



## **Agenda**

### **Work Study and Possible Executive Session Queen Creek Town Council**

Queen Creek Town Hall, 22350 S. Ellsworth Road  
Council Chambers  
December 18, 2013  
**5:00pm**

#### **1. Call to Order**

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

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

A. Discussion and consultation with the Town's attorney for legal advice and with the Town's attorneys and representatives to consider the Town's position and instruct its representatives regarding agreements that are the subject of negotiations related to an easement on Ellsworth Road and Salt River Project (SRP) (A.R.S. § 38-431.03(A)(3),(4) and (7).

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

C. Discussion and consultation with the Town's attorney for legal advice regarding capacity fees. A.R.S. 38-431.03(A)(3)

D. Discussion and consideration of assignments of Town Manager. A.R.S. 38-431.03(A)(1).

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

**4.** Discussion on reuse water options and long-term planning for using treated effluent.

#### **5. Adjournment**



**Agenda**  
**Regular and Possible Executive Session**  
**Queen Creek Town Council**  
Queen Creek Town Hall, 22350 S. Ellsworth Road  
Council Chambers  
December 18, 2013  
7:00 p.m.

**1. Call to Order**

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

**3. Pledge of Allegiance:**

**4. Invocation:**

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

A. 10-year service award: Angie White – Fire Department

B. Recognition of Rock Point Church – holiday lights

**6. Committee Reports**

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

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

1. Boys & Girls Club of the East Valley Queen Creek Branch quarterly report

2. Boys & Girls Club of the East Valley Queen Creek Branch capital program update

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

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

A. Consideration and possible approval of the November 20, 2013 Work Study and Regular Session minutes. **TAB A**

B. Consideration and possible approval of expenditures over \$25,000: **TAB B**

1. Larry Miller Toyota – 4 Toyota Tacomas base model: \$106,000 (*budgeted in FY13/14*)
2. HD Supply Waterworks – water distribution parts: \$172,000 (*budgeted in FY13/14*)
3. Kutak Rock – state lobbying services on retainer: \$45,000 (*budgeted in FY13/14*)
4. CPC Construction – Work Order for sidewalk, driveway, landscaping and conduit improvements along Ocotillo Road west of Ellsworth Loop Road (*budgeted in FY13/14*)
5. Romo Irrigation – irrigation services: \$85,000 (*budgeted in FY13/14*)

C. Consideration and possible approval of a Grant of Easement from the Town of Queen Creek to Salt River Project (SRP) for the installation of a 69KV electric service line along Ellsworth Road right-of-way in the amount of \$117,547 to be paid to the Town. **TAB C**

D. Consideration and possible approval of Amendment #1 to the Law Enforcement Agreement with Maricopa County Sheriff's Office for FY2012-2014. **TAB D**

E. Consideration and possible approval of the Town's 2014 State Legislative Agenda. **TAB E**

F. Consideration and possible approval of the 2014-2019 Corporate Strategic Plan. **TAB F**

G. Consideration and possible approval of the appointment of Matthew Frank to the Economic Development Commission. **TAB G**

H. Consideration and possible approval of the appointment of Council Member Robin Benning to the East Valley Partnership Aviation and Aerospace Committee. **TAB H**

I. Consideration and possible approval of a Special Event Liquor License submitted by Friends of Horseshoe Park for the Roots N' Boots Queen Creek Rodeo to be held at Horseshoe Park & Equestrian Centre March 7-9, 2014. **TAB I**

J. Consideration and possible approval of a Special Event Liquor License submitted by Operation Wounded Warrior – American Legion Post 129 Queen Creek, for a fundraiser car show to be held January 18, 2014 at Martyr Custom Cycles, 17998 S. 186<sup>th</sup> St., Queen Creek, AZ (186<sup>th</sup> St and old Rittenhouse Road alignment). **TAB J**

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

**9.** Introduction, Public Hearing and possible action on Major General Plan Amendment GP13-025 – La Jara Farms, a request by Lindsay Schube on behalf of VIP Homes to amend the General Plan Land Use Map for 140.76 acres at the southeast corner of Hawes and Germann Roads from Employment Type A to Very Low Density Residential (up to 1 dwelling per acre). **TAB K**

**10.** Introduction, Public Hearing and possible action on Major General Plan Amendment GP13-026 – Estates at Queen Creek Station, a request by Ralph Pew on behalf of RSF Properties, LLC and RSF Queen Creek Properties, LLC to amend the General Plan Land Use Map for 156 acres at the southeast corner of Ellsworth and Germann Roads from Employment Type A to Low Density Residential 2 dwellings per acre). **TAB L**

**11.** Introduction, Public Hearing and possible action on Major General Plan Amendment GP13-027 – Meridian Crossing, a request by Mario Mangiamele on behalf of Wescor/Queen Creek LLC Company to amend the General Plan Land Use Map for 466 acres at the south side of Riggs Road, west of the Union Pacific Railroad from Regional Commercial to Medium Density Residential (up to 3 dwellings per acre). **TAB M**

**12.** Introduction, Public Hearing and possible action on Major General Plan Amendment GP13-028 – Barney Farms, a request by Mario Mangiamele on behalf of Ken, Newell, Gail and Pamela Barney and Dane Chaffee to amend the General Plan Land Use Map for 241 acres at the northeast corner of Signal Butte and Queen Creek Roads from Employment Type B and Recreation/Conservation to Mixed Use and High Density Residential Type B (up to 8 dwellings per acre). **TAB N**

**13.** Introduction, Public Hearing and possible action on Major General Plan Amendment GP13-029 – The Vineyards, a request by Ralph Pew on behalf of Healy Faulkner LLC to amend the General Plan Land Use Map for 55 acres west of Ironwood Road on the north side of Combs Road from Commercial and Mixed Use to Medium Density Residential **TAB O**

**14.** Introduction, Public Hearing and possible action on Major General Plan Amendment GP13-030 – Sonoqui Creek Village, a request by Ralph Pew on behalf of KEMF Hawes & Riggs, LLC to amend the General Plan Land Use Map for 107 acres at the northwest corner of Hawes and Riggs Roads from Very Low Density Residential (up to 1 dwelling unit) to Low Density Residential (up to 2 dwellings per acre). **TAB P**

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

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*None.*

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

**15.** Discussion on reuse water options and long-term planning for using treated effluent.  
*(If needed)*

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

**17. Adjournment**



**Minutes**  
**Work Study Session**  
**Queen Creek Town Council**  
Queen Creek Town Hall, 22350 S. Ellsworth Road  
Council Chambers  
November 20, 2013  
5:30pm

**1. Call to Order**

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

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

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

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

A. Discussion and consultation with the Town's attorney for legal advice and to consider the Town's position and instruct its attorney and representatives regarding a development agreement that is the subject of negotiations related to Vestar and Harkins. A.R.S. § 38-431.03(A)(3) and (4).

B. Discussion and consultation for legal advice with the Town Attorney and to consider the Town's position and instruct the Town attorney and staff regarding possible amendments to the Town's agreement with the Queen Creek Chamber of Commerce. A.R.S. 38-431.03(A)(3) and (4).

C. Discussion and consultations with the Town staff to consider the Town's position and instruct the staff regarding a possible exchange of real property with the Catholic Diocese A.R.S. 38-431.03(A)(7).

D. Discussion and consideration of assignments of Town Manager. A.R.S. 38-431.03(A)(1).

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

**1<sup>st</sup>: Barnes**

**2<sup>nd</sup>: Benning**

**VOTE: Unanimous**

The Work Study Session reconvened at 6:44p.m.

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

**4. Presentation by ASU on the Town's mobile application.**

PIO/Chief Marketing Officer Marnie Schubert introduced Scott Ray from the ASU New Media Innovation Lab, to present the new "Experience QC" mobile application. Mr. Ray's presentation on the lifestyle app included pages for news, activities, events, games, registration and a camera app that allows you to take photos and overlay them with photos of Queen Creek.

Council asked when the mobile app would be ready for release. Ms. Schubert responded it would be launched with the anniversary events. Discussion was on updates and upgrades for the app.

**5. Discussion on School Resource Officer (SRO) Program.**

Discussion occurred at the Regular Session.

**6. Update on the Town's 25<sup>th</sup> Anniversary events and logo.**

Discussion occurred at the Regular Session.

**7. Adjournment**

The meeting was adjourned at 6:52p.m.



**Minutes**  
**Regular Session**  
**Queen Creek Town Council**  
Queen Creek Town Hall, 22350 S. Ellsworth Road  
Council Chambers  
November 20, 2013  
7:00 p.m.

**1. Call to Order**

The meeting was called to order at 7:00p.m.

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

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

**3. Pledge of Allegiance:** Eagle Scout Moses James Hansen

**4. Invocation:** A moment of silence was observed for those serving in the military – past, present and future.

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

A. Eagles Scout Recognition – Moses James Hansen

Eagle Scout Hansen was recognized for organizing 27 volunteers and providing and 80 man hours cleaning, preparing and painting the fence around the skate park at Founders Park.

**6. Committee Reports**

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

Vice Mayor Oliphant reported on the following meetings & events:

Maricopa Association of Governments Regional Council – October 23, 2013: The Council approved transit project changes to the FY2011-2015 MAG Transportation Improvement Program; and heard updates on the statewide plan to reduce the number of vehicle accidents and on the Navajo Generating Station and compliance with the EPA requirements to reduce emissions. The next meeting is December 4, 2013.



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Greater Phoenix Economic Council – Community Partnership Program – November 13, 2013: Also attending was Council Member Gad. Presentations were given by the Town's Economic Development staff on key economic development initiatives and GPEC President & CEO Barry Broome gave a presentation on GPEC's initiative "Metropolitan Business Plan.

East Valley Partnership-Economic Development Committee – November 12, 2013: Also attending was Council Member Gad. The meeting was held at the new Communiversity @ Queen Creek. Rio Salado College representative Barbara Khalsa gave an overview on the programs and partners at the Communiversity. Roc Arnett with East Valley Partnership provided an update on EVP projects including an East Valley branding initiative. A tour of the Communiversity was provided at the end of the meeting.

Scout Den #939 – Grand Canyon Council – November 12, 2013: This meeting with the Den members provided an opportunity to discuss the roles & responsibilities of being in an elected office; Queen Creek historical information, and ways to be a responsible citizen.

Mayor Barney reported on the following meetings and events:

Boys & Girls Club of East Valley 36<sup>th</sup> Annual Bids for Kids Auction & Dinner – November 9, 2013: This included a short program and silent auction fundraiser for the East Valley programs.

2013 National League of Cities (NLC) Congress conference – November 13-16, 2013: Also attending were Council Member Barnes; Council Member Benning and Council Member Brown. The conference was held in Seattle, WA. Sessions included municipal finance, economic development, sustainability and community development. The next conference will be held in Austin, TX in November 2014.

Maricopa Association of Governments Executive Committee – November 18, 2013: The Executive Committee also serves as the Regional Community Partners Board of Directors and accepted funding to support aging services planning in the amount of \$45,000 from the Virginia G. Piper Charitable Trust and Arizona Community Foundation. The MAG Executive Committee also approved a consultant to conduct the Interstate 10/Interstate17 Corridor Master Plan; and appointed the Committee Chair & Vice Chair for 2014. The next meeting is January 2, 2014.

Phoenix-Mesa Gateway Airport Authority Board of Directors – November 18, 2013: Updates were given from ASU Polytechnic and Chandler Gilbert Community College; approval was given on the FY2015-2017 employee health insurance premium contributions; property marketing consultant was approved and the airports 20<sup>th</sup> anniversary was announced with the "Gateway Aviation Day" event on Saturday March 8, 2014. The Board also heard an appeal on the bid process for the runway reconstruction project. The next meeting is December 16, 2013.

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Maricopa Association of Governments Stakeholders Workshop – November 20, 2013: members of MAG Regional Council and Transportation Policy Committee discussed the final draft of a survey for the MAG Transportation Poll.

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

*None.*

C. Town Center Committee – November 13, 2013: Vice Mayor Oliphant reported on the Committees action on Façade Improvement Program application; Town’s monument signage; ASU Vision project and the tour of Banner Health Center. The next meeting is January 8, 2014.

D. Transportation Advisory Committee – November 14, 2013: Committee Chair Chris Clark reported on the committees’ discussion on the transportation elements of the 2013 Major General Plan amendments.

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

Tom Di Camillo, representing Central Arizona College, invited the Council to the ribbon cutting ceremony on December 5, 2013 for the new San Tan Campus located on Bella Vista Rd. in San Tan Valley.

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

A. Consideration and possible approval of the October 16, 2013 Work Study and Regular Session minutes.

B. Consideration and possible approval of expenditures over \$25,000:

1. Chapman Ford – 2014 Ford Explorer (Public Works Fleet): \$28,250 (*Budgeted in FY13/14*)
2. Town of Gilbert – IGA for Fire support services: \$100,000 (*Budgeted in FY13/14*)

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C. Consideration and possible approval of the appointment of Cliff Bartholomew and Derek Neighbors to the Economic Development Commission.

D. Consideration and possible approval of a Permanent Extension of Premises Application submitted by Mark Schnepf on behalf of Schnepf Farms, 22601 E. Cloud Rd., for festivals and other events held at Schnepf Farms. The farm has a current liquor license #07070502. *(Continued from the November 6, 2013 Council meeting)*

\*E. Public Hearing and possible approval of a Series #09 (License #0907008) Liquor License Location Transfer application submitted by Kim Kwiatkowski on behalf of Circle K Stores, Inc. The application is to transfer the current Series #09 Liquor Store License from Discount Beverage Outlet #5289 (owned by Circle K Stores, Inc.) 22005 S. Ellsworth Road to Circle K Store #8593, 21895 S. Ellsworth Road.

Staff requested Item C removed.

**Motion to approve the remainder of the Consent Calendar:**

**1<sup>st</sup>: Wheatley**

**2<sup>nd</sup>: Barnes**

**VOTE: Unanimous**

**Item C:** Staff requested that only Derek Neighbors be appointed to the Economic Development Commission.

**Motion to appoint Derek Neighbors to the Economic Development Commission:**

**1<sup>st</sup>: Brown**

**2<sup>nd</sup>: Gad**

**VOTE: Unanimous**

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

*None.*

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

**9.** Discussion and possible approval of **Resolution 970-13** approving the Development Agreement between the Town and VPQCM, LLC (Vestar).

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Economic Development Director Doreen Cott reviewed the development agreement and fee waivers contingent upon the theatre opening May 1, 2015. Ms. Cott pointed out that the groundbreaking is January 2014 and grand opening May 2015.

Council discussed economic spillover and support to other businesses not only in the Marketplace but surrounding businesses.

**Motion to approve Resolution 970-13 the Development Agreement between the Town and VPQCM, LLC (Vestar):**

**1<sup>st</sup>: Brown**

**2<sup>nd</sup>: Benning**

**VOTE: Unanimous**

**10.** Discussion and possible approval of **Resolution 969-13** and **Ordinance 539-13** amending the Town Code Chapter 7, Article 1 “Administration” and Article 2 “Amendments”; adopting new building construction codes and standards by repeal of existing Article 1 and Article 2 and adoption of new Articles; repealing all ordinances of the Town of Queen Creek in conflict therewith and setting an effective date.

Mayor Barney announced that one representative of those in favor or opposed could be selected and given additional time to present the concerns of the group.

Community Development Director Chris Anaradian stated that building codes provide guidance for safety and integrity in construction.

Building Official Michael Williams gave a brief history of the building codes in the US for consistency and compatibility for safety and sanitation. He discussed the Code development process; minimum requirements and amendments. Mr. Williams stated that the Green Building Code is not proposed for adoption at this time but the Energy Conservation Code w/amendments is being recommended.

Council asked for clarification on why the Green Building Code is not recommended. Mr. Williams explained that the Energy Conservation Code overlays the Green Building Code but builders can still use either. Council also asked how violations of the Building Codes would be enforced. Mr. Williams responded that a violation of building without a permit or refusing to comply with the building codes is considered a misdemeanor. Town Attorney Fredda Bisman added that every attempt is made to have a violator come into compliance and legal action is rarely needed. She also stated that violations are considered as misdemeanor 1 which is the lowest classification.

The Mayor opened the Public Comment:

Bill Cleveland, Mesa, representing SBA, was in support of the Building Codes as recommended by staff.

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Marcus Ray, Mesa, spoke in opposition to building regulations.

Jenny Stewart, Queen Creek, submitted written comments in opposition.

Rusdon Ray, Queen Creek, spoke in opposition to the Council approving the building codes.

Calvin Johnson, Queen Creek, spoke in opposition and said Council should not adopt mandates from the federal government but should pick what codes Queen Creek wants.

Jackson Moll, representing the Homebuilders Association of Central Arizona, spoke in favor the building codes in general but the Association still had concerns with the Energy Code due to added costs. Mr. Moll supported staff's recommendations.

Myrna Memmott, Queen Creek, submitted written comments opposed.

Sharon Bonesteel, representing SRP, spoke in favor of the building codes including the Energy Code.

Emilena Turley, Queen Creek, spoke in opposition.

Ray Scott, Chandler, submitted a card in opposition.

Paul Mann, San Tan Valley, spoke in favor of the Building Codes. He also stated that he was a member of SBA.

The Public Comment was closed.

Council discussed perceptions of excessive government regulations; possibility of adopting building codes exclusive to Queen Creek; previous and current building codes protecting people against lead poisoning; asbestos and fire with the smoke detector requirements. Discussion was also in regard to the possible added expenses to the homebuilder or homebuyer and ensuring that Queen Creek is a safe and healthy community.

**Motion to decline staff's recommendation to adopt the new building codes and standards and preserve the existing codes:**

**1<sup>st</sup>: Gad**

**2<sup>nd</sup>: Wheatley**

**VOTE: 2-5 FAILED**

**Barnes – nay**

**Benning – nay**

**Brown – nay**

**Gad – aye**

**Wheatley – aye**

**Oliphant – nay**

**Barney – nay**

**Motion to approve Resolution 969-13 and Ordinance 539-13 amending the Town Code Chapter 7, Article 1 “Administration” and Article 2 “Amendments”; adopting new building construction codes and standards by repeal of existing Article 1 and Article 2 and adoption of new Articles; repealing all ordinances of the Town of Queen Creek in conflict therewith and setting an effective date:**

**1<sup>st</sup>: Benning**

**2<sup>nd</sup>: Brown**

**VOTE: 5-2 PASSED**

**Barnes – aye**

**Benning – aye**

**Brown – aye**

**Gad – nay**

**Wheatley – nay**

**Oliphant – aye**

**Barney – aye**

The meeting was recessed from 8:59 – 9:09p.m.

Mayor Barney suspended the rules and moved Agenda Item #13 prior to Agenda Items #11 & #12.

**11.** Discussion and possible action on the Council annual retreat action plan concerning annexation evaluation of certain portions of the Town’s planning area.

Community Development Director Chris Anaradian discussed the process of annexing state land. He recommended maintaining a strong relationship with the Arizona State Land Department while planning for infrastructure and development. Town Manager John Kross added that with Queen Creek’s limited resources, it may be unrealistic to expect any annexation of the state land indentified in the current General Plan and it should be considered as part of the 2015 General Plan Update.

Council discussed the importance to have a long range strategic plan and be pro-active prior to any annexation.

**12.** Discussion and possible action on proposed amendments to the Standard Form By-laws for Committees, Boards and/or Commissions.

Assistant to Town Manager Tracy Corman reviewed the proposed amendments to the three policies that are related to committee membership; definitions; inactive committees and minimum number of voting members. The amendments are scheduled to be on the December 4, 2013 Council agenda for approval.

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

**13.** Discussion on the School Resource Officer (SRO) Program.

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Town Manager Kross briefly stated that this item was a follow-up from the August Council Retreat discussion.

MCSO Capt. Randy Brice gave a presentation on MCSO's philosophy and approach on the School Resource Officer (SRO) program. Capt. Brice explained that Queen Creek follows the NASRO Standards and the partnership between the Town, Queen Creek School District and Maricopa County Sheriff's Office. He explained the training required to be an SRO and the School Districts' option to determine what level of training they want the SRO to have.

Council asked if there were any "success stories". The response was the interaction between the SRO and students is a positive influence no major incidences have occurred because of the interaction before reaching that level.

Council also asked if there was any consideration to introducing the program at the junior high/middle school. Capt. Brice responded that based on the programs implemented by the SRO and those schools, the need for a dedicated SRO has decreased and it has been found that having the SRO at the high school level has the most influence.

There was discussion regarding other programs in place at the schools; the presence of public safety officers and Posse support in programs. There was also discussion on mitigating an event vs. preventing an event.

Queen Creek School Superintendent Tom Lindsay stated that the SRO approach and program is balanced and tailored for the Queen Creek schools. He commended retired MCSO Deputy Mike Lucas, Capt. Brice and Deputy Ivan Lopez for their involvement with the schools, students and community. Mr. Lindsay stated that the current SRO program is funded 50/50 between the Town and QCUSD and that the schools do have other security on site.

**14. Discussion on organizational succession planning.**

HR Director Bruce Gardner gave a presentation on what and how succession planning is done. He reviewed the diversity of employees; components of succession planning including level of competency, employee development; benefits and identifying key positions within departments. Mr. Gardner also reviewed the results of an employee survey on job satisfaction.

Mr. Gardner stated the Town's succession plan, that will begin to be developed in January 2014 will include a cross training program; mentor program; individualized development plan and career paths and implemented during 2014.

**15. Discussion on the 2014-2019 Corporate Strategic Plan.**

Town Manager John Kross reviewed proposed updates to the Key Result Areas of the Corporate Strategic Plan and requested any additional input from Council.

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**16.** Update on the Town's 25<sup>th</sup> Anniversary events and logo.

PIO/Chief Marketing Officer Marnie Schubert stated that the kick-off event for the 25<sup>th</sup> Anniversary Celebration will be at the State of the Town Address in January 2014. Ms. Schubert presented the proposed anniversary logo that incorporates the current logo; Queen Creek Flag contest and other monthly special events. Council suggested recognizing the prior Council's; group photos and retaining the green & gold Queen Creek flag as the official flag for events.

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

**Motion to adjourn/reconvene to Executive Session at 11:26p.m:**

**18. Adjournment**

The meeting reconvened and adjourned at 11:45p.m.





Requesting  
Department:  
Management Services

**TO: HONORABLE MAYOR AND TOWN COUNCIL**

**THROUGH: JOHN KROSS, TOWN MANAGER**

**FROM: CANDACE VIS, PURCHASING OFFICE**

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

**DATE: December 18, 2013**

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**Staff Recommendation:**

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

**Proposed Motion:**

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

**Discussion:**

The following items being requested are:

1. 4 - 2014 Toyota Tacoma, base model
2. Water distribution parts
3. State lobbying services on retainer
4. Work order for construction of sidewalk, driveway improvements, landscaping, and conduit
5. Irrigation services

See attachment for additional explanation on the above expenditures.

**Fiscal Impact:**

The fiscal impact of the requested spending authority for the above expenditures is \$479,153. Funds have been identified within their line item budgets as approved in the 2013-14 fiscal year budgets.

**Alternatives:**

1. Council could choose not to approve the expenditure, which would result in the Water Division having to double up their employees and leaving the department at risk for no back-up vehicles during maintenance or repairs. These scenarios would result in slower response times and delays in service to the approximate

20,000 customers that the Town serves. Potential delays in the installation of new meters on new homes could also result.

2. Council could choose not to approve the expenditure and request that the department go through a formal RFP process, which would result in the delay of interconnecting the Town of Queen Creek water system with the H2O water system. A delay in the interconnections could impact potable water for construction and HOA landscaping during high summer usage.
3. Council could choose not to approve the expenditure, which would severely impact the Town's ability to monitor activity at the State Legislature as well as influence key votes. The Town does not currently have in-house staff resources that could provide the same level of service at the State Legislature.
4. No alternative necessary since the project was already approved by Council.
5. Council could choose not to approve the expenditure and request that the department go through a formal RFP process, which would result in a disruption of service. Failure to properly operate the irrigation ports could result in an overflow situation where water pressure builds up causing a system blowout and a catastrophic loss of water.

**Attachments:**

A detailed list of the requested expenditures.

**Attachment: Expenditure \$25,000 and over**

**For Fiscal Year 2014**

**December 18, 2013**

Item #	Vendor	Description	Purpose	Requesting Dept	Fiscal Impact \$	Procurement Method
1	Larry Miller Toyota	4 - 2014 Toyota Tacoma, base model	The purchase of trucks for the Water Division due to the acquisition of H2O and the additional staff that has been hired. Smaller sized trucks are needed for the navigation through congested neighborhoods and construction sites.	Utilities Department	\$106,000	Arizona State Contract #ADSP012-016665
2	HD Supply Waterworks	Water distribution parts	Contract spending authority for water distribution parts for the interconnection of the Town of Queen Creek water system and the H2O water system.	Utility Services	\$172,000	City of Chandler Contract #WH3-890-3218
3	Kutak Rock	State lobbying services on retainer	Provide a presence on behalf of the Town of Queen Creek at the Arizona State Legislature to monitor issues affecting the Town, and to work on behalf of the Town to ensure legislators fully understand the impacts of proposed legislation and influence key votes.	Town Manager	\$45,000	Town of Queen Creek Contract #2012-079
4	CPC Contruction	Work Order for the contstruction of the sidewalk, driveway improvements, landscaping, and conduit along Ocotillo Rd west of Ellsworth Loop Rd	Remaining section of Ocotillo Road sidewalk installation. Ocotillo Sidewalk installation on the northwest corner of Ocotillo and Ellsworth Loop Roads, just west of the SRP substation. This project was initially approved to move forward at the Town Work Study Session on July 18, 2012. All priority sidewalks have been installed, except this final section to complete the Town Center Sidewalk Project. This is a budgeted item.	Public Works	\$71,153	Town of Queen Creek Contract #2011-081

**Attachment: Expenditure \$25,000 and over**

**For Fiscal Year 2014**

**December 18, 2013**

5	Romo Irrigation	Irrigation services	To open and close residential ports and maintain service lines and portal services.	Utility Services	\$85,000	Town of Queen Creek Contract #2011-074
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Requesting Department:

Development Services

**TO: HONORABLE MAYOR AND TOWN COUNCIL**

**THROUGH: JOHN KROSS, TOWN MANAGER**

**FROM: PATRICK FLYNN – ASSISTANT TOWN MANAGER  
TROY WHITE – PUBLIC WORKS DIVISION MANAGER  
SANDRA MCGEORGE – MANAGEMENT ASSISTANT II**

**RE: CONSIDERATION AND POSSIBLE APPROVAL OF AN EASEMENT TO BE GRANTED TO SRP FOR INSTALLATION OF A 69 KV FOR ELECTRIC SERVICE LINE ALONG ELLSWORTH ROAD RIGHT-OF-WAY FOR AN AMOUNT OF \$117,547.00 TO BE PAID TO THE TOWN.**

**DATE: DECEMBER 18, 2013**

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**Staff Recommendation:**

Staff recommends approval of an easement to be granted to SRP for installation of a 69kv electric service line along Ellsworth Road right-of-way in an amount of \$117,547.00 to be paid to the Town.

**Proposed Motion:**

Move to approve an easement to SRP for installation of a 69kv electric service line along Ellsworth Road right-of-way in an amount of \$117,547.00 to be paid to the Town.

**Discussion:**

This easement runs from the future MORCOM SRP Substation located on the northwest corner of Ellsworth Road and Mews Road south along Ellsworth Road to Empire Blvd. (see attached map). The easement is for the future location of 69kv poles that will tie in the MORCOM Substation to existing poles running east on Empire Blvd. The MORCOM Substation is required to supply additional power needs for growth in the region. It is anticipated that the construction of the MORCOM Substation could start in late 2014 or early 2015.

**Background –**

On June 5, 2008 SRP held an open house to share information about the power needs of the community and gather feedback on possible route options. Based on that input and engineering criteria, SRP proposed four route options for the new 69kv lines.

On July 17, 2008 SRP held a second open house for area residents to seek public input on the route alternatives. Residents were asked for their route preference for the project. The outcome of this public meeting resulted in the final route selection.

The final route was selected based upon input from residents and property owners and was reviewed by the town's SRP Task Force. SRP engineers considered a variety of factors in the final route selection, including future electrical needs, construction feasibility, maintainability and cost. The poles will not interfere with the Pegasus Airport flight path.

On January 16, 2010 the Town and Maricopa County partnered to widen and improve Ellsworth Road between Cloud Road and Empire Blvd. The IGA stipulated that the Town would annex the full Right-of-Way upon completion of the project. It was further agreed at that time with SRP that the Town would seek approval for the 69kv easement once the Town completed the annexation process, which is now complete.

SRP does not claim prior rights for this easement; therefore the Town is entitled to fair market value compensation. SRP commissioned an appraisal to establish the square foot value. The Town consulted its appraiser to review SRP's appraisal. The appraiser for the Town concluded that SRP had made a fair offer. The offer to the Town is for \$117,547.00.

**Fiscal Impact:**

SRP has offered to pay the Town \$117,547.00

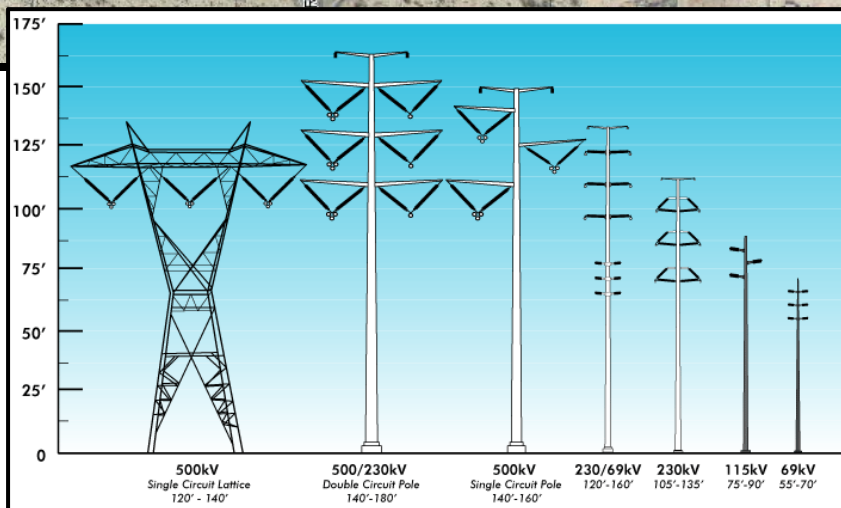
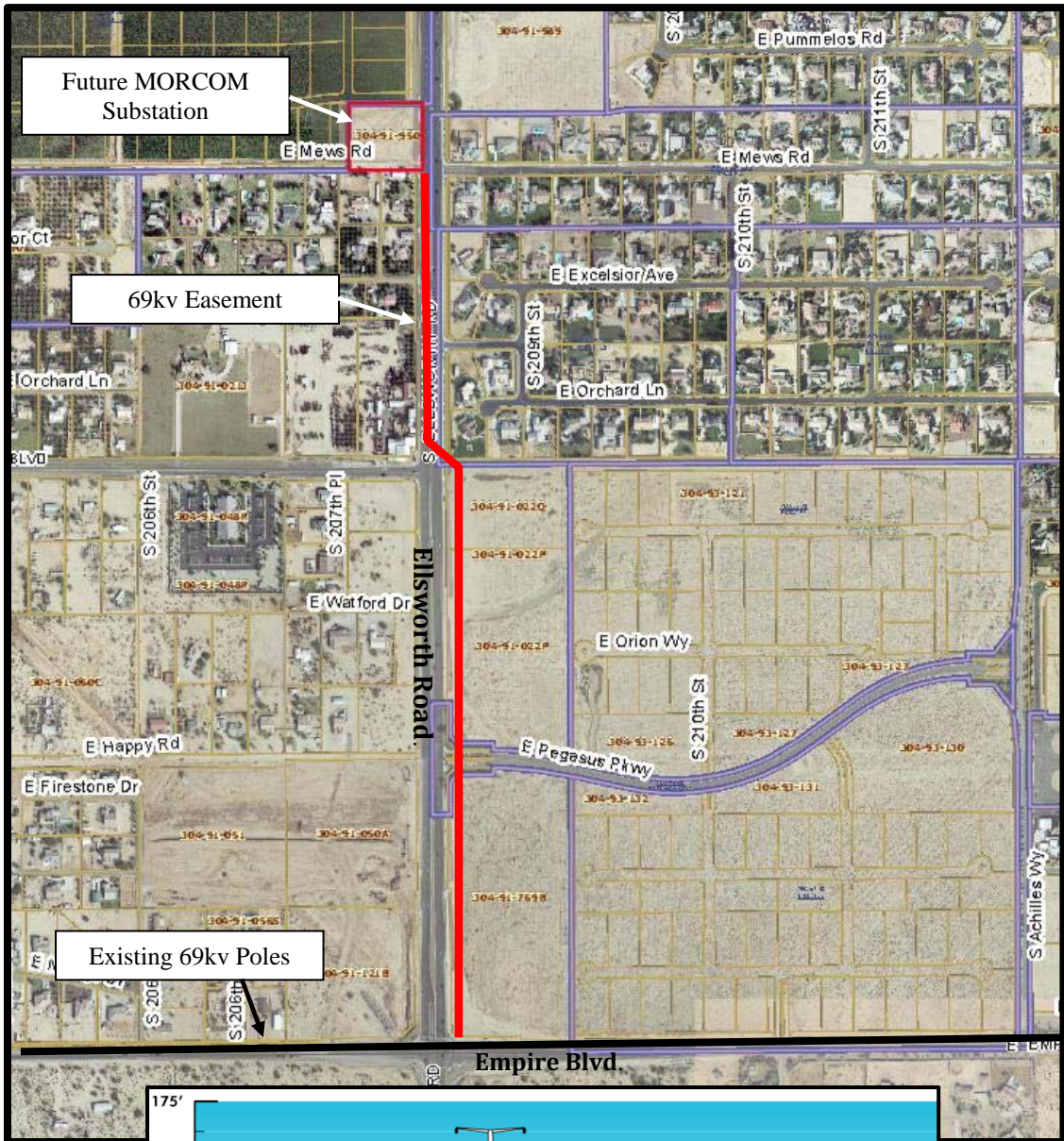
**Alternatives:**

This alignment has already undergone the requirements of public input process required by the Town. The Council could chose not to grant SRP the easement but this could result in strained relationship with SRP as they have met our public input requirements of gathering public support for their alignment and have already incurred costs related to this project.

**Attachments:**

1. Site Map
2. SRP Easement

# Attachment 1 Site Map



Attachment 2  
SRP Easement



**WHEN RECORDED MAIL TO:  
SALT RIVER PROJECT**

Land Department/PAB350  
P. O. Box 52025  
Phoenix, Arizona 85072-2025

***EASEMENT***

Maricopa County  
Ellsworth Road ROW  
Sec 33 & 34, T2S R4E

Agt. WMJ  
Job # XA1-808 ✓ 10/16/13  
W WMJ C man

**TOWN OF QUEEN CREEK,**  
an Arizona municipal corporation,

hereinafter called Grantor, for and in consideration of the sum of Ten Dollars, and other valuable consideration, receipt of which is hereby acknowledged, does hereby grant and convey to **SALT RIVER PROJECT AGRICULTURAL IMPROVEMENT AND POWER DISTRICT**, an agricultural improvement district organized and existing under the laws of the State of Arizona, its agents, employees, contractors, and permittees and its and their respective successors and assigns, hereinafter called the Grantee, a non-exclusive easement in, upon, over, under, across, through and along the lands hereinafter described (such lands hereinafter described being sometimes referred to herein as the "Easement Parcel"), to construct, install, reconstruct, replace, remove, repair, operate and maintain a line or lines of poles, towers, or other supporting structures and conductors or cables suspended thereon and supported thereby, and underground conduits, conductors, pipes, cables, vaults, manholes, guys, anchorage, crossarms, braces, transformers and all other appliances, appurtenances, and fixtures for the transmission and distribution of electricity, and for all other purposes connected therewith and for the transmission and distribution of telephone, audio and/or visual signal and other communication or data transmission purposes (collectively "Facilities") at such locations and elevations, in, upon, over, under, across and along the Easement Parcel as Grantee may now or hereafter deem convenient or necessary from time to time, together with the right of ingress and egress to, from, across and along the Grantor's Property and with the right to use Grantor's lands adjacent to the Easement Parcel during temporary periods of construction, provided that Grantee shall not unreasonably interfere with Grantor's use of lands adjacent to the Easement Parcel. Grantor makes the foregoing grant only to the extent of the rights held by Grantor in the Easement Parcel.

The lands in, upon, over, under, across, through and along which this easement is granted are situated in the County of Maricopa, State of Arizona, and are more particularly described as:

**Easement Parcel:**

**EXHIBIT "A" ATTACHED HERETO AND MADE A PART HEREOF.**

**CAUTION:** Facilities placed within the Easement Parcel may contain high voltage electrical equipment. Notice is hereby given that the location of underground electrical conductors or facilities must be verified as required by Arizona Revised Statutes, Section 40-360.21, et. seq., Arizona Blue Stake Law, prior to any excavation. Notice is also hereby given that any activity performed within the Easement Parcel shall comply with the Arizona Overhead Powerline Safety Law, Arizona Revised Statutes 40-360.41-45.

Grantor shall maintain a clear area that extends 3.00 feet from and around all edges of all transformer pads and other equipment pads, and a clear operational area that extends 12.00 feet immediately in front of all transformer and other equipment openings. No obstruction, trees, shrubs, fixtures or permanent structures shall be placed within said areas.

Grantor shall not construct, install or place, or permit to be constructed, installed or placed any building or other structure, plant any trees, drill any well, store materials of any kind, or alter ground level by cut or fill, within the area of the Easement Parcel. Provided, however, that Grantor reserves the right to use the Easement Parcel and to grant further easements in, upon, over, under, across, through and along the Easement Parcel for any purpose necessary or convenient, in Grantor's sole discretion, including, but not limited to, landscaping, parks, golf courses, storm water retention basins, cross fences, trail and bike path, alleys, driveways, road crossings, vehicle parking or storing, irrigation ditches, pipelines, and public utilities and for any purpose consistent with Grantee's rights and privileges herein granted and which will not interfere with or endanger any of the equipment or other property of the Grantee or the use thereof.

Grantee, at Grantee's sole cost, shall have the right to construct, modify and maintain access openings at such locations and of such dimensions in walls or fences within the Easement Parcel. only with the prior consent of Grantor, which consent shall not be unreasonably withheld. Grantor shall not construct future walls or fences within the Easement Parcel in a manner that unreasonably interferes with Grantee's access to the Easement Parcel or the Facilities

Grantee, at Grantee's sole cost, shall have the right (but not the obligation) to trim, cut and clear away trees, brush or other vegetation on the Easement Parcel whenever in Grantee's judgment the same shall be necessary for the convenient and safe exercise of the rights herein granted.

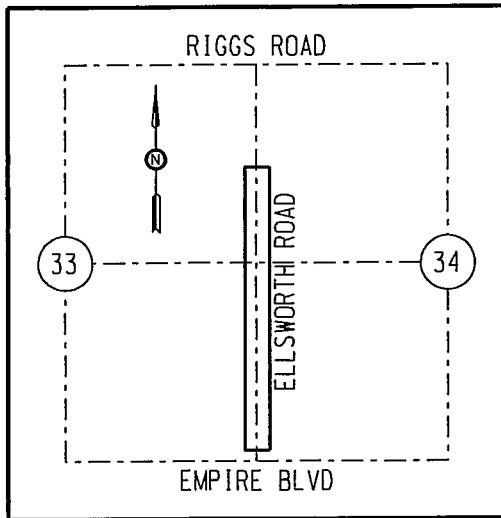
In the event Grantee records a document to formally abandon the easement granted herein, all Grantee's rights hereunder shall cease, except the right to remove any and all property placed upon the Easement Parcel within a reasonable time subsequent to such abandonment.

The covenants and agreements herein set forth shall extend and inure in favor and to the benefit of and shall be binding on the heirs, administrators, executors, personal representatives, legal representatives, successors (including successors in ownership and estate), assigns and lessees of the Grantor and Grantee.

If Grantee performs excavation activities in or around the Easement Parcel and disturbs or damages any of the real property or improvements of Grantor or any third party while performing such excavation, all such real property or improvements disturbed or damaged shall be restored as close to original condition as is reasonably possible at the sole expense of the Grantee and such obligation shall survive any termination of this document or the easement granted herein.



# EXHIBIT "A"



VICINITY MAP (N.T.S.)  
T2S R7E  
G&SRM

## LEGEND

- SECTION AND CENTERLINE
- PROPERTY LINE
- LIMITS OF EASEMENT
- ◆ SECTION CORNER AS NOTED

## AREA

THIS EASEMENT CONTAINS 70,705 SQUARE FEET,  
MORE OR LESS.

## BASIS OF BEARING

ARIZONA STATE PLANE COORDINATE SYSTEM  
ZONE 202

## ABBREVIATION TABLE

BLVD	BOULEVARD
FND	FOUND
MCR	MARICOPA COUNTY RECORDER
(M)	MEASURED
N.T.S.	NOT TO SCALE
P.O.B.	POINT OF BEGINNING
(R)	RECORD
R/W	RIGHT-OF-WAY



REGISTRATION  
EXPIRES: 03-31-16

OVERHEAD ELECTRIC POWER LINE RIGHT-OF-WAY MARICOPA COUNTY, ARIZONA

## CAUTION

THE EASEMENT LOCATION AS HEREON DELINEATED MAY CONTAIN HIGH VOLTAGE ELECTRICAL EQUIPMENT, NOTICE IS HEREBY GIVEN THAT THE LOCATION OF UNDERGROUND ELECTRICAL CONDUCTORS OR FACILITIES MUST BE VERIFIED AS REQUIRED BY ARIZONA REVISED STATUTES, SECTION 40-380.21, ET. SEQ., ARIZONA BLUE STAKE LAW, PRIOR TO ANY EXCAVATION.

## NOTES

THIS EXHIBIT IS INTENDED TO ACCOMPANY AN EASEMENT. ALL PARCELS SHOWN WERE PLOTTED FROM RECORD INFORMATION, AND NO ATTEMPT HAS BEEN MADE TO VERIFY THE LOCATION OF ANY BOUNDARIES SHOWN. THIS IS NOT AN ARIZONA BOUNDARY SURVEY.

ALL ELECTRIC LINES SHOWN ARE MEASURED TO THE WINDOW OF THE EQUIPMENT PAD UNLESS OTHERWISE NOTED.

SALT RIVER PROJECT  
AGRICULTURAL IMPROVEMENT & POWER DISTRICT



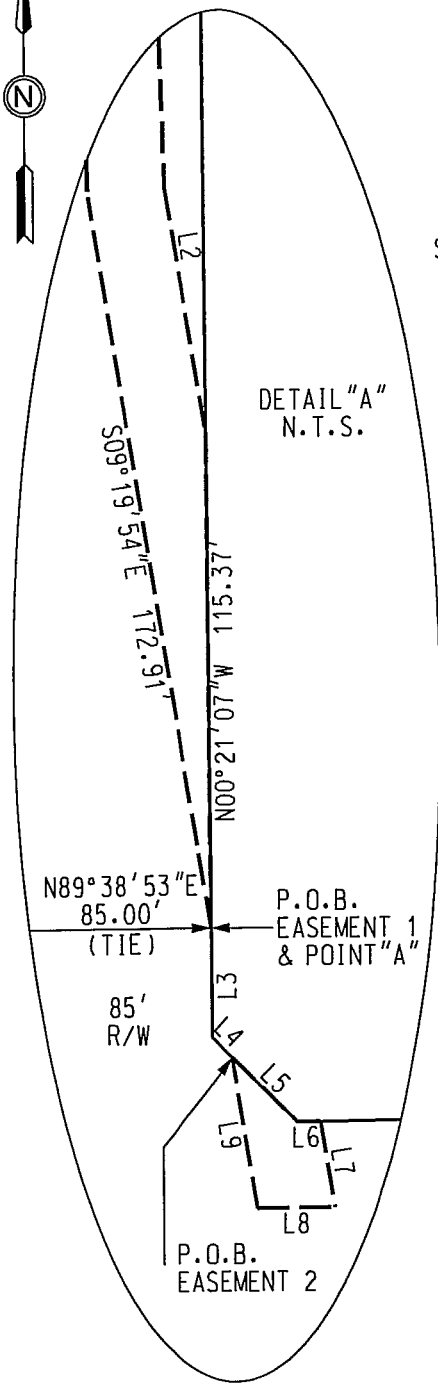
SURVEY DIVISION  
LAND DEPARTMENT

SRP JOB NUMBER: XA1-808	SCALE: N.T.S.
AMP W/O NUMBER: T1970806	SHEET: 1 OF 4
AGENT: JOHNSEN	SHEET SIZE: 8.5"x11"
DRAWN: GOREHAM	REVISION: 0 <i>10/16/13</i>
CHECKED BY: DICKEY	CREW CHIEF: WHITMOYER
DATE: 10/07/2013	FIELD DATE: 03/06/2008

MORCOM - 69KV LINE  
SECTION 33 & 34  
T.2.S., R.7.E.  
38.7 EAST-11.2 SOUTH

# EXHIBIT "A"

MATCH SHEET 3



WEST LINE OF THE SOUTHWEST QUARTER OF SECTION 34

SOUTHEAST QUARTER OF SECTION 33  
T-2-S, R-7-E

SOUTHWEST QUARTER OF SECTION 34  
T-2-S, R-7-E

ELLSWORTH ROAD

(BASIS OF BEARING)

S01°49'49"E  
232.98'

SOUTH LINE OF THE SOUTHWEST QUARTER OF SECTION 34

N01°49'49"W  
231.51'


SOUTHWEST CORNER SECTION 34  
FND BRASS CAP IN HAND HOLE  
OBSERVED: 05/13/2009  
POINT OF COMMENCEMENT

SEE DETAIL "A"

EMPIRE BLVD

EMPIRE BLVD

SALT RIVER PROJECT AGRICULTURAL IMPROVEMENT & POWER DISTRICT	
SRP JOB NUMBER: XA1-808	SCALE: 1" = 300'
AMP W/O NUMBER: T1970806	SHEET: 2 OF 4
AGENT: JOHNSEN	SHEET SIZE: 8.5"x11"
DRAWN: GOREHAM	REVISION: 0 <b>10/16/13</b>
CHECKED BY: DICKEY	CREW CHIEF: WHITMOYER
DATE: 10/07/2013	FIELD DATE: 03/06/2008

 SURVEY DIVISION  
LAND DEPARTMENT

**MORCOM - 69KV LINE**  
**SECTION 33 & 34**  
**T.2.S., R.7.E.**  
**38.7 EAST-11.2 SOUTH**

# EXHIBIT "A"

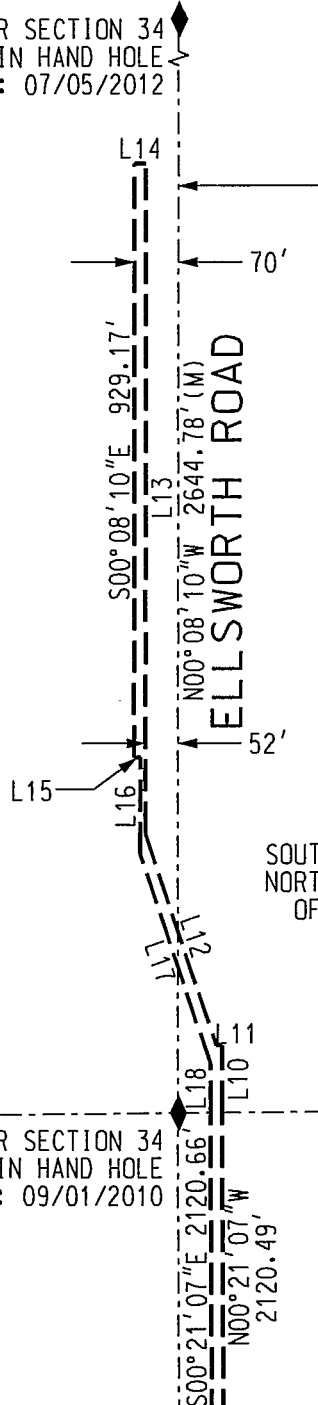


NORTHWEST CORNER SECTION 34  
 FND BRASS CAP IN HAND HOLE  
 OBSERVED: 07/05/2012

NORTHEAST QUARTER  
 OF SECTION 33  
 T-2-S, R-7-E

WEST LINE OF THE  
 NORTHWEST QUARTER  
 OF SECTION 34

NORTHWEST QUARTER  
 OF SECTION 34  
 T-2-S, R-7-E




SAN TAN BLVD

WEST QUARTER CORNER SECTION 34  
 FND BRASS CAP IN HAND HOLE  
 OBSERVED: 09/01/2010

SOUTH LINE OF THE  
 NORTHWEST QUARTER  
 OF SECTION 34

MATCH SHEET 2

SALT RIVER PROJECT AGRICULTURAL IMPROVEMENT & POWER DISTRICT		 SURVEY DIVISION LAND DEPARTMENT
SRP JOB NUMBER: XA1-808	SCALE: 1" = 300'	
AMP W/O NUMBER: T1970806	SHEET: 3 OF 4	MORCOM - 69KV LINE SECTION 33 & 34 T.2.S., R.7.E. 38.7 EAST-11.2 SOUTH
AGENT: JOHNSEN	SHEET SIZE: 8.5"x11"	
DRAWN: GOREHAM	REVISION: 0 <i>10/16/13</i>	
CHECKED BY: DICKEY	CREW CHIEF: WHITMOYER	
DATE: 10/07/2013	FIELD DATE: 03/06/2008	

# EXHIBIT "A"



LINE TABLE		
LINE	BEARING	DISTANCE
L1	N00°21'07"W	120.89'
L2	N09°19'54"W	57.84'
L3	S00°21'07"E	25.43'
L4	S45°30'27"E	6.72'
L5	S45°30'27"E	21.49'
L6	N89°20'14"E	5.39'
L7	S09°19'54"E	20.23'
L8	S89°20'29"W	18.22'
L9	N09°19'54"W	35.64'
L10	N00°08'10"W	105.23'
L11	S89°45'10"W	8.64'
L12	N19°04'37"W	349.25'
L13	N00°08'10"W	1047.60'
L14	S89°51'43"W	18.00'
L15	N89°51'50"E	10.00'
L16	S00°08'10"E	150.58'
L17	S19°04'37"E	345.05'
L18	S00°08'10"E	77.16'

SALT RIVER PROJECT  
AGRICULTURAL IMPROVEMENT & POWER DISTRICT



SURVEY DIVISION  
LAND DEPARTMENT

SRP JOB NUMBER: XA1-808	SCALE: 1" = 300'
AMP W/O NUMBER: T1970806	SHEET: 4 OF 4
AGENT: JOHNSEN	SHEET SIZE: 8.5"x11"
DRAWN: GOREHAM	REVISION: 0 <i>10/16/13</i>
CHECKED BY: DICKEY	CREW CHIEF: WHITMOYER
DATE: 10/07/2013	FIELD DATE: 03/06/2008

MORCOM - 69KV LINE  
SECTION 33 & 34  
T.2.S., R.7.E.  
38.7 EAST-11.2 SOUTH

TWO EASEMENTS LOCATED IN THE WEST HALF OF SECTION 34 AND THE NORTHEAST QUARTER OF SECTION 33, TOWNSHIP 2 SOUTH, RANGE 7 EAST OF THE GILA AND SALT RIVER MERIDIAN, MARICOPA COUNTY, ARIZONA, BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

EASEMENT 1:

COMMENCING AT THE SOUTHWEST CORNER OF SAID SECTION 34, BEING A BRASS CAP IN HAND HOLE, FROM WHICH THE WEST QUARTER CORNER OF SAID SECTION 34, BEING A BRASS CAP IN HAND HOLE, BEARS NORTH 00 DEGREES 21 MINUTES 07 SECONDS WEST, A DISTANCE OF 2645.07 FEET (BASIS OF BEARING);

THENCE ALONG THE WEST LINE OF THE SOUTHWEST QUARTER OF SAID SECTION 34, NORTH 00 DEGREES 21 MINUTES 07 SECONDS WEST, A DISTANCE OF 120.89 FEET;

THENCE DEPARTING SAID WEST LINE, NORTH 89 DEGREES 38 MINUTES 53 SECONDS EAST, A DISTANCE OF 85.00 FEET TO A LINE BEING PARALLEL WITH AND 85.00 FEET EAST OF THE WEST LINE OF THE SOUTHWEST QUARTER OF SAID SECTION 34 AND THE POINT OF BEGINNING OF SAID EASEMENT 1 AND HEREINAFTER KNOWN AS POINT "A";

THENCE ALONG SAID PARALLEL LINE, NORTH 00 DEGREES 21 MINUTES 07 SECONDS WEST, A DISTANCE OF 115.37 FEET;

THENCE DEPARTING SAID PARALLEL LINE, NORTH 09 DEGREES 19 MINUTES 54 SECONDS WEST, A DISTANCE OF 57.84 FEET;

THENCE NORTH 01 DEGREES 49 MINUTES 49 SECONDS WEST, A DISTANCE OF 231.51 FEET TO A LINE BEING PARALLEL WITH AND 70.00 FEET EAST OF THE WEST LINE OF THE SOUTHWEST QUARTER OF SAID SECTION 34;

THENCE ALONG SAID PARALLEL LINE, NORTH 00 DEGREES 21 MINUTES 07 SECONDS WEST, A DISTANCE OF 2120.49 FEET TO THE SOUTH LINE OF THE NORTHWEST QUARTER OF SAID SECTION 34 AND A LINE BEING PARALLEL WITH AND 70.00 FEET EAST OF THE WEST LINE OF THE NORTHWEST QUARTER OF SAID SECTION 34;

THENCE DEPARTING SAID SOUTH LINE AND ALONG SAID PARALLEL LINE, NORTH 00 DEGREES 08 MINUTES 10 SECONDS WEST, A DISTANCE OF 105.23 FEET;

THENCE DEPARTING SAID PARALLEL LINE, SOUTH 89 DEGREES 45 MINUTES 10 SECONDS WEST, A DISTANCE OF 8.64 FEET;

THENCE NORTH 19 DEGREES 04 MINUTES 37 SECONDS WEST, A DISTANCE OF 349.25 FEET TO A LINE BEING PARALLEL WITH AND 52.00 FEET WEST OF THE EAST LINE OF THE NORTHEAST QUARTER OF SAID SECTION 33;

THENCE ALONG SAID PARALLEL LINE, NORTH 00 DEGREES 08 MINUTES 10 SECONDS WEST, A DISTANCE OF 1047.60 FEET;

02/10/16/17



THENCE DEPARTING SAID PARALLEL LINE, SOUTH 89 DEGREES 51 MINUTES 43 SECONDS WEST, A DISTANCE OF 18.00 FEET TO A LINE BEING PARALLEL WITH AND 70.00 FEET WEST OF THE EAST LINE OF THE NORTHEAST QUARTER OF SAID SECTION 33;

THENCE ALONG SAID PARALLEL LINE, SOUTH 00 DEGREES 08 MINUTES 10 SECONDS EAST, A DISTANCE OF 929.17 FEET;

THENCE DEPARTING SAID PARALLEL LINE, NORTH 89 DEGREES 51 MINUTES 50 SECONDS EAST, A DISTANCE OF 10.00 FEET TO A LINE BEING PARALLEL WITH AND 60.00 FEET WEST OF THE EAST LINE OF THE NORTHEAST QUARTER OF SAID SECTION 33;

THENCE ALONG SAID PARALLEL LINE, SOUTH 00 DEGREES 08 MINUTES 10 SECONDS EAST, A DISTANCE OF 150.58 FEET;

THENCE DEPARTING SAID PARALLEL LINE, SOUTH 19 DEGREES 04 MINUTES 37 SECONDS EAST, A DISTANCE OF 345.05 FEET TO A LINE BEING PARALLEL WITH AND 52.00 FEET EAST OF THE WEST LINE OF THE NORTHWEST QUARTER OF SAID SECTION 34;

THENCE ALONG SAID PARALLEL LINE, SOUTH 00 DEGREES 08 MINUTES 10 SECONDS EAST, A DISTANCE OF 77.16 FEET TO THE SOUTH LINE OF THE NORTHWEST QUARTER OF SAID SECTION 34 AND A LINE BEING PARALLEL WITH AND 52.00 FEET EAST OF THE WEST LINE OF THE SOUTHWEST QUARTER OF SAID SECTION 34;

THENCE ALONG SAID PARALLEL LINE, SOUTH 00 DEGREES 21 MINUTES 07 SECONDS EAST, A DISTANCE OF 2120.66 FEET;

THENCE SOUTH 01 DEGREES 49 MINUTES 49 SECONDS EAST, A DISTANCE OF 232.98 FEET;

THENCE SOUTH 09 DEGREES 19 MINUTES 54 SECONDS EAST, A DISTANCE OF 172.91 FEET TO SAID POINT OF BEGINNING OF EASEMENT 1.

EASEMENT 2:

COMMENCING AT THE AFOREMENTIONED POINT "A";

THENCE SOUTH 00 DEGREES 21 MINUTES 07 SECONDS EAST, A DISTANCE OF 25.43 FEET;

THENCE SOUTH 45 DEGREES 30 MINUTES 27 SECONDS EAST, A DISTANCE OF 6.72 FEET TO THE POINT OF BEGINNING OF SAID EASEMENT 2;

THENCE CONTINUING SOUTH 45 DEGREES 30 MINUTES 27 SECONDS EAST, A DISTANCE OF 21.49 FEET TO A LINE BEING PARALLEL WITH AND 75.00 FEET NORTH OF THE SOUTH LINE OF THE SOUTHWEST QUARTER OF SAID SECTION 34;

THENCE ALONG SAID PARALLEL LINE, NORTH 89 DEGREES 20 MINUTES 14 SECONDS EAST, A DISTANCE OF 5.39 FEET;

10/16/13

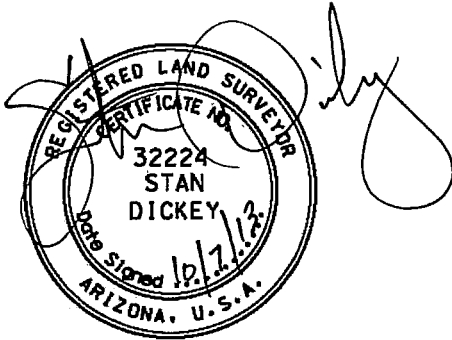
THENCE DEPARTING SAID PARALLEL LINE, SOUTH 09 DEGREES 19 MINUTES 54 SECONDS EAST, A DISTANCE OF 20.23 FEET TO A LINE BEING PARALLEL WITH AND 55.00 FEET NORTH OF THE SOUTH LINE OF THE SOUTHWEST QUARTER OF SAID SECTION 34;

THENCE ALONG SAID PARALLEL LINE, SOUTH 89 DEGREES 20 MINUTES 29 SECONDS WEST, A DISTANCE OF 18.22 FEET;

THENCE DEPARTING SAID PARALLEL LINE, NORTH 09 DEGREES 19 MINUTES 54 SECONDS WEST, A DISTANCE OF 35.64 FEET TO SAID POINT OF BEGINNING OF EASEMENT 2.

SAID EASEMENTS CONTAIN AN AREA OF 70,705 SQUARE FEET, MORE OR LESS.

THIS DOCUMENT DESCRIBES MULTIPLE EASEMENTS EACH INTERDEPENDENT ON THE OTHER AND SHOULD BE REPRODUCED IN ITS ENTIRETY.



REGISTRATION  
EXPIRES: 03-31-16

10/16/13



**TO: HONORABLE MAYOR AND TOWN COUNCIL**

**FROM: JOHN KROSS, TOWN MANAGER  
JOE LAFORTUNE, EMERGENCY MGNT COORDINATOR**

**RE: CONSIDERATION AND POSSIBLE APPROVAL OF  
AMENDMENT #1 TO THE AGREEMENT FOR LAW  
ENFORCEMENT SERVICES WITH THE MARICOPA COUNTY  
SHERIFF'S OFFICE FOR FY2012-2014.**

**DATE: DECEMBER 18, 2013**

---

**Proposed Motion:**

Motion to approve Amendment #1 to the Agreement for Law Enforcement Services with the Maricopa County Sheriff's Office for FY2012-2014.

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

- **Objective 2: Provide MCSO District 6 staffing and deployment model that meets the policing needs of the Town based upon established performance standards.**

**Discussion:**

The Town of Queen Creek has maintained a long and mutually beneficial relationship with the Maricopa County Sheriff's Office. The Town is anticipating another period of growth as the community emerges from the Great Recession. To maintain stability in the Town's law enforcement program as this growth period begins, Amendment #1 to the Agreement for Law Enforcement Services Between the Town of Queen Creek and Maricopa County has been proposed to and accepted by the MCSO.

Amendment #1 increases the involvement of the Town Manger in the selection process of the District Commander (captain). The amendment also requires a two-year deployment for MCSO personnel assigned to the Town. However, the MCSO may transfer personnel, with prior notification to the Town Manager, when such transfer is in the best interests of the Town and the Sheriff's Office.

The proposed amendment is also consistent with the Intergovernmental Agreement for Law Enforcement Services between Maricopa County and the Town of Fountain Hills for Fiscal Years 2012-2017.

The Town requested the following additions to Section II. SERVICES Part E. Chain of Command and Responsibility for Performance Standards:

3. District Commander Responsibilities. The Sheriff's Office shall assign to the Queen Creek District a full time deputy, with the rank of Lieutenant or higher, who shall be designated the "District Commander" and who shall be responsible for the supervision and coordination of Law Enforcement Services by the Sheriff's Office within the Town. The Sheriff's Office will provide the Town Manager with a list of candidates from which to select the District Commander. The Sheriff's Office shall assign the District Commander to service within the Town for a term of at least two years and such individual will not be reassigned except upon mutual agreement of the Town and the Sheriff's Office.

4. Deputy Assignments. The Sheriff's Office will, from time to time, assign to the Town sufficient deputies to provide the Law Enforcement Services required by this Agreement. Staff will be assigned to the Town on a full-time basis and will work within the Town limits unless required to cross jurisdiction boundaries for pursuits, ongoing investigation of Town cases or other temporary law enforcement emergency situations including responding to requests for assistance from other officers in surrounding jurisdictions in emergency or dangerous situations. To the extent possible, the Sheriff's Office personnel who are selected for deployment to the Town will be required to make a two-year commitment to this assignment in the Sheriff's Office and shall remain deployed to the Town for such two-year period unless reassignment is requested by the Town Manager; provided, however, that the Sheriff's Office may transfer personnel, with prior notification to the Town Manager, when such transfer is in the best interests of the Town and the Sheriff's Office.

5. Removal of Assigned Staff. The Town, acting through the Town Manager shall have the right to request in writing that any staff assigned to service within the Town by the Sheriff's Office be reassigned or otherwise removed from service within the Town. When such request is made, the Sheriff's Office shall comply as soon as reasonable practical, but in any case within no more than three weeks after such request is made.

**Fiscal Impact:**

The approval of Amendment #1 to the Agreement for Law Enforcement Services with the Maricopa County Sheriff's Office will not include any fiscal impacts. It is only a procedural change.

**Alternative:**

The Council could delay approving the amendment and wait until July 2014 to consider the approval of a new Agreement for Law Enforcement Services with the Maricopa County Sheriff's Office for FY2015-2017.

**Attachments:**

1. Amendment #1 to Agreement for Law Enforcement Services with the Maricopa County Sheriff's Office for FY2012-2014.
2. Agreement for Law Enforcement Services with the Maricopa County Sheriff's Office for FY2012-2014.

# Contract / Agreement Review Cover Sheet

**INSTRUCTIONS:** *Legal Review is required prior to submittal for Town Council and/or Town Manager approval. Purchasing review is also required. Complete this form for all contracts/agreements/IGA's/change orders/work orders/proposals/MOU's and submit to the Town Clerk's office for review/approval routing. Be sure to attach a staff report and all supporting documents for review(s).*

**ALLOW TWO WEEKS FOR THE REVIEW PROCESS**

New Contract  Change Order/Work Order  Amendment  Cooperative

- ◆ **Contact Person:** Joe LaFortune **Department:** Fire
- ◆ **Council date:** December 18, 2014
- ◆ **Vendor/Contractor:** Maricopa County Sheriff's Office **Vendor ID#** 21
- ◆ **Brief description:** Amendment #1 to the Agreement For Law Enforcement Services
- ◆ **Terms: START:** July 1, 2011 **EXPIRATION:** June 30, 2014
- ◆ **\$ amount:** \$0 **Budget Line Item #** 447-420-0900-00000-400124

**ATTACHMENTS:** *(check all that apply; \*reference original contract number)*

**Contract:** \_\_\_\_\_ **Original Agreement if for Cooperative Purchasing:** \_\_\_\_\_

**Proposal:** \_\_\_\_\_ **Staff Report:** \_\_\_\_\_ (draft OK for review)

**\*Amendment:** X **\*Change Order/\*Work Order:** \_\_\_\_\_

**Approved:**

**Purchasing:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Town Attorney:**  \_\_\_\_\_ **Date:** \_\_\_\_\_

**Town Clerk:** \_\_\_\_\_ **Date:** \_\_\_\_\_

- Budget line item
- Signature block
- E-verification statement
- W-9/Vendor ID#

RCVD: \_\_\_\_\_

**AGREEMENT  
for LAW ENFORCEMENT SERVICES**

**between  
The Town of Queen Creek  
and  
Maricopa County on behalf of  
the Sheriff's Office  
C-50-11-106-M-00**

**Amendment #1  
Effective \_\_\_\_\_, 201\_\_**

**C-50-11-106-M-01**

**Base Term: July 1, 2011 through June 30, 2014  
with up to three, one-year automatic renewals ending June 30, 2017**

**Amendment #1**  
**to the Agreement between the Town of Queen Creek**  
**and Maricopa County on behalf of the Sheriff's Office**  
**C-50-11-106-M-01**

This Amendment to the Agreement between the Town of Queen Creek ("Town") and Maricopa County ("County") on behalf of the Sheriff's Office shall be effective on \_\_\_\_\_, 201\_\_ and upon approval of the Maricopa County Board of Supervisors and the Town of Queen Creek.

**Recitals**

The County acting on behalf of the Sheriff's Office and the Town entered into an Agreement for Law Enforcement Services (the "Initial Agreement"), executed August 3, 2011 (C-50-11-106-M-00) and recorded in Maricopa County Records 20110650312 on August 4, 2011.

Amendment #1 is presented to amend Section I. B. Legal Notices, and Section II. E. of the contract, Chain of Command and Responsibility of Performance Standards, (C-50-11-106-M-01).

The parties agree to change the Initial Agreement as follows, all other terms and conditions of the Initial Agreement remain in place.

**Amendment**

**Section I. B. Legal Notices:**

"If to the County" the name, David Smith, is replaced with the name, Tom Manos.

"If to the Sheriff's Office," the street address in both cases is changed to: 550 W. Jackson Street  
Phoenix, AZ 85003

**Section II. Services, Subsection E. Chain of Command Responsibility for Performance Standards,** is replaced in its entirety with the following:

**E. Chain of Command and Responsibility for Performance Standards**

1. **Town Manager Responsibilities:** The Town Manager or authorized designee is responsible for coordinating all Law Enforcement Services within the Town as well as conveying the wishes of the Town Council to the District Commander with respect to Law Enforcement Services. While the Town's designee shall have no chain of command authority to direct the operations of the deputies from the Sheriff's Office, such authority being reserved to the Maricopa County Sheriff pursuant to Section II.E.2., below, the parties to this Agreement understand that the Town expects the Sheriff's Office to reasonably respond to its needs for Law Enforcement Services as communicated through the Town Manager or authorized designee. The District Commander shall, at all times, consider the request of the Town Manager or authorized designee with respect to the implementation of Law Enforcement Services.



2. **Maricopa County Sheriff Responsibilities.** The Maricopa County Sheriff is solely responsible for the performance, evaluation discipline and movement of his deputies as well as other matters incidental to the provision of the Law Enforcement Services under this Agreement. In the event of a dispute between the parties regarding the manner of performance of such service, the determination made by the Maricopa County Sheriff shall be final and conclusive.
3. **District Commander Responsibilities.** The Sheriff's Office shall assign to the Queen Creek District a full time deputy, with the rank of Lieutenant or higher, who shall be designated the "District Commander" and who shall be responsible for the supervision and coordination of Law Enforcement Services by the Sheriff's Office within the Town. The Sheriff's Office will provide the Town Manager with a list of candidates from which to select the District Commander. The Sheriff's Office shall assign the District Commander to service within the Town for a term of at least two years and such individual will not be reassigned except upon mutual agreement of the Town and the Sheriff's Office.
4. **Deputy Assignment.** The Sheriff's Office will, from time to time, assign to the Town sufficient deputies to provide the Law Enforcement Services required by this Agreement. Staff will be assigned to the Town on a full-time basis and will work within the Town limits unless required to cross jurisdiction boundaries for pursuits, ongoing investigation of Town cases or other temporary law enforcement emergency situations including responding to requests for assistance from other officers in surrounding jurisdictions in emergency or dangerous situations. To the extent possible, the Sheriff's Office personnel who are selected for deployment to the Town will be required to make a two-year commitment to this assignment in the Sheriff's Office and shall remain deployed to the Town for such two-year period unless reassignment is requested by the Town Manager; provided, however, that the Sheriff's Office may transfer personnel, which prior notification of the Town Manager, when such transfer is in the best interests of the Town and the Sheriff's Office.
5. **Removal of Assigned Staff.** The Town, Acting through the Town Manager, shall have the right to request in writing that any staff assigned to service within the Town by the Sheriff's Office be reassigned or otherwise removed from service within the Town. When such request is made, the Sheriff's Office shall comply as soon as reasonably practical, but in any case within no more than three weeks after such request is made.

**Amendment #1  
Town of Queen Creek  
Law Enforcement Services**

**Authorization and Signatures**

IN WITNESS WHEREOF, the parties hereto have entered into this Agreement as of the date of the last signature set forth below.

MARICOPA COUNTY, a political subdivision  
of the State of Arizona

TOWN OF QUEEN CREEK, an Arizona  
municipal corporation

By: \_\_\_\_\_  
Chairman, Board of Supervisors

By: \_\_\_\_\_  
Mayor, Town of Queen Creek

\_\_\_\_\_  
(print name)

\_\_\_\_\_  
(print name)

Date: \_\_\_\_\_

Date: \_\_\_\_\_


Attest:

Attest:

\_\_\_\_\_  
Clerk of the Board

\_\_\_\_\_  
Town Clerk

MARICOPA COUNTY SHERIFF'S OFFICE

  
\_\_\_\_\_  
Joseph M. Arpaio, Sheriff

12-5-13  
\_\_\_\_\_  
Date

In accordance with the requirements of A.R.S. § 11-952(D), the undersigned attorneys acknowledge that (i) they have reviewed the above Agreement on behalf of their respective clients and (ii) as to their respective clients only, each attorney has determined that this Agreement is in proper form and that execution hereof is within the powers and authority granted under the laws of the State of Arizona.

\_\_\_\_\_  
County Attorney

\_\_\_\_\_  
Date

\_\_\_\_\_  
Town Attorney

\_\_\_\_\_  
Date

OFFICIAL RECORDS OF  
MARICOPA COUNTY RECORDER  
HELEN PURCELL

20110650312 08/04/2011 01:46  
ELECTRONIC RECORDING

COB521-17-1-1---  
hoyp

**AGREEMENT FOR LAW ENFORCEMENT SERVICES**

**BETWEEN THE**

**TOWN OF QUEEN CREEK**

**AND**

**MARICOPA COUNTY ON BEHALF OF**

**THE SHERIFF'S OFFICE**

**July 1, 2011 through June 30, 2014**

**C-50-11-1012-A00**

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THIS INTERGOVERNMENTAL AGREEMENT FOR LAW ENFORCEMENT/PUBLIC SAFETY SERVICES ("this agreement") is made and entered into Aug. 3, 2011 between the Town of Queen Creek, an Arizona municipal corporation ("Queen Creek") and Maricopa County, a political subdivision of the State of Arizona.

WHEREAS, Queen Creek has the jurisdiction and responsibility, pursuant to the laws of the State of Arizona, to provide for public health, safety, and the welfare of the people and property within its jurisdictions, including, but not limited to police protection; and

WHEREAS, Queen Creek has neither the trained personnel nor the facilities to provide for Public Safety Services, as defined herein, and desires to enter into this Agreement with Maricopa County whereby the Maricopa County Sheriff's Office will furnish Public Safety Services to Queen Creek.

## I. GENERAL PROVISIONS

- A. **Definitions:** As used throughout this Agreement, the following terms shall have the meanings set forth in this Section:

**Agreement** means this document and all attachments hereto.

**Beat** means Law Enforcement Services on a 24-hour basis, 7 days per week, 52 weeks per year, utilizing 5 deputy FTE plus the percent of other supporting personnel using an established staffing formula requirement with the corresponding facilities, vehicles, equipment and technology that are required to support it.

**Board** means the Maricopa County Board of Supervisors.

**Calendar Year** means a twelve-month period beginning January 1 through December 31.

**County** means Maricopa County, a political subdivision of the State of Arizona.

**Fiscal Year** means a twelve-month period beginning July 1 through June 30.

**Law Enforcement Services** mean Enforcement Program Activities and Services provided by the Sheriff's Office pursuant to the Agreement, including, but not limited to:

- Patrol, Responses to Emergency Calls and Arrests of Suspects,
- Dispatch and Police Communications Services,
- Traffic Enforcement and Accident Investigations,
- Enforcement Support and Specialized Response (Canine, Bomb Squad, S.W.A.T.)
- Investigations of Alleged Crimes,
- Community Crime Prevention and Awareness Programs and Activities,
- Property and Evidence Safekeeping,
- Up-to-Date Police Information Systems to generate Reports and Facilitate Criminal Arrests

**Mayor** means the Mayor of the Town of Queen Creek.

**Sheriff's Office** means the Maricopa County Sheriff and those functions, activities and facilities for which he has responsibility.

**Town** means an Arizona municipal corporation.

**Town Council** means the Mayor and Council of the Town of Queen Creek.

**Town Manager** means the Town Manager of the Town of Queen Creek, or his/her authorized designee.

**B. Legal Notices**

Any notice or other communication required or permitted to be given under this Agreement shall be in writing and shall be deemed to have been duly given if: (i) delivered to the party at the address set forth below, (ii) deposited in the U.S. Mail, registered or certified, return receipt requested, to the address set forth below or (iii) given to a recognized and reputable overnight delivery service, to the address set forth below.

**If to the County:** David Smith  
Maricopa County Manager  
301 W. Jefferson, 10<sup>th</sup> Floor  
Phoenix, Arizona 85003

**If to the Sheriff's Office:** Joseph M. Arpaio  
Maricopa County Sheriff  
100 W. Washington, Suite 1900  
Phoenix, Arizona 85003

Scott Freeman, Chief of Administration  
Maricopa County Sheriff  
100 W. Washington, Suite 1900  
Phoenix, Arizona 85003

**If to the Town:** Hon. Gail Barney  
Mayor of Queen Creek  
22350 S. Ellsworth Rd.  
Queen Creek, AZ 85242-9311

Mr. John Kross  
Town Manager  
22350 S. Ellsworth Rd.  
Queen Creek, AZ 85242-9311

or at such other address, and to the attention of such other person or officer, as any party may designate in writing by notice duly given pursuant to this Section. Notices shall be deemed received (1) when delivered to the party, (2) three business days after being placed in the U.S. Mail, properly addressed, with sufficient postage or (3) the following business day after being given to a recognized overnight delivery service, with the person giving the notice paying all required charges and instructing the delivery service to deliver on the following business day. If a copy of a notice is also given to a party's counsel or other recipient, the provisions above governing the date on which a notice is deemed to have been received by a party shall mean and refer to the date on which the party, and not its counsel or other recipient to which a copy of the notice may be sent, is deemed to have received the notice.

**C. Term of the Agreement**

This Agreement shall become effective (the "Effective Date") not before July 1, 2011 and upon (1) approval by the Town Council and the Board and (2) filing with the Maricopa County Recorder. This Agreement shall remain in full force and effect from the Effective Date through June 30, 2014 (the "Initial Term"); unless terminated earlier pursuant to Section L.F. of this Agreement.

**D. Automatic Renewal**

This Agreement shall automatically renew for up to three successive fiscal-year terms, (each, an "Additional Term"), with all the terms of this Agreement in effect, unless and until renegotiated or terminated. Annual costs shall be revised per Section III.A. of this Agreement. Written notice by either party shall be required by April 15 of the then current one-year term to exercise non-renewal of this Agreement.

**E. Amendments**

This document contains the entire Agreement of the parties and cannot be changed orally. Any changes or modifications of this Agreement must be in the form of a written amendment (1) approved by the Town Council and the Board, (2) signed by both parties and (3) filed in the Maricopa County Recorder's Office. Requests for amendments that increase or decrease levels of Law Enforcement Service or that add or replace one-time equipment items within a given year during the term of this Agreement require a minimum of 90 days notice.

A 90-day notice period that is in progress when a new contract comes into effect will carry over uninterrupted to the actual change date.

**F. Termination**

Either party shall have the right upon twelve months written notice to the other party to terminate this Agreement without cause.

In the event of breach of any of the provisions of this Agreement, either party may terminate this Agreement for cause by serving written notice to the other party specifically setting forth the nature of the breach. If said breach has not been resolved within 60 days after receipt of notice, then this Agreement shall be deemed terminated and both parties shall perform their respective obligations up to the date of such termination.

**G. Insurance**

The parties agree to secure and maintain insurance coverage for any and all risks that may arise out of the terms, obligations, operations, and actions as set forth in this Agreement, including but not limited to public entity insurance. The acquisition of insurance or the maintenance and operation of a self-insured program may fulfill this insurance requirement; provided, however, that the unencumbered reserves available under any such self-insurance program shall be equal to or greater than the required minimum coverage amounts set forth below. The parties to this Agreement shall exchange certificates of insurance or self-insurance.

**General:**

a. **Additional Insured:** The County's insurance coverage and self-insured retention or deductible portions, except workers' compensation insurance, shall name, to the fullest extent permitted by law for claims arising out of the performance of the Law Enforcement Services included in this Agreement, the Town, its agents, representatives, officers, directors, officials and employees as Additional Insured as specified under the respective coverage sections of this Agreement.

b. **Coverage Term:** All insurance required herein shall be maintained in full force and effect until all Law Enforcement Services required to be performed under the terms of this Agreement are satisfactorily performed.

c. **Primary Insurance:** County's insurance shall be primary insurance with respect to performance of the Law Enforcement Services included in this Agreement and in the protection of Town as an Additional Insured.

d. **Policy Deductibles and/or Self-Insured Retentions:** The policies set forth in these requirements may provide coverage that contains deductibles or self-insured retention amounts. Such deductibles or self-insured retention shall not be applicable with respect to the policy limits provided to Town. The County shall be solely responsible for any such deductible or self-insured retention amount.

**2. Required Insurance Coverage:**

a. **General Liability:** County shall maintain "occurrence" form General Liability insurance with an unimpaired limit of not less than \$10,000,000 for each occurrence, \$10,000,000 General Aggregate Limit. The policy shall cover liability arising from premises, operations and personal injury.

b. **Vehicle Liability:** The County shall maintain Business Automobile Liability insurance with a limit of \$2,000,000 each occurrence on County's owned, hired and non-owned vehicles assigned to or used in the performance of the Law Enforcement Services under this Agreement.

c. **Workers' Compensation Insurance:** County shall maintain Workers' Compensation insurance to cover obligations imposed by federal and state statutes having jurisdiction of County's employees engaged in the performance of Law Enforcement Services under this Agreement and shall also maintain Employers Liability Insurance of not less than \$500,000 for each accident, \$500,000 disease for each employee and \$1,000,000 disease policy limit.

3. **Cancellation and Expiration Notice:** Insurance required herein shall not expire, be canceled or materially changed without 30 days prior written notice to the Town.

**H. Indemnification**

To the extent permitted by law and notwithstanding any liability insurance or other conditions of this Agreement, each party hereby covenants and agrees to indemnify, defend and hold harmless the other party, its officers, employees, contractors and agents for, from and against all suits, actions, legal or administrative proceedings, claims, demands or damages of any kind or nature relating to this Agreement which are the result of any act or omission of the party, its officers, employees, contractors, agents and/or anyone acting under its direction or control whether intentional or negligent, in connection with or incidental to this Agreement.

2. The Town shall not indemnify the County, but the County shall indemnify the Town, for any suits, actions, legal or administrative proceedings, claims, demands or damages of any kind or nature brought against the County as result of any act or omission of the Sheriff's Office which occurs within the Town which is caused by the negligence or misconduct by any member of the staff of the Sheriff's Office or which occurs while any such staff member is performing Law Enforcement Services not directly related to this Agreement. The County shall pay, on behalf of the Town, all judgments, fines, penalties, interest on judgments, fines and penalties, or costs including attorney's fees, court costs, expert witness fees and discovery costs associated with a claim brought hereunder. The indemnity under this Agreement shall commence as of the Effective Date of this Agreement and shall continue in full force and effect until such time as both parties agree to terminate this Agreement or it terminates by its terms.



**I. Record Keeping and Audits**

The parties agree to maintain and furnish to each other such records and documents pertaining to the Law Enforcement Services provided pursuant to this Agreement as may be required by applicable Federal and State laws, rules and regulations. Each party, prior to conducting an audit, must give thirty (30) calendar days notice to the other party. If the audit indicates that fees or billable items have been charged incorrectly, each party agrees to make appropriate corrections and adjustments.

**J. Construction of Agreement**

1. Every provision of this Agreement is and will be construed to be a separate and independent covenant. If any provision in this Agreement or the application of the same is, to any extent, found to be invalid or unenforceable, then the remainder of this Agreement or the application of that provision to circumstances other than those to which it is invalid or unenforceable will not be affected by that invalidity or unenforceability. Each provision in this Agreement will be valid and will be enforced to the extent permitted by law and the parties will negotiate in good faith for such amendments of this Agreement as may be necessary to achieve its intent, notwithstanding such invalidity or unenforceability.
2. The failure of either party to insist in any one or more instances upon the full and complete performance of any of the terms and provisions of this Agreement to be performed on the part of the other or to take any action permitted as a result thereof shall not be construed as a waiver or relinquishment of the right to insist upon full and complete performance of the same or any other covenant or condition either in the past or in the future. The acceptance by either party of sums less than any that may be due and owing at any time shall not be construed as an accord and satisfaction.
3. This Agreement contains all the terms and conditions agreed to by the parties. No other understanding, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or to bind any of the parties hereto. Nothing in this Agreement shall be construed as consent to any suit or waiver of any defense in a suit brought against the State of Arizona, Maricopa County, or the Town of Queen Creek in any State or Federal Court.
4. This Agreement shall be interpreted in accordance with Arizona law.
5. For purposes of A.R.S. § 31-121(d), the Sheriff's Office and its employees shall be considered to be peace officers engaged as independent contractors, not as employees, of the Town while performing the responsibilities imposed by this Agreement.
6. This Agreement is subject to the provisions of A.R.S. § 38-511.

**II. SERVICES**

**A. Service Provision**

1. The County, by and through the Sheriff's Office, shall provide the Law Enforcement Services described in this Agreement within the incorporated limits of the Town. The Sheriff's Office shall have responsibility for investigating and enforcing certain Town code violations. The Town Manager and the District Commander shall establish between themselves the Sheriff's Office duties and responsibilities pertaining to the Town code violations, animal control issues and other local enforcement services that fall within the definition of Law Enforcement Services.

2. The Sheriff's Office shall provide Law Enforcement Services at the level of patrol beats set forth in the Worksheet, Exhibit A, for Fiscal Year 2011-12, attached hereto as and incorporated herein by reference.

3. Law Enforcement Services include activities listed in Section I, Definitions.

4. If the Sheriff's Office, acting through the District Commander or the Town Manager observes that criminal activity is dramatically increasing in the Town, the Sheriff's Office will temporarily deploy support units as deemed reasonably necessary to suppress such activity.

**B. Establishment of Service Priorities**

1. District personnel shall be utilized in the most efficient manner to meet the needs of the Town, as determined by the District Commander.

2. The District Commander and the Town Manager or authorized designee shall meet at least once each quarter to establish priorities for the delivery of Law Enforcement Services as desired by the Town. Priorities shall be communicated through the appropriate Sheriff's Office chain of command to the patrol units providing Law Enforcement Services within the Town's jurisdiction. The Town Manager and the District Commander shall meet as often as necessary on other occasions to ensure the highest quality overall provision of Law Enforcement Services to the Town.

3. The Town can request additional support services or to extend the term of Law Enforcement Services per Section I.E. of this Agreement. The same methodology described in Section III of this Agreement will be used to determine charges for additional services. The length of time to establish and hire new positions can be up to six months.

4. Amendments to change the service levels in this Agreement shall be made in accordance with Section I.E. above.

**C. Maintenance of Sheriff's Substation**

[This section left blank intentionally.]

**D. Community-Based Policing**

The Town Manager or authorized designee will ensure that policies and procedures consistent with the Sheriff's Office rules and regulations are instituted which facilitate efficient and effective communication between local public access and the Sheriff's Office.

**E. Chain of Command and Responsibility for Performance Standards**

1. The Town Manager or authorized designee is responsible for coordinating all Law Enforcement Services within the Town as well as conveying the wishes of the Town Council to the District Commander with respect to Law Enforcement Services. The District Commander shall, at all times, consider the request of the Town Manager or authorized designee with respect to the implementation of Law Enforcement Services. While the Town's designee shall have no chain of command authority to direct the operations of the deputies from the Sheriff's Office, such authority being reserved to the Maricopa County Sheriff pursuant to Section I.E.2., below, the parties to this Agreement understand that the Town expects the Sheriff's Office to reasonably respond to its needs for Law Enforcement Services as communicated through the Town Manager or authorized designee.

2. The Maricopa County Sheriff is solely responsible for the performance, evaluation discipline and movement of his deputies as well as other matters incidental to the provision of the Law Enforcement Services under this Agreement. In the event of a dispute between the parties regarding the manner of performance of such service, the determination made by the Maricopa County Sheriff shall be final and conclusive.

**F. Reports**

Included in the Enforcement Services is delivery of routine statistical and management reports normally prepared by the Sheriff's Office concerning Law Enforcement Services provided pursuant to this Agreement. The District Commander and the Town Manager shall establish, by cooperation and based on what is readily available from the Sheriff's Records Management System (RMS), Computer-Aided Dispatch (CAD) System, and any other law enforcement information system that may be adopted by the Sheriff's Office during this contract the specific data to be included in these reports.

**III. REIMBURSEMENT COSTS AND CHARGES**

**A. Reimbursement for Law Enforcement Services**

1. The Town agrees to reimburse the Sheriff's Office for all Law Enforcement Services rendered as outlined in the attached Worksheet (Exhibit A) for the first year of this Agreement.
2. By February 20 of each year that falls within the term of this Agreement, or any extension thereof, the Sheriff's Office shall submit an updated Worksheet (Exhibit A) notifying the Town of charges for the Law Enforcement Services requested for the subsequent fiscal year.

**B. Explanation of Charges**

1. Sheriff's Office annual Worksheet (Exhibit A) shall be beat-driven and prepared with the following sections:

**a. Personal Services**

The methodology used for calculating Personal Services is a direct cost recovery formula for actual services delivered and shall not be arbitrarily changed.

- 1) 1beat = 7 day coverage per week, 24 hours a day with 5 deputy FTE.
- 2) The formula for staffing requirements (in addition to 5 deputies FTE) per beat shall be:

FTE Staffing Requirements		
0.50 Detectives	1	Beat
1.00 Sergeant for	9	Deputies
1.00 Lieutenant for	18	Deputies
1.00 Captain for	30	Deputies
0.14 Clerical for	1	Beat

3) The cost for Sheriff's Dispatch is applied to personnel services as a Dispatcher FTE and is based on the number of incidents for the Town handled by the Sheriff's Office for the Town during the previous fiscal year.

4) Position costs shall be calculated using average salary for the market range for filled positions plus benefits multiplied by the annual number of hours.

5) Overtime and Shift Differential shall be added to the sub-total of position costs for a total personal services cost.

6) The Town may request and fund additional special function deputies, supervisory and/or clerical positions beyond the beat-driven calculation. Such requests will be incorporated in Part. 1, Personnel Services, of the Worksheet, (Exhibit A).

**b. Supplies**

The reimbursement for supplies generally includes uniform expense, if applicable, and an allocation per FTE based on average supply expenditures in the Patrol districts

**c. Services—Police Communications and Information Systems**

The Radio System User Support and Information Systems Maintenance/Access and Reporting reimbursement consists of the proportionate and applicable costs incurred by the Sheriff's Information Technology Bureau to support the Patrol activity.

County Wireless Radio System reimbursement is comprised of the monthly radio and MDC (mobile data computing) costs are per unit using the number of radios assigned to individuals and vehicles and the applicable monthly charge.

**d. Vehicle Charges**

1) The number of miles driven will be used to determine charges for vehicle mileage, vehicle depreciation, and vehicle equipment depreciation.

2) The number of miles driven will be estimated and will be used to determine charges for new additions to fleet resulting from new service initiation and amendments for increases and, if applicable, decreases in service.

3) Vehicle depreciation and vehicle equipment charges allow timely replacement of patrol vehicles using the County's vehicle replacement plan. These are based on current replacement costs.

4) Maintenance of vehicles is the responsibility of the Maricopa County Sheriff's Office.

**c. One-Time Cost Reimbursement**

- 1) The Town will fund one-time reimbursement for vehicles and patrol vehicle equipment purchased upon initiation of service and for any vehicles and patrol vehicle equipment purchased to meet increases in levels of service authorized by Amendment(s) to this Agreement. Subsequent replacements for these initial purchases shall be funded by the County as provided in Section III.B.1.d.3), above.
- 2) The Town will be required to fund one-time reimbursement costs to equip deputies upon initiation of service and for deputies added to service by Amendment. These one-time cost items include: radios, laptop computers or mobile data terminals, tasers, bulletproof vests and cell phones.
- 3) The Town will be required to reimburse the Sheriff's Office for replacement of the one-time items listed in 2) above as necessary for positions assigned to this contract as these items are not part of the Sheriff's Office base budget. The life expectancy for these items ranges from 3 to 5 years. Requests for reimbursement of these items will be handled as amendments to this Agreement per section I.E., above.
- 4) One-Time equipment items reimbursed in full by the Town shall be County property.
- 5) The Town shall have the option to purchase for \$1.00 plus any applicable title and license transfer fees any vehicles that were initially funded as one-time purchases by the Town at the time they are designated for retirement (a.k.a. red-lined) from the County fleet.
- 6) In the event of early termination of this Agreement, or in the event of a material reduction in service, the Town may request transfer of vehicle ownership to the Town of any vehicle(s) originally purchased in conjunction with contracted law enforcement service delivery to the Town. All transfers of ownership require Board of Supervisors action.
  - a. Vehicles transferred would be "as is," except in cases where removable enhancements, funded by the Sheriff's Office, can be used in other Sheriff's vehicles. Such enhancements would be removed and remain County property.
  - b. The cost to the Town of transferred vehicles would be \$1.00 plus any title and licensing transfer fees."
  - c. The Town will be responsible for the timely removal of all County and Sheriff's Office markings.
- 7) In the event of early termination of this Agreement, the Town may request a partial reimbursement of its initial cash outlay for vehicles or other one time equipment items. Such requests would be coordinated through the Sheriff's Business Operations Command and Board of Supervisors action would be required.

The depreciation methodology for vehicles shall be based on the vehicle cost and mileage, consistent with Worksheet, Exhibit A.

Reimbursements would take the form of a credit or credits in the final month(s) invoices.

**C. Payment**

1. **Payment for Law Enforcement Services** for each year of this Agreement will be made monthly on or before 10<sup>th</sup> day of each month. The monthly billing will be 1/12 of the total Contract Cost on the applicable Worksheet.

2. **Payment for increases or decreases in Law Enforcement Services** authorized by Amendment to this Agreement shall commence per the terms of the Amendment and shall be applied to regular monthly payments unless otherwise specified by Amendment.

3. **Payment to reimburse the initial purchase of one-time items** described in Section III.B.1.e., above shall be billed separately as one-time reimbursements.

**D. Cost of Incarceration**

Nothing in this Agreement shall alter the financial responsibilities of the Town and the County for the incarceration of prisoners arrested by the Sheriff's Office in the performance of its responsibilities hereunder.

The Town shall furnish appropriate and acceptable space for Sheriff's employees assigned to Queen Creek.

**IV. Per A.R.S. § 35-391.06 and 35-393.06, the parties certify that they do not have scrutinized business operations in either Sudan or Iran.**

**V. A.R.S. § 41-4401 - The parties mutually warrant that they are in compliance with and further Acknowledge that they and their subcontractors, if any, warrant their compliance with A.R.S. § 41-4401 and all federal immigration laws and regulations that relate to their employees and their compliance with A.R.S. § 23-214, subsection A and shall keep a record of the verification for the duration of the employee's employment or at least three years, whichever is longer.**

**VI. Authorization and Signatures**

Maricopa County has the authority to enter into this Agreement pursuant to A.R.S. §9-498 and §11-952, and the Town of Queen Creek has the authority to enter into this Agreement pursuant to A.R.S. §§11-951 et. seq.

IN WITNESS WHEREOF, the parties hereto have entered into this Agreement as of the date of the last signature set forth below.

<b>MARICOPA COUNTY</b> , a political subdivision of the State of Arizona	<b>TOWN OF QUEEN CREEK</b> , an Arizona municipal corporation
BY: <u>[Signature]</u> <b>Chairman, Board of Supervisors</b> <b>AUG 03 2011</b> Date	BY: <u>[Signature]</u> <b>Mayor</b> <b>6/15/11</b> Date
ATTEST: <u>[Signature]</u> <b>Eran McCarroll, Clerk of the Board</b> 070611	ATTEST: <u>[Signature]</u> <b>Town Clerk</b>
<b>MARICOPA COUNTY SHERIFF'S OFFICE</b>	
BY: <u>[Signature]</u> <b>Joseph M. Arpaio, Sheriff</b> <b>7-15-11</b> Date	

In accordance with the requirements of A.R.S. § 11-952(D), the undersigned attorneys acknowledge that (i) they have reviewed the above Agreement on behalf of their respective clients and (ii) as to their respective clients only, each attorney has determined that this Agreement is in proper form and that execution hereof is within the powers and authority granted under the laws of the State of Arizona.

<u>[Signature]</u> <b>Deputy County Attorney</b> <b>AUG 1 2011</b> Date	<u>[Signature]</u> <b>Town Attorney</b> <b>6/15/11</b> Date
---	---

Worksheet Exhibit A.

**Town of Queen Creek**  
**Maricopa County Sheriff's Office**  
**Law Enforcement Reimbursement Costs and Charges**

FY 2014  
 (July 1, 2013 through June 30, 2014)

BEATS

4.00

Total Contract Cost

**\$3,391,374**

**Part 1. Personnel Services**

**\$3,044,979**

Annual Hours Budgeted		2088					
Position	FTE	Hourly Rate	Variable Fringe Rate	Hourly Plus Variable	Fixed Fringe \$8904 + Wkrs Comp and Unemp \$668	Annualized	
Patrol Beat Deputies	20.00	\$24.79	38.08%	\$34.23	\$ 9,572	\$1,620,885	
Detectives	2.38	\$25.94	38.08%	\$35.82	\$ 9,572	200,787	
Sergeants	5.00	\$33.40	38.08%	\$48.12	\$ 9,572	529,353	
Lieutenants	1.35	\$40.18	38.08%	\$55.48	\$ 9,572	169,867	
Captain	1.00	\$50.06	38.08%	\$69.12	\$ 9,572	153,895	
Community Police Deputy	1.00	\$24.79	38.08%	\$34.23	\$ 9,572	81,044	
School Resource Officer	1.00	\$24.79	38.08%	\$34.23	\$ 9,572	81,044	
Clerical Office Assistant	1.00	\$12.89	18.80%	\$15.31	\$ 9,572	41,539	
Dispatcher (TCO)	1.65	\$17.99	18.80%	\$21.37	\$ 9,572	89,420	
<b>Sub Total Salary and Benefits</b>						<b>\$2,967,834</b>	
<b>Staffing Allocation Factor</b>			<b>FTE Staffing Requirements</b>				
24 hour / 7 day post	5.00 FTE		0.50 Detectives	1	Beat		
8 hour / 7 day post	1.67 FTE		1.00 Sergeant for	9	Deputies		
8 hour / 5 day post	1.19 FTE		1.00 Lieutenant for	18	Deputies		
			1.00 Captain for	30	Deputies		
			0.14 Clerical for	1	Beat		
			0.14 Trnsprt Deputy	1	Beat		
<b>Special Pay</b>		<b>Eligible FTEs</b>	<b>Cost</b>				
Overtime	29.38	\$955.04					
Shift Differential	29.38	\$487.34					
Regular Over Budget	29.38	\$1,183.39					
Special Pay	29.38	\$2,625.77	Includes 38.08% Variable Benefits			77,145	
<b>Sub Total Personnel Services</b>						<b>\$3,044,979</b>	

**Part 2. Supplies and Rent**

**\$59,579**

Applicable FTE's	32.73	FTE total minus Dispatch	
Supply Cost	707.96	Per applicable FTE	23,175
Ammunition	347.19	Per Sworn FTE	11,016
Uniform Allowance	800.00	Per Sworn FTE	25,388
<b>Sub Total Supplies and Rent</b>			<b>\$59,579</b>



Worksheet Exhibit A.

**Town of Queen Creek**  
**Maricopa County Sheriff's Office**  
**Law Enforcement Reimbursement Costs and Charges**  
**FY 2014**

<b>Part 3. Communications and Information Technology (IT)</b>		<b>\$94,700</b>
Sworn FTEs	31.73	
Dispatch Costs (see Pers. Svcs.) Located in Personnel Section 1. Above		
Information System Maintenance; User Support; Verizon Wireless	70,678	Proportionate based on Patrol Costs \$70,678
Monthly Radio and MDC Charges	24,023	Monthly Charges Per Unit by Sworn FTE 31.73 & Vehicle(11) 24,023
<b>Sub Total Communications and IT</b>		<b>\$94,700</b>

<b>Part 4. Vehicles and Equipment</b>				<b>\$192,116</b>
Vehicle Cost with Warranty	\$ 35,057	Vehicle life 115,000 miles.		
Equipment Costs	\$ 14,589	Equipment life 200,000 miles.		
Miles (All QC Vehicles)	258,503			
<b>Crown Vic Patrol Vehicles</b>	<b>Per Mile Rate</b>	<b>Annual Miles</b>	<b>Costs</b>	
Mileage Rate	\$0.367	152,842	\$56,119	\$56,119
Vehicle Depreciation	\$0.305	152,842	\$46,617	46,617
Equipment Depreciation	\$0.073	152,842	\$11,157	11,157
Vehicle Cost with Warranty	\$ 38,407	Vehicle life 150,000 miles.		
Equipment Costs	\$ 14,569	Equipment life 200,000 miles.		
<b>SUV Patrol Vehicles</b>	<b>Per Mile Rate</b>	<b>Annual Miles</b>	<b>Costs</b>	
Mileage Rate	\$0.424	105,660	\$44,835	\$44,835
Vehicle Depreciation	\$0.243	105,660	\$25,675	25,675
Equipment Depreciation	\$0.073	105,660	\$7,713	7,713
<b>Sub Total Vehicles and Equipment</b>				<b>\$192,116</b>

**Part 5. One-Time Costs**

*This section is reserved for cost reimbursement of replacement or new equipment items that have been identified as necessary for Law Enforcement Service delivery that are not otherwise funded in the Sheriff's operational budget. (Requires amendment.)*

**Part 6. Indirect Cost Recovery**

*This section is reserved for items identified by Maricopa County that are necessary for full cost recovery. When the methodology is determined, the Agreement will be amended and the rate will be included in this section.*

Notice Date: 2/20/2013

Requesting Department:

Town Manager's Office



**TO: HONORABLE MAYOR AND TOWN COUNCIL**  
**THROUGH: JOHN KROSS, TOWN MANAGER**  
**FROM: TRACY CORMAN, ASSISTANT TO THE TOWN MANAGER**  
**RE: CONSIDERATION AND POSSIBLE APPROVAL OF THE TOWN'S 2014 STATE LEGISLATIVE AGENDA**  
**DATE: DECEMBER 18, 2013**

---

**Staff Recommendation:**

Staff recommends approval of the Town's 2014 State Legislative Agenda.

**Relevant Council Goal(s):**

KRA 1: Capital Improvement Program; KRA 4: Environment; KRA 5: Financial Management/Internal Services and Sustainability; KRA 7: Intergovernmental Relations; and KRA 8: Land Use/Economic Development

**Proposed Motion:**

Move to approve the Town's 2014 State Legislative Agenda.

**Discussion:**

The Town's annual state legislative agenda provides direction to Town staff during the legislative session. A draft agenda is presented to the Town Council for consideration each December prior to the start of the new legislative session. The attached agenda includes ongoing issues of interest from the 2013 legislative agenda, as well as new items recommended for inclusion. The most prominent ongoing issue is continuing to oppose further changes to the calculation of construction sales tax. Additional changes to the calculation of construction sales tax could be devastating to Queen Creek, as well as almost every other city and town in the state.

The new item being proposed, Objective 6, relates to the calculation of votes in a Town election. During the 2013 session the state legislature passed HB 2826 Election Consolidation, requiring municipal elections to occur at the same time as elections of state officials. Prior to this bill, during the 2010 legislative session, the legislature amended A.R.S. §9-821.01 to allow cities and towns by ordinance to establish a different method of calculating a majority of the votes cast at a primary election. Now that cities and towns are required to consolidate their elections with the state, this is of particular interest.

The 2010 amendment was passed because voters in consolidated elections may choose not to vote in the city/town part of the ballot. The statute prior to the 2010 amendment required calculation of the majority using the total number of ballots cast in the election regardless of whether the voters marked their ballots in the city/town part of the ballot. The 2010 amendment was designed to reduce the number of votes required to those that actually vote for the mayor on the ballot.

For cities and towns whose mayor serves a four year term, there is no provision in this law for

elections at which only council members are elected. At these elections, the majority is calculated on the basis of all the votes cast. Because this creates an inequity in determining how candidates are elected, staff recommends that the Town work with other cities and towns that are also affected to develop new legislation that will resolve this issue. It is anticipated that there will be widespread support for fixing this issue as an unintended consequence of HB 2826 Election Consolidation.

Other than Objective 6 the Town is not taking the lead role in the development of legislation on any of the issues in the draft legislative agenda, although Town staff will be working closely with the League of Arizona Cities and Towns. Staff's approach to addressing the majority of the issues on the agenda is to track legislation and offer testimony and/or direct comments to legislators as key votes are scheduled. During the legislative session, staff participates in weekly meetings with the League of Arizona Cities and Towns to discuss the status of key bills and develop legislative strategy.

The League of Arizona Cities and Towns and individual resolution sponsors will take the lead role on those items that are League Resolutions. Town staff will serve in a support role on these items. The Final League Resolutions make up the 2014 Municipal Policy Statement, which is attached. If the Town is asked to support legislation, staff carefully considers the impacts and relationship to the adopted legislative agenda prior to taking a position on the legislation.

Due to the potential for legislation that can have major impacts to the Town's budget, such as last year's construction sales tax bill and development fee legislation from previous years, there is a separate item on the December 18 Town Council agenda recommending the Town renew its contract with Kutak Rock for state lobbying services. Should the Town Council approve the professional services contract renewal with Kutak Rock, Town staff will work closely with Kutak Rock to implement the 2014 State Legislative Agenda, track key bills, educate legislators about the impacts of legislation, and obtain necessary votes prior to committee and/or floor action.

#### Communication during the legislative session

The League of Arizona Cities and Towns regularly communicates with staff during the session to keep the Town informed about new developments at the Capitol. Every Friday during the legislative session, the League emails out legislative bulletins. The Town Council is on the League's distribution list. Staff will keep the Council informed about the status of bills and issues outside the scope of what's included in the League bulletin. A link to the League's bulletin is available on the Town's website for residents interested in tracking legislation. The website includes contact information for the senators and representatives who represent the Town. Residents may also sign up to receive legislative action alerts. The alerts are not issued on a regular basis, rather they will be used if a key issue is coming up for a vote, such as the construction sales tax bill from the 2013 legislative session.

#### **Fiscal Impact:**

There is no fiscal impact associated with adopting the 2014 State Legislative Agenda.

#### **Alternatives:**

The Town Council may choose to modify the attached 2014 State Legislative Agenda, delay its adoption, or choose not to adopt a state legislative agenda.

#### **Attachments:**

- Proposed 2014 State Legislative Agenda
- League of Arizona Cities 2014 Municipal Policy Statement

## **2014 Town of Queen Creek State Legislative Agenda**


Legislative Goal: Protect local revenues and self determination and advocate for opportunities to enhance the Town's economic sustainability and infrastructure development. Encourage the legislature to work cooperatively with cities and towns on issues of mutual interest.

- Objective 1: Work to protect State Shared Revenue.
- Objective 2: Strongly oppose further changes to the calculation of construction sales tax - Encourage a third party analysis of impacts to state and local government revenues prior to the introduction of any new legislation.
- Objective 3: Work to promote access to more economic development tools to attract new employers and help existing businesses to expand.
- Objective 4: Work to preserve the current funding distribution for the Maricopa County Library District.
- Objective 5: Work to maintain self determination and oppose unfunded mandates, including additional regulatory reform legislation.
- Objective 6: Advocate to amend state statutes regarding the method of calculating a majority of votes cast in a primary or general election to establish a fair calculation method for cities and towns that have mayoral elections on a four year election schedule.
- Objective 7: Support the League of Arizona Cities and Towns, including the 2014 Municipal Policy Statement.
- Objective 8: Support transportation issues that benefit the region and the state.
- Objective 9: Support legislation that allows for the taxation of online purchases. Such legislation would be aimed at leveling the playing field between online retailers and brick and mortar businesses. Town staff must carefully evaluate the impact of legislation to ensure no loss of local transaction privileges taxes.

2014

MUNICIPAL POLICY  
STATEMENT



League of Arizona  
  
Cities AND Towns

## OVERVIEW

The League of Arizona Cities and Towns, a voluntary association of the 91 incorporated municipalities in Arizona, is governed by two core principles: to protect shared revenues and promote local decision-making authority.

## PRESERVE LOCAL CONTROL

Decentralized government at the local level represents a fundamental principle of American democracy, recognizing that when it comes to community governance, one size does not fit all.

The League calls upon the Legislature to respect the authority of cities and towns to govern their communities in the best interests of their residents. The League will endorse legislation that supports and sustains the principle of local control and oppose legislation that conflicts with the autonomy of cities and towns.

## PROTECT STATE SHARED REVENUE

The League is determined to safeguard the economic resources cities and towns require to ensure safety and provide high-quality services for their residents. To that end, the League calls upon the Legislature to enact a budget that maintains existing historical formulas for the distribution of state-collected shared revenue to local governments.

## GOVERNMENT SERVICES

From roads to public safety, cities and towns are service providers. Our residents look to their local government to provide key services critical to creating welcoming, healthy communities. Therefore, the League urges the passage of legislation to:

- Make the requirements for annexation a more simple and flexible process;
- Prohibit fire districts from annexing areas inside a municipal planning area without the consent of the municipality, provided the municipality operates a municipal fire department;
- Authorize street light improvement districts to levy and expend money to repair, maintain and replace lighting facilities; and
- Amend statute to ensure that restitution for graffiti offenses includes all abatement costs associated with a victim of graffiti.

## FISCAL RESPONSIBILITY

Cities and towns provide public safety and other high-quality services for their residents. In order to accomplish this there needs to be fiscal certainty in funding sources from the state level. The League calls upon the Legislature to:

- Stop future sweeps of Highway User Revenue Funds (HURF) allocated to Arizona cities and towns and follow statutory formulas for the distribution of HURF monies;
- Develop and pass legislation to ensure the viability of Arizona state parks and to restore the Arizona State Parks Heritage Fund; and
- Include one representative from a large city along with one representative from a small non-metropolitan city on the Public Safety Personnel Retirement System Board of Trustees.

## FEDERAL ISSUES

The League recognizes that all levels of government must work cooperatively in order for local communities to be successful. Therefore, the League will:

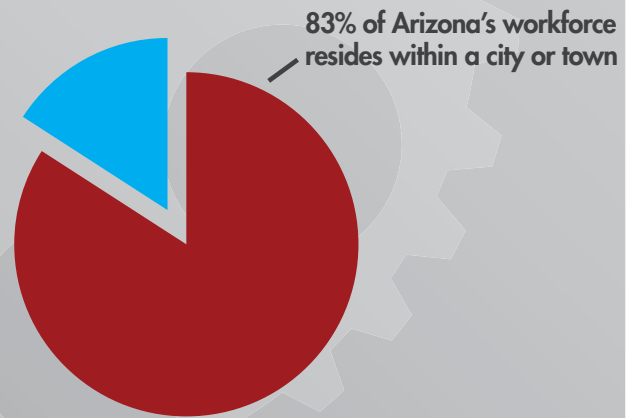
- Support the passage of legislation or engage in other activities that support and advocate for resources to improve Arizona's ports of entry with Mexico and related infrastructure;
- Support the long-term retention of Arizona's military installations;
- Encourage Congress to preserve the tax exempt status of municipal bonds; and
- Push Congress to pass the Marketplace Fairness Act.



FOR MORE INFORMATION: CALL 602-258-5786  
VISIT: [WWW.AZLEAGUE.ORG](http://WWW.AZLEAGUE.ORG) • TWITTER: @AZCITIES



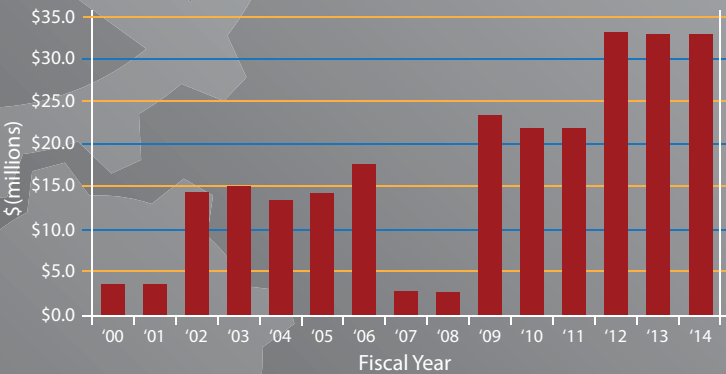
**79%** of Arizonans live in one of the 91 incorporated cities and towns in Arizona.



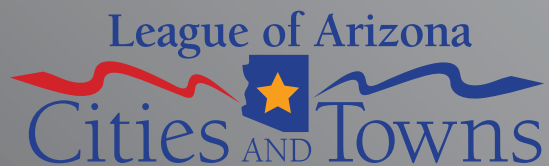
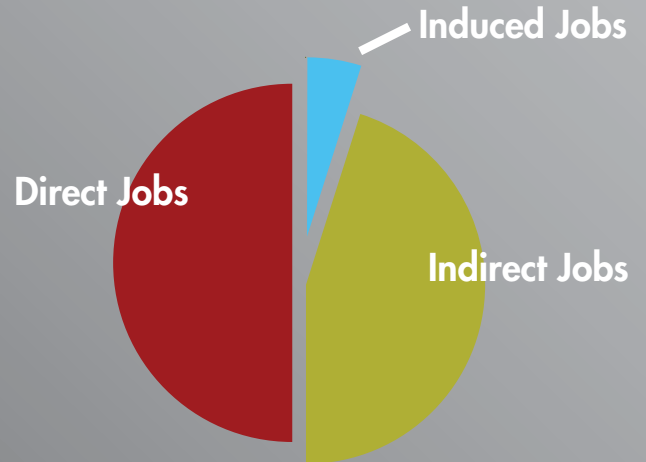
**3<sup>rd</sup> LOWEST IN THE NATION**  
IN STATE & LOCAL GOVERNMENT EMPLOYEES PER 100 RESIDENTS

THE TOTAL ECONOMIC IMPACT OF ARIZONA STATE PARKS ON THE STATE WAS **\$266,436,582**

HURF Transfers from Cities and Towns to DPS (2000 - Present)



- 96,328 jobs in Arizona are associated with the U.S. Military; 45,568 direct, 39,942 indirect, 11,269 induced



FOR MORE INFORMATION: CALL 602-258-5786  
VISIT: [WWW.AZLEAGUE.ORG](http://WWW.AZLEAGUE.ORG) • TWITTER: @AZCITIES

**1** (S) Steve Pierce(R)  
(R) Karen Fann(R), Andy Tobin(R)  
Carefree, Cave Creek, Chino Valley,  
Dewey-Humboldt, Peoria, Phoenix,  
Prescott, Prescott Valley, Wickenburg

**2** (S) Linda Lopez(D)  
(R) Andrea Dalessandro(D), Rosanna Gabaldon(D)  
Nogales, Patagonia, Sahuarita,  
South Tucson, Tucson

**3** (S) Olivia Cajero Bedford(D)  
(R) Sally Ann Gonzales(D), Macario Saldate(D)  
Tucson

**4** (S) Lynne Pancrazi(D)  
(R) Juan Carlos Escamilla(D), Lisa Otondo(D)  
Buckeye, Gila Bend, Goodyear, San Luis,  
Somerton, Tucson, Yuma

**5** (S) Kelli Ward(R)  
(R) Sonny Borrelli(R), Doris Goodale(R)  
Bullhead City, Colorado City, Kingman,  
Lake Havasu City, Parker, Quartzsite

**6** (S) Chester Crandell(R)  
(R) Brenda Barton(R), Robert Thorpe(R)  
Camp Verde, Clarkdale, Cottonwood, Flagstaff,  
Holbrook, Jerome, Payson, Sedona, Snowflake,  
Star Valley, Taylor, Tusayan, Williams

**7** (S) Carlyle Begay(D)  
(R) Albert Hale(D), Jamecita Peshlakai(D)  
Eagar, Fredonia, Page, Pinetop-Lakeside,  
Show Low, Springerville, St. Johns, Winslow

**8** (S) Barbara McGuire(D)  
(R) Frank Pratt(R), T.J. Shope(R)  
Casa Grande, Coolidge, Eloy, Florence, Globe,  
Hayden, Kearny, Mammoth, Miami,  
Superior, Winkelman

**9** (S) Steve Farley(D)  
(R) Ethan Orr(R), Victoria Steele(D)  
Marana, Tucson

**10** (S) David Bradley(D)  
(R) Stefanie Mach(D), Bruce Wheeler(D)  
Tucson

**11** (S) Al Melvin(R)  
(R) Adam Kwasmann(R), Steve Smith(R)  
Casa Grande, Eloy, Marana, Maricopa,  
Oro Valley, Tucson

**12** (S) Andy Biggs(R)  
(R) Eddie Farnsworth(R), Warren Petersen(R)  
Chandler, Gilbert, Queen Creek

**13** (S) Don Shooter(R)  
(R) Darin Mitchell(R), Steve Montenegro(R)  
Buckeye, El Mirage, Glendale, Goodyear,  
Litchfield Park, Surprise, Wellton,  
Wickenburg, Yuma

**14** (S) Gail Griffin(R)  
(R) David Gowan(R), David Stevens(R)  
Benson, Bisbee, Clifton, Douglas, Duncan,  
Huachuca City, Pima, Safford, Sierra Vista,  
Thatcher, Tombstone, Tucson, Willcox

**15** (S) Nancy Barto(R)  
(R) John Allen(R), Heather Carter(R)  
Cave Creek, Phoenix

**16** (S) David Farnsworth(R)  
(R) Doug Coleman(R), Kelly Townsend (R)  
Apache Junction, Mesa, Queen Creek

**17** (S) Steve Yarbrough(R)  
(R) Tom Forese(R), J.D. Mesnard(R)  
Chandler, Gilbert

**18** (S) John McComish(R)  
(R) Jeff Dial(R), Bob Robson(R)  
Chandler, Guadalupe, Mesa,  
Phoenix, Tempe

**19** (S) Anna Tovar(D)  
(R) Mark Cardenas(D), Lupe Chavira Contreras(D)  
Avondale, Phoenix, Tolleson

**20** (S) Kimberly Yee(R)  
(R) Paul Boyer(R), Carl Seel(R)  
Glendale, Phoenix

**21** (S) Rick Murphy(R)  
(R) Rick Gray(R), Debbie Lesko(R)  
El Mirage, Peoria, Surprise, Youngtown

**22** (S) Judy Burges(R)  
(R) David Livingston(R), Phil Lovas(R)  
Glendale, Peoria, Surprise

**23** (S) Michele Reagan(R)  
(R) John Kavanagh(R), Michelle Ugenti(R)  
Fountain Hills, Paradise Valley, Scottsdale

**24** (S) Katie Hobbs(D)  
(R) Lela Alston(D), Chad Campbell(D)  
Phoenix, Scottsdale, Tempe

**25** (S) Bob Worsley(R)  
(R) Justin Olson(R), Justin Pierce(R)  
Mesa

**26** (S) Ed Ableser(D)  
(R) Juan Mendez(D), Andrew Sherwood(D)  
Mesa, Phoenix, Tempe

**27** (S) Leah Landrum Taylor(D)  
(R) Ruben Gallego(D), Catherine Miranda(D)  
Guadalupe, Phoenix, Tempe

**28** (S) Adam Driggs(R)  
(R) Kate Brophy McGee(R), Eric Meyer(D)  
Paradise Valley, Phoenix, Scottsdale

**29** (S) Steve Gallardo(D)  
(R) Lydia Hernandez(D), Martin Quezada(D)  
El Mirage, Glendale, Phoenix

**30** (S) Robert Meza(D)  
(R) Jonathan Larkin(D), Debbie McCune Davis(D)  
Glendale, Phoenix



Requesting Department:

Town Manager's Office



**TO: HONORABLE MAYOR AND TOWN COUNCIL**

**FROM: JOHN KROSS, TOWN MANAGER**

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

**DATE: DECEMBER 18, 2013**

---

**Staff Recommendation:**

Staff recommends approval of 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:**

Move to approve the 2014-2019 Corporate Strategic Plan.

**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 and November 20 meetings, 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. Some of these were presented at the November Council meeting. Attached to the staff report are two documents: a draft version identifying the recommended changes and a clean version that encompasses the changes. The draft document is formatted as follows: ~~strike through~~ 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 in previous meetings, 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 at varying degrees.

#### 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 KRAs 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 and Final CSP documents  
2013-2018 Corporate Strategic Plan (Existing Plan)  
Council Retreat Final Report and Action Plan



**DRAFT**

# **Corporate Strategic Plan**

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# Introduction

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

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

## **Goals for the Community**

Within the plan there are several Key Result Areas (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

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## Vision Statement

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

## Mission Statement

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

## Values Statement

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

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

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

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

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

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

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

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

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

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

**K**indness in all dealings with residents, customers, partners and employees

**KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP)**

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

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 <del>address</del> include <b>BALANCE</b> 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. <b>WORK WITH MARICOPA ASSOCIATION OF GOVERNMENTS TO COMPLETE AN AREA TRANSPORTATION STUDY IN PARTNERSHIP WITH FLORENCE AND PINAL COUNTY, INCLUDING TRAFFIC TO AND FROM SAN TAN VALLEY.</b>	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 <b>JAN 2015</b>



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	<b>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.</b>	<b>TOWN MANAGER/ DEVELOPMENT SERVICES/ RECREATION</b>	<b>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.</b>	<b>APR 2016</b>
4	<b>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.</b>	<b>DEVELOPMENT SERVICES/ MANAGEMENT SERVICES</b>	<b>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.</b>	<b>JUL 2014</b>
5	<b>DEVELOP A SPECIFIC PLAN TO PURSUE NEEDED INFRASTRUCTURE FOR EMPLOYMENT LANDS.</b>	<b>DEVELOPMENT SERVICES/ UTILITIES/ ECONOMIC DEVELOPMENT</b>	<b>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.</b>	<b>MAY 2014</b>
6	Adopt a plan for infrastructure delivery for the 5.5 square miles of state lands in the Town's planning area.  <b>MOVED HERE FROM KRA 8 LAND USE-ECONOMIC DEVELOPMENT, GOAL 9.</b>	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 <b>PROVIDE</b> 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 <b>AND FORMS OF MEDIA.</b> (e.g. the comprehensive citizen survey performed every other year via phone). <b>PROMOTION OF OPPORTUNITIES ARE IMPLEMENTED BASED ON SPECIFIC SITUATIONS AND COMMUNITY NEEDS.</b> Enhancements are implemented based on specific situations and community needs and include the following used by the Town: <ul style="list-style-type: none"> <li>a) <del>Social media.</del></li> <li>b) <del>Electronic publications.</del></li> <li>c) <del>Public meetings.</del></li> <li>d) <del>Development of new information materials.</del></li> <li>e) <del>Consideration and implementation of changing technologies and trends.</del></li> <li>f) <del>Citizen Leadership Institute.</del></li> <li>g) <del>Town Hall events.</del></li> <li>h) <del>Ongoing dialogue and as applicable, training, with Homeowner Associations (HOAs).</del></li> </ul>	Annually

			<p><del>i) Enhanced financial reporting on the Town's website.</del></p> <p><del>j) Explore opportunities to enhance visibility of volunteer opportunities for residents.</del></p> <p><del>k) Formal citizen surveys.</del></p>	
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 accountable elected officials.

Goal #	Key Result Areas/Goals <i>(Not in Priority Order)</i>	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	<p>a) Complete and adopt a Water Infrastructure Master Plan to compliment the Town's General Plan <b>AND THE NEWLY ACQUIRED H2O SERVICE AREA.</b></p> <p>b) Conduct a Water Supply Master Plan which will include groundwater, surface water and treated effluent for built out to meet our needs <b>FOR BOTH THE TOWN OF QUEEN CREEK AND THE NEWLY ACQUIRED H2O SERVICE AREA.</b></p> <p><del>c) Work with the few remaining landowners on securing their assured water supply.</del></p>	Ongoing <b>JAN 2015</b>

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

<p>4</p>	<p>CREATE A COMPENDIUM OF CURRENT SUSTAINABLE PRACTICES THROUGHOUT THE TOWN.</p>	<p>DEVELOPMENT SERVICES/ WORKFORCE TECHNOLOGY</p>	<p>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 EVALUATING 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.</p>	<p>JAN 2015</p>
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**KRA 5: FINANCIAL MANAGEMENT/INTERNAL SERVICES AND SUSTAINABILITY**

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

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. <b>AN EXTENSIVE SUCCESSION PLAN IS BEING DEVELOPED TO ASSIST IN ENSURING KNOWLEDGE TRANSFER INCLUDING MENTORING, CROSS-DEPARTMENT TRAINING, AND INDIVIDUALIZED PROFESSIONAL DEVELOPMENT AND TRAINING.</b>	<b>OCT 2014</b>
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 <b>80</b> for <b>184</b> 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.	<b>FEB 2014</b>
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	<b>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.</b>	<b>DEVELOPMENT SERVICES</b>	<b>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.</b>	<b>JAN 2014</b>
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 <i>(Not in Priority Order)</i>	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	<p>Festivals and events create community and economic impacts in the markets that they serve. This goal acknowledges their significance in promoting Queen Creek's identity while concurrently bringing in visitors to the community. <b>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.</b></p> <p><del>Listed below are possible strategies to further this goal.</del></p> <p>a) <del>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.</del></p> <p>b) <del>Continue to enhance the Town's partnerships with strategic destinations in the community that personify the Town's brand.</del></p> <p>c) <del>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.</del></p> <p>d) <del>Conduct a brand audit to provide Queen Creek with a SWOT analysis of the Town's brand (FY15-16).</del></p> <p>e) <del>Participate in Mesa Convention and Visitor Bureaus Gateway Region marketing efforts.</del></p> <p>f) <del>Evaluate the current special event permit process and look for opportunities to reduce barriers for special events in the community.</del></p>	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	<b>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.</b>	<b>ECONOMIC DEVELOPMENT/ DEVELOPMENT SERVICES</b>	<b>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.</b>	<b>JUL 2014</b>
4	<b>TAKE MARKETING TO THE NEXT LEVEL BY LEVERAGING ENHANCED PARTNERSHIPS WITH TOURISM ORGANIZATIONS.</b>	<b>ECONOMIC DEVELOPMENT</b>	<b>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.</b>	<b>JUL 2014</b>

**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.  <b>MOVED TO LONG TERM POLICY ISSUES SECTION, GOAL #2</b>	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.  <b>ECONOMIC DEVELOPMENT WILL MONITOR PROPOSED LEGISLATION SPECIFIC TO ECONOMIC DEVELOPMENT VIA THE ARIZONA ASSOCIATION FOR ECONOMIC DEVELOPMENT (AAED) GOVERNMENT AFFAIRS COMMITTEE AND GPEC.</b>	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	<del>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.</del> <b>MOVED TO LONG TERM POLICY ISSUES, GOAL 3.</b>	<del>Town Manager/ Town Council/ Development Services</del>	<del>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.</del> <del>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.</del>	<del>Ongoing</del>

**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	<p>Maintain a balanced community and economically diverse employment base. Maintain or adopt policies that preserve the quality of life in the community.</p> <p><b>MOVED TO LONG TERM POLICY ISSUE SECTIONS, AND INCLUDED IN GOAL 1.</b></p>	Economic Development	<p>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.</p> <p>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.</p>	2018
1	<p><del>Develop and propose strategic amendments to</del>  <b>BRING FORWARD CHANGES TO</b> our Zoning Ordinance <b>AND DEVELOPMENT CODES THAT CLARIFY, IDENTIFY AND GUIDE FUTURE DEVELOPMENT TO MEET THE EXPECTATIONS OF OUR COMMUNITY. <del>to respond to legislative priorities, offer economic development tools and address areas of interest in order to keep the ordinance current and relevant.</del></b></p>	Development Services	<p>The zoning ordinance was adopted in 1989, and has been modified since then <del>to address new issues and land use changes.</del> 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. <b>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 COMMUNITY’S ASPIRATIONAL DESIRES WHILE ENCOURAGING INVESTMENT AND MAINTAIN A LEGAL OPERATING CONDITION DURING THE ADOPTION OF ANY CHANGES.</b></p>	<p>Annually.  <b>JAN 2015</b></p>

<p>2</p>	<p>Continue to attract and preserve higher educational opportunities to the community and region. <b>IMPLEMENT THE COUNCIL-APPROVED ECONOMIC DEVELOPMENT STRATEGIC PLAN.</b></p>	<p>Town Manager/ Economic Development</p>	<p>Continue partnership with the Maricopa County Community College District and Rio Salado College on the Community at Queen Creek, partnerships with Chandler-Gilbert Community College and ASU Polytechnic.</p> <p>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.</p> <p><b>ECONOMIC DEVELOPMENT INITIATIVES ARE CENTERED AROUND THE TOWN'S TARGETED INDUSTRY SECTORS OF AEROSPACE &amp; AVIATION; HEALTH &amp; WELLNESS; EDUCATION; ARTS, CULTURE &amp; EXPERIENCE, FAMILY/YOUTH &amp; CHILDREN ACTIVITY DESTINATIONS AND CLEAN AND RENEWABLE ENERGY AND WATER. INITIATIVES INCLUDE:</b></p> <ul style="list-style-type: none"> <li>• DEVELOP/ISSUE AN RFP FOR THE DEVELOPMENT OF CLASS A/B OFFICE SPACE ON TOWN OWNED LAND IN THE TOWN CENTER</li> <li>• PROMOTE THE TOWN AS A DESTINATION FOR CRAFT BREWERS (AGRITOURISM) LOOKING TO ESTABLISH A COMMERCIAL LOCATION OR FOR ESTABLISHED BREWERIES LOOKING TO EXPAND.</li> <li>• CONTINUE TO EVOLVE THE QC INC. PROGRAM</li> <li>• ATTRACT AND PRESERVE K-12 AND HIGHER EDUCATIONAL OPPORTUNITIES TO THE COMMUNITY</li> <li>• PARTNER WITH A DEVELOPER FOR THE TOWN OWNED 20-ACRES IN THE TOWN CENTER</li> <li>• HOTEL/RESORT DEVELOPMENT</li> <li>• JOINT MARKETING/COLLABORATION WITH MESA AND GILBERT TO MARKETS SERVED BY PMGA.</li> <li>• ANNEXATION OF BIMC</li> <li>• DEVELOP AN ACTION PLAN SPECIFIC TO THE NEW TARGETED INDUSTRY SECTOR CLEAN AND RENEWABLE ENERGY AND WATER.</li> </ul>	<p>Ongoing. <b>JAN 2015</b> <b>(KEY ELEMENTS IMPLEMENTED BY THIS DATE)</b></p>
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<p>4</p>	<p>Update the Town’s annexation policy to encourage proactive Town-initiated annexations, whenever such annexation is beneficial to the economic development opportunities within the Town’s Planning area</p> <p><b>MOVED TO LONG TERM POLICY ISSUES GOAL 4.</b></p>	<p>Development Services/ Economic Development</p>	<p>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.</p>	<p>Ongoing</p>
	<p>Enhance the opportunities for Queen Creek businesses to be successful by adopting strategies and policies that provide for expedited permitting and support of existing businesses through marketing cooperatives.</p> <p><b>COMBINED WITH GOAL 2 ABOVE REGARDING IMPLEMENTATION OF THE ECONOMIC DEVELOPMENT STRATEGIC PLAN.</b></p>	<p>Economic Development</p>	<p>This goal establishes a policy making Queen Creek an attractive community for business investment and job growth. An aspect of creating this climate means that staff will establish a process that leads to an expedited permitting process within the Development Services Department for new and expanding businesses in the community. Existing processes should be evaluated to determine that appropriate safety goals are met, but balancing the regulatory environment with the need to create jobs and increase the tax base within the community. All options shall be explored to consider strategies so that Queen Creek is the community of choice for business expansion and relocation.</p> <p>Continue to implement and evolve the Shop Queen Creek Program, encouraging residents to shop local and businesses to support other local business.</p> <p>Continue to evolve the QC Inc. program to meet the needs of the Queen Creek business Community</p> <p>Research ideas for different incubation programs. Work with Development Services to update the Zoning Ordinance to support economic development goals for Town-Center development, special event permitting; agritainment/agritourism. (Reference KRA 8: Goal 2)</p>	<p>June 2013</p>

	<p>Establish a proactive Economic Development policy on business recruitment. Develop an action plan specific to the new targeted industry sector Clean and Renewable Energy and Water.</p> <p><b>COMBINED WITH GOAL 2 ABOVE REGARDING IMPLEMENTATION OF THE ECONOMIC DEVELOPMENT STRATEGIC PLAN.</b></p>	<p>Economic Development</p>	<p>Proactively promote the Ombudsman Program to new and/or expanding businesses. Work to change any negative perceptions of doing business in Queen Creek.</p> <p>Continue to evaluate “local” tools to aid in closing the deal with new business. Staff will continue to partner with regional groups including the Greater Phoenix Economic Council (GPEC), the Arizona Commerce Authority (ACA) and the Arizona Association for Economic Development (AAED) in this effort.</p>	<p>Ongoing</p>
<p>3</p>	<p>Create opportunities that allow HPEC to continue as an economic generator for the community.</p> <p><b>CONTINUE TO ENHANCE THE BUSINESS MODEL FOR HPEC THAT MEETS THE ECONOMIC, FISCAL AND COMMUNITY INVOLVEMENT GOALS ESTABLISHED BY COUNCIL.</b></p>	<p>Economic Development</p>	<p>The facility will be marketed (as per the Town Council approved marketing plan) for regional events, including non-equine events, that increase revenues and provide positive economic impacts to the community.</p> <p>Enhance the availability of local business information for patrons of HPEC. Utilize space in the new show office and prepare “welcome to Queen Creek packets” for new visitors.</p> <p>Implement fundraising campaign for capital improvements to the facility.</p> <p>Evaluate the cost/benefit of outsourcing certain functions related to HPEC operations. <b>THE CURRENT CONSENSUS OF THE COUNCIL IS TO KEEP THE EXISTING PROGRAM IN TACT, BUT MOVE IN EARNEST TO ADD MORE NON-EQUINE EVENTS TO HPEC. STAFF WILL ALSO BE EVALUATING WHICH NON-EQUINE EVENTS ARE HIGH REVENUE PRODUCERS MAKING THOSE A PRIORITY FOR THE VENUE.</b></p>	<p><b>JULY 2014</b></p>

	<p>Recruit a resort/hotel development to the community.</p> <p><b>INCLUDED IN GOAL 2 ABOVE REGARDING IMPLEMENTATION OF THE ECONOMIC DEVELOPMENT STRATEGIC PLAN.</b></p>	Economic Development	<p>Continue to maintain/develop relationships with key resort/hotel developers and market strategic locations for development in Queen Creek.</p> <p>Capture absorption data within the region. Monitor bed nights that HPEC and the community's other large event venues are generating from the regional/national associations utilizing these facilities.</p> <p>Evaluate conducting a hotel study for the community.</p> <p>The General Plan identifies a resort development option in the San Tan Mountains. This goal would strive for achieving that land use sooner with Town in a lead role.</p> <p>Conduct a resort feasibility study for the identified resort sites in the General Plan (FY13). Develop options that may include partnering with the private sector.</p>	June 2013
	<p>Adopt a plan for infrastructure delivery for the 5.5 square miles of State Lands in the Town's planning area. <b>MOVED TO KRA 1 CIP, GOAL 6.</b></p>	Utilities/ Development Services/ Economic Development	<p>The Town Council desires to take the initiative to be the water and sewer service provider for the 5.5 square miles of State Lands identified in the Town's northernmost planning area — identified as employment lands. This will require developing a 208 water quality plan and seek approval of the 208 permit via CAG.</p>	July 2014
4	<p>Initiate the process to update the Queen Creek General Plan in 2015.</p>	Development Services	<p>State law requires every community to update their General Plan every 10 years. The Town's General Plan was updated in 2008 after a year-long process. Consideration needs to be given early in the process as to the steps the Town would like to take to update the plan, no later than 2018, including the selection of a citizen committee, selection of a consultant, etc. <b>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.</b></p>	January 2015 <b>MAR 2014 TO NOV 2016</b>
5	<p><b>WORK TOWARDS IMPLEMENTATION 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.</b></p>	DEVELOPMENT SERVICES	<p><b>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.</b></p>	OCT 2013 TO MAR 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.

Goal #	Key Result Areas/Goals (Not in Priority Order)	Lead Department(s)	Narrative Description	Completion Date
±	<p>Create, develop, analyze and test new staffing and deployment model for the Queen Creek Fire Department for future growth replacing the traditional model defined by the original public safety master plan.</p> <p><b>THIS GOAL HAS BEEN COMBINED WITH THE FORMER GOAL 7 TO CREATE A NEW GOAL 1.</b></p>	Town Manager/Fire	<p>This goal attempts to set forth a new business model for fire and emergency services for future stations for the community. It establishes various possible protocols for review, analysis and experimentation that allows for clear standards to still be met community-wide, while concurrently addressing long-term cost containment for this critical service. Listed below are possible steps the department will explore.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>d) Provide a transition plan for converting the Queen Creek Fire Department's current operational approach to the new staffing and deployment model.</p> <p>e) Develop a Facilities Plan and timeline for implementation for the Capital Improvement Plan (CIP).</p>	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 DEPARTMENT FOUNDATION. AS WE MOVE	JAN 2015

			<p>FORWARD WITH THE NEXT FIVE YEARS THE STUDY NEEDS TO BE RE-VISITED SPECIFICALLY IN TWO AREAS.</p> <p>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.</p> <p>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. AN UPDATED FACILITIES PLAN AND TIMELINE FOR IMPLEMENTATION FOR THE CAPITAL IMPROVEMENT PLAN (CIP) NEEDS TO BE COMPLETED WITH THIS PROCESS AS WELL.</p>	
2	<p>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. <b>UPDATE THE MASTER PLAN FOR LAW ENFORCEMENT SERVICES.</b></p>	Town Manager/ MCSO	<p>The staffing and deployment model for policing will focus on traffic control, accident prevention, crime reduction, and public safety education. Improve crime statistical analysis including shift coverage, closed case and overall workload and proactive community policing. This goal is linked to the revised master plan for police and law enforcement services. <b>THE TOWN'S CURRENT PUBLIC SAFETY MASTER 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 31,000. THIS PLAN NEEDS RE-EVALUATION AND UPDATING.</b></p>	JUL 2015
3	<p>Develop strategies for enhancing the crime prevention programs in the Town.</p>	Town Manager	<p>a) <del>Revise the Law Enforcement Services contract with MCSO to include baseline expectations focusing on the following areas:</del></p> <ul style="list-style-type: none"> <li>i. <del>Crime.</del></li> <li>ii. <del>Quality of Life Issues.</del></li> <li>iii. <del>Officer Productivity.</del></li> <li>iv. <del>Crime Prevention/Collaboration</del></li> </ul>	Annually

			<p>Initiatives-</p> <ul style="list-style-type: none"> <li>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.</li> <li>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:             <ul style="list-style-type: none"> <li>i. Management staff and property owners.</li> <li>ii. Tenants.</li> </ul> </li> </ul> <p>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.</p>	
4	Develop and exercise the Town's Disaster Management System.	Town Manager/Fire/Police/Development Services/Utilities	<ul style="list-style-type: none"> <li>a) Complete revisions to the Town's current Emergency Operations Plan (EOP).</li> <li>b) Develop an emergency communications center for Town Disaster operations.</li> <li>c) Develop a database for disaster management to include GIS capability and a resource directory.</li> <li>d) Establish and manage a regional Community Emergency Response Team (CERT) disaster response system for citizen volunteers.</li> <li>e) Develop exercise (simulation) system to annually test the Town's disaster response capabilities.</li> <li>f) Implement a Disaster Management Plan in regards to the Town's technologies to ensure business continuity.</li> </ul>	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	<ul style="list-style-type: none"> <li>a) Support petition drive to create Queen Creek County Island Fire District (QCCIFD) as a consultant and advisor.</li> <li>b) Negotiate IGA with QCCIFD if established</li> <li>c) Expand QCCIFD to provide emergency services in Queen Creek’s municipal planning area (MPA), as appropriate.</li> </ul>	December 2014
6	Identify and describe required or needed technology changes in the Queen Creek Fire Department during the time frame to implement the Corporate Strategic Plan.	Fire Operations/ EMS/Resource	<ul style="list-style-type: none"> <li>a) Provide iPads and application software to enable Queen Creek firefighters to utilize the Firehouse inspection program.</li> <li>b) Evaluate and replace any defective or outdated electronic devices that are components of the Fire Department’s station alerting system. This plan includes working with Information Technology to assess the current equipment and develop a plan for upgrading the components.</li> <li>c) Provide the necessary communication equipment on each fire truck to allow the creation of mobile hotspots and high speed data transmission. This will support the current commercial fire prevention inspection program, hydrant program and the upcoming electronic patient care program. In addition, a plan is being developed to install wireless access points in the fire stations to support these applications.</li> </ul>	January 2013
7	Update the Master Plan for Law Enforcement Services. <b>COMBINED WITH NEW GOAL 1 ABOVE.</b>	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

<p>3</p>	<p>EVALUATE THE CURRENT EMERGENCY TRANSPORTATION PLAN. (AMBULANCE SERVICE OPTIONS)</p>	<p>FIRE</p>	<p>THERE IS CURRENTLY ONLY ONE PROVIDER LICENSED BY THE STATE OF ARIZONA TO PROVIDE AMBULANCE TRANSPORTATION 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" OPPORTUNITIES IN PROVIDING THIS SERVICE IF NEEDED.</p>	<p>JUL 2014</p>
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**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. <b>MAINTAIN AND EVALUATE OPTIONS FOR DIGITAL COMMUNICATIONS.</b>	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. <b>THE SITE SHOULD BE REFRESHED EVERY FIVE YEARS TO ENSURE EASE OF USE FOR VIEWERS AND COMPATIBILITY WITH CURRENT TECHNOLOGY. THE NEXT SCHEDULED REFRESH SHOULD TAKE PLACE IN 2018.</b>	Ongoing. <del>Update in 2013</del> <b>JUL 2018</b>
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 application and inspection system to allow the Town to streamline the building permit issuance and building inspection process. <b>EXPAND TO A SYSTEM-WIDE SOFTWARE.</b>	Workforce & Technology/ Development Services	<p>In order to prepare for an increasing number of building permit applications, new electronic systems are needed to help manage the workload and track building permits electronically. This goal addresses a modernization and upgrade in our permitting systems to address the demands of our customers, allow for improved timelines and overall efficiencies. Elements of the new technology needed include:</p> <ol style="list-style-type: none"> <li>Modification of the Town's website and supportive software to allow minor building permits to be submitted and approved on-line, building inspections to be scheduled on-line and building permit status available on-line</li> <li>Upgrading the current IVR (Integrated Voice Response) to allow customers more choices.</li> <li>Replacement of the current LIS (Land Information System) with an on-line version that would provide more options for data collection, automation and customer services.</li> </ol> <p><del>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.</del></p>	July 2014 <b>MAY 2014</b>
4	Upgrade technology for Council Meetings.	Workforce & Technology	<p>Upgrade the technology at the Council dais and Council presentation equipment. Upgrade the technology for the Council meeting through:</p> <ol style="list-style-type: none"> <li>Identify appropriate technologies. <ol style="list-style-type: none"> <li>All in one microphones, which include camera panning capabilities, sound identifiers, voting system, etc.</li> <li>Replace the projector and screen with 60" monitors on each side of the dais. An additional monitor can be placed in the Founders Meeting Room for overflow purposes.</li> </ol> </li> </ol>	December 2013/2014
3	<b>DEVELOP A TOWN WIRELESS INITIATIVE.</b>	<b>WORKFORCE &amp; TECHNOLOGY</b>	<b>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 MUNICIPAL SERVICES BUILDING, TOWN HALL, TOWN LIBRARY, FOUNDERS PARK, DESERT MOUNTAIN PARK, PUBLIC WORKS YARD, AND THE TWO FIRE STATIONS.</b>	<b>JAN 2015</b>

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.

<b>LONG-TERM POLICY ISSUES (ISSUES ADDRESSED ANNUALLY, BUT REQUIRE GREATER THAN 5-YEARS COMPLETION)</b>				
<b>Goal #</b>	<b>Key Result Areas/Goals (Not in Priority Order)</b>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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.  <b>THIS GOAL INCLUDES FORMER GOAL 1 &amp; 4 FROM KRA 8 LAND USE-ECONOMIC DEVELOPMENT.</b>	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.	<del>2018</del> <b>ANNUALLY</b>
2	Encourage and Promote Productive Regional Partnerships. <b>FORMERLY KRA 7 INTERGOVERNMENTAL RELATIONS, GOAL 2.</b>	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	<p>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.</p> <p><b>FORMERLY KRA 7 INTERGOVERNMENTAL RELATIONS, GOAL 5</b></p>	<p>Town Manager/ Town Council/ Development Services</p>	<p>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.</p>	Ongoing
4	<p>Encourage proactive Town-initiated annexations, whenever such annexation is beneficial to the economic development opportunities within the Town's planning area.</p> <p><b>FORMERLY KRA 8 LAND USE-ECONOMIC DEVELOPMENT, GOAL 4.</b></p>	<p>Development Services/ Economic Development</p>	<p>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.</p>	Ongoing



**FINAL**

# **Corporate Strategic Plan**

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# Introduction

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

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

## **Goals for the Community**

Within the plan there are several Key Result Areas (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

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## Vision Statement

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

## Mission Statement

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

## Values Statement

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

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

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

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

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

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

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

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

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

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

**K**indness in all dealings with residents, customers, partners and employees



**KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP)**

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

<b>Goal #</b>	<b>Key Result Areas/Goals (Not in Priority Order)</b>	<b>Lead Department</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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 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.	Jul. 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 Association of Governments to complete a 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.	Jan. 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.	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.	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.	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
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**KRA 2: COMMUNITY INVOLVEMENT**

Queen Creek will provide opportunities for citizen participation in community decisions and embrace transparency, ensuring that information about programs, services, finances and business opportunities is available through traditional and digital means. The Town will adhere to open meeting laws and maintain accurate records.

Goal #	Key Result Areas/Goals <i>(Not in Priority Order)</i>	Lead Department(s)	Narrative Description	Completion Date
1	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. Promotion of opportunities is implemented based on specific situations and community needs.	Annually
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 accountable elected officials.

<b>Goal #</b>	<b>Key Result Areas/Goals (Not in Priority Order)</b>	<b>Lead Department(s)</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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 <i>(Not in Priority Order)</i>	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.	Jul. 2015
2	Ensure a safe and sustainable water supply that allows for the implementation of the General Plan.	Utilities	<ul style="list-style-type: none"> <li>a) Complete and adopt a Water Infrastructure Master Plan to compliment the Town’s General Plan and the newly acquired H2O service area.</li> <li>b) Conduct a Water Supply Master Plan which will include groundwater, surface water and treated effluent for built out to meet our needs for both the town of queen creek and the newly acquired H2O service area.</li> </ul>	Jan. 2015
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.	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 evaluating 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
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**KRA 5: FINANCIAL MANAGEMENT/INTERNAL SERVICES AND SUSTAINABILITY**

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

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	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



**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.

<b>Goal #</b>	<b>Key Result Areas/Goals (Not in Priority Order)</b>	<b>Lead Department(s)</b>	<b>Narrative Description</b>	<b>Completion Date</b>
1	Implement strategies that incorporate the Town's heritage and branding, 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.	Annually
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 <i>(Not in Priority Order)</i>	Lead Department(s)	Narrative Description	Completion Date
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 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 specific 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
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

**KRA 8: LAND USE/ECONOMIC DEVELOPMENT**

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

<b>Goal #</b>	<b>Key Result Areas/Goals (Not in Priority Order)</b>	<b>Lead Department(s)</b>	<b>Narrative Description</b>	<b>Completion Date</b>
1	Bring forward changes to our Zoning Ordinance and development codes that clarify, identify and guide future development to meet the expectations of our community.	Development Services	The Zoning Ordinance was adopted in 1989, and has been modified since then 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 community's aspirational desires while encouraging investment and maintain a legal operating condition during the adoption of any changes.	Jan. 2015
2	Implement the Council-approved Economic Development Strategic Plan.	Town Manager/ Economic Development	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: <ul style="list-style-type: none"> <li>• Develop/issue an RFP for the development of class A/B office space on Town owned land in the Town Center</li> <li>• Promote the Town as a destination for craft brewers (agritourism) looking to establish a commercial location or for established breweries looking to expand.</li> <li>• Continue to evolve the QC Inc. program</li> <li>• Attract and preserve k-12 and higher educational opportunities to the community</li> <li>• Partner with a developer for the Town owned 20-acres in the Town Center</li> <li>• Hotel/resort development</li> <li>• Joint marketing/collaboration with Mesa and Gilbert to markets served by PMGA.</li> <li>• Annexation of BIMC</li> <li>• Develop an action plan specific to the new targeted industry sector Clean and Renewable Energy and Water.</li> </ul>	Jan. 2015  (key elements implemented by this date)
3	Continue to enhance the business model for HPEC that meets the economic, fiscal and community involvement goals established by Council.	Economic Development	The current consensus of the Council is to keep the existing program in-tact, but move in earnest to add more non-equine events to hpec. Staff will also be evaluating which non-equine events are high revenue producers making those a priority for the venue.	Jul. 2014

4	Initiate the process to update the Queen Creek General Plan in 2015.	Development Services	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.	Mar. 2014 to Nov. 2016
5	Work towards implementation of the Box Canyon project that meets the goals of the General and Economic Strategic plans.	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 that can produce desired outcomes for the Town.	Oct. 2013 to Mar. 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.

<b>Goal #</b>	<b>Key Result Areas/Goals (Not in Priority Order)</b>	<b>Lead Department(s)</b>	<b>Narrative Description</b>	<b>Completion Date</b>
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 Department foundation. As we move forward with the next five years the study needs to be re-visited 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. An updated facilities plan and timeline for implementation for the capital improvement plan (CIP) needs to be completed with this process as well.	Jan. 2015
2	Update the master plan for law enforcement services.	Town Manager/ MCSO	The Town's current Public Safety Master 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 31,000. This plan needs re-evaluation and updating.	Jul. 2015
3	Evaluate the current emergency transportation plan (ambulance service options).	Fire/Town Manager	There is currently only one provider licensed by the State of Arizona to provide ambulance transportation 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" opportunities 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 <i>(Not in Priority Order)</i>	Lead Department(s)	Narrative Description	Completion Date
1	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 site should be refreshed every five years to ensure ease of use for viewers and compatibility with current technology. The next scheduled refresh should take place in 2018.	Jul. 2018
2	Implement an updated electronic development application. 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: <ul style="list-style-type: none"> <li>a) Modification of the Town’s website and supportive software to allow minor building permits to be submitted and approved on-line, building inspections to be scheduled on-line and building permit status available on-line</li> <li>b) Upgrading the current IVR (Integrated Voice Response) to allow customers more choices.</li> <li>c) Replacement of the current LIS (Land Information System) with an on-line version that would provide more options for data collection, automation and customer services.</li> </ul>	May 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 Municipal Services Building, 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.	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.	Annually
2	Encourage and Promote Productive Regional Partnerships.	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.	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.	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

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# Introduction

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

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

## **Goals for the Community**

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

## **How the Corporate Strategic Plan is Updated**

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

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

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

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

# The Guiding Principles for Creating the Corporate Strategic Plan

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## Vision Statement

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

## Mission Statement

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

## Values Statement

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

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

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

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

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

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

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

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

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

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

**K**indness in all dealings with residents, customers, partners and employees

**KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP)**

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

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 <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: Develop a comprehensive volunteer program and non-profit partnership strategy.	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.**

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
Goal 3: Continue policies that advance transparency in governance.	Town Manager	The Town Council is interested in continuing strategies that engage the community and make it easier for residents to participate in the decision-making process for the community. To this end, the Town will continue to evaluate cost-effective, efficient technologies for broadcasting Council meetings, use of the website, and interpersonal activities that allow enhanced participation. This Goal acknowledges the Technology KRA and effectively complements dual efforts.	Annually.

**KRA 3: COUNCIL PROFESSIONAL DEVELOPMENT**

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

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



**4: ENVIRONMENT**

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

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
Goal 1: Develop and implement plans to participate in the next Greenfield Reclamation Plan (GWRP) expansion, allowing for appropriate implementation of the General Plan, including use of treated effluent to the benefit of the Town.	Development Services/ Utilities	The next plant expansion of the Greenfield Water Reclamation Plant (GWRP) will be completed by 2018. The Town will need to decide by 2016 if we will be participating in the next plant expansion, which would add approximately 1 million gallons of future capacity. The projected cost for each 1 million gallons of capacity is about \$8 million. The Town will be able to take its full amount of treated effluent by 2018 which will be over 2 million gallons per day. The Utility Department has completed the corridor study and is now working with several communities and irrigation districts to develop the options and alternatives for using and transporting our treated effluent which would reduce the costs for effluent delivery to the Town.	July 2015
Goal 2: Ensure a safe and sustainable water supply that allows for the implementation of the General Plan.	Utilities	<ul style="list-style-type: none"> <li>a) Complete and adopt a Water Infrastructure Master Plan to compliment the Town's General Plan.</li> <li>b) Conduct a Water Supply Master Plan which will include groundwater, surface water and treated effluent for built out to meet our needs.</li> <li>c) Work with the few remaining landowners on securing their assured water supply.</li> </ul>	Ongoing.
Goal 3: Promote the Town's sustainability goals through efforts concerning energy use, green building policy, recycling and use of hybrid vehicles and possible building code revisions to encourage energy conservation.	Town Manager	<p>Queen Creek's Green Building Policy, adopted in 2007, commits the Town to finance, plan, design, construct, manage, renovate and maintain its facilities in accordance with the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system and national standards. In adopting this policy, Queen Creek has set itself apart as a forward-looking, progressive community. Additional sustainability efforts include:</p> <ul style="list-style-type: none"> <li>a) Water conservation</li> <li>b) Recycling</li> <li>c) Land use</li> <li>d) Building maintenance</li> </ul> <p>The Town is also considering adoption of the 2012 ICC Building Code, which incorporates options for building construction designed to promote energy efficiency in new buildings.</p>	Ongoing.

**4: ENVIRONMENT cont.**

<b>Key Result Areas/Goals (Not in Priority Order)</b>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
<p>Goal 4: Create a welcoming environment in our parks and trails by ensuring they are safe, environmentally friendly, and well maintained. Based on adopted levels of service.</p>	<p>Development Services</p>	<p>The Town has developed numerous internal quality assurance and control mechanisms to ensure the sustainability, user value, and economical maintenance of the parks and trails systems.</p> <ol style="list-style-type: none"> <li>1. Keep the Town’s parks and trails aesthetically pleasing by dedicating adequate resources to maintain areas open to the public.</li> <li>2. Ensure visitor safety by conducting routine inspection of playground equipment, structures, and grounds and making repairs a priority.</li> <li>3. Being environmentally friendly:                             <ol style="list-style-type: none"> <li>a) Research and utilize eco-friendly technologies when economically sensible to do so</li> <li>b) Utilize and promote appropriate water conservation efforts at Town parks</li> <li>c) Recycle grass clippings</li> </ol> </li> </ol>	<p>Ongoing.</p>

**KRA 5: FINANCIAL MANAGEMENT/INTERNAL SERVICES AND SUSTAINABILITY**

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

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
Goal 1: Maintain long-term financial sustainability for local government operations.	Town Manager	The Town shall maintain a goal of operational efficiencies not rushing to increase staffing when economic times are better. Ensure that new programs are properly evaluated based on available revenues, community need and operational sustainability. Continue with policies and implementation practices that evaluate use and sources of revenues in particular recurring versus one-time sources of revenue.	Ongoing.
Goal 2: Continue progressive strategies to attract and retain high-performing staff.	Town Manager/ Workforce & Technology	The Workforce & Technology Department has developed strategies to recruit, develop, reward and retain a quality workforce by providing a safe and healthy work environment and offering competitive compensation, benefits, training and development, and ensuring fair treatment to all of its employees.	Annually.
Goal 3: Complete a comprehensive review of the Town's classification and compensation system. Develop a new staffing model for future growth.	Workforce & Technology	The Town is challenged to compete in the urban Phoenix metropolitan marketplace and with the uptick in the economy; many local governments are not only hiring staff, but restoring compensation policies, such as merit and cost of living allowances. The last compensation and classification review was completed in 2006. Since that time some services have been consolidated, while there have been two new services, notably water and fire/EMS. However, during the same timeframe, staff was reduced by 47% due to the economic downturn. The current system was built for an organization that would have reached 500 employees within a 10-year timeframe (2016). The current number of job classifications is 70 for 165 full-time and part-time employees (almost a 1:2 ratio). Additionally, a new pay system needs to be identified that meets the current realities of the economy while maintaining the organization's competitiveness for a quality workforce.	January 2014
Goal 4: Evaluate and monitor the effects of SB 1598 and the Town's ability to establish and maintain and adjust as needed building permit approval times.	Development Services	As a result of SB 1598, the Town is required to publish approval timelines for requests for administrative approval of building permits, sign permits, subdivision plats, certificates of occupancy, etc. Current resources will need to be monitored and evaluated regularly to ensure these timelines can be met, particularly in comparison with the timeframes established by surrounding communities.	January 2014

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

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
Goal 5: Conduct a SWOT (strengths, weaknesses, opportunities and threats analysis on the Town's largest department, Development Services.	Town Manager/ Economic Development/ Development Services	With the reorganization of the Development Services Department, a SWOT analysis would provide insight into how the department could be operated more effectively and options to improve the level of service provided.	July 2014
Goal 6: Technology Education and Training Initiative.	Workforce & Technology	Technology continues to advance rapidly. The Town has identified opportunities to advance services to the community and to develop internal efficiencies; however, through internal training and proficiency analysis, it has been determined that there is potential to move many of the organization's staff towards higher technological and systems proficiencies. The initiative is a two-step process, to identify areas of improvement and maintain knowledge of current staff and to develop processes to identify the technology IQ of prospective employees. The initiative may include: use of a designated trainer, space, schedule commitments, and basic proficiency standards across the organization.	January 2015

**KRA 6: IMAGE/IDENTITY**

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

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 1: Implement strategies that incorporate the Town's heritage and branding campaign, including attracting new and enhancing existing festivals, tourism marketing and strategic partnerships.</p>	<p>Economic Development</p>	<p>Festivals and events create community and economic impacts in the markets that they serve. This goal acknowledges their significance in promoting Queen Creek's identity while concurrently bringing in visitors to the community. Listed below are possible strategies to further this goal.</p> <ul style="list-style-type: none"> <li>a) One recommendation is to provide activities such as festivals and other events such as farmers' markets and art shows to attract new visitors to Queen Creek. The current events held at the Queen Creek Olive Mill, Schnepf Farms and HPEC help reflect the Town's identity but more can be done in terms of the location and theme of the events to strengthen the image of Queen Creek throughout the region. The Town needs to work closely with venues that have the potential to host festivals and help market them to potential festival producers through programs such as the International Festivals and Events Association. It will take 2-3 years of recruiting small to midsize events however it is very likely that one or two small events may grow into signature festivals.</li> <li>b) Continue to enhance the Town's partnerships with strategic destinations in the community that personify the Town's brand.</li> <li>c) Develop and implement a campaign encouraging residents to explore the Queen Creek community as if they were tourists. This campaign will tie into the new web design, Shop QC program and mobile application.</li> <li>d) Conduct a brand audit to provide Queen Creek with a SWOT analysis of the Town's brand (FY15-16).</li> <li>e) Participate in Mesa Convention and Visitor Bureaus Gateway Region marketing efforts.</li> <li>f) Evaluate the current special event permit process and look for opportunities to reduce barriers for special events in the community.</li> </ul>	<p>Annually.</p>

**KRA 6: IMAGE/IDENTITY cont.**

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
Goal 2: Continue strategy to increase awareness and knowledge of success in community education of the schools.	Town Manager	This goal addresses the need for the Town to work closely with the community's schools for the purpose of marketing their collective progress on behalf of the community. This goal identifies the linkage between the successes of the community's schools on the Town's Economic Development program. It also acknowledges the value of regular meetings with staff and elected officials among the community's schools to ensure alignment with common goals.	Annually.

**KRA 7: INTERGOVERNMENTAL RELATIONS**

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

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
Goal 1: Encourage and Promote Productive Regional Partnerships.	Town Manager/ Town Council/ Economic Development/ Development Services	Queen Creek is uniquely situated geographically in two counties: Maricopa and Pinal. Although mostly located in Maricopa County the Town's relationships must extend well beyond its borders to positively address complex long-term economic development opportunities and issues affecting transportation on the community. Staying active in Pinal County and Maricopa County will ensure that the Town's interests are not overlooked and are advocated in the best interest of the town and the region. Based on available staff, the Town has strategically identified key regional organizations the Town will actively participate in. Town staff monitors the agendas of several other organizations, but does not actively participate in meetings.	Annually.
Goal 2: The Town should proactively pursue statewide partnerships to support and advance legislation that improves Queen Creek's competitive position with other regions and/or states and work towards the creation of new economic development tools and resources.	Town Manager/ Economic Development	The uncertainty in the economy has created a number of opportunities and challenges as resources for local governments are even more limited. The Town needs to proactively engage area representatives so they can support the interests of Queen Creek and the region. Additional work with the League of Cities and outreach with key legislative representatives is imperative.	Annually.
Goal 3: Continue to sponsor and initiate collaboration with our partner cities, towns and counties, including the community's schools	Town Manager/ Town Council	Organize various meetings and community orientations. Joint meeting with area City/Town Councils plus school districts. In addition to holding joint meetings with area City/Town Councils and schools, collaboration opportunities may also include Town Council participation on regional boards and committees including the Maricopa Association of Governments Regional Council, the Central Arizona Association of Governments, East Valley Partnership, and the Phoenix-Mesa Gateway Airport Authority.	Annually.

**KRA 7: INTERGOVERNMENTAL RELATIONS cont.**

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
Goal 4: Encourage Maricopa County to consider construction of roads as a tool that implements key economic development goals of Queen Creek and this region.	Town Manager/ Town Council	This goal attempts to highlight the deficiencies that exist in Queen Creek and this part of Maricopa County and encourages Maricopa County to change existing road development policies that allow for acceleration of needed roads in this area. Continue dialogue with surrounding communities to solicit wide-spread support of county-wide bond financing to meet the region’s transportation needs. The Town Council would like to have a meeting with the County Board of Supervisors on this matter.	Annually.
Goal 5: Encourage Maricopa County to develop San Tan Regional Park.	Town Manager/ Town Council	Continue dialogue with County on San Tan Park improvements and planning.	Annually.
Goal 6: Collaborate with state, local and county agencies; Central Arizona Association of Governments; and Maricopa Association of Governments on SR 24 freeway, N-S freeway, Inter-City Rail and Commuter Rail studies and corridor planning efforts.	Town Manager/ Town Council/ Development Services	Identifies a long-standing strategy of the Town to achieve a freeway in the region, closest to most of the emerging population centers to alleviate congestion on Town arterial streets and accelerate economic development in the Town’s employment areas. Freeway alignments (SR 24 and N-S Freeway) are still under review by ADOT and final corridor selection will likely occur in FY11-12. The 2010 MAG Commuter Rail Study identified the SE Corridor (Union Pacific RR to Queen Creek) as the best alternative. The Inter-City Rail study linking Tucson to Phoenix is currently underway, with a final alignment to be selected in 2014.  In addition to identifying regional partners, the Town should consider a Major General Plan Amendment and the delineation of a transit-oriented development land-use corridor along the UPRR.	Ongoing.



**KRA 8: LAND USE/ECONOMIC DEVELOPMENT**

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

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
Goal 1: Maintain a balanced community and economically diverse employment base. Maintain or adopt policies that preserve the quality of life in the community.	Economic Development	The Town Council approved an update to the Economic Development Strategic Plan in September 2012. Key strategic initiatives address this goal and supplement quality of life provisions.  Economic Development and land use opportunities should be evaluated in terms of how the new economic or land use change affects quality of life. Appropriate criteria should always be considered in decision making. Implement the newly-approved Economic Development Strategic Plan.	2018
Goal 2: Develop and propose strategic amendments to our Zoning Ordinance to respond to legislative priorities, offer economic development tools and address areas of interest in order to keep the ordinance current and relevant.	Development Services	The zoning ordinance was adopted in 1989, and has been modified since then to address new issues and land use changes. As part of an ongoing review process, staff will be developing amendments to respond to new legislation, support our Economic Development Strategic Plan and respond to issues of Council interest.	Annually.
Goal 3: Continue to attract and preserve higher educational opportunities to the community and region.	Town Manager/ Economic Development	Continue partnership with the Maricopa County Community College District and Rio Salado College on the Communiversiy at Queen Creek, partnerships with Chandler-Gilbert Community College and ASU Polytechnic.  Consider issuing a Request for Proposal to solicit interest from educational institutions interested in expanding in the southwest region, Phoenix Metro area for possible location in Town Center, adjacent to the library.	Ongoing.
Goal 4: Update the Town's annexation policy to encourage proactive Town-initiated annexations, whenever such annexation is beneficial to the economic development opportunities within the Town's Planning area.	Development Services/ Economic Development	With limited resources and a disproportionate reliance on sales taxes, the Town remains cautious when considering any annexation opportunity. However, there are notable economic development opportunities available to the Town that should be considered sooner rather than later, in order to allow the Town to be the service-provider and beneficiary of planned economic growth in certain areas (e.g., state lands). Ample consideration should be considered in conjunction with a fiscal analysis of the potential annexation.	Ongoing.

**KRA 8: LAND USE/ECONOMIC DEVELOPMENT cont.**

Key Result Areas/Goals <i>(Not in Priority Order)</i>	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 5: Enhance the opportunities for Queen Creek businesses to be successful by adopting strategies and policies that provide for expedited permitting and support of existing businesses through marketing cooperatives.</p>	<p>Economic Development</p>	<p>This goal establishes a policy making Queen Creek an attractive community for business investment and job growth. An aspect of creating this climate means that staff will establish a process that leads to an expedited permitting process within the Development Services Department for new and expanding businesses in the community. Existing processes should be evaluated to determine that appropriate safety goals are met, but balancing the regulatory environment with the need to create jobs and increase the tax base within the community. All options shall be explored to consider strategies so that Queen Creek is the community of choice for business expansion and relocation.</p> <p>Continue to implement and evolve the Shop Queen Creek Program, encouraging residents to shop local and businesses to support other local business.</p> <p>Continue to evolve the QC Inc. program to meet the needs of the Queen Creek business Community</p> <p>Research ideas for different incubation programs. Work with Development Services to update the Zoning Ordinance to support economic development goals for Town Center development, special event permitting; agritainment/agritourism. <i>(Reference KRA 8: Goal 2)</i></p>	<p>June 2013</p>
<p>Goal 6: Establish a proactive Economic Development policy on business recruitment. Develop an action plan specific to the new targeted industry sector Clean and Renewable Energy and Water.</p>	<p>Economic Development</p>	<p>Proactively promote the Ombudsman Program to new and/or expanding businesses. Work to change any negative perceptions of doing business in Queen Creek.</p> <p>Continue to evaluate “local” tools to aid in closing the deal with new business. Staff will continue to partner with regional groups including the Greater Phoenix Economic Council (GPEC), the Arizona Commerce Authority (ACA) and the Arizona Association for Economic Development (AAED) in this effort.</p>	<p>Ongoing.</p>

**KRA 8: LAND USE/ECONOMIC DEVELOPMENT cont.**

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
Goal 7: Create opportunities that allow HPEC to continue as an economic generator for the community.	Economic Development	<p>The facility will be marketed (as per the Town Council approved marketing plan) for regional events, including non-equine events, that increase revenues and provide positive economic impacts to the community.</p> <p>Enhance the availability of local business information for patrons of HPEC. Utilize space in the new show office and prepare “welcome to Queen Creek packets” for new visitors.</p> <p>Implement fundraising campaign for capital improvements to the facility.</p> <p>Evaluate the cost/benefit of outsourcing certain functions related to HPEC operations.</p>	Annually.
Goal 8: Recruit a resort/hotel development to the community.	Economic Development	<p>Continue to maintain/develop relationships with key resort/hotel developers and market strategic locations for development in Queen Creek.</p> <p>Capture absorption data within the region. Monitor bed nights that HPEC and the community’s other large event venues are generating from the regional/national associations utilizing these facilities.</p> <p>Evaluate conducting a hotel study for the community.</p> <p>The General Plan identifies a resort development option in the San Tan Mountains. This goal would strive for achieving that land use sooner with Town in a lead role.</p> <p>Conduct a resort feasibility study for the identified resort sites in the General Plan (FY13). Develop options that may include partnering with the private sector.</p>	June 2013
Goal 9: Adopt a plan for infrastructure delivery for the 5.5 square miles of State Lands in the Town’s planning area.	Utilities/ Development Services/ Economic Development	<p>The Town Council desires to take the initiative to be the water and sewer service provider for the 5.5 square miles of State Lands identified in the Town’s northernmost planning area – identified as employment lands. This will require developing a 208 water quality plan and seek approval of the 208 permit via CAG.</p>	July 2014
Goal 10: Initiate the process to update the Queen Creek General Plan in 2015.	Development Services	<p>State law requires every community to update their General Plan every 10 years. The Town’s General Plan was updated in 2008 after a year-long process. Consideration needs to be given early in the process as to the steps the Town would like to take to update the plan, no later than 2018, including the selection of a citizen committee, selection of a consultant, etc.</p>	January 2015

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

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

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 1: Create, develop, analyze and test new staffing and deployment model for the Queen Creek Fire Department for future growth replacing the traditional model defined by the original public safety master plan.</p>	<p>Town Manager/Fire</p>	<p>This goal attempts to set forth a new business model for fire and emergency services for future stations for the community. It establishes various possible protocols for review, analysis and experimentation that allows for clear standards to still be met community-wide, while concurrently addressing long-term cost-containment for this critical service. Listed below are possible steps the department will explore.</p> <ul style="list-style-type: none"> <li>a) Design and describe an innovative approach to providing emergency services (medical, fire and rescue) in Queen Creek’s municipal planning area that will improve response times, pre-hospital medical care and fire rescue/special operations capability.</li> <li>b) Provide a comparative analysis between the costs of creating and maintaining the fire resources recommended by the original public safety master plan with the cost of creating, implementing and growing the new fire department model.</li> <li>c) Experiment with a two-person Advanced Life Support (paramedic) rescue unit, which represents the fundamental or key emergency response unit in the Town’s 911 response capability.</li> <li>d) Provide a transition plan for converting the Queen Creek Fire Department’s current operational approach to the new staffing and deployment model</li> <li>e) Develop a Facilities Plan and timeline for implementation for the Capital Improvement Plan (CIP).</li> </ul>	<p>July 2014</p>
<p>Goal 2: Provide Maricopa County Sheriff’s Office (MCSO) District 6 staffing and deployment model that meets the policing needs of the Town based upon established performance standards.</p>	<p>Town Manager/ MCSO</p>	<p>The staffing and deployment model for policing will focus on traffic control, accident prevention, crime reduction, and public safety education. Improve crime statistical analysis including shift coverage, closed case and overall workload and proactive community policing. This goal is linked to the revised master plan for police and law enforcement services.</p>	<p>Annually.</p>

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

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
Goal 3: Develop strategies for enhancing the crime prevention programs in the Town.	Town Manager	<ul style="list-style-type: none"> <li>a) Revise the Law Enforcement Services contract with MCSO to include baseline expectations focusing on the following areas:               <ul style="list-style-type: none"> <li>i. Crime.</li> <li>ii. Quality of Life Issues.</li> <li>iii. Officer Productivity.</li> <li>iv. Crime Prevention/Collaboration Initiatives.</li> </ul> </li> <li>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.</li> <li>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:               <ul style="list-style-type: none"> <li>i. Management staff and property owners.</li> <li>ii. Tenants.</li> </ul> </li> <li>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.</li> </ul>	June 2013
Goal 4: Develop and exercise the Town's Disaster Management System.	Town Manager/Fire/ Police/ Development Services/ Utilities	<ul style="list-style-type: none"> <li>a) Complete revisions to the Town's current Emergency Operations Plan (EOP).</li> <li>b) Develop an emergency communications center for Town Disaster operations.</li> <li>c) Develop a database for disaster management to include GIS capability and a resource directory.</li> <li>d) Establish and manage a regional Community Emergency Response Team (CERT) disaster response system for citizen volunteers.</li> <li>e) Develop exercise (simulation) system to annually test the Town's disaster response capabilities.</li> <li>f) Implement a Disaster Management Plan in regards to the Town's technologies to ensure business continuity.</li> </ul>	Annually.

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

<b>Key Result Areas/Goals</b> <i>(Not in Priority Order)</i>	<b>Department &amp; Lead Staff</b>	<b>Narrative Description</b>	<b>Completion Date</b>
Goal 5: Evaluate and support options to provide emergency services to Queen Creek County Island residents that provide needed public safety and appropriate cost recovery for the service.	Town Manager/Fire	<ul style="list-style-type: none"> <li>a) Support petition drive to create Queen Creek County Island Fire District (QCCIFD) as a consultant and advisor.</li> <li>b) Negotiate IGA with QCCIFD if established</li> <li>c) Expand QCCIFD to provide emergency services in Queen Creek's municipal planning area (MPA), as appropriate.</li> </ul>	December 2014
Goal 6: Identify and describe required or needed technology changes in the Queen Creek Fire Department during the time frame to implement the Corporate Strategic Plan.	Fire Operations/EMS/Resource	<ul style="list-style-type: none"> <li>a) Provide iPads and application software to enable Queen Creek firefighters to utilize the Firehouse inspection program.</li> <li>b) Evaluate and replace any defective or outdated electronic devices that are components of the Fire Department's station alerting system. This plan includes working with Information Technology to assess the current equipment and develop a plan for upgrading the components.</li> <li>c) Provide the necessary communication equipment on each fire truck to allow the creation of mobile hotspots and high speed data transmission. This will support the current commercial fire prevention inspection program, hydrant program and the upcoming electronic patient care program. In addition, a plan is being developed to install wireless access points in the fire stations to support these applications.</li> </ul>	January 2013
Goal 7: Update the Master Plan for Law Enforcement Services.	Town Manager	The Town's original public safety master plan (i.e., the Buracker Plan), "A Strategic Plan for Law Enforcement Services", was developed and accepted by the Town Council in 2004. The study established a population threshold of 30,000 to 50,000 as to when the Town should begin to consider the transfer from contractual to a municipal police department. The population of the Town is approximately 27,250. This plan needs re-evaluation and updating during the 5-year time horizon of the CSP.	December 2014

**KRA 10: TECHNOLOGY**

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

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	<p>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:</p> <ul style="list-style-type: none"> <li>a) Hire a third-party to conduct the technology architectural review to determine opportunities for efficiency and to eliminate redundant programs. <ul style="list-style-type: none"> <li>i. Compare the costs of purchasing a new program that encompasses most of these legacy programs versus programming to make them inter-operable.</li> </ul> </li> <li>b) Hire a contract programmer to connect remaining and future systems.</li> </ul>	June 2015

**KRA 10: TECHNOLOGY cont.**

Key Result Areas/Goals (Not in Priority Order)	Department & Lead Staff	Narrative Description	Completion Date
<p>Goal 3: Implement an updated building permit application and inspection system to allow the Town to streamline the building permit issuance and building inspection process.</p>	<p>Workforce &amp; Technology/ Development Services</p>	<p>In order to prepare for an increasing number of building permit applications, new electronic systems are needed to help manage the workload and track building permits electronically. This goal addresses a modernization and upgrade in our permitting systems to address the demands of our customers, allow for improved timelines and overall efficiencies. Elements of the new technology needed include:</p> <ul style="list-style-type: none"> <li>a) Modification of the Town’s website and supportive software to allow minor building permits to be submitted and approved on-line, building inspections to be scheduled on-line and building permit status available on-line</li> <li>b) Upgrading the current IVR (Integrated Voice Response) to allow customers more choices.</li> <li>c) Replacement of the current LIS (Land Information System) with an on-line version that would provide more options for data collection, automation and customer services.</li> </ul> <p>The intent of these modifications is to improve customer service to be more consistent with our neighboring communities and provide customers and help achieve the plan review times needed to comply with the provisions of SB1598.</p>	<p>July 2014</p>
<p>Goal 4: Upgrade technology for Council Meetings.</p>	<p>Workforce &amp; Technology</p>	<p>Upgrade the technology at the Council dais and Council presentation equipment. Upgrade the technology for the Council meeting through:</p> <ul style="list-style-type: none"> <li>a) Identify appropriate technologies.                             <ul style="list-style-type: none"> <li>i. All-in-one microphones, which include camera panning capabilities, sound identifiers, voting system, etc.</li> <li>ii. Replace the projector and screen with 60” monitors on each side of the dais. An additional monitor can be placed in the Founders Meeting Room for overflow purposes.</li> </ul> </li> </ul>	<p>December 2013/2014</p>





# TOWN OF QUEEN CREEK

2013 Council Retreat

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

## Attendees:

### Policy Makers

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

### Staff

John Kross  
Patrick Flynn  
Doreen Cott  
Tim Lynch

**Facilitation and Summary: Lance Decker**

## INTRODUCTION AND BACKGROUND

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

## MEETING OBJECTIVES

### The objectives for the planning session:

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

## OPENING EXERCISE

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

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

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

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

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

## PRE-MEETING INTERVIEWS

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

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

## SUBSTANTIVE DISCUSSIONS

### Horseshoe Park and Equestrian Centre (HPEC).

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

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

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

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

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

Option 3: Take HPEC to the Next Level: This option was generally ranked 3<sup>rd</sup> 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 1<sup>st</sup> 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 2<sup>nd</sup> 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:**

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

## DISCUSSION OF THE CORPORATE STRATEGIC PLAN

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

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

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

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

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

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

<b>PLANNING FOR ACTION</b>		
<b>What needs to be done?</b>	<b>Who will do it?</b>	<b>By when will it be done?</b>
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
<b>HPEC.</b> 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
<b>Corporate Strategic Plan (KRA#3, G#2).</b> Staff to prepare a memo to the Council that addresses the following: Develop system to assure improved council-to-council relationships with other cities and towns. Council members will attend or hold meetings over the next year. Have someone on staff coordinate the Council's calendar to support those meetings and interaction; set up a system to schedule council-to-council meetings. Each member will attend at least two meeting events annually. Staff to screen Council meeting requests more thoroughly; evaluating mission critical needs for members to be in attendance.	Tracy Corman	9/18/13
<b>Corporate Strategic Plan (KRA#5, G2).</b> Develop a report on succession planning for key positions within the Town's staff; retirements, positions vulnerable to loss, bench strength in critical departments, etc.	Bruce Gardner	11/20/13
<b>Corporate Strategic Plan (KRA#6, G1).</b> QC needs to elevate and enhance its image and knowledge of the community. Staff to develop options on a proposed marketing enhancement program and submit a report to Council.	Marnie Schubert	12/4/13
<b>Council Governance and Protocols.</b> Item/issue of the week (or month) for Council in the Weekly Packet or Council Google Site. These issues may lead to talking points, which staff should develop.	Tracy Corman	11/6/13
<b>Corporate Strategic Plan (KRA#3, G1).</b> Engage Cary Pfeffer to attend and critique a couple of Council meetings, evaluate individual member's verbal and non-verbal communication; Cary to provide a summary critique of each member for their continued professional development.	Cary Pfeffer	12/18/13

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

## APPENDIX A



# TOWN OF QUEEN CREEK

## 2013 Council Retreat

### *Working Agenda*

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

### POLICY DIRECTION AND PRIORITIES

#### Retreat Objectives:

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

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### Friday, August 16, 2013

8:00 a.m. Breakfast and Conversation (Eagle's Nest Conference Room)

9:00 a.m. Welcome and Opening Comments Gail Barney  
Lance Decker

- Administrivia
- Review of Retreat Agenda
- Charter and Objectives for the Retreat

9:10 a.m. The 2013 Mayor/Council Team Mayor and Council

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

9:20 a.m. *Preparing for Discussions* Mayor and Council

- The Discussion Model: Question... Discussion... Concerns... Alternatives... Direction
- What I learned in my pre-retreat interviews.
- Reaction to the interview presentation?

9:30 a.m. Staff Reports on Horseshoe Park and Equestrian Center (HPEC) [TAB 2] John Kross  
Staff

10:15 a.m. Break

10:30 a.m. Initial Questions by Policy Makers (no answers yet!) Mayor and Council

11:15 a.m. Initial Comments by Policy Makers Mayor and Council

11:30 a.m. Responses to Policy Maker Questions John Kross, Staff

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

**Saturday, August 17, 2013**

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

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

Lunch (Eagle's Nest Conference Room)

Discussion Topics (continued)

Mayor and Council

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

2:00 p.m. Break

2:15 p.m. Planning for Action

Mayor and Council

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

3:30 p.m. Wrap-Up

Mayor and Council

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

4:00 p.m. Adjourn

#### **General Reference Material**

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

Notes Form [TAB 13]

## APPENDIX B

# TOWN OF QUEEN CREEK 2013 MAYOR & COUNCIL RETREAT ISSUE SUMMARY

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

### **Council Governance and Policy**

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

### **Staff and Council Support**

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

### **Fiscal Issues**

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



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

### **School Resource Officers**

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

### **The General Plan Amendments and 2015 Update**

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

### **Infrastructure Development and Improvements**

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

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

### **Horseshoe Park and Equestrian Center**

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

### **Incubator**

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

### **Housing Development**

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

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

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

### **Council Protocols**

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

### **Economic Development**

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

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

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

### **Annexation**

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

### **Signs**

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

### **Interaction with Nonprofits**

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

## APPENDIX C

### THE ISSUE DEVELOPMENT PROCESS

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

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

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

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

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

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

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

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

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

Requesting Department:

Economic Development



**TO: HONORABLE MAYOR AND TOWN COUNCIL**

**THROUGH: JOHN KROSS, AICP  
TOWN MANAGER**

**FROM: DOREEN COTT  
ECONOMIC DEVELOPMENT DIRECTOR**

**RE: CONSIDERATION AND POSSIBLE APPROVAL OF THE  
APPOINTMENT OF MATTHEW FRANK TO THE ECONOMIC  
DEVELOPMENT COMMISSION.**

**DATE: DECEMBER 18, 2013**

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**Recommendation:**

It is the Mayor's recommendation to appoint Matthew Frank to the Economic Development Commission.

**Relevant Council Goal(s):** Town of Queen Creek Corporate Strategic Plan – Key Result Area 2 Community Involvement.

**Proposed Motion:**

Move to appoint Matthew Frank to the Economic Development Commission to a two year term beginning on December 19, 2013 to the Economic Development Commission.

**Discussion:**

According to the adopted by-laws of the Economic Development Commission, Article IV, Section 1: All members of the Commission shall be residents of the State of Arizona. Article IV, Section 4: Term of Office states: *All voting Commission members shall be appointed to two (2) year terms. Commission members shall serve until their successors are duly appointed. Commission members shall serve staggered terms, where no more than seven (7) voting members' terms expire in any one (1) year.*

Staff recommends the appointment of Matthew Frank based on his interest in serving the community. Mr. Frank is Vice President of Commercial Lending at Unison Bank in Queen Creek and would like to be more involved in the community that he works.

**Fiscal Impact:**

There is no fiscal impact associated with making appointments to the Economic Development Commission.

**Alternatives:**

The Town Council could choose not to appoint the recommended individual and request that staff present an alternative appointment at the next Town Council meeting.

**Attachments:**

- Notice of Interest form for the recommended appointment.





# Town of Queen Creek Notice of Interest

The Town of Queen Creek depends on its citizens to help advance the community toward its goals. Residents can participate in local decision-making by serving on volunteer boards, commissions, committees and task forces. In most cases, volunteer members act in an advisory capacity making recommendations to the Town Council.

Appointments are made by approval of the Town Council. If you would like to be considered for an appointment, complete this form, attach a resume or letter about yourself and return all documents to:

Town of Queen Creek  
Town Clerk's Office  
22350 S. Ellsworth Road  
Queen Creek, AZ 85142  
Fax: 480-358-3001

Please type or print

Application Date: 12/19/13

Name: Matthew Clairbourne Frank  
First Middle Last

Home Address: \_\_\_\_\_

Mailing Address (if different from home address): 20713 E. Ocotillo Rd. Ste 101  
Queen Creek, AZ 85142

Occupation: VP/Commercial Lending

Home Telephone: \_\_\_\_\_ Work Telephone: 480-396-1288

Best Time to Call: \_\_\_\_\_ a.m. or p.m.

Home Fax: \_\_\_\_\_ Work Fax: 480-888-9719

E-Mail Address: mfrank@unisonbank.com

How long have you lived in Queen Creek? \_\_\_\_\_

Are you a registered voter?  Yes  No

Do you live within the Town's incorporated limits?  Yes  No

Have you participated in the Queen Creek Citizen Leadership Institute?  Yes  No

If yes, did you graduate?  Yes  No

Which boards, commissions, committees or task forces have you served on in the past, in Queen Creek or elsewhere?

NONE

I am interested in serving on: (Please rank the committees you are interested in, with 1 being your first choice.)

- |   |  |
|---|--|
| <input type="checkbox"/> Board of Adjustment                        | <input type="checkbox"/> Town Center Committee             |
| <input checked="" type="checkbox"/> Economic Development Commission | <input type="checkbox"/> Transportation Advisory Committee |
| <input type="checkbox"/> Parks and Recreation Advisory Board        | <input type="checkbox"/> Other _____                       |
| <input type="checkbox"/> Planning and Zoning Commission             |  |

\*Note: Some citizen committees might be full at this time; indicated interest does not guarantee an appointment.

Please describe why you would like to serve on this board, committee, commission, etc.

*We are a community bank and would like to help ~~with the~~ with the growth of Queen Creek.*

Please describe special knowledge or expertise you have that would benefit the Town.

*We can help with ~~the~~ construction loans, Asset based lending and owner occupied properties.*

Please list community, civic, professional, social, cultural or athletic organizations you have been affiliated with and in what capacity.

*Arizona Commercial Mortgage Lenders Association.*

Are you available for evening meetings?  Yes  No

Are you available for morning meetings?  Yes  No

Are you available for lunch meetings?  Yes  No

Are there days of the week you are NOT available for meetings? (Check all that apply)

Monday  Tuesday  Wednesday  Thursday  Friday

I hereby acknowledge that all information provided on this application is subject to disclosure pursuant to the Arizona Public Records Law. I understand that members of boards, commissions, committees and task forces are subject to disclosure of conflicts of interest. I certify that the information contained herein is true and accurate to the best of my knowledge.

**Note:** Notice of Interest forms will be kept on file for 12 months. After that, they will expire and applicant's will need to submit a new form.

Applicant's Signature



**FOR OFFICE USE ONLY**

Committee/Commission \_\_\_\_\_

New Appointment  Re-Appointment

Date Appointed/Re-Appointed \_\_\_\_\_

Term Expiration \_\_\_\_\_

Date of Resignation (if applicable) \_\_\_\_\_



Requesting Department:

Town Manager's Office

**TO: HONORABLE MAYOR AND TOWN COUNCIL**

**FROM: GAIL BARNEY, MAYOR**

**RE: DISCUSSION/ACTION ON APPOINTMENT OF COUNCIL MEMBER ROBIN BENNING TO THE EAST VALLEY PARTNERSHIP'S AVIATION AND AEROSPACE COMMITTEE**

**DATE: DECEMBER 18, 2013**

---

**Recommendation:**

Council Member Benning has expressed an interest and availability to serve and represent the Town on this newly formed committee. With the Town's involvement as a part owner of the Phoenix-Mesa Gateway Airport and our overall involvement already in many of the East Valley Partnership committees, I recommend that the Council appoint Mr. Benning to serve on our behalf.

**Proposed Motion:**

Move to appoint Council Member Robin Benning to the East Valley Partnership Aviation and Aerospace Committee.

**Discussion and Background:**

See attached email from Mike Hutchinson concerning the newly created committee.

**Fiscal Impact:**

There is no financial requirement of the town to pay dues or fees to be a member of this specific committee. There will be staff time to support Council Member Benning and the activities related to the work of the Committee that may involve the Town. Currently, Doreen Cott, Economic Development Director serves on the existing committee representing the Town.

**Alternatives:**

Council could appoint another Council member to serve; recommend the Town Manager appoint a staff member to serve or pass on involvement in this committee at this time.

**Attachments:**

Email from Mike Hutchinson, East Valley Partnership



[Carol.Schmitz@evp-az.org](mailto:Carol.Schmitz@evp-az.org)

---

## Announcement: New East Valley Partnership Aviation and Aerospace Committee

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Carol Schmitz <[cschmitz@evp-az.org](mailto:cschmitz@evp-az.org)>  
To: Missy Gunter <[missy.gunter@queencreek.org](mailto:missy.gunter@queencreek.org)>

Wed, Dec 4, 2013 at 4:44 PM

Dear East Valley Partnership Members:

Recently there has been a change in the organizational structure of the East Valley Aviation & Aerospace Alliance (EVAAA). The EVAAA will no longer conduct business as an organization. Instead, each of the founding partners, the Mesa Chamber of Commerce and the East Valley Partnership, will have independent committees to focus on the important work begun by the Alliance.

Accordingly, we are pleased to announce the formation of the new East Valley Partnership Aviation & Aerospace Committee. This committee will serve several purposes including:

- 1) Promoting and educating the general public and key decision makers about the importance of the aviation and aerospace industry in the East Valley's economy
- 2) Protecting and promoting our local airports
- 3) Collaborating with other local, regional and statewide entities working on aviation and aerospace initiatives or programs
- 4) Conducting an annual Aviation Academy to educate local residents about the many important aspects of this business sector

We are asking for you to consider participating in this new committee. We will meet every other month beginning in January 2014. The first meeting is scheduled for January 23<sup>rd</sup> at 4:00 p.m. (location TBD)

Please let us know if you or other members of your organization are interested in joining this new committee.

We would request that you send their names and contact information to Carol Schmitz ([cschmitz@evp-az.org](mailto:cschmitz@evp-az.org)). She will then add them to our committee distribution list.

Thank you for your continued support and participation.

Mike Hutchinson  
Project Manager  
East Valley Partnership



Requesting Department:

Economic Development

**TO: HONORABLE MAYOR AND TOWN COUNCIL**

**THROUGH: JOHN KROSS, AICP  
TOWN MANAGER**

**FROM: DOREEN COTT  
ECONOMIC DEVELOPMENT DIRECTOR**

**RE: CONSIDERATION AND POSSIBLE APPROVAL OF A SPECIAL  
EVENT LIQUOR LICENSE FOR THE ROOTS N BOOTS QUEEN  
CREEK AT HORSESHOE PARK AND EQUESTRIAN CENTRE**

**DATE: DECEMBER 18, 2013**

---

**Staff Recommendation:**

Staff recommends approval of the Special Event Liquor License for the Roots N Boots Queen Creek scheduled at Horseshoe Park and Equestrian Centre (HPEC) March 7 - 9, 2014.

**Proposed Motion:**

Move to approve the Special Event Liquor License for Roots N Boots Queen Creek scheduled at Horseshoe Park and Equestrian Centre (HPEC) March 7 – 9, 2014.

**Discussion:**

The Friends of Horseshoe Park (FOHP) event committee is planning to obtain a Series 15 Special Event Liquor License from the State of Arizona to sell alcohol at the Roots N' Boots Queen Creek event on March 7- 9, 2014.

The Department of Liquor Licenses and Control (DLLC) Series 15 license is a temporary, non-transferable, on-sale retail privileges liquor license that allows a charitable, civic, fraternal, political or religious organization to sell and serve spirituous liquor for consumption only on the premises where the spirituous liquor is sold, and only for the period authorized on the license. The applicant for a special event license must request a special event application from the Department and file the application with the governing body of the city or town, or Board of Supervisors of an unincorporated area of a county, where the special event is to take place, for approval or disapproval. If the application is approved by the local authority, and the event meets the requirements for granting the

license, the director will issue a special event license to the qualifying organization.

Qualifying organizations will be granted a special event license for no more than ten (10) days in a calendar year. Events must be held on consecutive days and at the same location or additional licenses will be required. The license is automatically terminated upon closing of the last day of the event or the expiration of the license, whichever occurs first. The qualified organization must receive at least twenty-five percent (25%) of the gross revenues of the special events.

FOHP has working with the Maricopa County Sheriff's Office (MCSO) through the Town's Special Event Permit process on the security plan to ensure public safety needs are being met for attendees and the citizens of Queen Creek. Countywide Security will provide Deputy Sheriffs for security and traffic control for the Roots & Boots event on March 7- 9 2014. Countywide Security is licensed through The Arizona Department of Public Safety - License # 1570049. Security at the event will consist of 6 MCSO, 6 Posse & 6 E-Staff per day (increased from 6 deputies & 4 E-staff last year).

FOHP will be required to purchase their own liquor liability insurance and name the Town as additionally insured. The sale of alcohol creates the potential for higher revenues to FOHP, increasing the likelihood they are able to pay the Town back the entire \$20,000 funding.

**Fiscal Impact:**

No fiscal impact to the town but does create the potential for higher revenues to FOHP, increasing the likelihood they are able to pay the Town back the entire \$20,000 funding.

**Alternatives:**

The Town Council could choose not to approve the Special Event License.

**Attachments:**

Application for Special Event License



10. Has the applicant been convicted of a felony in the past five years, or had a liquor license revoked?

YES  NO (attach explanation if yes)

11. This organization has been issued a special event license for 3 days this year, including this event (not to exceed 10 days per year).

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

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

Name Friends of Horseshoe Park 100  
Percentage  
Address PO Box 1062, Queen Creek, AZ 85142

Name \_\_\_\_\_ Percentage \_\_\_\_\_  
Address \_\_\_\_\_  
(Attach additional sheet if necessary)

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

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

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

6 # Police  Fencing  
12 # Security personnel  Barriers

During the Event there will be a minimum of 6 MCSO Deputies, 6 E-Staff and 6 Maricopa Crime Prevention Posse personnel patrolling the alcohol sales area (see attached site map) per day. Additionally, the alcohol sales area will be secured by fencing and/or barriers during the Event.

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

**(ATTACH COPY OF AGREEMENT)**

N/A ( ) N/A  
Name of Business Phone Number

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



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

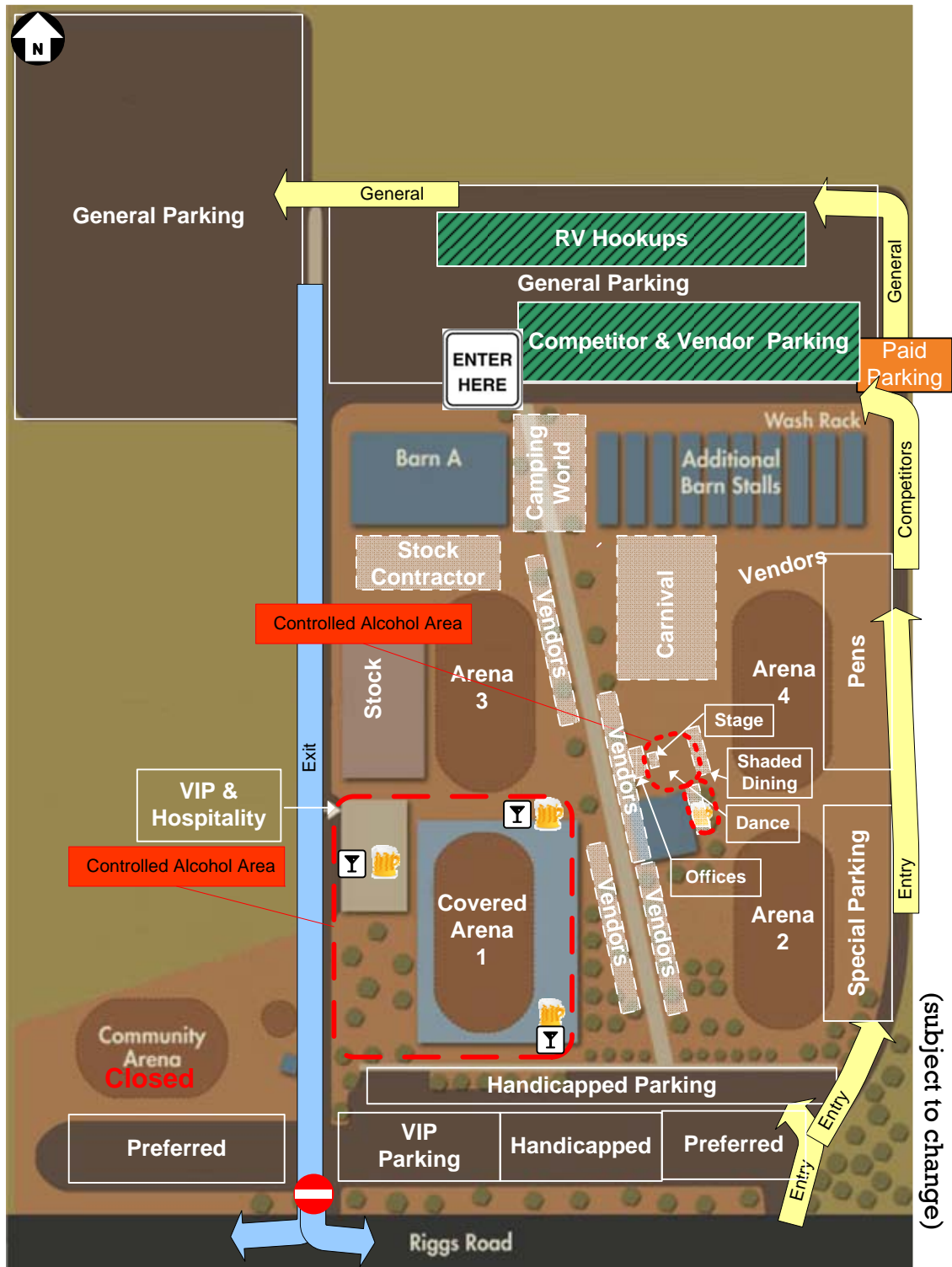
Special Event Diagram: (Show dimensions, serving areas, and label type of enclosure and security positions)  
NOTE: Show nearest cross streets, highway, or road if location doesn't have an address.

Event maps attached behind this  
sheet



Highlighted area is alcohol permission  
only

# Roots N' Boots Queen Creek 2014





General Admission

Box Seats

General Admission

COVERED ARENA 1

Controlled Alcohol Area

Cat Walk

Bucking chutes

cattle cattle Roping boxes

Ped Flow

Ticket Taker

Ticket Taker

B

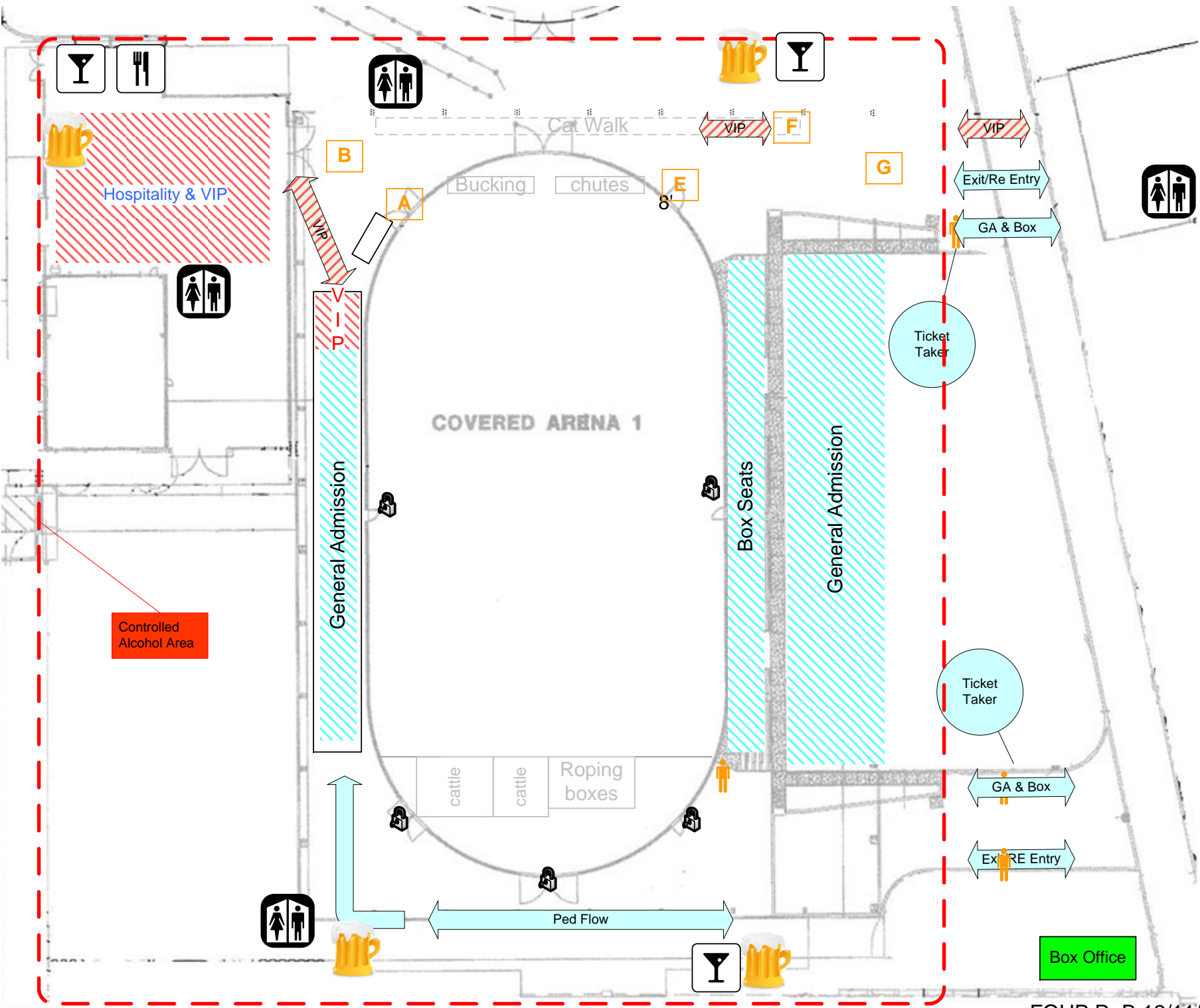
A

E

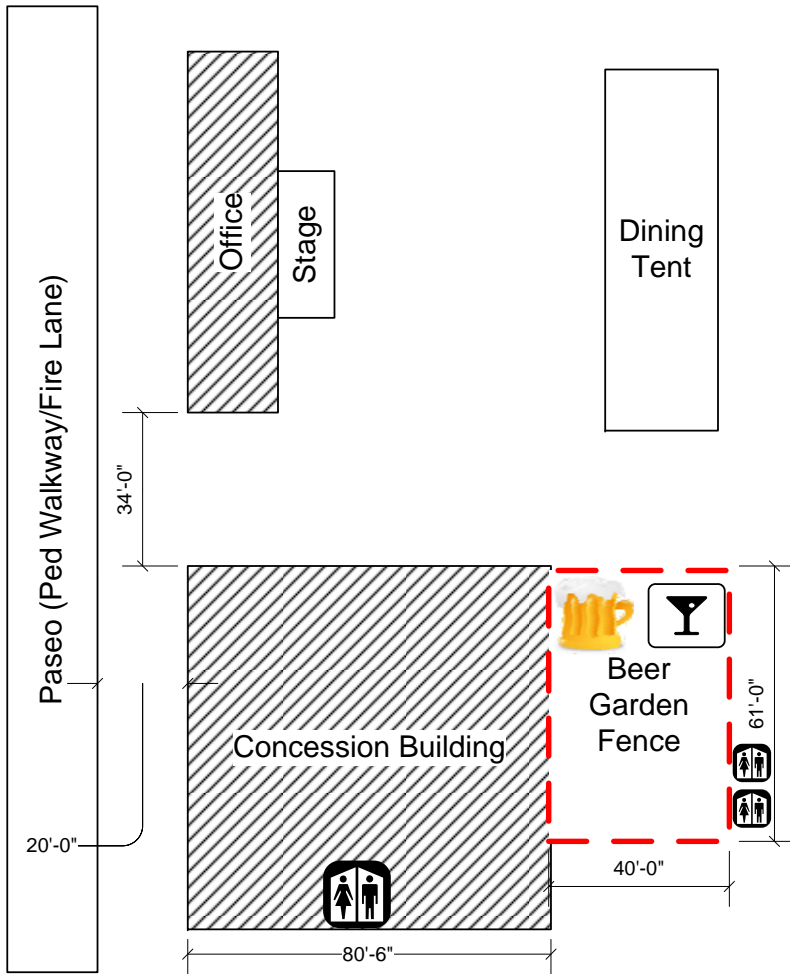
G

F

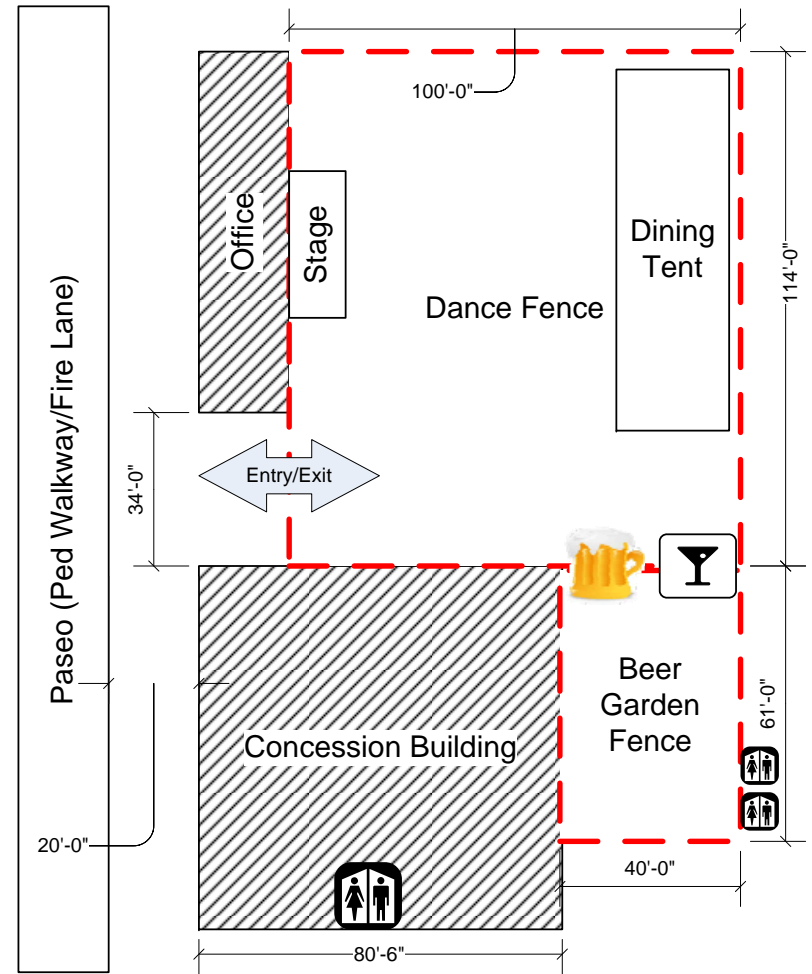
Box Office



Normal Event Operation



Event Operation with Dance





**SERIES: 15 SPECIAL EVENT LICENSE (Temporary)**

**Non-transferable**

**On-sale retail privileges**

**PURPOSE:**

**Allows a charitable, civic, fraternal, political or religious organization to sell and serve spirituous liquor for consumption only on the premises where the spirituous liquor is sold, and only for the period authorized on the license. This is a temporary license.**

**ADDITIONAL RIGHTS AND RESPONSIBILITIES:**

**The applicant for a special event license must request a special event application from the Department and file the application with the governing body of the city or town, or Board of Supervisors of an unincorporated area of a county (where the special event is to take place) for approval or disapproval. Some local governing bodies may require approximately 60 days prior notice.**

**If the application is approved by the local authority, and the event meets the requirements for granting the license, the Director will issue a special event license to the qualifying organization.**

**Qualifying organizations will be granted a special event license for no more than ten (10) days in a calendar year. Events must be held on consecutive days and at the same location or additional licenses will be required. The license is automatically terminated upon closing of the last day of the event or the expiration of the license, whichever occurs first.**

**The qualified organization must receive at least twenty-five percent (25 %) of the gross revenues of the special event liquor sales.**

**A person selling spirituous liquor under a special event license must purchase the spirituous liquor from the holder of a license authorized to sell off-sale; *except that*, in the case of a non-profit organization which has obtained a special event license for the purpose of charitable fund raising activities, a person may receive the spirituous liquor from a wholesaler as a donation.**

**AVERAGE APPROVAL TIME: One (1) to seven (7) days.**

**PERIOD OF ISSUANCE:**

**Issued for no more than a cumulative total of ten (10) days in a calendar year. A special event may be held for more than one (1) day, but it must be held on consecutive days and at the same location or additional licenses will be required.**

**FEES: \$25.00 per day.**

**ARIZONA STATUTES AND REGULATIONS:**

**ARS 4-203.02, 4-244, 4-261; Rule R19-1-228, R19-1-235, R19-1-309.**

**Disabled individuals requiring special accommodations please call (602) 542-9027**

Requesting Department:

Town Clerk's Office



**TO: HONORABLE MAYOR AND TOWN COUNCIL**

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

**RE: CONSIDERATION AND POSSIBLE APPROVAL OF A SPECIAL  
EVENT LIQUOR LICENSE SUBMITTED BY OPERATION  
WOUNDED WARRIOR-AMERICAN LEGION POST 129 QUEEN  
CREEK FOR A FUNDRAISER TO BE HELD ON JANUARY 18,  
2014**

**DATE: DECEMBER 18, 2013**

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**Staff Recommendation:**

Staff recommends approval of the Special Event Liquor License submitted by Operation Wounded Warrior – American Legion Post 129 Queen Creek for a fundraising event to be held on Saturday January 18, 2014 from 11a.m. to 11:00p.m.

**Proposed Motion:**

Approve the Special Event Liquor License submitted by Operation Wounded Warrior – American Legion Post 129 Queen Creek for a fundraising event to be held on Saturday January 18, 2014 from 11a.m. to 11:00p.m. @ Martyr Custom Motorcycles, 17998 S. 186<sup>th</sup> St., Queen Creek.

**Discussion:**

The Special Event Permit Application was reviewed by Brett Burningham, Principal Planner and MCSO Capt. Randy Brice. Mr. Burningham determined that a Temporary Use Permit will also be required because of the stage, parking and vendors as depicted on the diagram attached to the application. Inspections will be done by the Fire Department & Planning based on the Temporary Use Permit. The applicant has been notified about the requirement for the Temporary Use Permit (Exhibit "C").

MCSO interviewed the shop manager at Martyr Custom Motorcycles and recommends approval with the following condition:

- The applicant must have an appropriate number of security personnel and some form of barricade/barrier necessary to ensure that the area designated for the consumption/sales is properly secure and monitored for potential Title 4 (Alcohol) violations.

During the inspection the area that alcohol will be sold and consumed was clarified and is depicted on Exhibit "B".

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

**Fiscal Impact:**

N/A

**Alternatives:**

1. Deny the request

**Attachments:**

Application

Exhibit A – site map

Exhibit B – MCSO recommendation

Exhibit C – notification to applicant re: Temporary Use Permit

Licensing requirements for Special Events (AZDLL)





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

11. This organization has been issued a special event license for 0 days this year, including this event  
(not to exceed 10 days per year).

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

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

Operation Name WOUNDED WARRIOR. AMERICAN LEGION POST 129 QC 25%  
Percentage

Address P.O. BOX 671 QUEER ARIZONA 85142

Name PATRICK M ROGERS 75%  
Percentage

Address 449 E GARFIELD ST TEMPE AZ 85281

(Attach additional sheet if necessary)

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

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

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

0 # Police  Fencing  
6 # Security personnel  Barriers

ENTIRE PROPERTY IS FENCED 6' OR HIGHER WITH ONE ENTRY/EXIT  
WE WILL HAVE ONE OFF DUTY SHERIFF ON SITE FOR ENTIRE EVENT  
5 VOLUNTEERS FROM RELENTLESS DISCIPLINES WILL BE WORKING SECURITY

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

**(ATTACH COPY OF AGREEMENT)**

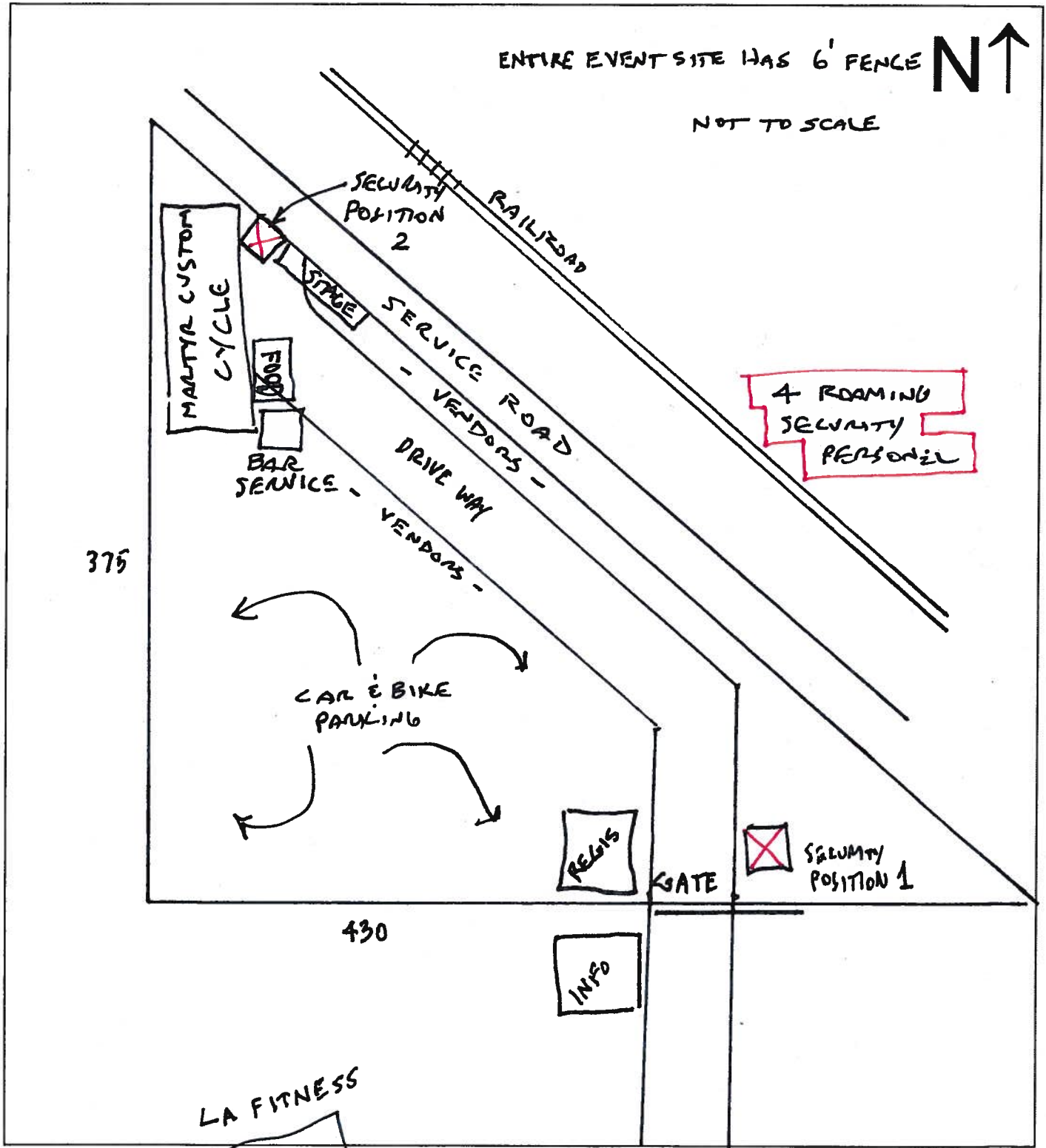
N/A ( )  
Name of Business Phone Number

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

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

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

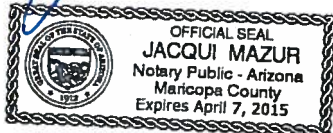
17998 S 186<sup>TH</sup> ST. QUINN CREEK AZ 85142



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

18. I, Craig S. Barnes declare that I am an Officer/Director/Chairperson appointing the  
(Print full name)  
applicant listed in Question 6, to apply on behalf of the foregoing organization for a Special Event Liquor License.

X Craig S Barnes OWW Co-Director 10/31/13 (602) 469-1225  
(Signature) (Title/Position) (Date) (Phone #)



State of

Arizona County of Maricopa

The foregoing instrument was acknowledged before me this

31<sup>st</sup> day of October, 2013

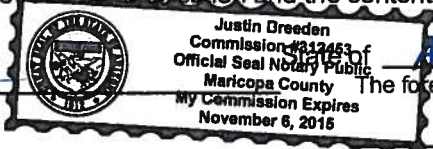
My Commission expires on: 4/7/15  
(Date)

Jacqui Mazur  
(Signature of NOTARY PUBLIC)

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

19. I, PATRICK MICHAEL ROGERS declare that I am the APPLICANT filing this application as  
(Print full name)  
listed in Question 6. I have read the application and the contents and all statements are true, correct and complete.

X [Signature] Justin Breden Commission #312453 Official Seal Notary Public Maricopa County My Commission Expires November 6, 2015  
(Signature) (Date)



ARIZONA County of MARICOPA

The foregoing instrument was acknowledged before me this

11 Day 11 Month 2013 Year

My commission expires on: 11/06/15  
(Date)

[Signature]  
(Signature of NOTARY PUBLIC)

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

**LOCAL GOVERNING BODY APPROVAL SECTION**

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

**FOR DLLC DEPARTMENT USE ONLY**

Department Comment Section:  
\_\_\_\_\_  
(Employee) (Date)

APPROVED  DISAPPROVED BY: \_\_\_\_\_  
(Title) (Date)

Exhibit "A"



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## Special Event Liquor License - Operation Wounded Warrior-Mayhem Motorcycles

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Randy Brice - SHERIFFX <R\_Brice@mcs.maricopa.gov>  
To: Jennifer Robinson <jennifer.robinson@queencreek.org>  
Cc: Ivan Lopez - SHERIFFX <I\_Lopez@mcs.maricopa.gov>

Mon, Dec 2, 2013 at 4:08 PM

Jennifer,

We were unable to meet with the applicant, but spoke to one of the managers at this particular business. We do not have any significant issues with this particular application and would recommend approval under the following condition:

1. The applicant must have an appropriate number of security personnel and some form of barricade/barrier necessary to ensure that the area designated for the consumption/sales is properly secure and monitored for potential title 4 violations.
  - Note: The applicant's diagram did not depict this area. During our site visit we were informed that the area designated in the attached picture (as area #1) will be the only area where sales/consumption of alcoholic beverages will occur.



Thank you,

Captain Randy Brice

Maricopa County Sheriff's Office

District 6 Commander / Town of Queen Creek

The information contained in this e-mail and any files transmitted with it are confidential and/or privileged, and are intended solely for the recipients listed above. If you are not the intended recipient, you are hereby notified that any dissemination, distribution, or copying of the transmitted information is strictly prohibited. If you have received this transmission in error, please immediately notify the sender and delete and destroy all copies and attachments.

**From:** Jennifer Robinson [mailto:[jennifer.robinson@queencreek.org](mailto:jennifer.robinson@queencreek.org)]

**Sent:** Monday, December 02, 2013 1:20 PM

**To:** Randy Brice - SHERIFFX

**Subject:** Re: Special Event Liquor License - Operation Wounded Warrior-Mayhem Motorcycles

[Quoted text hidden]

Exhibit 'C'

---

## Temporary Use Permit - January 18th event

---

Jennifer Robinson <jennifer.robinson@queencreek.org>  
To: patrick@motorhouseusa.com

Mon, Dec 9, 2013 at 9:14 AM

Patrick-

The link to the temporary use permit that we discussed on Thursday is below. This will need to be completed prior to having the event - for questions on the application please contact:

<http://www.queencreek.org/home/showdocument?id=2564>

Brett Burningham, Principal Planner  
480-358-3097  
brett.burningham@queencreek.org

The Special Event Liquor License Application will be on the December 18 Council agenda. I will e-mail you the staff report & agenda on Thursday Dec. 12.

Jennifer Robinson

—  
Jennifer Robinson | Town Clerk | Town of Queen Creek | phone: 480-358-3210 | fax: 480-358-3001 | e-mail: jennifer.robinson@queencreek.org | 22350 S. Ellsworth Road, Queen Creek, AZ 85142 | www.queencreek.org  
Office hours: Monday – Thursday, 7 a.m. – 6 p.m., closed on Fridays

E-mails that board members or staff generate pertaining to the business of the public body are public records. Therefore, the e-mails must be preserved according to a records retention program and generally be made available for public inspection. The recipient of this message is hereby notified that participation in email discussions with this sender can and will result in all information contained therein being reviewed by any interested parties, including media outlets and reporters. To ensure compliance with the Open Meeting Law, Town Council recipients of this message should not forward it to other members of the Council. Members of the Council may reply to this message, but they should not send a copy of the reply to other members. Any questions may be directed to the Town of Queen Creek's Town Attorney (602) 285-5000.





## Special Event Application Kit (Series 15)

Application

Special Event Planning Guide

Volunteer Training Information

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

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

**ARIZONA STATUTES AND REGULATIONS:** A.R.S.Â§4-203.02, 4-244, 4-261; Rule R19-1-235; R19-1-309.

**Application Fees:**

Average Approval Time:	One (1) to seven (7) days.
Period of Issuance:	Issued for no more than a cumulative total of ten (10) days in a calendar year. A special event may be held for more than one (1) day, but it must be held on consecutive days and at the same location, or additional licenses will be required.
Non-refundable application fee:	\$25.00 per day of event, maximum of 10 days per calendar year.
Fingerprint fee per card:	Not applicable.