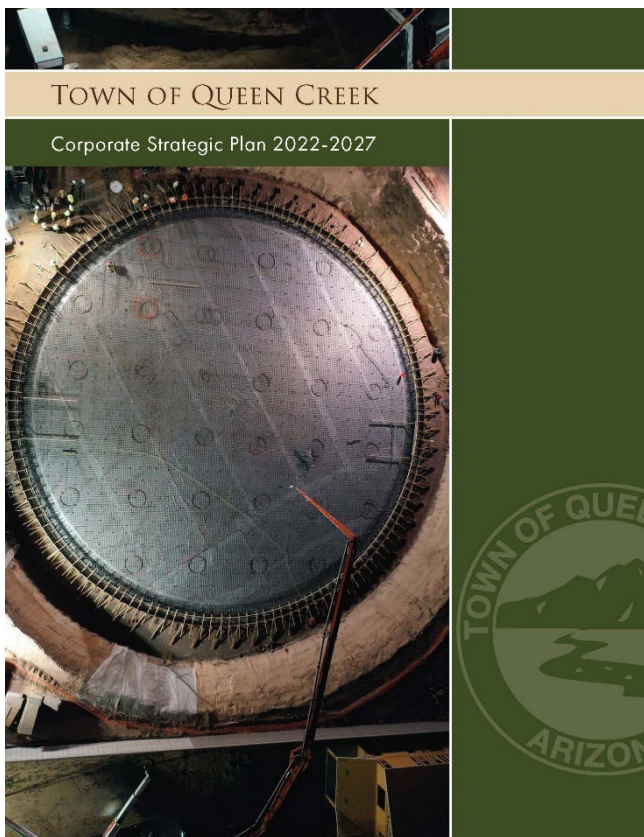
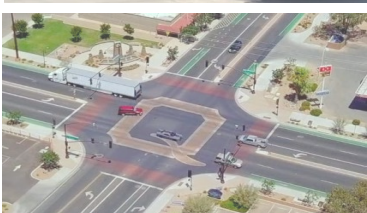


CORPORATE STRATEGIC PLAN UPDATE

2023-2028



TOWN OF QUEEN CREEK

Corporate Strategic Plan 2022-2027



EFFECTIVE GOVERNMENT

7

FINANCIAL STABILITY

- 1.1 Maintain a stable long-term cost and revenue structure that ensures intergenerational equity and an appropriate allocation of costs.
- 1.2 Adopt balanced budgets each year to ensure costs are kept within available revenues.
- 1.3 Evaluate and implement strategies to maintain fully-funded pensions.
- 1.4 Continue to monitor and update employee benefits strategies and evaluate trends.
- 1.5 Continue progressive strategies to attract and retain high-performing staff.
- 1.6 Maintain staffing levels that are consistent with the community's goals.

CAPITAL IMPROVEMENT PROGRAM (CIP)

- 1.7 Develop a collaborative CIP with the counties and adjacent communities for construction of the regional network of roads, and ensure the Town's arterial roads are prioritized for connecting within the region, notably Gilbert, Mesa, Apache Junction, Florence, Maricopa and Pinal counties, and State Lands.

INTERGOVERNMENTAL RELATIONS

- 1.8 Cultivate relationships with the state, counties, local, regional, and statewide partners to: encourage other levels of government to work collaboratively with the Town on issues of mutual interest; protect local funding and self-determination; enhance opportunities to improve the Town's economic sustainability; and secure existing revenue to provide for public safety and needed infrastructure development.
- 1.9 Sustain collaboration with the community's schools on issues that are of benefit to the Town as a whole.

COUNCIL LEADERSHIP ROLES

- 1.10 Continue to strengthen the effectiveness of the Town Council through professional development training opportunities and strategic planning sessions.
- 1.11 Leverage leadership roles as well as membership with organizations such as Maricopa Association of Governments, Central Arizona Governments, State Land Department, East Valley Partnership, League of Arizona Cities and Towns, and other regional and national organizations to promote sound public policy, advance critical transportation and water/wastewater projects, partner with the business community and take advantage of unique and innovative opportunities to enhance the lives of our current and future residents.



Nearly 9 in 10 residents participated in at least one Town activity last year.

SOURCE: TOWN OF QUEEN CREEK CIP/ENR 3/09/21 2021



94% of Town residents say Queen Creek provides a good quality of life.

SOURCE: TOWN OF QUEEN CREEK CIP/ENR 3/09/21 2021



The Town of Queen Creek created its Capital Improvement Projects Department this year to consolidate all of the Town's construction activities. In 2021, five major road construction projects were completed, with more slated to finish in 2022.



In 2022, Queen Creek received an Agency Award by the Western Region International Public Management Association for Human Resources.



Queen Creek residents who interact with the Town rank employees at 90% or higher in the areas of courtesy, responsiveness and knowledge.

SOURCE: TOWN OF QUEEN CREEK CIP/ENR 3/09/21 2021



EFFECTIVE GOVERNMENT

6



An effective local government is essential to our citizens and provides the services that residents want. It can be achieved by managing the scope of government and investing in innovative business practices, as well as leveraging things like public-private partnerships and leveraging local partnerships to solve resources.

INTENDED OUTCOMES

- Increase efficiencies and effectiveness of government services.
- Pursue opportunities for innovative public-private partnerships. Measure our long-term success for the greater needs of the community.



SAFE COMMUNITY

8



Green Creek has low crime rates and is one of the most affordable areas for police and fire services. Residents continue to vote their support for public safety services highly in community surveys. As our Town grows, ensuring the quality of the public services we are able to offer is a high priority. It is important to continue making sure that first responders will be able to respond to our residents and improve the quality of our public services.

INTENDED OUTCOMES

- Maintain current standards for law enforcement.
- Increase public safety services.
- Invest in high-quality emergency services to support services.



SECURE FUTURE

10



Staying Green Creek's future involves strengthening our Town. Some of our current projects are: strengthening our infrastructure, strengthening our public safety services, and by creating the quality of life that our residents need. We are also working to improve our infrastructure and public safety services.

INTENDED OUTCOMES

- Increase employment opportunities in the town.
- Complete water and wastewater infrastructure.



SUPERIOR INFRASTRUCTURE

12



With the growth of residential and commercial development, the infrastructure for the community is being built. The infrastructure and services are of high quality public infrastructure is a priority.

INTENDED OUTCOMES

- Complete all the capital projects in the region.
- Increase the number of jobs and investment in the town and surrounding areas.



QUALITY LIFESTYLE

14



Green Creek will improve its quality of life by being a great place to live. We will continue to invest in our infrastructure and services to improve the quality of life for our residents. We will continue to invest in our infrastructure and services to improve the quality of life for our residents.

INTENDED OUTCOMES

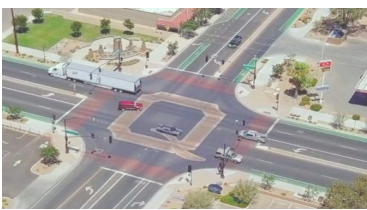
- Increase in business opportunities and investment in the community.
- Increase in the number of jobs and investment in the town and surrounding areas.

STRATEGIC PRIORITY #1: EFFECTIVE GOVERNMENT



- UPDATE GOAL 1.11: Leverage leadership roles as well as membership with organizations such as Maricopa Association of Governments, Central Arizona Governments, **PINAL REGIONAL TRANSPORTATION AUTHORITY**, East Valley Partnership, **PINAL PARTNERSHIP**, League of Arizona Cities and Towns, and other regional and national organizations to promote sound public policy, advance critical transportation and water/wastewater projects, partner with the business community and take advantage of unique and innovative opportunities to enhance the lives of our current and future residents.
- **NEW GOAL 1.12: ENHANCE THE INTELLIGENT TRANSPORTATION SYSTEM'S ADAPTABILITY TO REAL-TIME TRAFFIC DEMAND BY EXPANDING ITS CAPABILITIES.**
- **NEW GOAL 1.13: INTEGRATE A UNIFIED ASSET AND INVENTORY MANAGEMENT SYSTEM ACROSS ALL PUBLIC WORKS DIVISIONS, WITH SPECIFIC ENHANCEMENTS TO THE CARTEGRAPH INVENTORY MANAGEMENT COMPONENT FOR THE FACILITIES DIVISION AND INTEGRATION OF THE TRANSPORTATION MANAGEMENT SYSTEM WITH CARTEGRAPH FOR THE TRAFFIC DIVISION.**

STRATEGIC PRIORITY #2: SAFE COMMUNITY



- UPDATE GOAL 2.1: Proactively work to provide fire services to **AREAS OF QUEEN CREEK WHERE RESPONSE TIME GAPS HAVE BEEN EVALUATED AND IDENTIFIED AS PART OF THE 2020 FIRE MASTER PLAN** ~~the eastern portion of the community and to~~ expand the Town's fire district, where applicable, within the remaining municipal planning area.
- UPDATE GOAL 2.7: Establish a **STRATEGIC PLAN FOR THE POLICE DEPARTMENT THAT COMPLEMENTS THE** master plan, **SPEAKS TO THE GAP ANALYSIS,** ~~for the Police Department and~~ **SUPPORTS OTHER IMPORTANT SAFETY INITIATIVES** ~~efforts toward the completion of the prescribed elements.~~

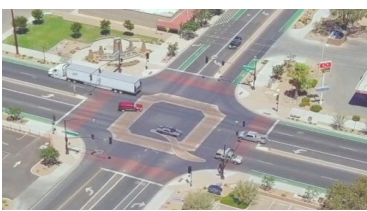
STRATEGIC PRIORITY #3: SECURE FUTURE

- UPDATE GOAL 3.2: Ensure a continued safe and sustainable water supply that fully implements the **COMPREHENSIVE UTILITY MASTER PLAN**.
- UPDATE GOAL 3.5: In partnership with the State Land Department, proactively plan for the development of State Trust Lands. **INCREASE SPEED TO MARKET FOR EMPLOYMENT USES AND ADVANCED MANUFACTURING OPPORTUNITIES. DESIGNATE A TEAM TO FAST TRACK AND FACILITATE PROCESSES FOR STRATEGIC PROJECTS.**
- NEW GOAL 3.12: **CONTINUE TO IMPLEMENT AND EVALUATE THE VISION, CHARACTER, AND GOALS OF THE TOWN'S GENERAL PLAN.**
- NEW GOAL 3.13: **EVALUATE AND DETERMINE BEST PRACTICES FOR LOCALIZED APPROACH FOR ENERGY RESILIENCY INITIATIVES TO ENSURE THE TOWN IS ADAPTING TO MARKET AND CUSTOMER DIRECTIVES IN OUR OPERATIONS. INITIATIVES EVALUATED MAY INCLUDE SOLAR, FLEET ELECTRIFICATION AND RESILIENCY OPTIONS FOR MUNICIPAL BUILDINGS.**



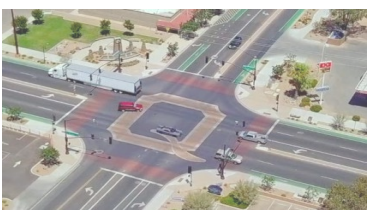
STRATEGIC PRIORITY #4: SUPERIOR INFRASTRUCTURE

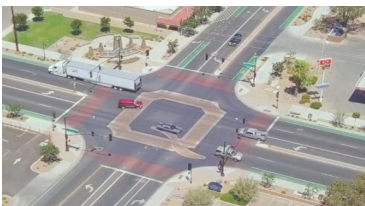
- UPDATE GOAL 4.4: Complete the design and begin construction on Frontier Family Park **AND PHASE TWO OF MANSEL CARTER OASIS PARK** as indicated in the Parks and Recreation Master Plan.
- NEW GOAL 4.14: REVISE THE ROADWAY PRESERVATION PLAN OVER THE NEXT FIVE YEARS TO EXTEND THE LIFESPAN OF THE TOWN'S ROADS AND DIMINISH THE EXPENSES RELATED TO TOTAL ROAD REPLACEMENT. THIS INITIATIVE WILL PRIORITIZE THE USE OF CRACK SEALING, SEAL COATING AND ASPHALT OVERLAYS.
- NEW GOAL 4.17: COMPLETE A MASTER PLAN FOR THE FIELD OPERATION FACILITY, ALLOWING FOR THE EXPANSION OF THE FACILITY OVER TIME TO MEET THE GROWING NEEDS OF THE COMMUNITY.
- NEW GOAL 4.18: EXPLORE FINANCING ALTERNATIVES FOR IMPLEMENTING MICROTRANSIT SOLUTIONS, SUCH AS PARATRANSIT AND PUBLIC/PRIVATE PARTNERSHIPS, IN SUPPORT OF POTENTIAL TRANSPORTATION OPTIONS, BASED ON THE TRANSIT STUDY AND TRANSPORTATION MASTER PLAN.



STRATEGIC PRIORITY #5: QUALITY LIFESTYLE

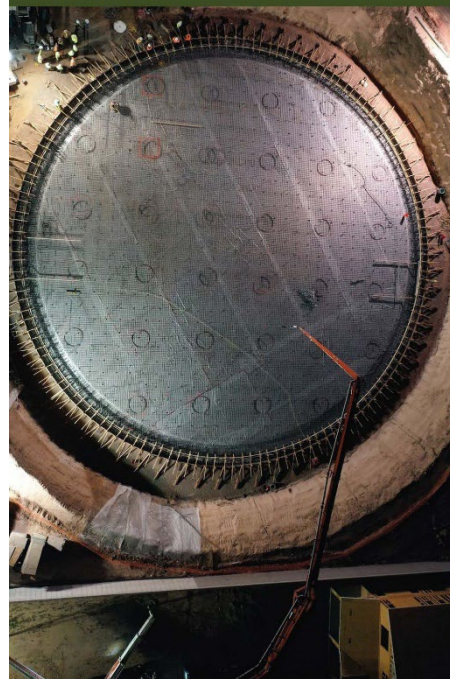
- **NEW GOAL 5.5: IMPLEMENT THE TOWN'S VOLUNTEER PROGRAM BY ENGAGING MEMBERS OF THE COMMUNITY TO DONATE THEIR TIME AND TALENTS TO TOWN PROJECTS AND ACTIVITIES.**





TOWN OF QUEEN CREEK

Corporate Strategic Plan 2022-2027



STRATEGIC PRIORITIES

5

	<p>EFFECTIVE GOVERNMENT</p> <p>An effective local government is aware of citizens' needs and provides the services that residents want. This can be achieved by managing the price of government and introducing innovative business practices, using new technology, hiring quality employees and leveraging Town partnerships to save resources.</p>	<p>KEY RESULTS AREAS</p> <ul style="list-style-type: none"> Financial Stability Intergovernmental Relations Council Leadership Roles
	<p>SAFE COMMUNITY</p> <p>Queen Creek has low crime rates and strives to meet adopted standards for police and fire services. Residents continue to rate their interactions with public safety personnel highly in community surveys. As our Town grows, ensuring the safety of the public continues to be among our highest priorities. This means hiring and training quality first responders, and finding innovative ways to maintain and improve delivery of emergency services.</p>	<p>KEY RESULTS AREAS</p> <ul style="list-style-type: none"> Public Safety Community Involvement
	<p>SECURE FUTURE</p> <p>Securing Queen Creek's future involves strengthening the Town's financial condition by implementing strong management strategies within the organization, and by increasing the number of employment opportunities available to residents. This priority also relates to securing our water supply for the benefit of future residents.</p>	<p>KEY RESULTS AREAS</p> <ul style="list-style-type: none"> Environment Land Use & Economic Development
	<p>SUPERIOR INFRASTRUCTURE</p> <p>With the growth of residential and non-residential development comes the challenge of satisfying public demand for quality streets, lights, utilities and parks. The construction and maintenance of a high-quality public infrastructure is a priority.</p>	<p>KEY RESULTS AREAS</p> <ul style="list-style-type: none"> Capital Improvement Program Technology
	<p>QUALITY LIFESTYLE</p> <p>Queen Creek will leverage its strong image as a tight-knit, family friendly community to encourage more residents to participate in public events, attract new businesses and further establish our reputation as one of the best destinations in Arizona. We will seek to enhance this unique lifestyle through our commitment to investing in necessary infrastructure, new recreational opportunities, cultural events and public art.</p>	<p>KEY RESULTS AREAS</p> <ul style="list-style-type: none"> Image & Identity