAED) in this effort.	Ongoing.

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	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. 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. Implement fundraising campaign for capital improvements to the facility. Evaluate the cost/benefit of outsourcing certain functions related to HPEC operations.	Annually.
Goal 8: Recruit a resort/hotel development to the community.	Economic Development	Continue to maintain/develop relationships with key resort/hotel developers and market strategic locations for development in Queen Creek. 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. Evaluate conducting a hotel study for the community. The General Plan identifies a resort development option in the San Tan Mountains. This goal would strive for achieving that land use sooner with Town in a lead role. 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.	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	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.	July 2014
Goal 10: Initiate the process to update the Queen Creek General Plan in 2015.	Development Services	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.	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
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.	Town Manager/Fire	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. 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).	July 2014
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.	Town Manager/ MCSO	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.	Annually.

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:
		   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:
		   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 mange 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 *(Not in Priority Order)*	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	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	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 *(Not in Priority Order)*	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: a) Hire a third-party to conduct the technology architectural review to determine opportunities for efficiency and to eliminate redundant programs. 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	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: 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. 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.	July 2014

Goal 4: Upgrade technology for Council Meetings.	Workforce & Technology	Upgrade the technology at the Council dais and Council presentation equipment. Upgrade the technology for the Council meeting through:
		a) Identify appropriate technologies.
		    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

▲ **LL DECKER & ASSOCIATES, INC.**
77 East Missouri, #22, Phoenix, Arizona 85012
Telephone 602.957.9659 · E-mail ldecker@lldecker.com

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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.

Action Items:
- 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.

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.

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

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
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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
- Administrivia   Lance Decker
- 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	Mayor and Council

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

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	Mayor and Council

- 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]**

9:15 am.	Break	
9:30 am.	Discussion Topics (continued)	Mayor and Council

- Economic Development and Land Use considerations
  - o Annexation Policy [TAB 6]
  - o Discussion on how the Council wants General Plan Amendments cases to be managed, information provided (a follow-up from annual evaluation).
  - o 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
  - o 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]**
  - o How do we pay for growth in non-essential, but valued amenities like new parks?

      o 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 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.

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