



UPDATING DEVELOPMENT IMPACT FEES

Focus Group Meeting #1

May 2, 2024

Dated Prepared: May 2, 2024



TONIGHT'S AGENDA

1. Discuss the Purpose of the Focus Group
2. Review the Proposed Calendar
3. Discuss the Development Impact Fee Program
 - Discuss Land Use Assumptions
 - Discuss Infrastructure Improvement Plans
 - Police
 - Fire & Medical
 - Streets



1. REVIEW THE PURPOSE OF THE FOCUS GROUP

PURPOSE OF THE FOCUS GROUP

- Provide Feedback to Town Staff and Town Council Regarding Impact and Capacity Fees
 - **ONLY IMPACT FEES AT THIS TIME**
- Updating Impact Fees is a 2-Step Process
 1. Adopt Land Use Assumptions (LUA) and Infrastructure Improvement Plan (IIPs)
 2. Adopt New Fees
 - Anticipated Effective Date: Not Before February 2025



WE WILL ANSWER THESE QUESTIONS



1. **What** is Being Built?
2. **When** is It Being Built
3. **Why** is It Being Built?
 - Existing Needs vs. Needs from Growth
4. **How Much** Does It Cost?
5. **How** is It **Paid For (Financed)**?
6. **Who** Will Pay For It?
 - Existing Needs: Operating Budget
 - Needs from Growth: Impact Fees and 2% Dedicated Construction Sales Tax

THE PROCESS TO ANSWER THESE QUESTIONS



General Plan

**What Can
Be Built
Where?**

THE PROCESS TO ANSWER THESE QUESTIONS



General Plan

**What Can
Be Built
Where?**



Master Plans

**What is the
Town's Level
of Service?**

THE PROCESS TO ANSWER THESE QUESTIONS

General Plan

**What Can
Be Built
Where?**

Master Plans

**What is the
Town's Level
of Service?**

**Infrastructure
Improvement
Plans (IIP)**

**What Projects
Must be Built
to Achieve
the Level of
Service?**

THE PROCESS TO ANSWER THESE QUESTIONS

General Plan

**What Can
Be Built
Where?**

Master Plans

**What is the
Town's Level
of Service?**

**Infrastructure
Improvement
Plans (IIP)**

**What Projects
Must be Built
to Achieve
the Level of
Service?**

**Funding and
Financing
Plan**

Who Pays?

**How will the
IIP be
Financed?**

KEY ASSUMPTIONS

1. Growth
 1. Population
 2. Properties Without Assured Water Rights
2. Development of State Lands
3. Opportunity to Pay Off Existing Debt
4. Construction Sales Tax Revenue Estimates





2. REVIEW THE PROPOSED CALENDAR (2-STEP PROCESS)

PROPOSED CALENDAR

STEP 1: *LUA AND IIP APPROVAL*

| Step # | Step | Date |
|--------|--|--|
| 1 | Review Land Use Assumptions and Infrastructure Improvement Plan | March 6, 2024 Town Council Meeting (1 of 6) |
| 2 | Publish Land Use Assumptions and Infrastructure Improvement Plan | March 7, 2024 |
| | 60-Day Notice Period (Public Outreach and Collaboration Period) <i>Focus Group Meetings</i> | <i>May 2 and 13</i> |
| 3 | Public Hearing #1 RE. Land Use Assumptions and Infrastructure Improvement Plan | May 15, 2024 Town Council Meeting (2 of 6) |
| | 30 to 60-Day Waiting Period <i>Focus Group Meeting</i> | <i>May 30 and June 18</i> |
| 4 | Approve Land Use Assumptions and Infrastructure Improvement Plan | June 19, 2024 Town Council Meeting (3 of 6) |

FOCUS GROUP MEETING AGENDA CALENDAR

| Meeting | Agenda Topics | Date |
|---------------------|---|---------|
| 1 | <ul style="list-style-type: none"> • Purpose of Focus Group • Review Calendar • Review Land Use Assumptions • Review IIPs (Police, Fire, and Streets) | May 2 |
| 2 | <ul style="list-style-type: none"> • Review Parks and Trails IIP • Discuss Growth and Non-Growth IIP Allocations • Discuss Construction Sales Tax Offset • Identify Focus Group Comments for May 15th Public Hearing | May 13 |
| 3 | <ul style="list-style-type: none"> • Review DRAFT Fees • Identify Focus Group Comments for June 19th Town Council Meeting | May 30 |
| 4 (If Necessary) | <ul style="list-style-type: none"> • Identify Focus Group Comments for June 19th Town Council Meeting | June 18 |

PROPOSED CALENDAR

STEP 2: *FEE UPDATE*

| Step # | Step | Date |
|--------|---|--|
| 4 | Approve Notice of Intent to Assess Development Impact Fees | August 7, 2024 Town Council Meeting (4 of 6) |
| 5 | Publish Notice of Intention to Adopt Development Impact Fees | August 8, 2024 |
| | 30-Day Notice Period | |
| 6 | Public Hearing #2 RE. Development Impact Fee Study | October 16, 2024 Town Council Meeting (5 of 6) |
| | 30 to 60-Day Waiting Period | |
| 7 | 1. Adopt Development Impact Fee Study 2. Adopt Economic Market Alignment Study | November 20, 2024 Town Council Meeting (6 of 6) |
| | 75-Day Waiting Period | |
| 8 | Development Impact Fee Effective Date | Not Before February 2025 |



3. DISCUSS THE DEVELOPMENT IMPACT FEE PROGRAM

DEVELOPMENT IMPACT FEES

- One-Time Payments Assessed to New Development to Help Pay their Proportionate Share of Infrastructure Costs Caused by New Development
- “Growth Pays for Growth”
- Existing Residents and Businesses **DO NOT** Pay Impact Fees
- Fees Must be Prepared by a Consultant (per State Law)
- “Year Long Process” to Set and Update Fees (per State Law)
 1. Uses a 10-Year Planning Period
 2. Set Land Use Assumptions (LUA) and Infrastructure Improvement Plan (IIP)
 3. Calculate “Maximum Supportable Fee”



DEVELOPMENT IMPACT FEES

(CONCLUDED)

- Must be Updated at Least Every 5 Years
 - Current Fee Effective Date: February 10, 2020
 - LUA and IIP Approved: July 17, 2019
 - *More Frequent Updates Expected in the Future*
- Construction Sales Tax
 - Direct Reduction of Growth Costs **BEFORE** Calculating Impact Fees
- Critical to Funding the Town's Infrastructure
 - Town Does Not Have a Voter-Approved Property Tax for Infrastructure



DEVELOPMENT IMPACT FEES

- 4 Impact Fees are Being Updated Now

1. Police
2. Fire & Medical
3. Streets
4. Parks and Trails

- 2 Impact Fees Have Been Eliminated (Paid Off)

1. Town Facilities
2. Library



QC'S IMPACT / CAPACITY FEES

EXAMPLE: SINGLE FAMILY HOME



| Fee Type | Current Fee |
|--------------------------------------|-----------------------|
| 1. Parks and Recreation | \$3,189 |
| 2. Streets | \$2,118 |
| 3. Fire & Medical | \$1,175 |
| 4. Police | <u>\$640</u> |
| <i>Subtotal – Impact Fees</i> | <i>\$7,122</i> |
| 5. Water | \$2,382 |
| 6. Wastewater | <u>\$2,901</u> |
| TOTAL | \$12,405 |



*DISCUSS LAND USE
ASSUMPTIONS (LUA)*



5 LAND USE CATEGORIES

1. Single Family
2. Multi-Family
3. Commercial
4. Office / Other
5. Industrial

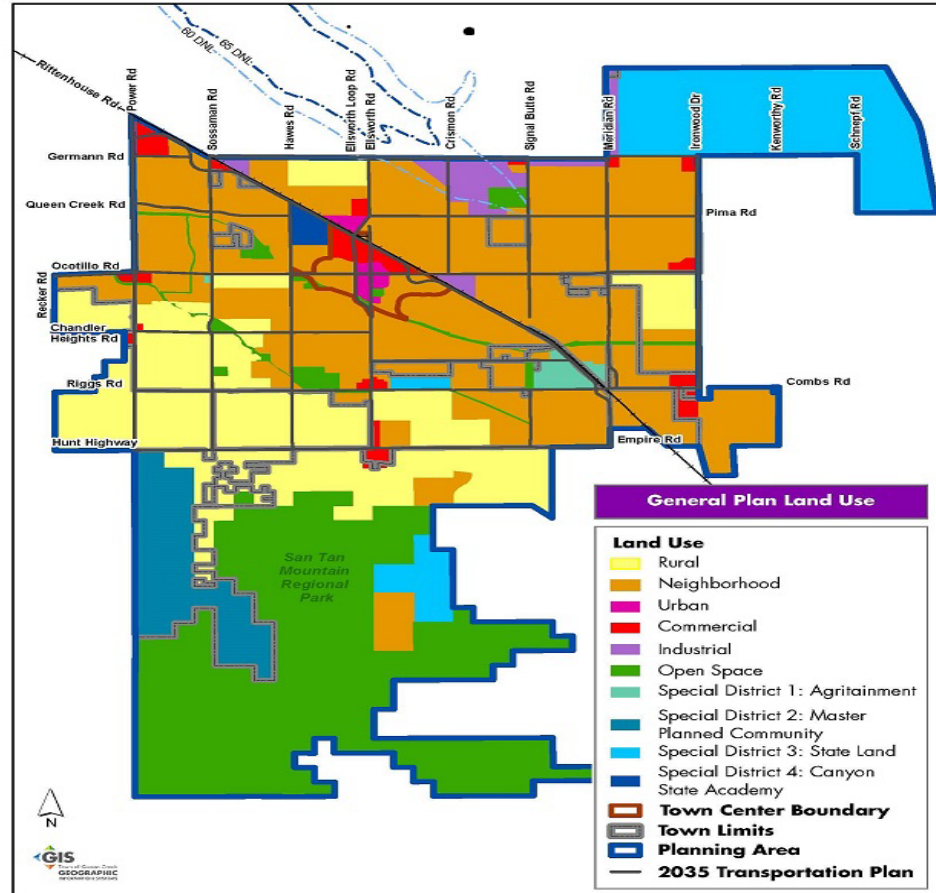
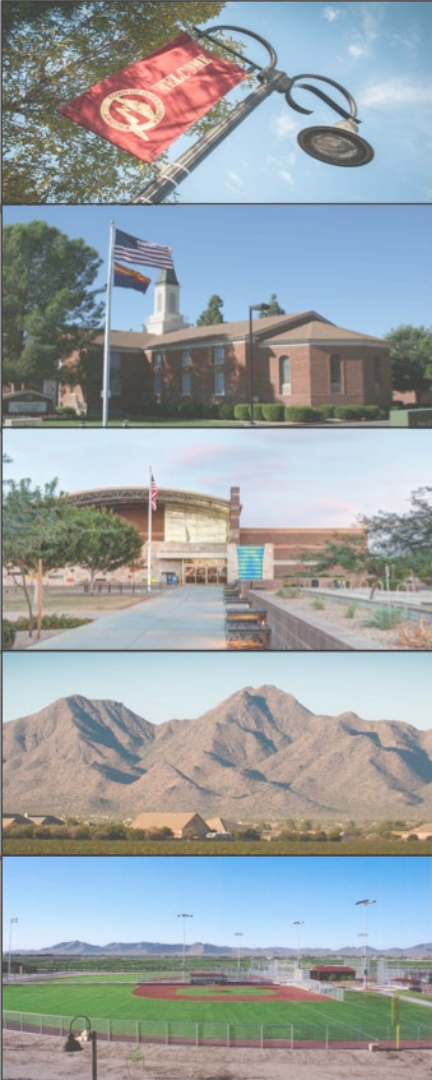
CURRENT RESULTS EXCEEDING PROJECTIONS (AFTER 6 YEARS)

| | 6-Year Projections | 6-Year Actuals | Variance | % Variance | 10-Year Projections | % of 10-Year Projections |
|--------------------|--------------------|----------------|----------------|-------------|---------------------|--------------------------|
| <u>Units</u> | | | | | | |
| Single Family | 7,366 | 8,958 | 1,592 | +22% | 11,863 | 76% |
| Multi-Family | 1,467 | 1,834 | 367 | +25% | 1,857 | 99% |
| <u>Square Feet</u> | | | | | | |
| Commercial | 825,000 | 1,412,298 | 587,298 | +71% | 925,000 | 153% |
| Office / Other | 962,000 | 876,116 | (85,884) | -9% | 1,287,000 | 68% |
| Industrial | 397,000 | 482,987 | 85,987 | +22% | 502,000 | 96% |
| | | | | | | |
| Revenue | \$70.1M | \$80.5M | \$10.4M | +15% | \$107.1M | 75% |

QUEEN CREEK'S STRONG DEMOGRAPHIC INFORMATION

| | |
|---|---|
| Year Incorporated | 1989 |
| Square Miles | 42 Town Boundary (Planning Area ~72) |
| Population June 30, 2023 (AZ Office of Economic Opportunity) | 76,750 |
| Average Household Size (2022 ACS 1-Year Estimate) | 3.28 |
| Median Age (2022 ACS 5-Year Estimate) | 36.7 years |
| Median Household Income (2022 ACS 5-Year Estimate) | \$127,182 |
| Median Value of Housing (2022 ACS 5-Year Estimate) | \$493,700 |
| Net Full Cash Property Value (Maricopa and Pinal County Assessors) | \$14.3 billion |
| Workforce (2022 ACS 5-Year Estimate) | 44% have a BS Degree or Higher |
| Unemployment Rate, November 2023 (Bureau of Labor Statistics, November 2023) | 3.3% (Maricopa County: 3.5%, State: 4.0%) |

2021 GENERAL PLAN

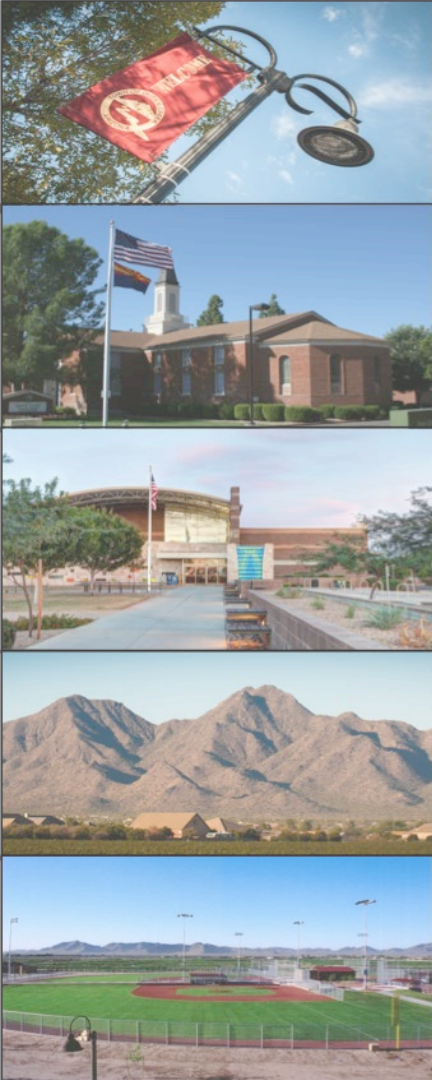


SIGNIFICANT GROWTH EXPECTED TO CONTINUE OVER THE NEXT 10 YEARS

| Land Use Category | Existing | 10-Year Projection | 10-Year Increase | % Increase |
|--------------------------------|----------|--------------------|------------------|------------|
| 1.Single Family Homes | 23,387 | 35,803 | 11,916 | 50% |
| 2.Multi-Family (Units) | 2,879 | 6,968 | 4,089 | 142% |
| 3.Commercial (Square Feet) | 4.6M | 6.9M | 2.3M | 50% |
| 4.Office / Other (Square Feet) | 1.4M | 2.2M | 0.7M | 50% |
| 5.Industrial (Square Feet) | 0.6M | 0.9M | 0.3M | 50% |

GROWTH PROJECTIONS: CURRENT FEE VS. NEW FEE (10-YEAR AMOUNTS)

| Land Use Category | Current Fee | New Fee |
|--------------------------------|-------------|---------|
| 1.Single Family Homes | 11,863 | 11,916 |
| 2.Multi-Family (Units) | 1,857 | 4,089 |
| 3.Commercial (Square Feet) | 0.9M | 2.3M |
| 4.Office / Other (Square Feet) | 1.3M | 0.7M |
| 5.Industrial (Square Feet) | 0.5M | 0.3M |



10-YEAR POPULATION ESTIMATE

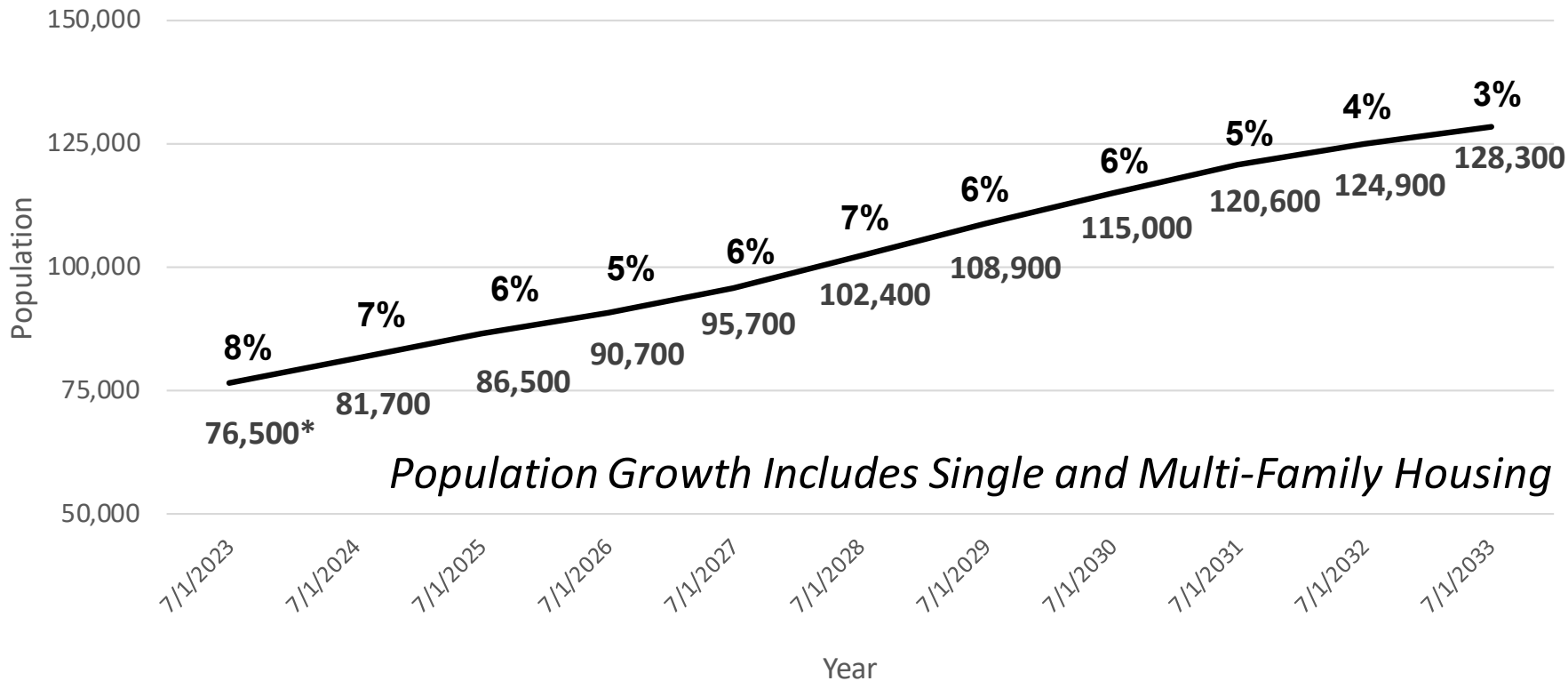
~52K (66%) Increase

| | |
|------------|---------------|
| FY 2023-24 | 76.5K |
| FY 2032-33 | <u>128.3K</u> |
| Increase | 51.8K* |

* Current Fee was Based on a Projection of a 40K Increase

10-Year Population Projections: +~52K, +66%

Buildout Population: ~150K

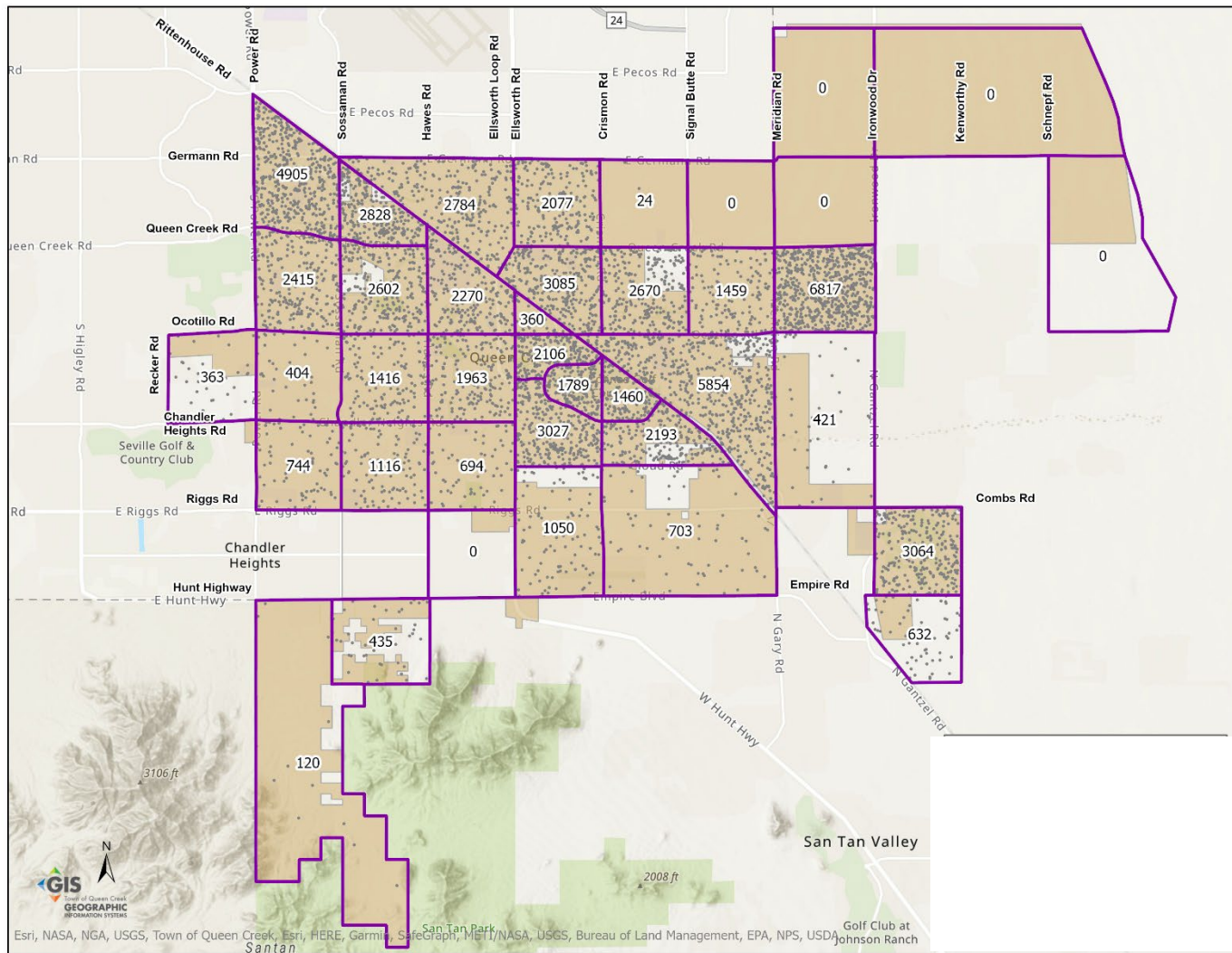


Population Growth Includes Single and Multi-Family Housing

*7/1/2023 estimate from Arizona State Demographer, Office of Economic Opportunity

2023

Population 76,500



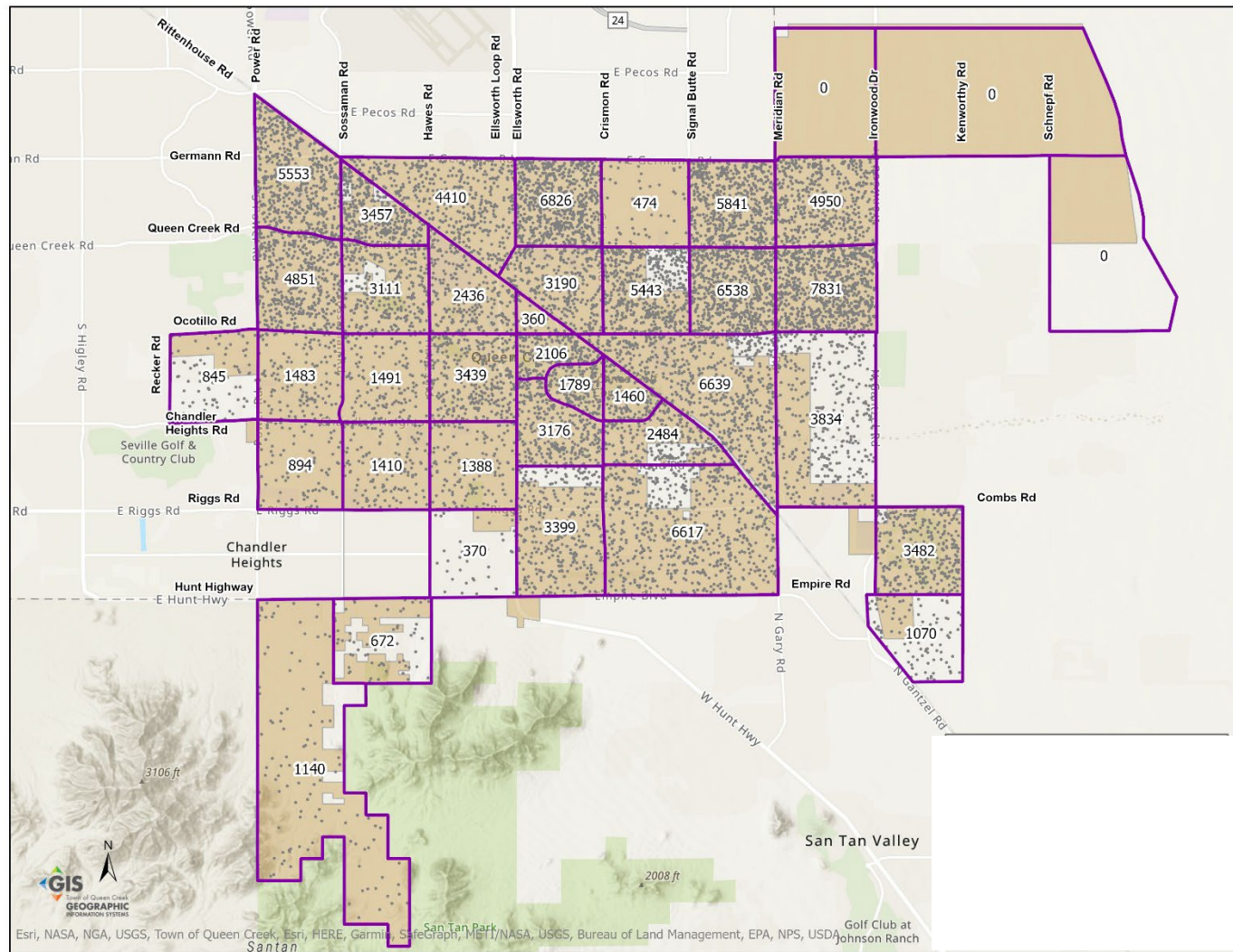
2033

Population

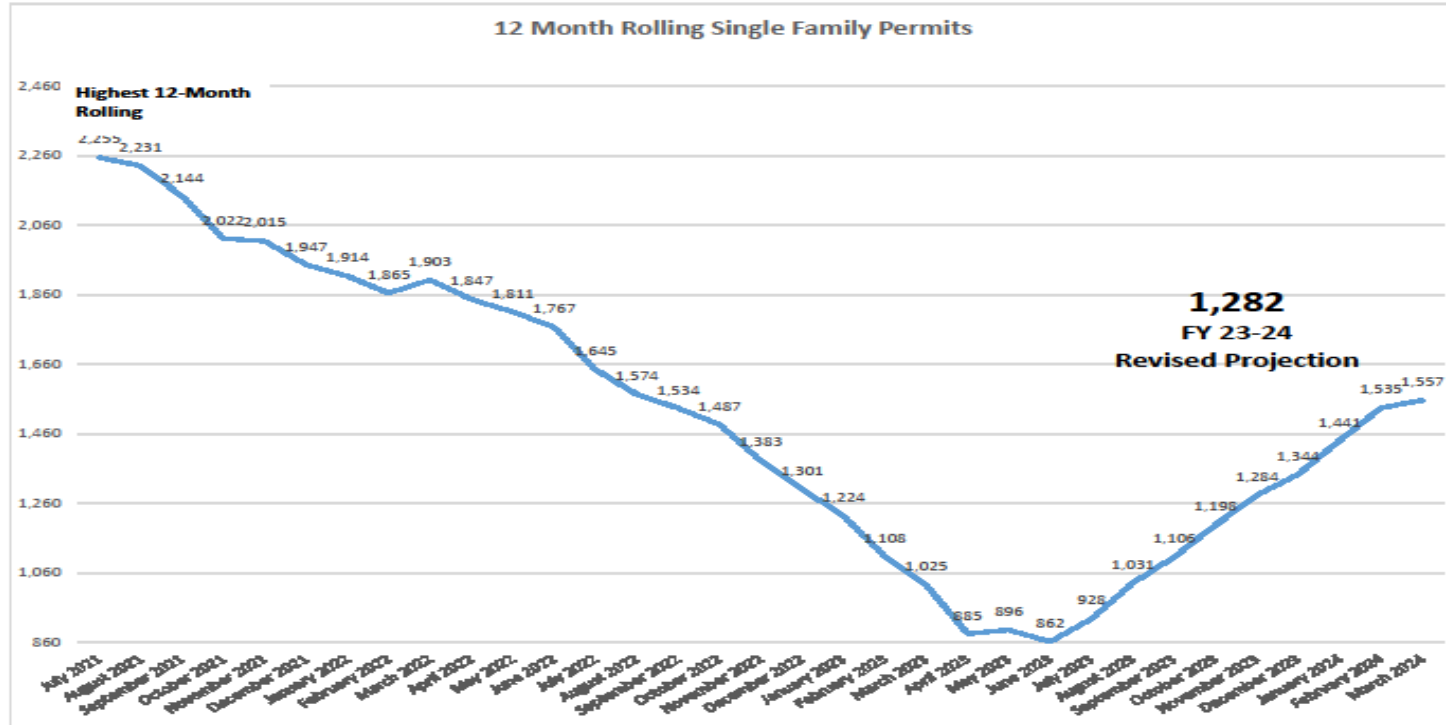
128,300

+~52K,

+66%



SINGLE-FAMILY PERMITS ON A STEADY INCREASE ...





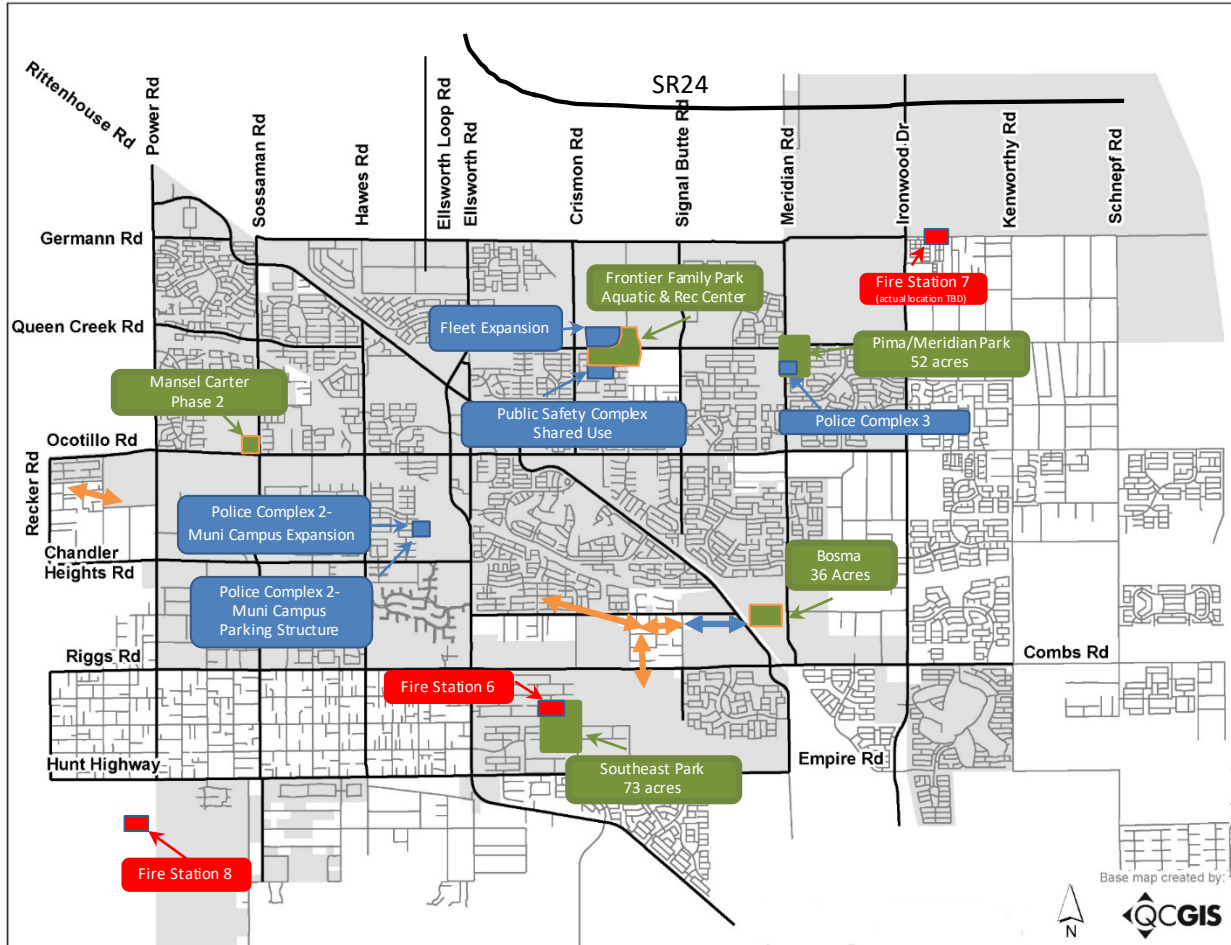
INFRASTRUCTURE IMPROVEMENT PLANS (IIP)

INFRASTRUCTURE IMPROVEMENT PLANS

- 10-Year Project List Needed to **MAINTAIN THE SAME LEVEL OF SERVICE**
 - Police and Fire & Medical Response Times
 - Traffic Flow / Congestion
- Costs are Allocated Between Existing and New Residents / Businesses
- Specific Types of Infrastructure is Not Impact Fee Eligible
 - Public Safety Training Facilities
 - Parks Greater than 30 Acres



POLICE, FIRE & MEDICAL, AND PARKS IIPS



POLICE IIP: \$144.1M

- Proposed IIP from Adopted Master Plan: \$144.1M
- Summary of Projects
 - “Building a Police Department”
 - 1+ Year Order / Waiting Period for New Vehicles

Comparison of Expenses

| | Current Fee | Proposed Fee | Change |
|-------------------------|----------------|-----------------|-----------------|
| Existing Infrastructure | \$7.8M | N / A | (\$7.8M) |
| Existing Debt | \$1.2M | \$1.4M* | \$0.2M |
| Projects (IIP) | <u>\$2.8M</u> | <u>\$144.1M</u> | <u>\$141.3M</u> |
| Total | \$11.8M | \$145.5M | \$133.7M |

*Currently evaluating opportunity for reduction by paying off existing debt.



QUEEN CREEK POLICE DEPARTMENT



Building a Police Department & Responding to Growth

What do we do?



| | | | |
|-------------------------|--------------------------|-------------------|---------------------|
| Medical Assistance | Truancy | Loud Parties | Vandalism |
| Mental Health Incidents | Domestic Violence | Fugitives | Disorderly Conduct |
| Sudden Death | Landlord-Tenant Disputes | Trespassing | Cybercrime |
| School Safety | Probation/Parole Issues | Drug Overdoses | Traffic Enforcement |
| Missing Persons | Curfew Violations | Counter Terrorism | Fraud |
| Traffic Incidents | Routine Patrol | Traffic Incidents | Organized Crime |
| Crash Investigations | Dignitary Protection | Violent Crime | Tactical Response |
| Lost /Found Property | Event Management | Narcotics | Sexual-based Crimes |
| Animal Incidents | Suspicious Circumstances | Child Abuse | Trafficking |
| Community Engagement | Bomb Threats | Property Crime | Alarms |

QUEEN CREEK POLICE DEPARTMENT



Serving with
Respect,
Compassion,
and Trust

QCPD has **4** primary Functional Areas or Divisions with nearly **100** different services, task forces, contracts, regional teams, and programs.



COMMUNITY FOCUS



QUEEN CREEK POLICE DEPARTMENT

*Serving with Respect,
Compassion and Trust*

VISION

We will connect, engage,
and succeed together.

Together, we will promote a safe
community through **Accountability,**
Connection, and **Trust.**

MISSION

VALUES

SAFE

SMART

SERVICE-MINDED

- We care deeply about the community and want to promote a feeling of safety and wellbeing.
- We value learning, competency, and critical thinking.
- We embrace the concepts of transparency and servant leadership while putting the community first.

All of our efforts begin and end with a community focus. Success is dependent on effectively working together at every level.



QCPD AT A GLANCE - CFS & FOCUS ACTIVITY



Calls for service: 34,777
(current one-year lookback)



18,713 Citizen-Initiated (CFS)



16,064 Officer-Initiated (CFS)

Community Engagement (current one-year lookback)



3,832 Hours
Community & Youth Engagement



2,424 Hours
Traffic - Crash Prevention



1,040 Hours
Crime Prevention



QCPD STAFFING AT A GLANCE

FY22 Staffing

Authorized FTEs

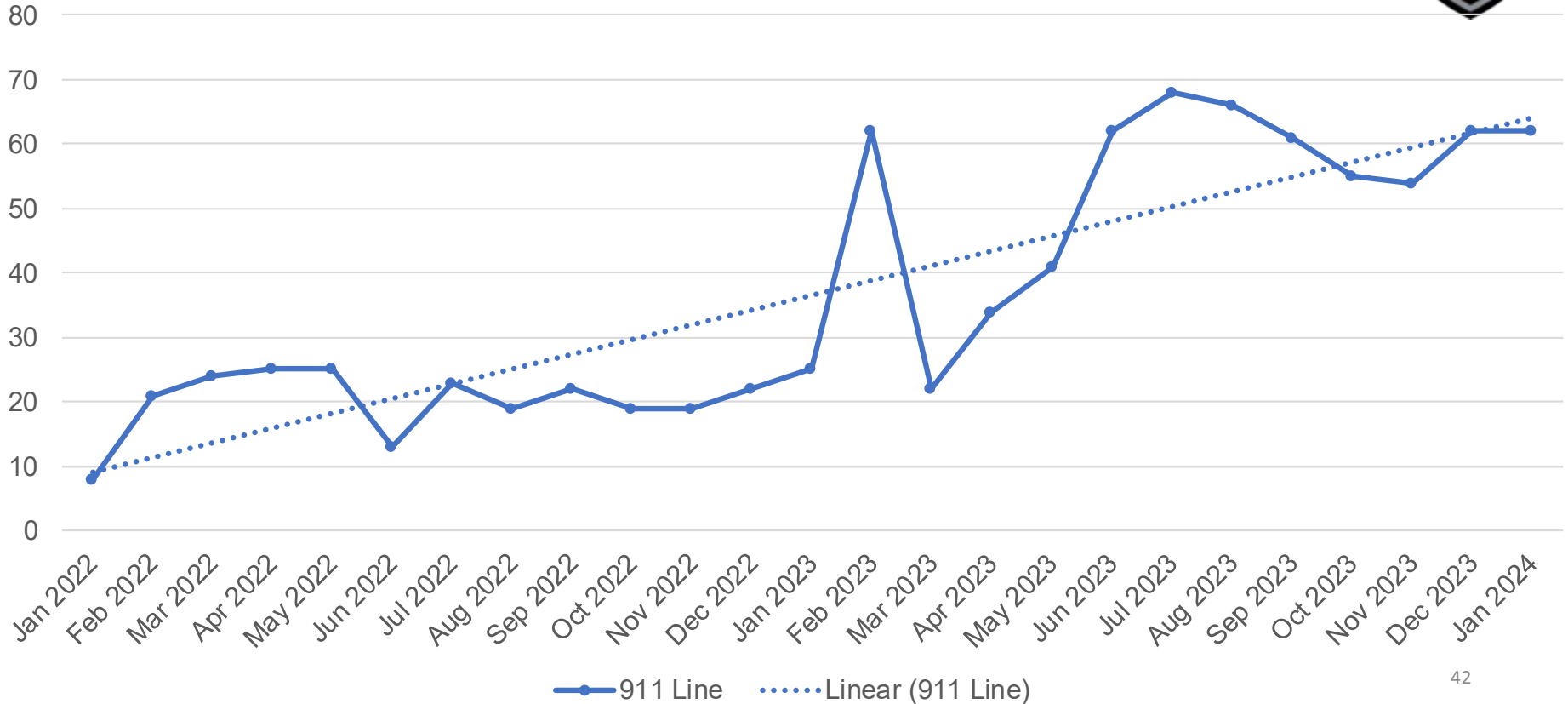


FY25 Staffing

Authorized FTEs

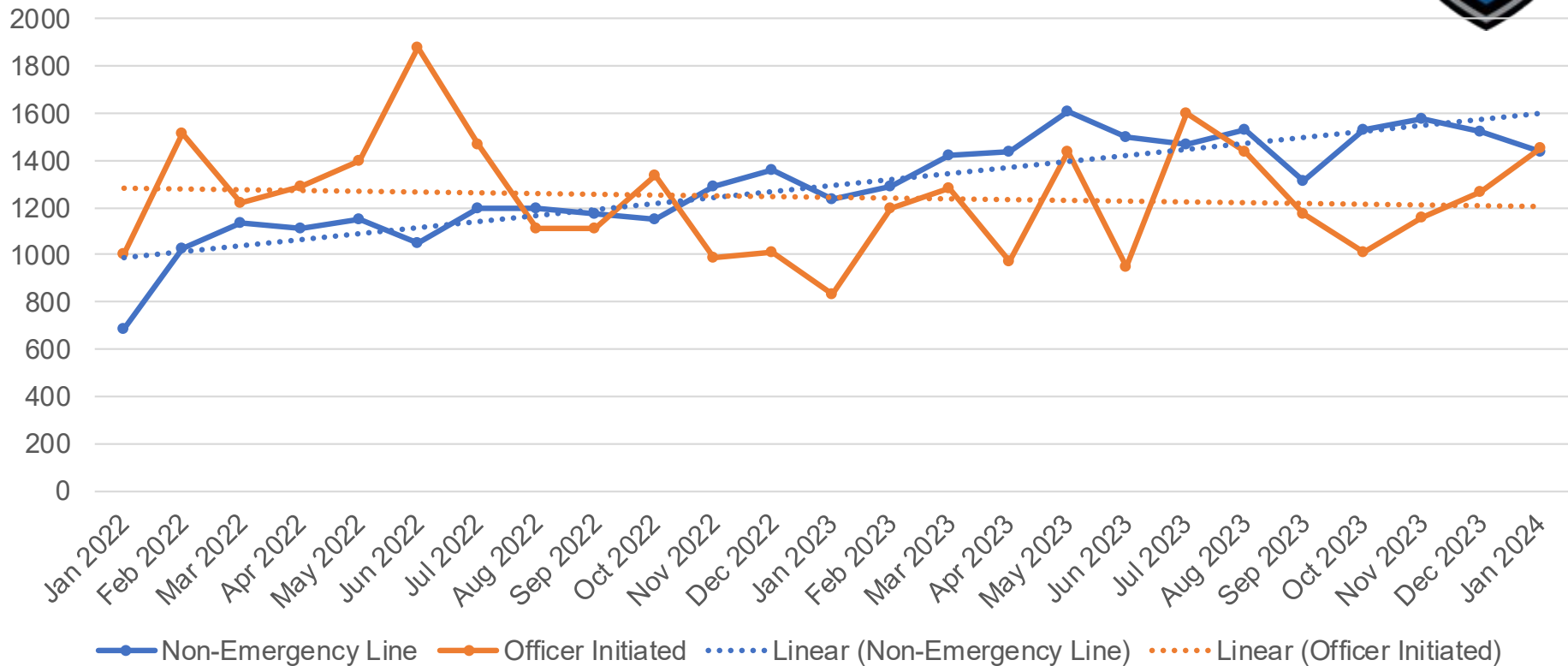


Workload - Calls For Service (Emergency CFS)

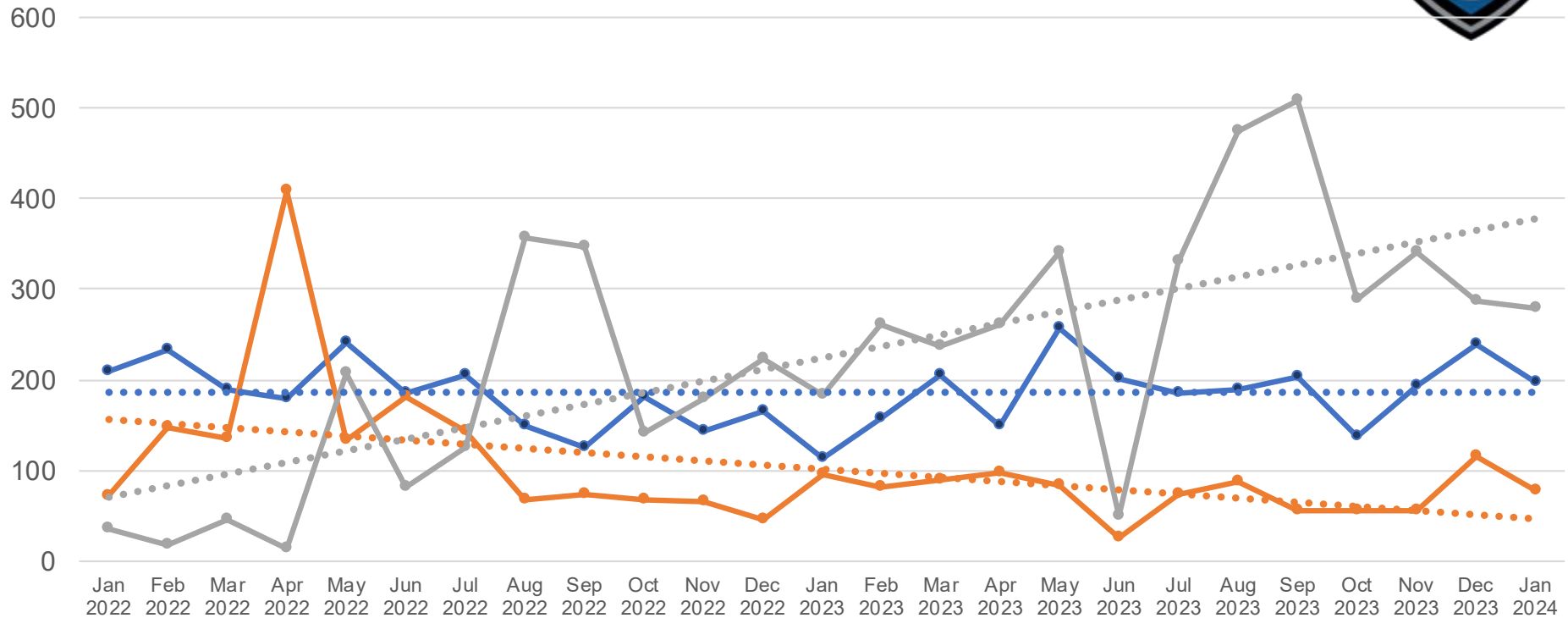




Workload - Calls For Service (Non-Emergency CFS)



Community Engagement (Hours)



—●— Traffic Crash Prevention - Traffic Stops

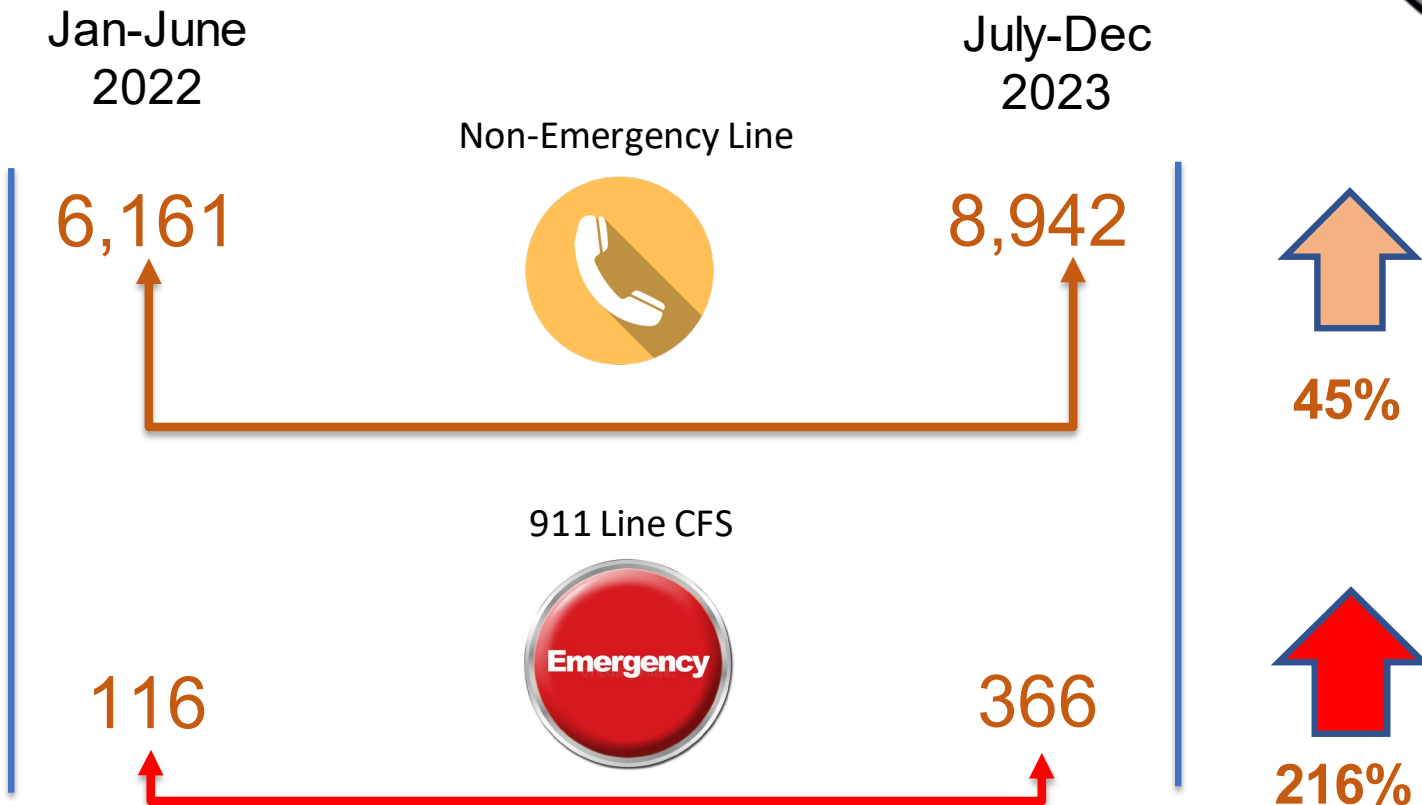
—●— Crime Prevention

—●— Community & Youth Engagement

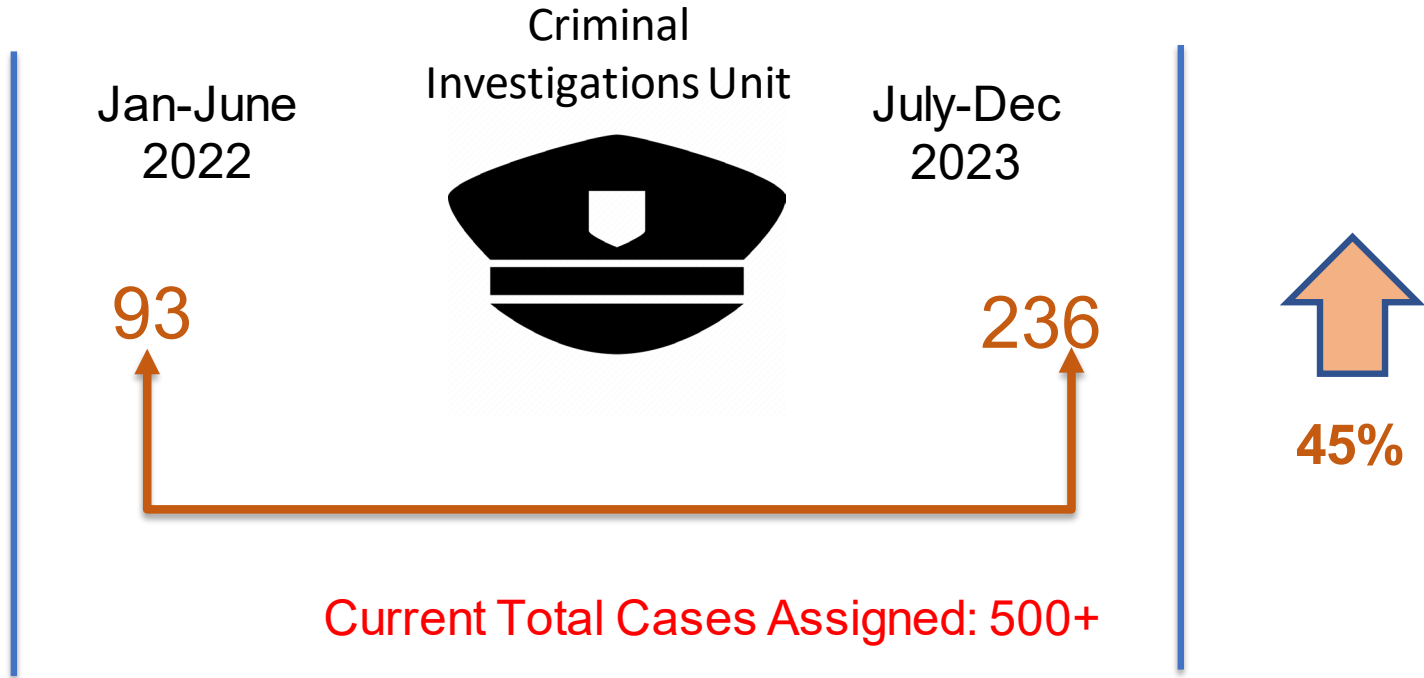
····· Linear (Traffic Crash Prevention - Traffic Stops)



Workload - Calls For Service (CFS) - Comparison



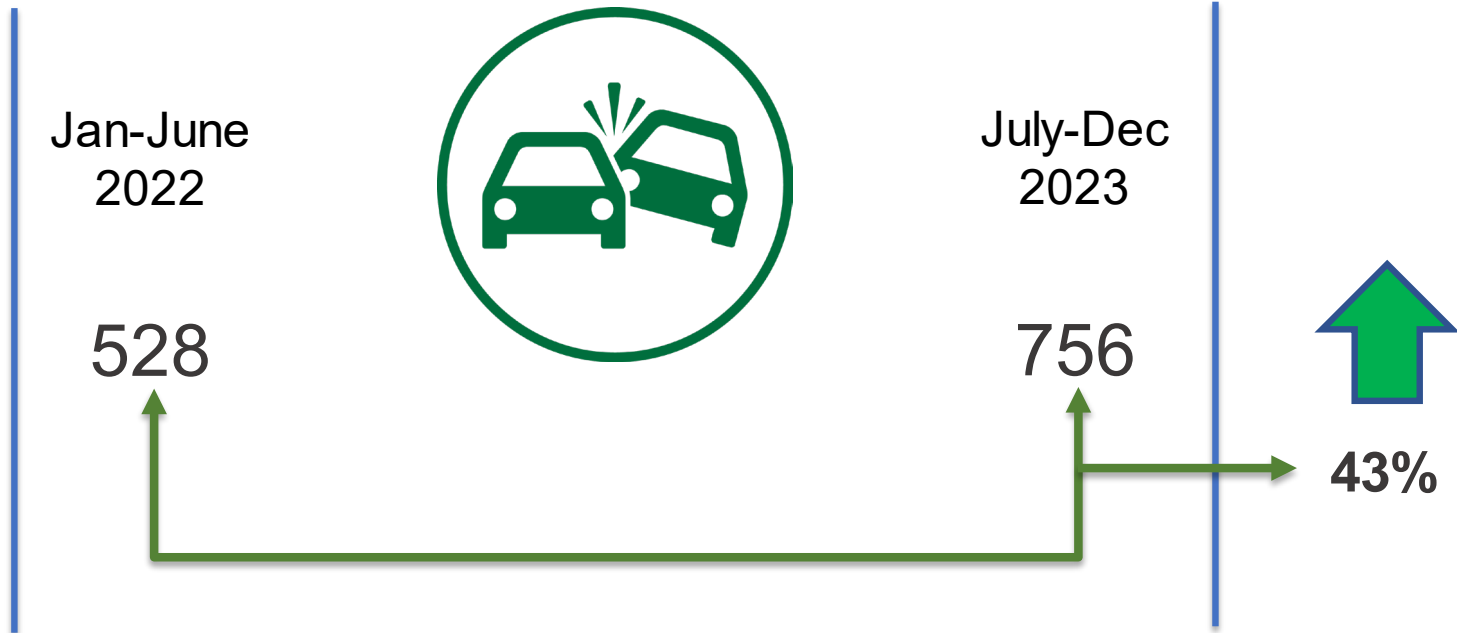
Workload – New Cases Assigned - Comparison



Crash Comparison



All Crash Types



Workload – Mental Health & Missing Persons



| | Jan - June 2022 | July 2022 - Dec 2022 |
|--------------------------------|-----------------|----------------------|
| Mental Health Detainers | 12 | 4 |
| Mental Health Related Response | 245 | 349 |
| Missing Persons - Adult | 15 | 28 |
| Missing Persons - Juvenile | 75 | 224 |



Workload – Records Management



| | Jan - June 2022 | July 2022 - Dec 2022 |
|------------------------------|-----------------|----------------------|
| Reports Transcribed | 3,339 | 6,902 |
| Supplements Transcribed | 1,420 | 5,093 |
| County Attorney Submittals | 260 | 621 |
| Records Requests Received | 952 | 4,238 |
| Records Request Closed | 836 | 4,361 |
| Average Fulfillment Period | 9 days | 24 days |
| BWC Video Requests Fulfilled | 159 | 493 |



Workload - Investigations



Criminal Investigations Unit



Crime Scene





Jan 2022 -
June 2022

293 Cases Assigned
449 Supplements
5 - 6 Detectives
(8 Authorized FTEs)

37 Cases Assigned
41 Supplements
2 Crime Scene Evidence Specialists

July 2022 -
Dec 2022

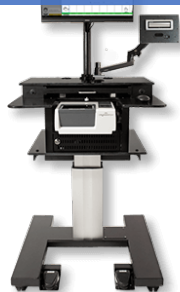
912 Cases Assigned  56% increase
1,878 Supplements  109% increase
7 - 9 Detectives
(10 Authorized FTEs & 1 Grant FTE)

149 Cases Assigned  101% increase
167 Supplements  104% increase
2 Crime Scene Evidence Specialists

QCPD EQUIPMENT & TECHNOLOGY



QCPD seamlessly blends the latest software, hardware, and other technology with advanced data-driven policing programs to better serve the community.



POLICE IIP: \$144.1M

| Projects | Years 1-5 | Years 6 - 10 |
|--|-----------------|----------------|
| 1. Police Vehicles and Equipment | \$8.8M | |
| 2. Public Safety Complex (with Fire) | \$31.2M | |
| 3. Complex #2 (Town Center Location Expansion) | \$29.8M | |
| 4. Parking Structure | \$15.0M | |
| 5. Police Fleet Facility | \$13.0M | |
| 6. Radio Tower and Infrastructure | \$4.0M | |
| 7. Complex #3 – Land Acquisition | \$2.3M | |
| 8. Project Management | \$6.7M | |
| 9. Complex #3 - Building | = | <u>\$33.3M</u> |
| Total | \$110.8M | \$33.3M |

FIRE IIP: \$67.9M

- Proposed IIP from Adopted Master Plan: \$67.9M
- Summary of Projects
 - Growing Fire Department
 - 3+ Year Order / Waiting Period for Apparatus to be Built

Comparison of Expenses

| | Current Fee | Proposed Fee | Change |
|-------------------------|----------------|----------------|----------------|
| Existing Infrastructure | \$16.3M | N / A | (\$16.3M) |
| Existing Debt | \$4.3M | \$10.9M* | \$6.6M |
| Projects (IIP) | <u>\$27.5M</u> | <u>\$67.9M</u> | <u>\$40.4M</u> |
| Total | \$48.1M | \$78.8M | \$30.7M |





*Currently evaluating opportunity for reduction by paying off existing debt.

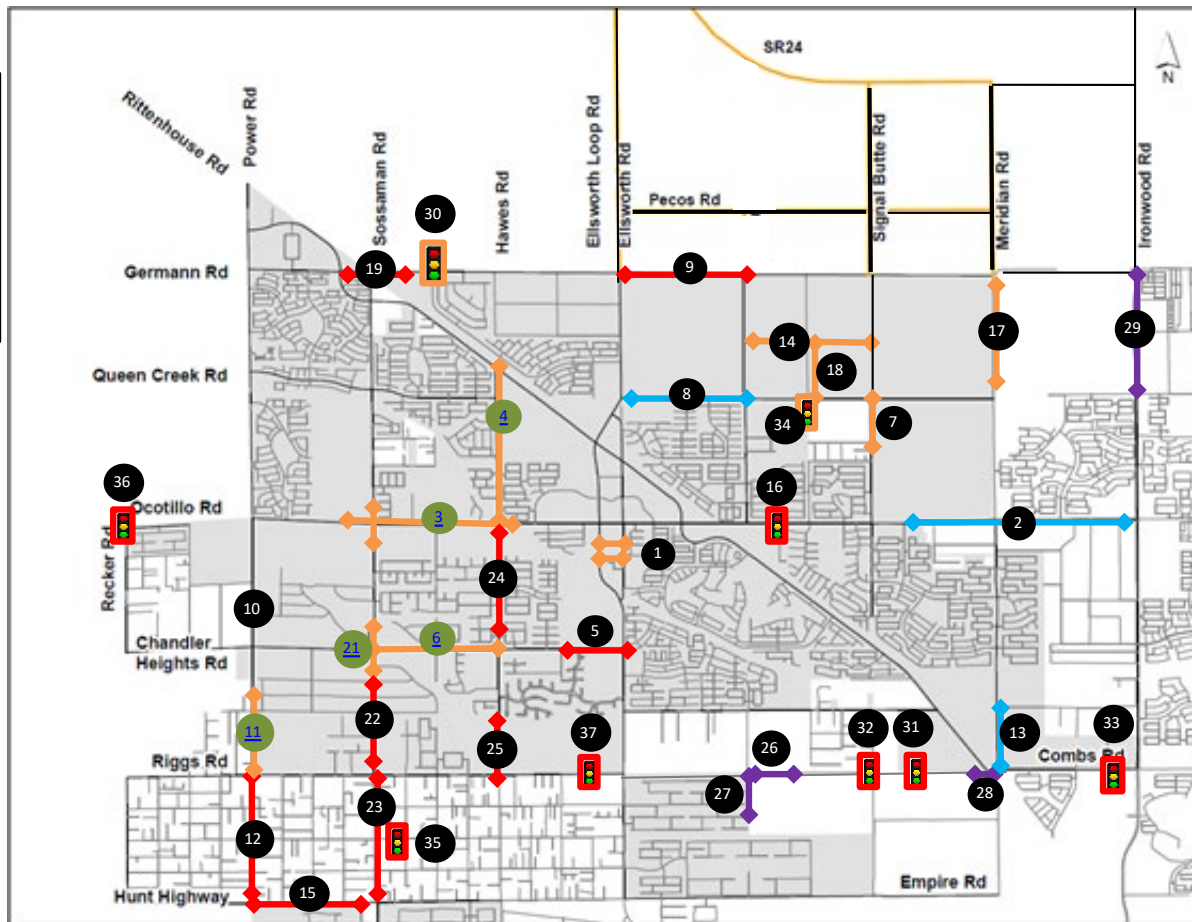
FIRE IIP: \$67.9M

| Projects | Years 1-5 | Years 6 - 10 |
|---|----------------|----------------|
| 1. Public Safety Complex (with Police) | \$9.1M | |
| 2. Fire Station #6 Apparatus | \$1.9M | |
| 3. Fire Station #6 | \$13.7M | |
| 4. Fire Station #7 Apparatus | \$6.0M | |
| 5. Project Management | \$3.2M | |
| 6. Fire Station #7 (Includes Land) | - | \$15.1M |
| 7. Fire Station #8 (Land, Building and Apparatus) | - | <u>\$18.9M</u> |
| Total | \$33.9M | \$34.0M |

TRANSPORTATION IIP

Key

-  = Completed Project
-  = Active Project
-  = Future Project (w/in 5Yrs)
-  = Future Project (Beyond 5)



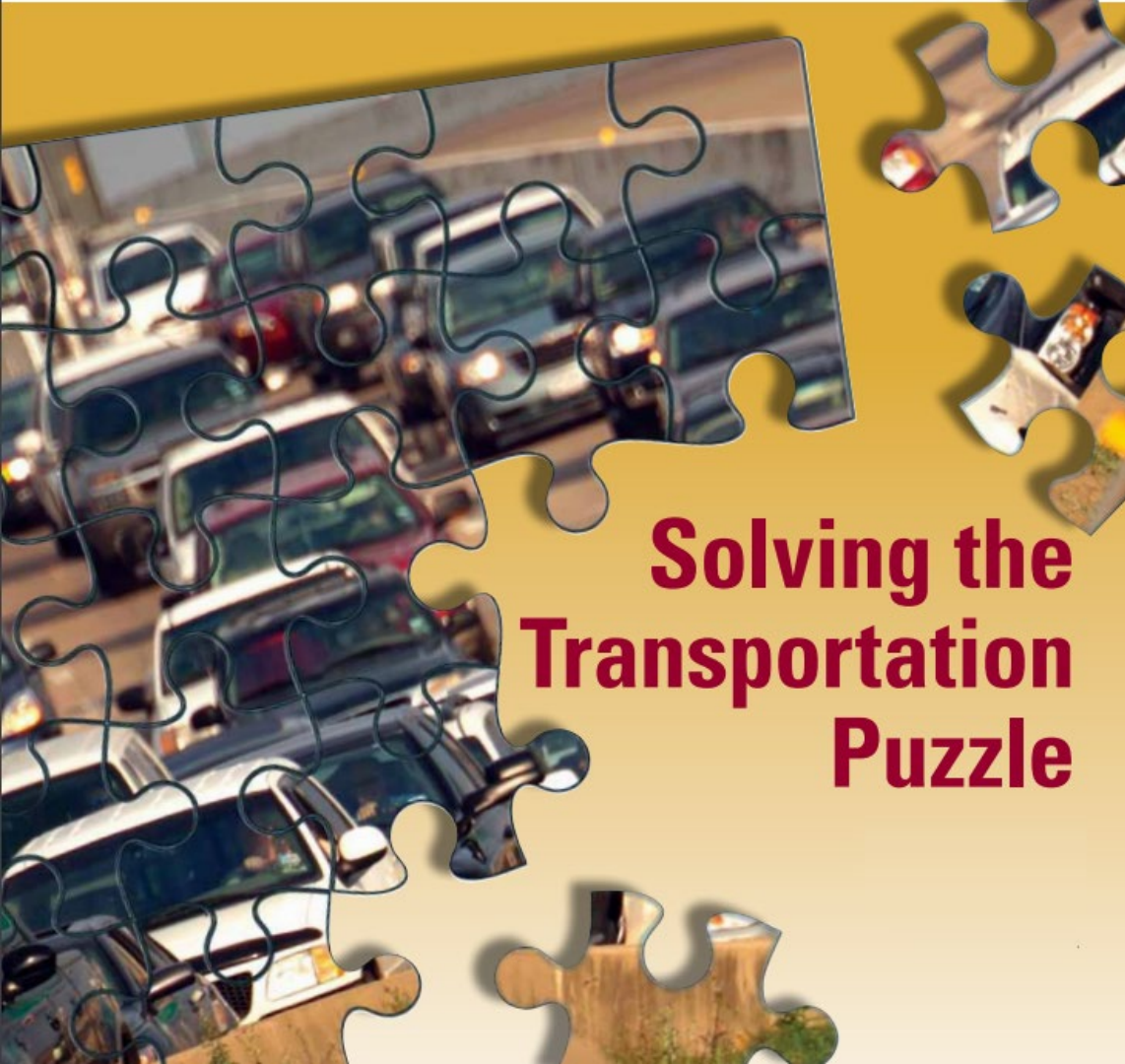
STREETS IIP: \$196.8M

- Proposed IIP from Adopted Master Plan: \$196.8M
- Summary of Projects
 - Continue Aggressive Construction of New Streets
 - Master Plan Update Ongoing (Summer 2025 Estimated Completion Date)

Comparison of Expenses

| | Current Fee | Proposed Fee | Change |
|-------------------------|-----------------|-----------------|----------------|
| Existing Infrastructure | N / A | N / A | N / A |
| Existing Debt | \$3.5M | \$9.2M* | \$5.7M |
| Projects (IIP) | <u>\$147.1M</u> | <u>\$196.8M</u> | <u>\$49.7M</u> |
| Total | \$150.6M | \$206.0M | \$55.4M |

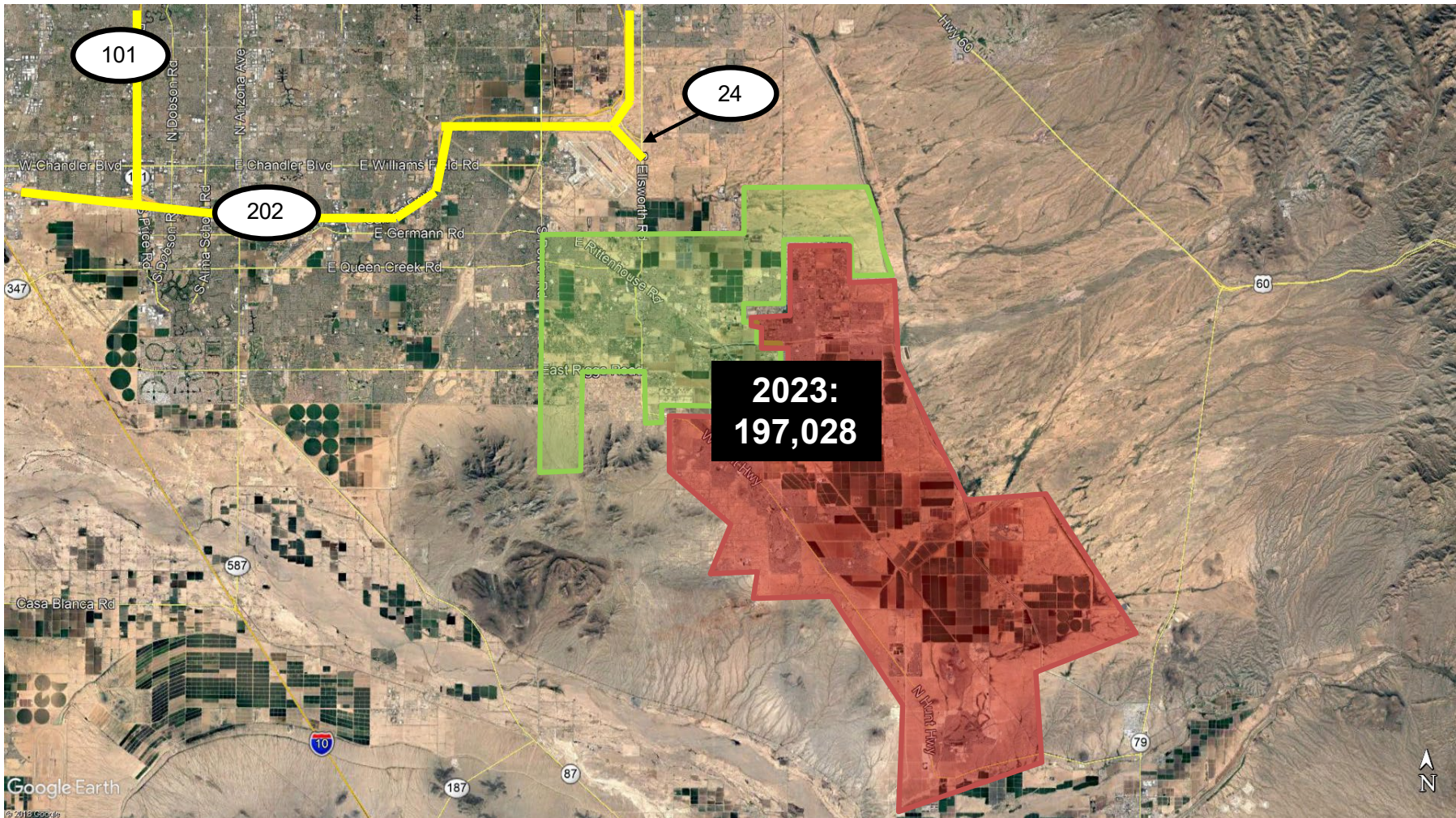
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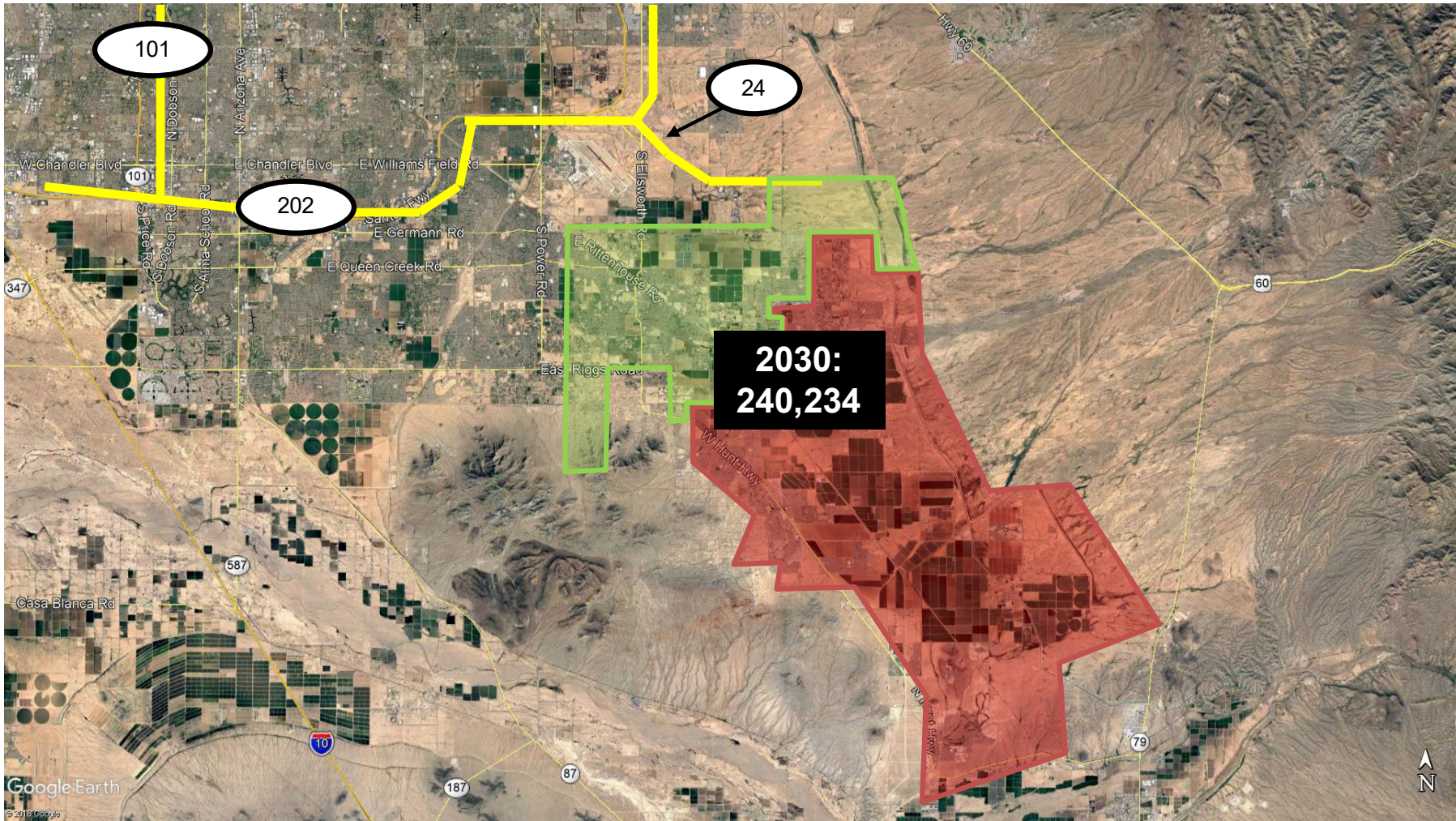


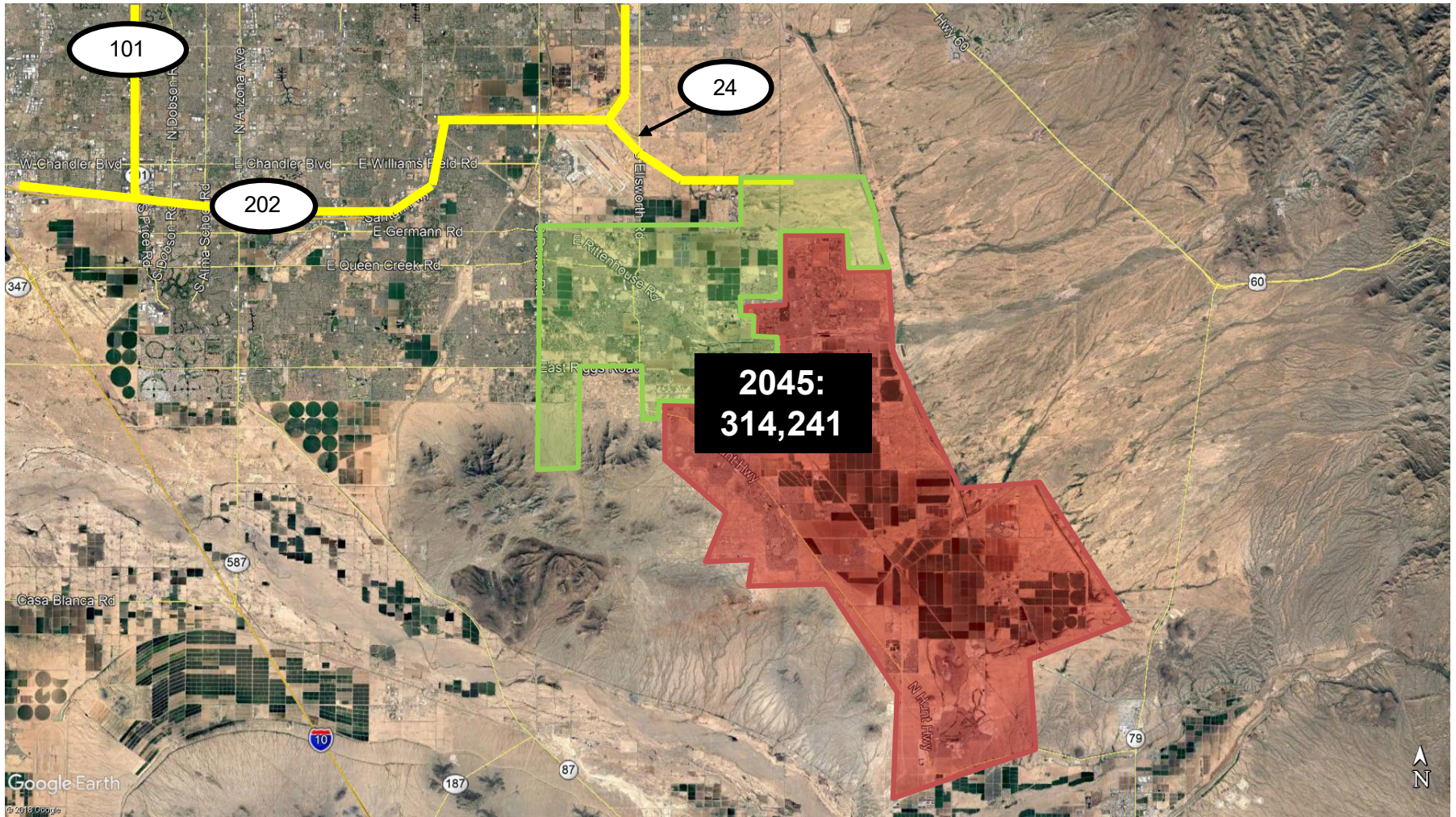
Solving the Transportation Puzzle

Solving the Transportation Puzzle In Queen Creek

Mohamed Youssef, PE, PTOE
Public Works Director
Town of Queen Creek







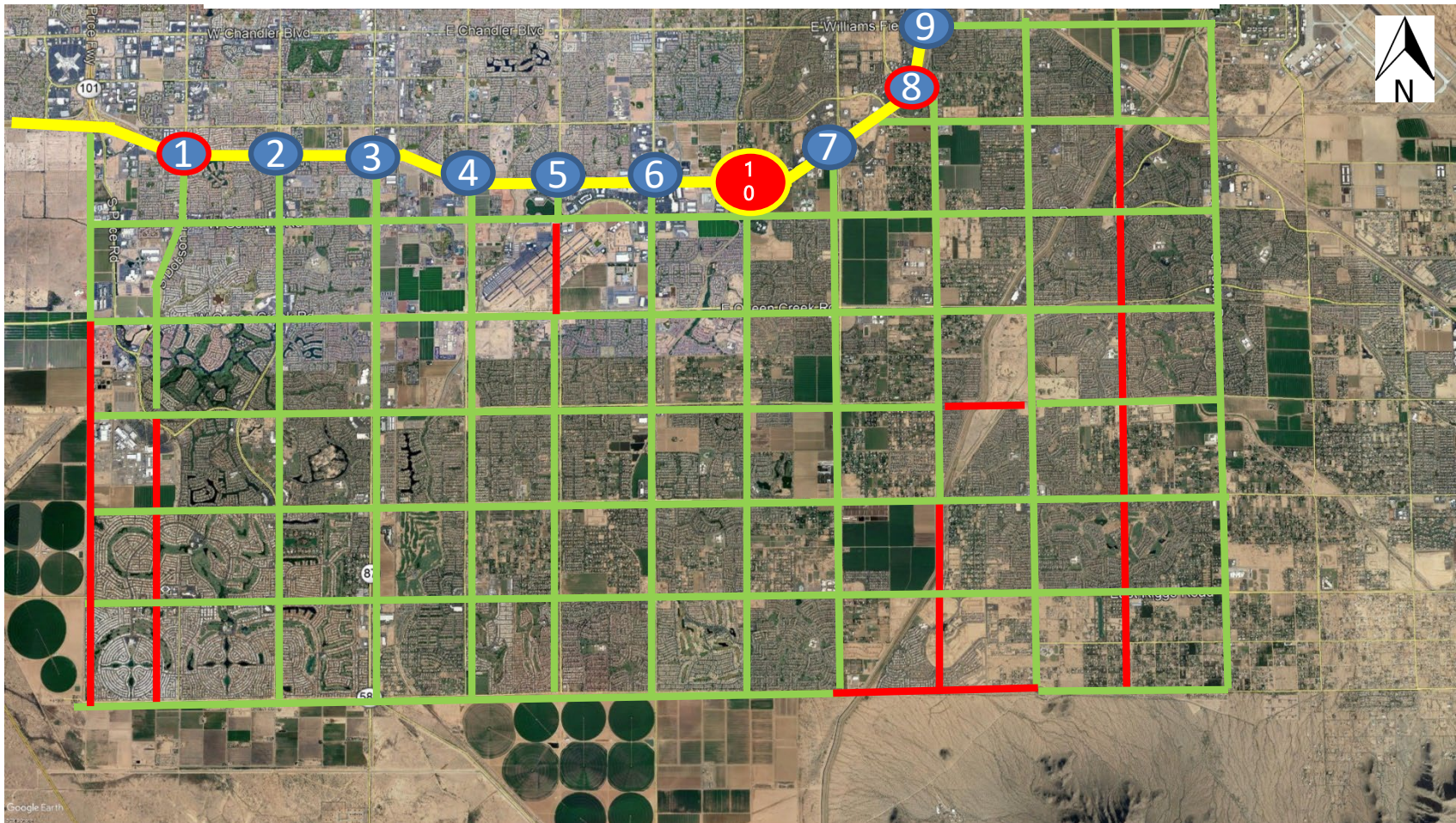
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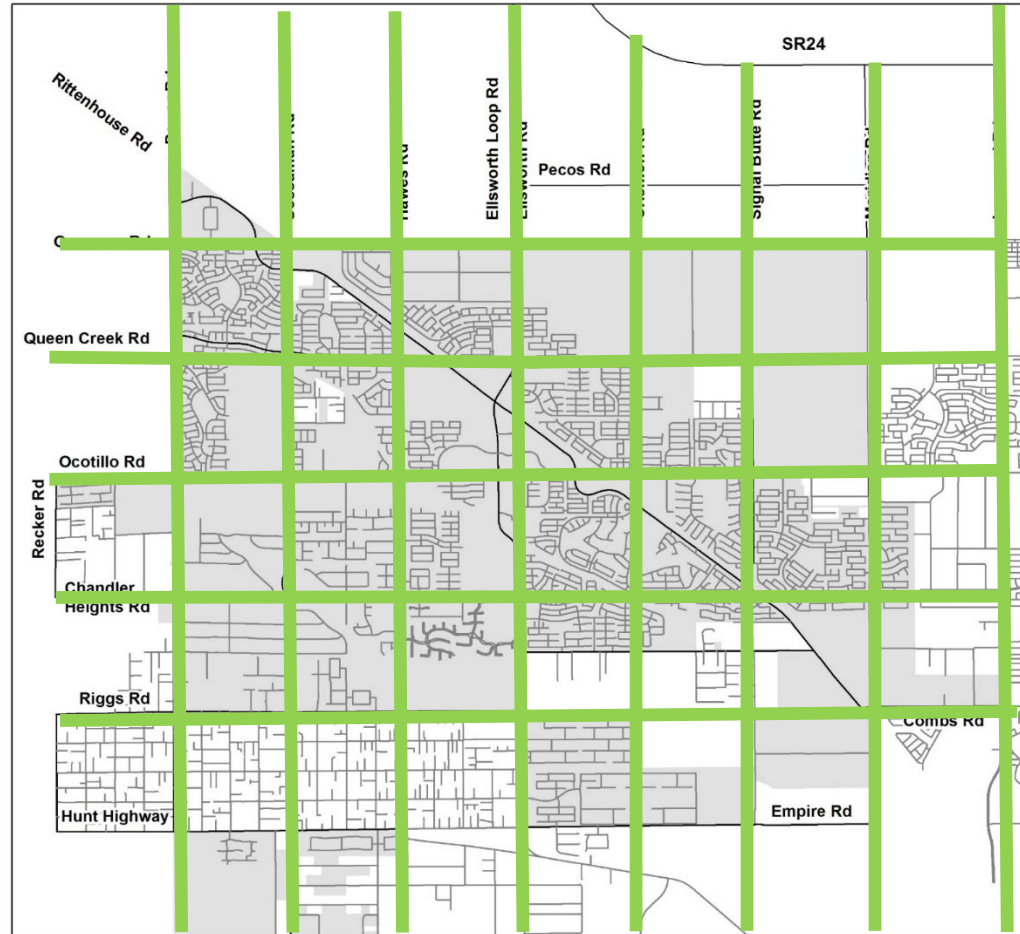
202

2045:
314,241

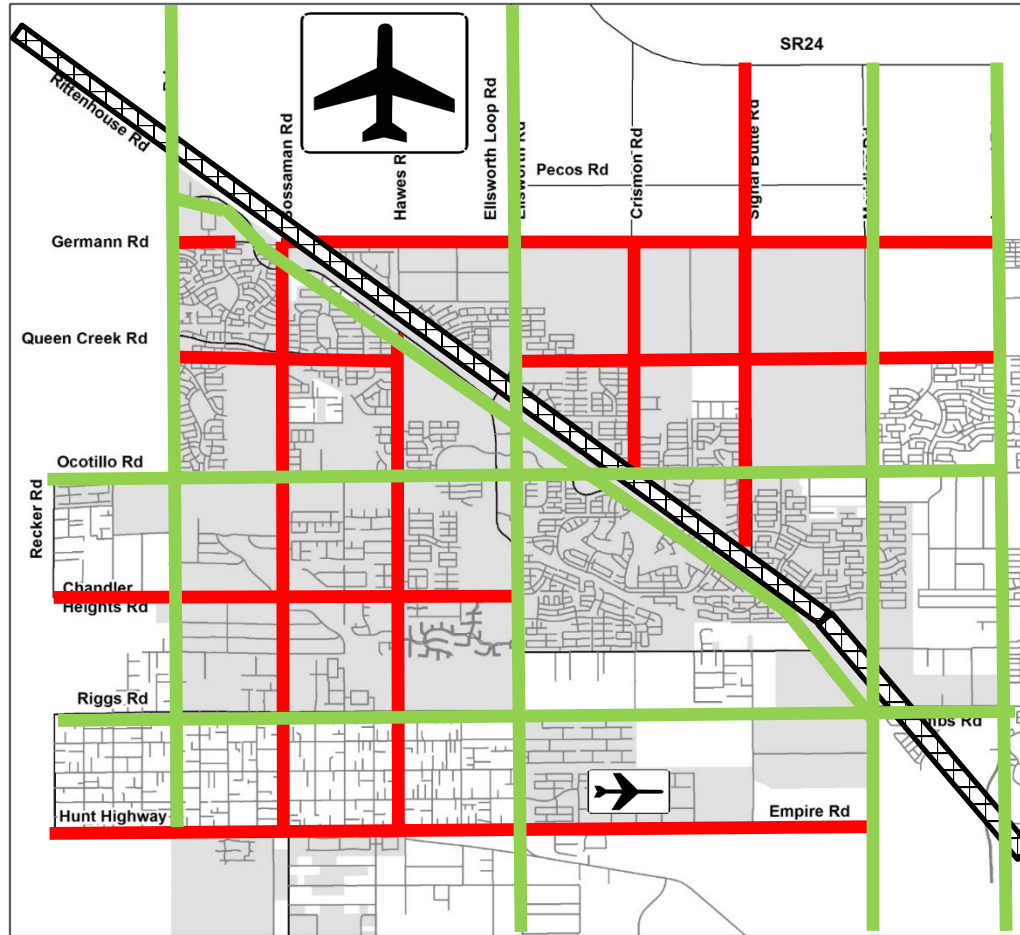
Typical Grid System



Perfect Grid System



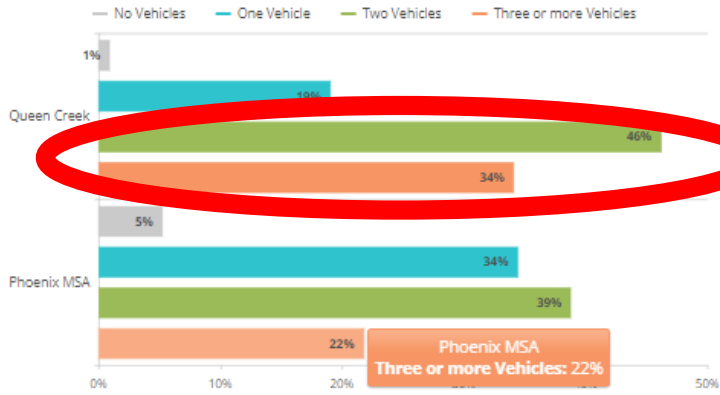
Queen Creek Grid System – AT BUILD-OUT



Transportation in Queen Creek

Vehicles Available

Universe: Total Occupied Housing Units



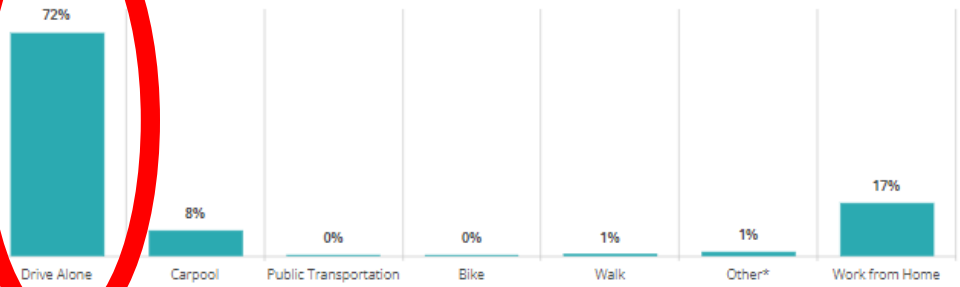
80%
Two or more Vehicles

72%
Drive Alone



Means of Transportation to Work

Universe: Total Workers, Age 16+



Other includes Taxicab and Motorcycle

Source: U.S. Census Bureau, 2021 American Community Survey (ACS) 5-Year Estimates



Average Commute Time In Queen Creek

Average Commute Time

This chart shows average commute times to work, in minutes, by percentage of an area's population.

Data Source: U.S. Census

Update Frequency: Annually

■ Queen Creek



Average Weekday Traffic Volume (vehicles traveled) Compared to the 1st Week of March, 2020 in Maricopa County



- The percentage is calculated as average weekday daily traffic in a given week compared to average weekday daily traffic in week 1 of March, 2020.
- The traffic volume data is provided by ADOT on selected automatic traffic recorders on freeways and arterial streets in Maricopa county.
- Sources: ADOT, Maricopa County.

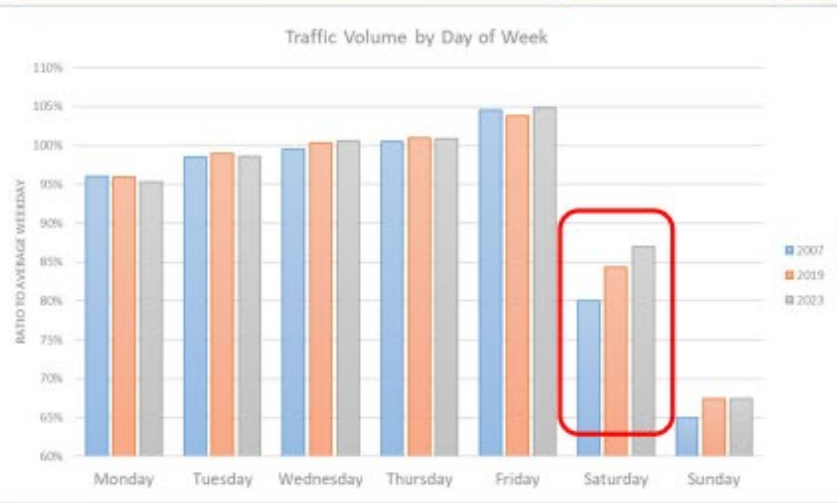
TRAFFIC VOLUME RETURNED TO PRE-COVID LEVELS IN SPRING 2021 AND CONTINUED TO INCREASE



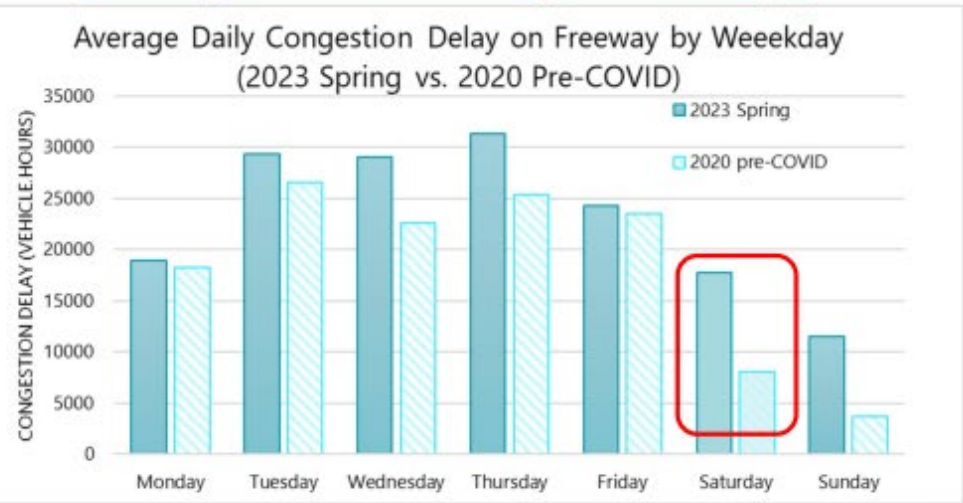
TRAFFIC IN 2023 IS THE HIGHEST SINCE COVID

HIGHER TRAFFIC AND MORE CONGESTION DURING WEEKEND

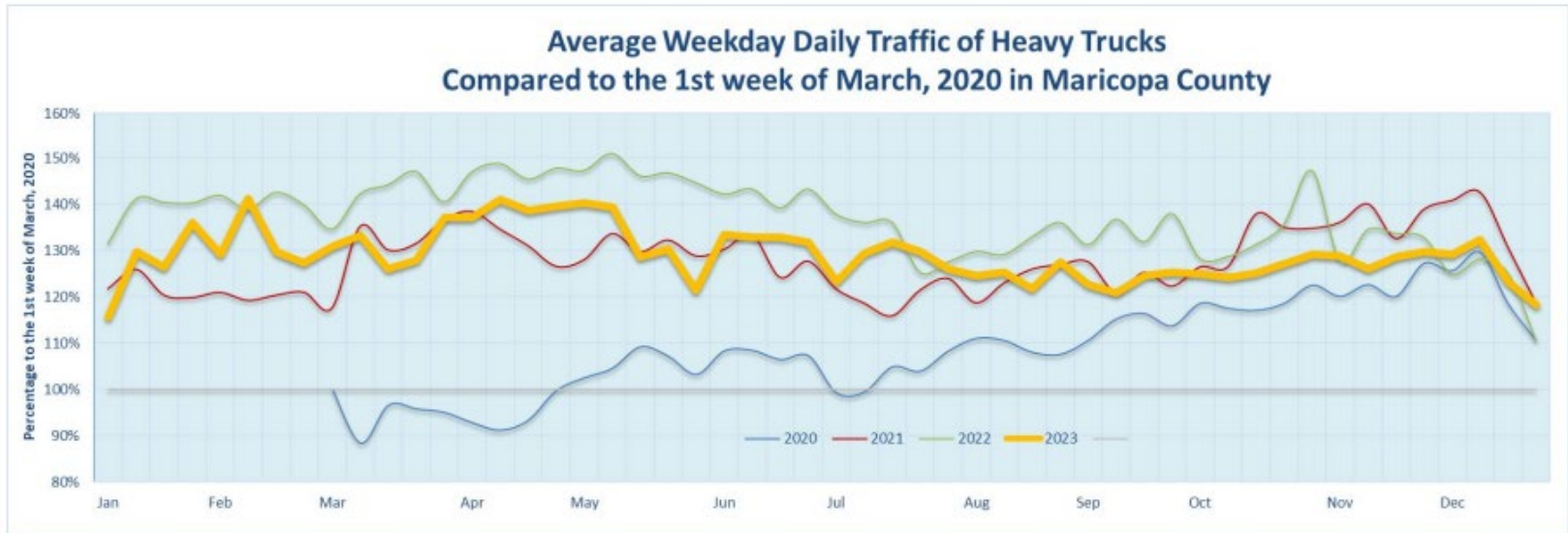
Traffic Volume Level by Weekday



Congestion Level by Weekday



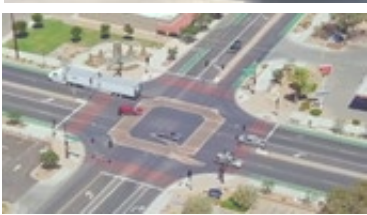
Up to 30% increase in truck traffic



- The heavy truck is defined as a truck with single-trailer or multi-trailer and more than 2-axle.
- The percentage is calculated as average weekday daily traffic of heavy truck compared to average weekday daily traffic of heavy truck during in week 1 of March, 2020.
- The heavy truck volume data is obtained from a limited number of locations and might not be reflective of traffic trends in all areas of the region.
- Sources: ADOT, Maricopa County.

**MORE HEAVY TRUCK
TRAVEL SINCE COVID**

**2023 IS LOWER
THAN 2022**



GOODS MOVEMENT



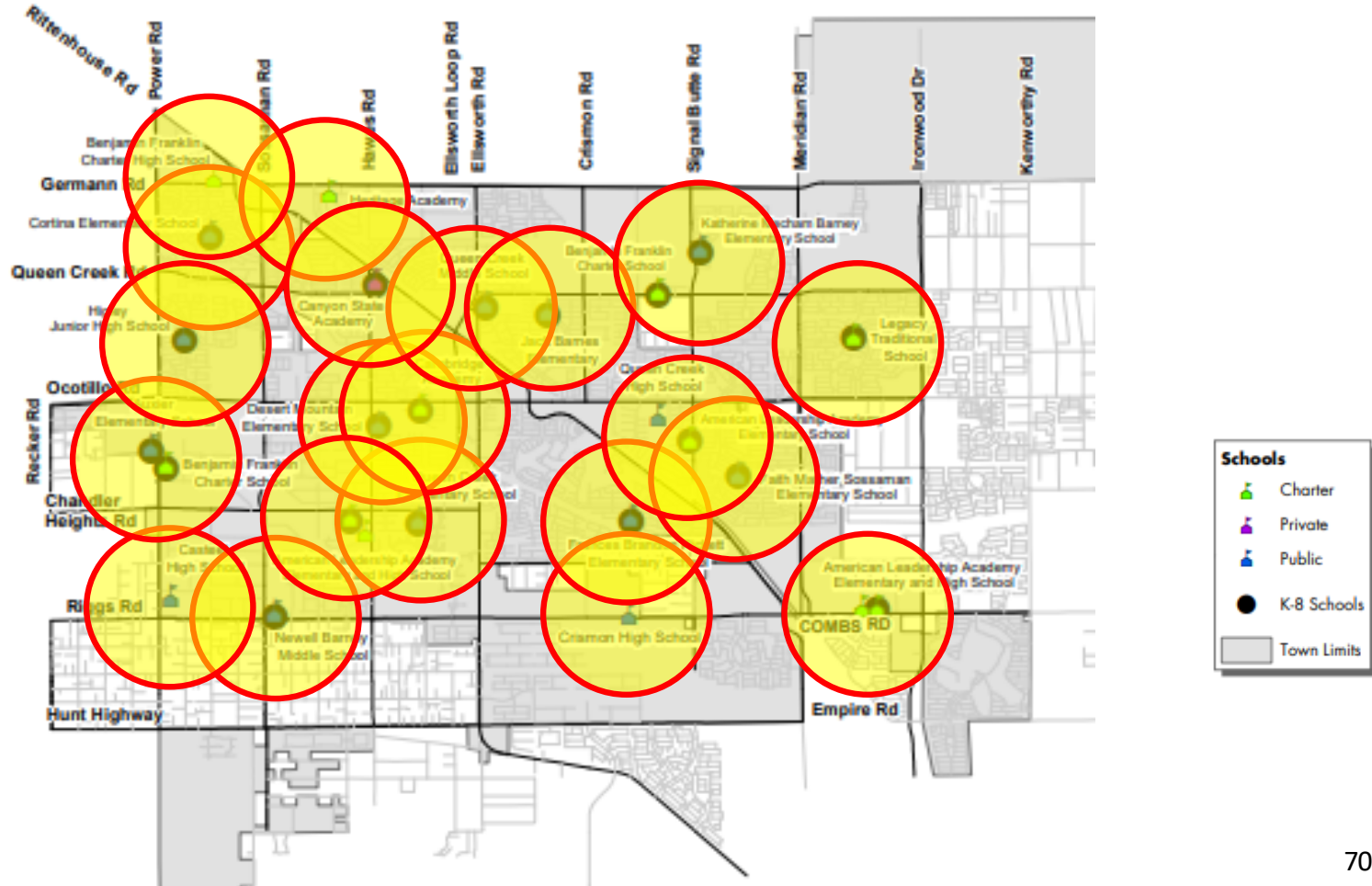
Truck trips in Maricopa County will double to



Phoenix-Mesa Gateway Airport anticipates an increase of **2,000 cargo flights per year by 2036!**



How dropping the kids off at school became the norm



TRANSPORTATION PLANNING STUDIES



- ❖ **Queen Creek Transportation Master Plan Update (Summer 2025)**
- ❖ **Queen Creek Mobility Options and Connectivity Feasibility Study**
- ❖ **Queen Creek Safety Action Plan**

- **Pinal County Transit Study**
- **Superstition Vistas Multimodal Transportation Planning Study**
- **Gold Canyon Transportation Planning Study**

Queen Creek Transportation Master Plan Update Schedule



| ID | Task Name | Start | Finish | Qtr 2, 2024 | | Qtr 3, 2024 | | Qtr 4, 2024 | | | Qtr 1, 2025 | | Qtr 2, 2025 | | | | | | |
|----|---|--------------|--------------|---|-----|-------------|-----|-------------|-----|-----|-------------|-----|-------------|-----|-----|-----|-----|-----|-----|
| | | | | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun |
| 1 | Project Management | Thu 3/21/24 | Fri 6/27/25 | [Gantt bar spanning from start to finish] | | | | | | | | | | | | | | | |
| 2 | TWG Meeting 1 (Project Kick Off) | Thu 4/25/24 | Thu 4/25/24 | [Vertical bar at start] | | | | | | | | | | | | | | | |
| 3 | Existing & Future Conditions Evaluation | Mon 4/1/24 | Fri 8/16/24 | [Gantt bar from start to mid-2024] | | | | | | | | | | | | | | | |
| 4 | Stakeholder Meeting | Thu 5/23/24 | Thu 5/23/24 | [Vertical bar in early 2024] | | | | | | | | | | | | | | | |
| 5 | TWG Meeting 2 | Thu 7/18/24 | Thu 7/18/24 | [Vertical bar in mid-2024] | | | | | | | | | | | | | | | |
| 6 | Public Engagement | | | [Red oval highlight] | | | | | | | | | | | | | | | |
| 7 | Public Engagement 1 | Thu 5/16/24 | Thu 5/16/24 | [Vertical bar in early 2024] | | | | | | | | | | | | | | | |
| 8 | Public Engagement 2 | Thu 3/20/25 | Thu 3/20/25 | [Vertical bar in early 2025] | | | | | | | | | | | | | | | |
| 9 | Draft Vision, Goals, & Objectives | Mon 8/19/24 | Fri 10/18/24 | [Gantt bar from mid-2024 to late 2024] | | | | | | | | | | | | | | | |
| 10 | TWG Meeting 3 | Thu 9/12/24 | Thu 9/12/24 | [Vertical bar in late 2024] | | | | | | | | | | | | | | | |
| 11 | TAC and Town Council Meeting 1 | Thu 9/26/24 | Thu 9/26/24 | [Vertical bar in late 2024] | | | | | | | | | | | | | | | |
| 12 | Potential Improvements & Project Prioritization | Tue 10/22/24 | Mon 4/7/25 | [Gantt bar from late 2024 to early 2025] | | | | | | | | | | | | | | | |
| 13 | TWG Meeting 4 | Thu 2/20/25 | Thu 2/20/25 | [Vertical bar in early 2025] | | | | | | | | | | | | | | | |
| 14 | TMP Report Preparation & Adoption | Mon 8/19/24 | Fri 5/30/25 | [Gantt bar from mid-2024 to mid-2025] | | | | | | | | | | | | | | | |
| 15 | TAC Meeting 2 | Thu 4/17/25 | Thu 4/17/25 | [Vertical bar in early 2025] | | | | | | | | | | | | | | | |
| 16 | Town Council Meeting 2 | Thu 6/12/25 | Thu 6/12/25 | [Vertical bar in early 2025] | | | | | | | | | | | | | | | |

Project: Project1
Date: Thu 2/22/24

| | | | | |
|--------------------|---------------|-----------------------|------------------|--------------------|
| Task | [Blue bar] | Inactive Summary | [Grey bar] | External Tasks |
| Split | [Dotted line] | Manual Task | [Teal bar] | External Milestone |
| Milestone | [Diamond] | Duration-only | [Light teal bar] | Deadline |
| Summary | [Black bar] | Manual Summary Rollup | [Dark teal bar] | Progress |
| Project Summary | [Grey bar] | Manual Summary | [Black bar] | Manual Progress |
| Inactive Task | [White bar] | Start-only | [Cyan bar] | |
| Inactive Milestone | [Diamond] | Finish-only | [Cyan bar] | |

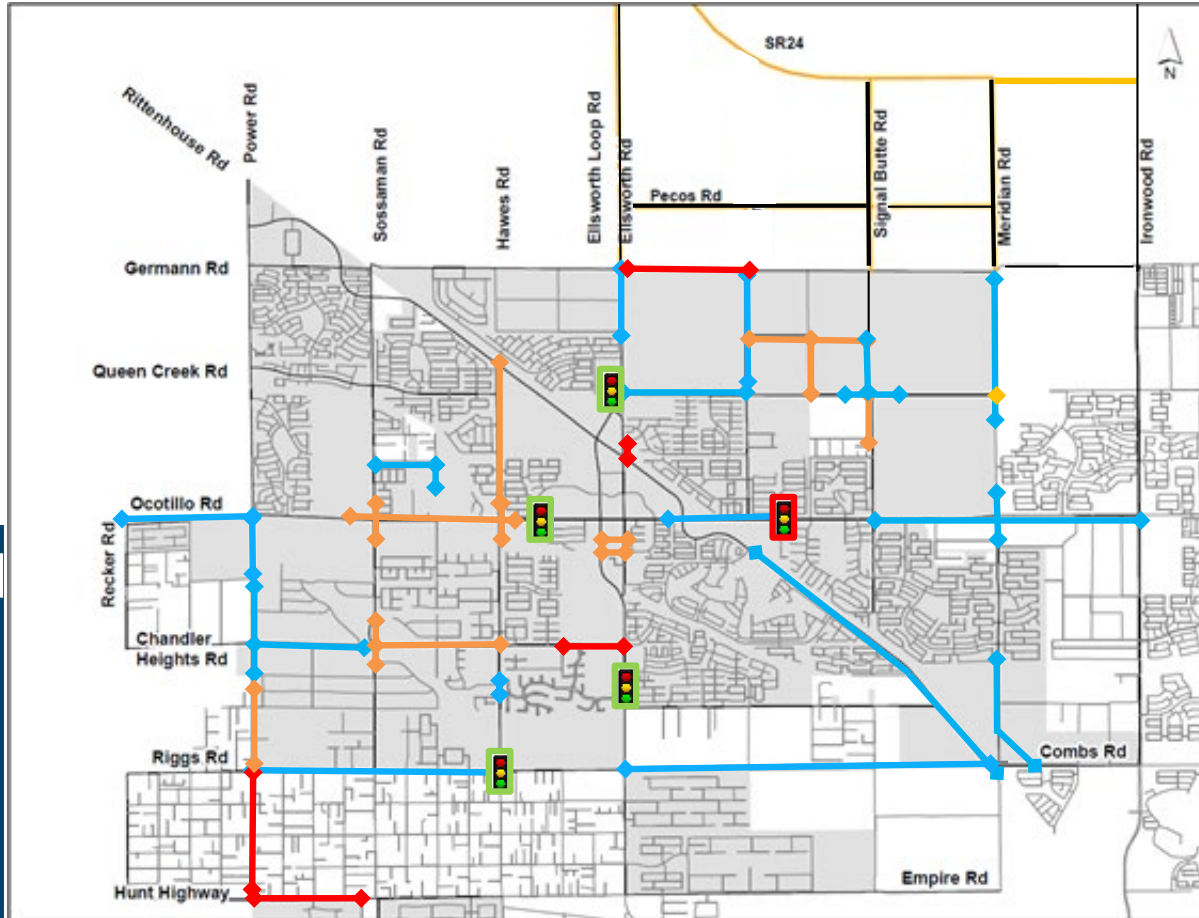
Activate Now
Go to Settings

10-Year IIP Roadway Projects 2018-2027 (Over \$300 M Transportation Investment)

Key

- ◆ = Completed Project
- ◇ = Active Project
- ◆ = Remaining Project

 Traffic Signal Completed
  Traffic Signal Future



TOWN OF QUEEN CREEK

BETTER ROADS AHEAD

MULTIMODAL TRANSPORTATION MASTER PLAN FINAL REPORT

Prepared for: AVRES ASSOCIATES

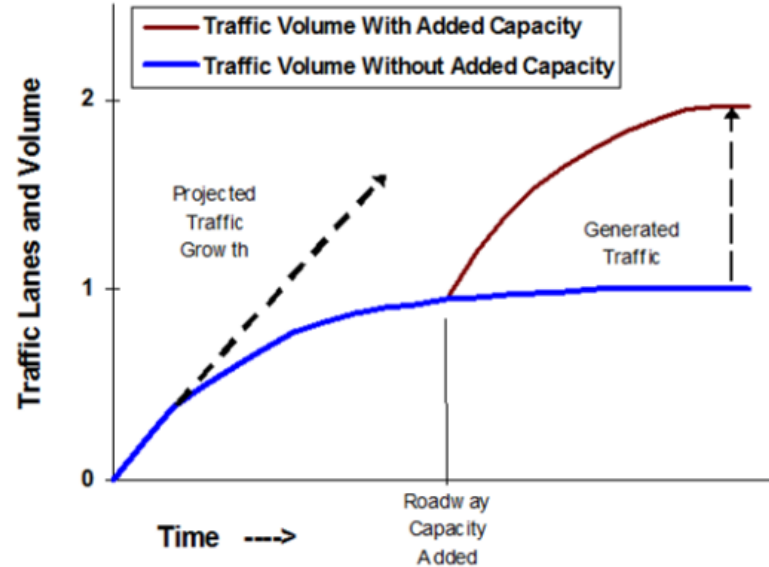
December 2016

Transportation Master Plan Street Element Update Final Report

May 2020

Prepared For: Town of Queen Creek
May 1, 2020

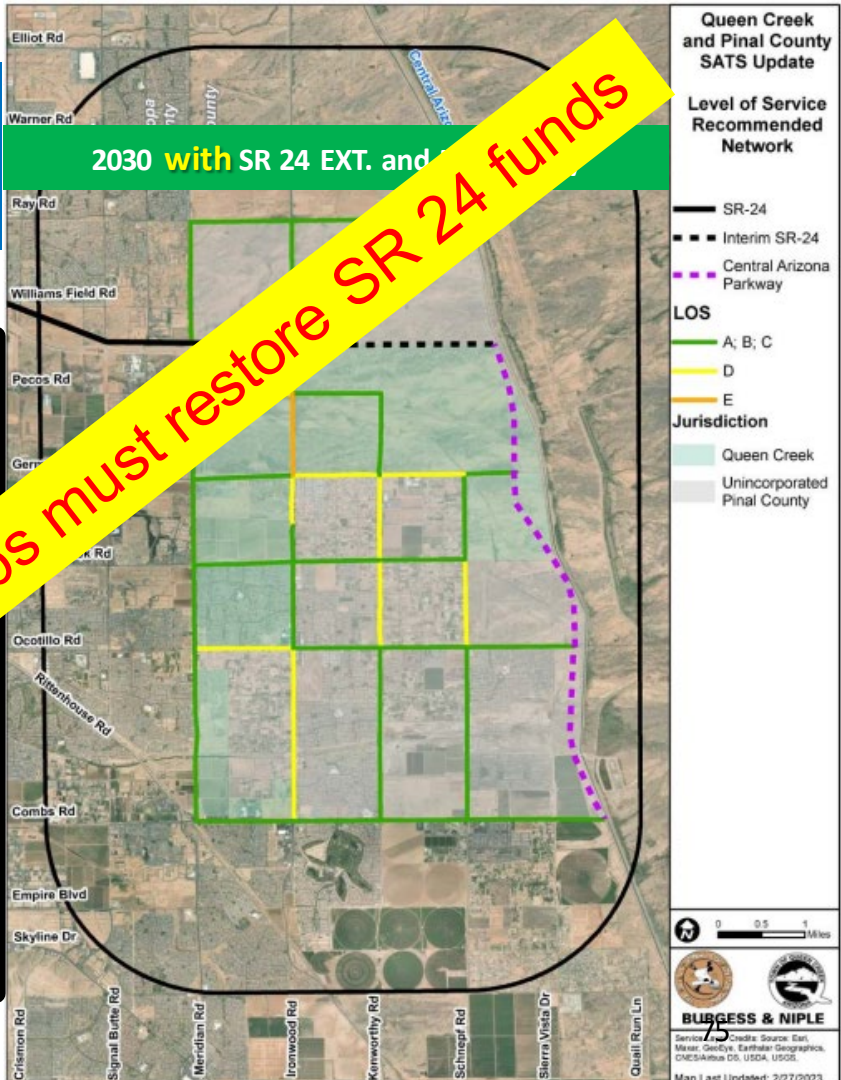
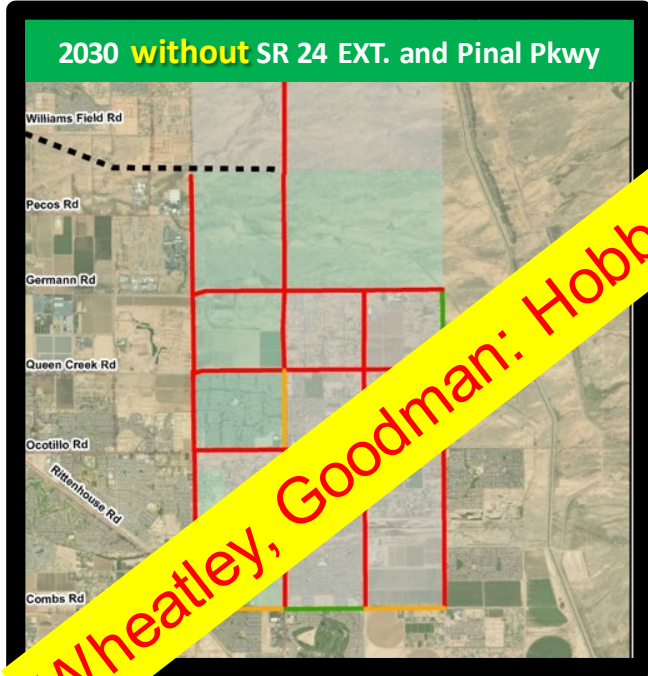
How Road Capacity Expansion Generates Traffic



Traffic grows when roads are uncongested, but the growth rate declines as congestion develops, reaching a self-limiting equilibrium (indicated by the curve becoming horizontal). If capacity increases, traffic grows until it reaches a new equilibrium. This additional peak-period vehicle travel is called “generated traffic.” The portion that consists of absolute increases in vehicle travel (as opposed to shifts in time and route) is called “induced travel.”



2030 LEVEL OF SERVICE 2.0



Wheatley, Goodman: Hobbs must restore SR 24 funds

Queen Creek and Pinal County SATS Update
Level of Service Recommended Network

- SR-24
 - - - Interim SR-24
 - - - Central Arizona Parkway
- LOS
- A; B; C
 - D
 - E
- Jurisdiction
- Queen Creek
 - Unincorporated Pinal County

STREETS IIP: \$196.8M

| Map ID # | Projects | Years 1-5 | Years 6 - 10 |
|----------|--|-----------|--------------|
| 1 | Town Center: Aldecoa-Munoz-Summers | \$10.2M | |
| 2 | Ocotillo Road: 226th to Ironwood | \$0.1M | |
| 3 | Ocotillo Road: West of Sossaman Rd to Hawes Rd | \$16.6M | |
| 4 | Hawes Road: Ocotillo to Rittenhouse | \$5.1M | |
| 5 | Chandler Heights: Hawes to Ellsworth | \$3.3M | |
| 6 | Chandler Heights: Sossaman to Hawes | \$10.5M | |
| 7 | Signal Butte: Ocotillo to Queen Creek | \$1.4M | |
| 8 | Queen Creek Road: Ellsworth to Crismon | \$0.9M | |
| 9 | Germann Rd: Ellsworth to Crismon | \$3.2M | |
| 10 | Power Road: Brooks Farms to Chandler Heights | \$0.3M | |
| 11 | Power Road: Chandler Heights to Riggs | \$11.7M | |
| 12 | Power Road: Riggs to Hunt Hwy | \$6.4M | |

STREETS IIP: \$196.8M (CONTINUED)

| Map ID # | Projects | Years 1-5 | Years 6 - 10 |
|----------|--|-----------|--------------|
| 13 | Meridian Road: Combs to Queen Creek Wash | \$0.2M | |
| 14 | Ryan Road: Crismon to Signal Butte | \$4.8M | |
| 15 | Hunt Hwy: Power to Sossaman | | \$3.2M |
| 16 | Traffic Signal: Ocotillo & Scotland Court | | \$1.0M |
| 17 | Meridian Road: Queen Creek Road to Germann | \$7.6M | |
| 18 | 220th: Queen Creek to Ryan | \$3.3M | |
| 19 | Sossaman Railroad Crossing @ Germann | \$4.6M | |
| 20 | Ironwood Road Improvements | \$0.9M | |
| 21 | Sossaman: Sonoqui Wash to Chandler Heights | \$10.6M | |
| 22 | Sossaman: Chandler Heights to Riggs | \$3.6M | |
| 23 | Sossaman: Riggs to Empire | | \$8.4M |
| 24 | Hawes: Chandler Heights to Ocotillo | \$14.0M | |

STREETS IIP: \$196.8M (CONTINUED)

| Map ID # | Projects | Years 1-5 | Years 6 - 10 |
|----------|---|-----------|--------------|
| 25 | Hawes: Riggs North to Sunset Drive (1/2 mile, 3 lanes) NEW | \$6.5M | |
| 26 | Southeast Park - Riggs Road (1/4 mile, 3 lanes) | \$3.2M | |
| 27 | Southeast Park - Crismon Road to cul-de-sac (1/4 mile, 3 lanes) | \$3.2M | |
| 28 | Combs: Meridian to Gantzel - West of Sangria | \$1.3M | |
| 29 | Ironwood: Pima to Germann | \$30.0M | |
| 30 | Traffic Signal: Germann Road and 196th Street | \$1.8M | |
| 31 | Traffic Signal: Harvest: Harvest @ Riggs Road | \$1.2M | |
| 32 | Traffic Signal: Harvest: Signal Butte & Riggs | \$1.4M | |
| 33 | Traffic Signal : Combs @ Sangria | \$1.4M | |
| 34 | Traffic Signal: 220th @Queen Creek Road | \$1.3M | |
| 35 | Traffic Signal: Power Road @ San Tan | \$0.4M | |
| 36 | Traffic Signal: Ocotillo @ Recker (IGA with Gilbert) (1/2 Third Party Removed) | \$0.8M | |

STREETS IIP: \$196.8M (CONCLUDED)

| Map ID # | Projects | Years 1-5 | Years 6 - 10 |
|----------|--|-----------------|--------------|
| 37 | Traffic Signal: Riggs @206th | \$1.5M | |
| 38 | Traffic Signal: Queen Creek @ 188th | \$0.3M | |
| 39 | Traffic Signal: Gary Road and Grange Parkway | \$0.3M | |
| 40 | Traffic Signal: Ellsworth @ San Tan Blvd | \$0.4M | |
| 41 | Traffic Signal: Riggs @ Crismon High School | \$0.3M | |
| | Project Management | <u>\$9.8M</u> | |
| | Total | \$196.8M | |

FOCUS GROUP NEXT MEETING: MAY 13

| Meeting | Agenda Topics | Date |
|---------------------|--|---------|
| 1 | <ul style="list-style-type: none">• Purpose of Focus Group• Review Calendar• Review Land Use Assumptions• Review IIPs (Police, Fire, and Streets) | May 2 |
| 2 | <ul style="list-style-type: none">• Review Parks and Trails IIP• Discuss Growth and Non-Growth IIP Allocations• Discuss Construction Sales Tax Offset• Identify Focus Group Comments for May 15th Public Hearing | May 13 |
| 3 | <ul style="list-style-type: none">• Review DRAFT Fees• Identify Focus Group Comments for June 19th Town Council Meeting | May 30 |
| 4 (If Necessary) | <ul style="list-style-type: none">• Identify Focus Group Comments for June 19th Town Council Meeting | June 18 |



QUESTIONS AND COMMENTS



APPENDIX

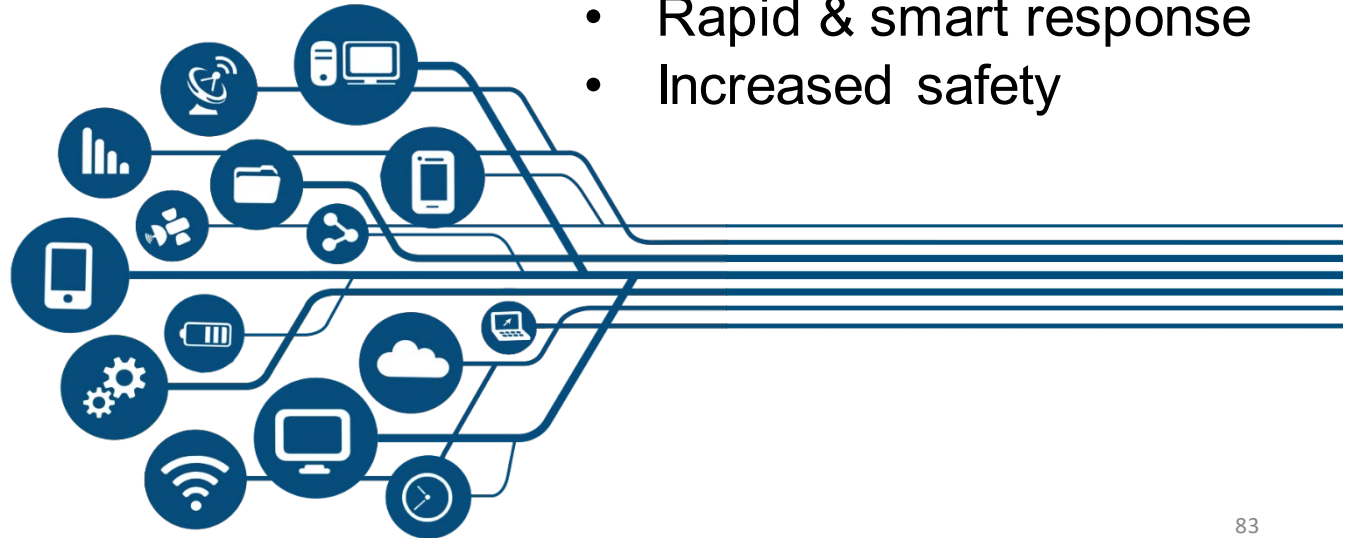
ADDITIONAL POLICE INFORMATION



REAL TIME INFORMATION CENTER (RTIC)

COUNCIL DIRECTION

- Support beyond dispatch
- Early investigative resources
- Situational awareness
- Rapid & smart response
- Increased safety





Property & Evidence Facility

- Time Frame for Hiring
- Construction Activity & Timeline
- Policy & Procedure
- Facility Transfer
- Contracts



Crime Scene Response & Management

- Call-outs & Stand-By
- Large Scenes & Increased Complexity
- Oversight & Span of Control
- Training & Court Appearances
- Advanced Technology
- Multiples roles

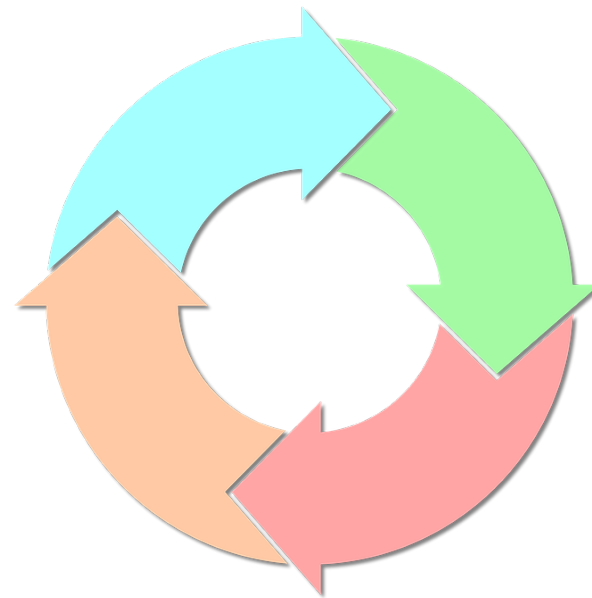


Professional Standards



Current Needs & Processes

- Victim Notifications
- Real-time updates
- Feedback & Surveys
- Commendations
- Public Portals
- PD Data & Policies
- External Communication
- Audits & Inspections
- Complaints
- Internal Investigations & Inquiries
- Hiring Activities
- Background investigations
- Training Coordination
- Travel
- Inventories



Requested Staffing - 48



13 Sworn FTEs

- 2 Juvenile Response Officers
- 3 Special Assignment Officers
- 2 Special Enforcement Officers
- 1 Special Victims Detective
- 2 Traffic Officers
- 3 Sergeants

7 Professional Staff

- 1 Crime Scene - Evidence Specialist
- 1 Crime - Intel Analyst
- 2 Crime - Intel Specialists
- 1 Senior Police Investigator
- 1 Crime Scene - Evidence Supervisor
- 1 Crime - Intel Supervisor

16 Sworn FTEs

- 8 Patrol Officers
- 2 Criminal Investigations Detectives
- 1 Special Victims Detective
- 3 Sergeants
- 1 Lieutenant
- 1 Assistant Chief

12 Professional Staff

- 2 Crime - Intel Specialists
- 1 Records Specialist
- 2 Police Support Specialist Leads
- 1 Senior Police Investigator
- 1 Management Analyst
- 1 Management Analyst Associate
- 1 PIO
- 1 Digital Media Specialist
- 1 Public Affairs – Section Manager
- 1 Division Manager

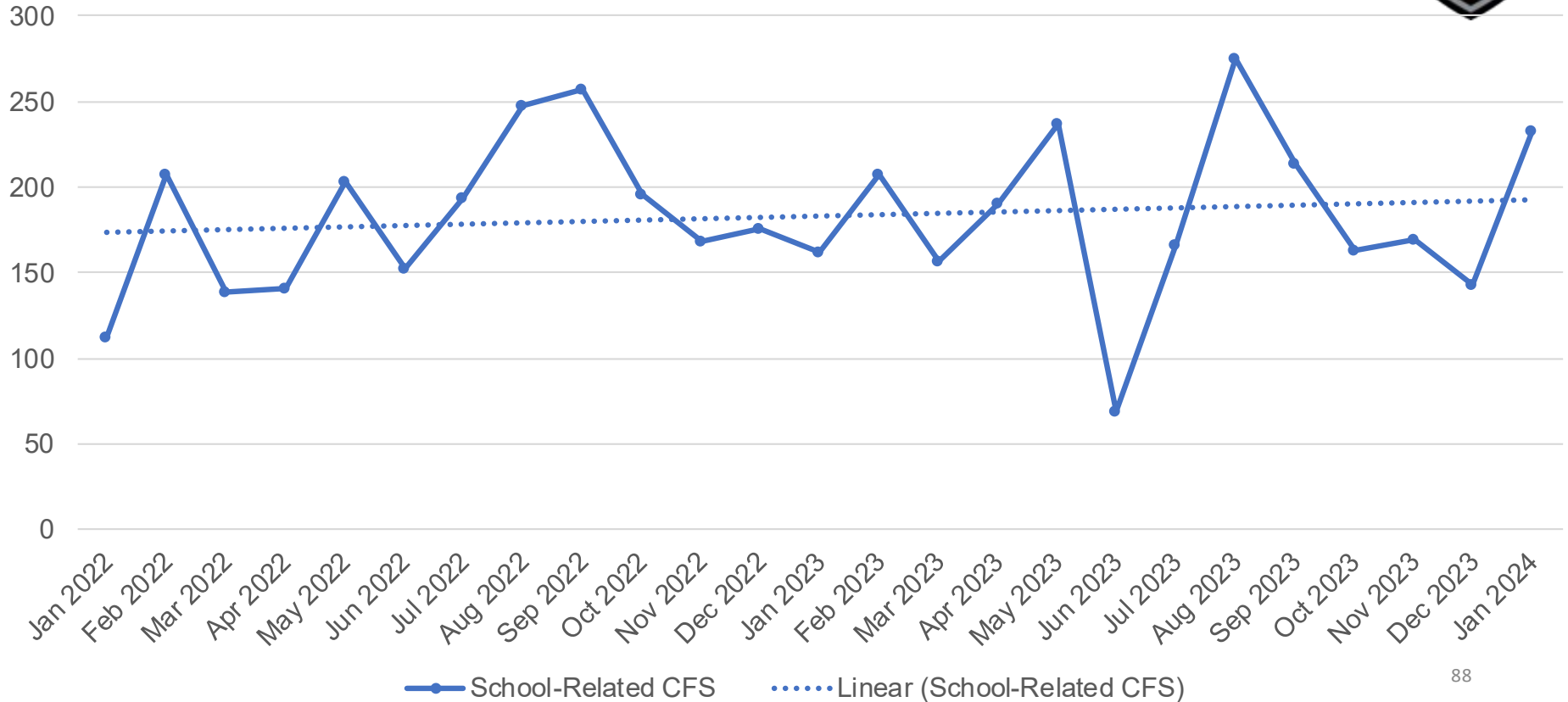
QCPD Structure – Focus Points



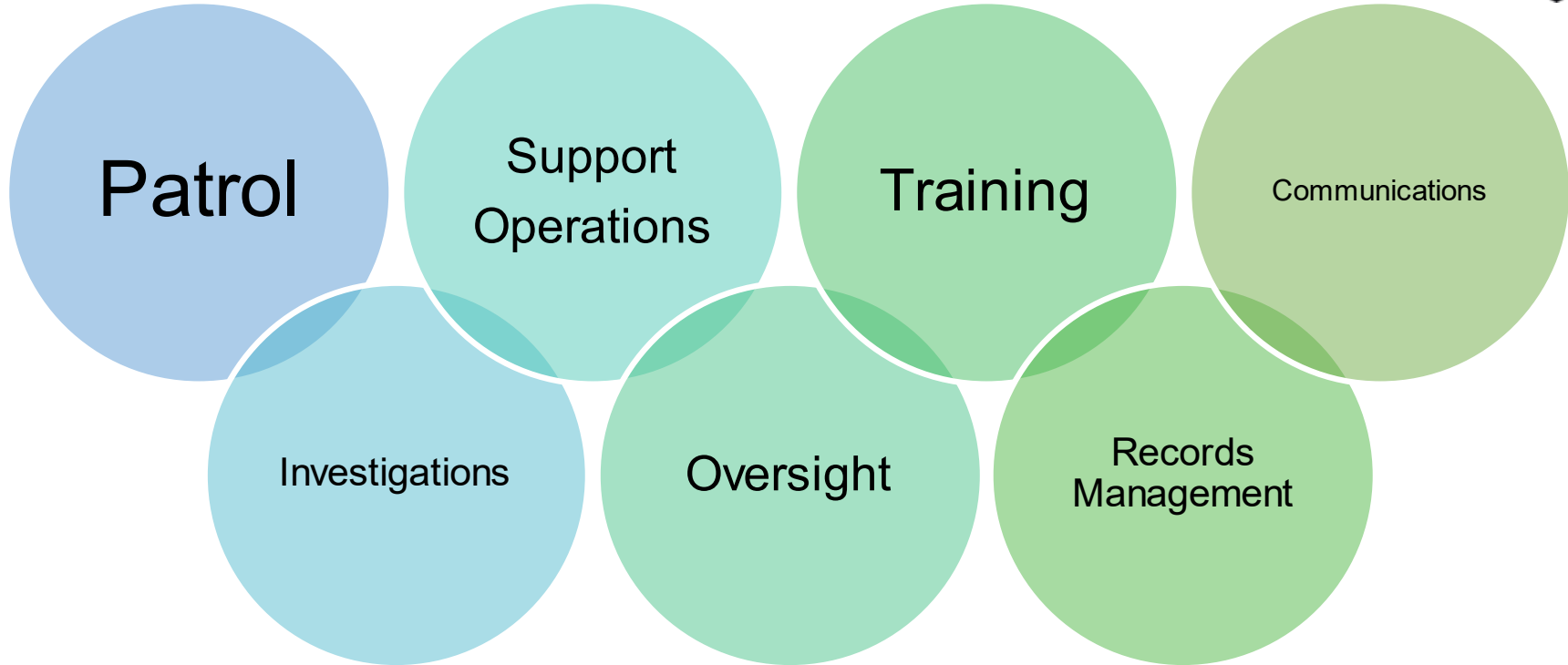
- Span of Control
- Functional Control
- Cross Training
- “Too Many jobs”
- Staff Capacity
- Staff Resilience
- Training & Mentoring
- Succession Planning



Workload – School-Related CFS



QCPD Structure – Where we need additional staff





Workload – Juvenile Related CFS

