

Queen Creek Town Council Corporate Strategic Plan



2010-2015

Vision, Mission & Values Statements

VISION STATEMENT

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

MISSION STATEMENT

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

VALUES STATEMENT

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

Quality service that is honest, trustworthy, professional, fair, and efficient

Unified vision for the future through ongoing community dialogue

Empathetic listening to the needs and concerns of the community

Enthusiastic application of creativity to find solutions

Never missing an opportunity to assist a customer

Communication that is honest, timely and accurate

Responsibility for personal actions and recognizing their impact on the workplace and community

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

Environmentally sound planning and practices that will ensure natural resources for future generations

Kindness in all dealings with residents, customers, partners and employees

Corporate Strategic Plan 2010-2015

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP) AND TRANSPORTATION IMPROVEMENT PROGRAM (TIP)				
<p>Objective 1: Monitor, time and sequence the Town's CIP so that it is implemented when needed, but matched with available revenues to construct and maintain the assets over time.</p> <p><i>Note: Annual retreat item.</i></p>	Town Manager	<p>The Town's CIP is a vital aspect of building any new community. The Town's CIP is a 5-year plan that is updated annually with the budget development process. The CIP establishes what projects will be built, identifying their costs and timing for construction. Importantly the CIP implements key provisions the General Plan, Economic Development Strategic Plan and the Parks, Trails and Open Space Master Plan. This objective acknowledges an important activity, in the new economy and attempts to ensure that the community's need for new infrastructure is matched with its ability to afford not only the cost of constructing that new infrastructure, but the ongoing maintenance of the infrastructure for generations to come.</p>	Annually.	<p>Annually via the budget development process. The Town's budget is a Performance-Based Budget that includes many levels of accountability and outcome based standards of measurement.</p>
<p>Objective 2: Implement the Transportation Improvements Program (TIP).</p> <p><i>Note: Annual retreat item.</i></p>	Town Manager	<p>The Transportation Improvement Program (TIP) is designed to improve the quality of life for all Queen Creek residents and the business community. The TIP is the economic corridors plan and is intended to be updated annually based on available resources. Key companion documents and plans include the Queen Creek General Plan, Economic Development Strategic Plan, the Town Center Plan and the Parks, Trails and Open Space Master Plan.</p>	Ongoing.	Ongoing.
<p>Objective 3: Evaluate options to see if the Town needs to secure any additional wastewater capacity to accommodate any proposed changes to the General Plan and planning area expansion.</p>	Utilities / Community Dev.	<p>For the purpose of expanding the Planning Area, staff will work with the Town of Gilbert and the City of Mesa to reserve any available additional capacity if needed at the regional facility and secure same with an IGA or MOU. The Utility Department will be working to update the Waste Water Master Plan by 2012</p>	2012	<p>Staff is not actively pursuing additional capacity at this time. New General Plan places a priority on this analysis in near future. The Utility Department will be going out to bid for proposals to update the current Waste Water Master Plan.</p>

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 4: Develop program to address scalloped addressing narrowing streets dovetailing with improved ones.	Public Works / Community Dev. / Town Attorney	Scalloped streets are those streets that are not constructed or reconstructed and are located between segments of newly widened streets within the streets network. Scalloped streets create undue bottlenecks and unwarranted congestion for the community. The intent of this program would be to allow future repayment for offsite expenditures at time of development. State law allows funds to be recovered for up to 10 years after construction.	3/2010	Staff has met with other cities concerning their efforts to implement similar objectives. Staff and legal are reviewing this program for adaptability to Queen Creek's specific needs. Review and recommendation should be complete by Spring of 2010.
		(a) Submit Ordinance for Council consideration that would allow for future repayment for offsite expenditures at time of development.	3/2010	
		(b) Identify eligible projects and include them in the TIP.	Ongoing.	Based upon the outcome of Council's action to adopt an Ordinance, staff will annually consider qualifying roads to be included for funding each budget cycle.
KRA 2: FINANCIAL MANAGEMENT AND SUSTAINABILITY				
Objective 1: Maintain long-term financial sustainability for local government operations. Ensure that new programs are properly evaluated based on available revenues, community need and operational sustainability. <i>*Note: Annual Retreat Item</i>	Town Manager	The Town is in very solid financial condition as evidenced by investment grade bond ratings and outside auditors. It is imperative, however, that the Council always adhere to its adopted financial policies and develop criteria for taking on new services for the community that address long-term financial stability of the local government so that quality of life is not jeopardized. Implementing documents include: Reserve, cash management, purchasing, and other financial policies.	Ongoing.	Ongoing. Key strategies in this objective will include ensuring long-term sustainability in the areas of Public Safety; Parks and Recreation; Water/Wastewater;

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 2: Facilitate the Queen Creek Chamber of Commerce becoming autonomous and financially self-sufficient. Reviewed annually by the Town Council.	Town Manager	Implement a migration plan that decreases Town funding of the chamber over a 3-year period. By FY2010/11, depending on financial viability, the Chamber would be at zero Town financial participation. However, this shall be evaluated based on economic and budget considerations by the Council. Current FY10 budget increased funding to accommodate new strategic plan and partnership with the chamber.	Ongoing.	Ongoing.
KRA 3: COUNCIL PROFESSIONAL DEVELOPMENT				
Objective 1: Continue with Council professional development to fully initiate the duties of a Council Member	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.	Ongoing.	Ongoing.
KRA 4: INTERGOVERNMENTAL RELATIONS				
Objective 1: Encourage and Promote Productive Regional Partnerships. <i>Note: Annual retreat item.</i>	Town Manager / Council	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 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.	Ongoing.	Annually the Town Council considers a state legislative agenda. This agenda also includes some regional activities and initiatives of interest.
Objective 2: Pursue regional and statewide partnerships to support and advance creation of new economic development tools and alliances, as appropriate with other public agencies. <i>Note: Annual retreat item.</i>	Town Manager / Economic Dev.	The new economy has created a number of opportunities and challenges as resources for local governance become even more scarce. This objective requires annual consideration of an active state agenda for engaging our area representatives in a proactive way so that they can support the interests of Queen Creek and the region.	Ongoing.	Ongoing.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
<p>Objective 3: The Town should proactively advocate and pursue state legislation that improves Queen Creek's and the region's competitive position with other region's in the country concerning economic development tools and resources.</p> <p>Note: Annual retreat item</p>	Town Manager / Economic Dev.	The Town has developed an aggressive economic development strategy that attempts to implement a diversified economy for the town for long-range financial planning. This strategy, however, could take at least at decade, if not more, if there are not the proper economic development tools allowed by the state. Arizona is falling behind its comparator inner mountain west states and the consequences of no action is a direct negative impact on Queen Creek and other Arizona communities.	Ongoing.	Ongoing. An outcome for this objective can also be realized with success in the region, namely Phoenix-Mesa Gateway Airport. The theory being, that as the region prospers, so does the foundation of its cities and towns.
Objective 4: Continue to sponsor and initiate collaboration with our partner cities, towns and counties, including the communities' schools.	Town Manager / Council	Organize various meetings and community orientations.	Ongoing.	Ongoing.
Objective 5: Encourage Maricopa County to use bond financing as a practical, modern means to improving the region's road system.	Town Manager / Council	Initiate dialogue with surrounding communities to solicit wide-spread support of county-wide bond financing to meet the region's growth needs.	12/2012	Ongoing; multi-city team needed to assist in this effort.
Objective 6: Encourage Maricopa County to develop San Tan Regional Park.	Town Manager / Council	Commence meetings with surrounding communities to solicit their input and support to approach Maricopa County about establishing a long-term commitment to funding improvements in the regional park.	12/2012	Ongoing.
Objective 7: As resources are available and ensuring they are tied to economic development interests of the Town, consideration should be given to increasing Queen Creek's financial share of ownership in Phx-Mesa Gateway Airport.	Town Manager	Develop a financial plan through the annual budget process that leads to a phased ownership increase in Williams Gateway Airport. Implementation tied to available revenues.	7/2010	The Town's ownership share is currently held at 3%.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 8: Collaborate with area governments on SR802 freeway corridor.	Town Manager / Council	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.	Ongoing.	Ongoing.
KRA 5: PUBLIC SAFETY (FIRE, EMERGENCY SERVICES AND POLICE / SHERIFF)				
Objective 1: Develop and finalize a five-year CIP for the Fire/EMS program. Identify priorities for funding new stations, including analyzing the implementation of a new service model that may reduce long-term costs for capital.	Fire	Costs for public safety continue to rise and it is imperative to continually monitor, innovate and create new strategies for the highest possible performance of this invaluable service. The 911 staffing and deployment model for the Town will center on an EMS/Pre-Hospital Care response system that is also capable of supporting fire, hazardous materials, and technical rescue emergency responses.	FY 2011	FY 2011
Objective 2: Police Services. Continue with the MCSO contractual services, but continue to monitor and enhance levels of service as warranted. Improve crime statistical analysis including shift coverage, closed cases and overall workload.	Town Manager / Public Safety Division	The Police and Law Enforcement Services Study-(Buracker report) established a population threshold of 50,000 as a possible target date as to when Queen Creek should begin the transfer from contractual to its own police department. Today, Queen Creek is about 25,000. It is estimated that the 50,000-population threshold may not be reached until 2021. The MCSO contract provides a level of comprehensive law enforcement services that could not be afforded under current revenue streams.	12/2011	An update to the study is needed and a resetting of the long-term CIP for police and law enforcement services.
Objective 3: Evaluate and make recommendations for improving the crime prevention programs of the Town.	Town Manager / Public Safety Division / MCSO	Utilizing statistical analysis and empirical evidence, evaluate all current crime prevention programs/services and make recommendations to the Town Manager.	6/2011	Coordination has already occurred with the Town taking the lead to develop and distribute public information including brochures and website information. The next phase includes obtaining better statistics and crime analysis form MCSO.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 4: Develop and expand the logistical support resources of the Fire Department to insure that emergency response crews have the functional assets to respond to all 911 dispatches.	Fire Resource Mgmt. Division	Establish and maintain a warehousing system that provides for equipment replacement and resupply of emergency crews on a 24/7 basis.	6/2011	A work plan will be created to ensure that this objective is implemented by 2011.
Objective 5: Create and sustain systematic training, safety, and wellness programs to promote and improve the performance level of Queen Creek emergency responders.	Fire Training Division / Fire Safety Division	(a) Training must support all phases of emergency response to include certification programs for officers and specialists in the Fire Department.	Ongoing.	Ongoing.
		(b) Safety Inspection Programs and Accident Investigations must identify and eliminate hazards or unsafe practices that threaten fire personnel at emergency scenes and in the workplace.	Ongoing.	Ongoing.
		(c) Wellness Programs must support physical, mental, and emotional fitness for all Queen Creek Firefighters.	Ongoing.	Ongoing.
Objective 6: Develop and implement an emergency response/operations plan (EOP) that provides for Town and community response to wide-spread or local disasters.	Fire / Public Safety Division / Human Resources	Create and integrate an emergency operations plan that allows a Town overhead (management) team to direct and support disaster response efforts by town employees, CERT responders, and automatic aid/state/federal resources.	Ongoing – 1/2013	Annual updates and modifications occur. Additionally, training of municipal staff and coordination with area agencies occurs.
Objective 7: Provide a MCSO District 6 staffing and deployment model that meets the policing needs of the Town based upon improved statistical analysis of past and present programs and services.	Town Manager / Public Safety Division / MCSO	The staffing and deployment model for MCSO will focus on traffic control, accident prevention, crime reduction, and public safety education. This objective is linked to the revised master plan for police and law enforcement services.	Ongoing.	Ongoing and pending coordination with MCSO staff.
Objective 8: Create, develop and maintain an Emergency Operations Center with an overhead team for the Town of	Public Safety / Fire	(a) Select and train overhead team members.	1/2010-2/2010	Ongoing.
		(b) Prepare annual EOC exercise program based on potential disaster scenarios for the Town.	1/2011-12/2012	Partially completed and ongoing.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Queen Creek.		(c) Develop and define departmental committee system to support ICMA and budget measurements.	7/2008-6/2010	Ongoing.
Objective 9: Establish a Fire Prevention Bureau that is able to provide fire and safety code enforcement and consultation services for commercial occupancies.	Fire / Prevention Division / Building Safety Division	Provide Queen Creek with a commercial occupancy inspection program that protects the Town's business community and their customers from unsafe conditions and practices.	6/2012	Ongoing.
Objective 10: Implement an agreement with the appropriate private-sector Agreement ambulance company for medical transport.	Fire	This objective attempts to address improvement to response times and costs for medical reimbursement for the Town of Queen Creek pertaining to medical transport via a cooperative agreement or individual agreement with a designated service provider or providers.	6/2010	Ongoing.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
KRA 6: IMAGE / IDENTITY				
Objective 1: Develop community events that incorporate the Town's heritage.	Info. & Marketing Services / Parks & Rec / Economic Dev.	<p>Plan, organize and implement an event that promotes the Town's heritage and supports economic development.</p> <p>In Sept. 2009, Council approved two events in support of this objective. First, a community event named "Roots N' Boots" Family Rodeo set for April 2010 and geared to draw participation and spectators from the local community and surrounding areas hosting a variety of equestrian activities for families. Events include: a carnival, petting zoo, entertainment, and a variety of vendors. Planning has begun for the Roots n' Boots event. Town Council members and staff have had multiple coordination meetings, and Town Council members also have been working to coordinate citizen volunteers.</p> <p>A second event was approved by Council that will be held in January 2011. This event will focus on attracting participants and spectators locally, statewide and regionally. The event serves as an attraction to the Town's rural heritage, promotes economic development, and brings visibility to Horseshoe Park and Equestrian Centre. The event is intended as a 2-day event with the potential to grow to a weeklong event. Both local and professional acts/activities are planned. Staff has begun to research national venues and create marketing materials for promoting HPEC and the major promotional event in January 2011.</p> <p>It is anticipated that Roots 'n Boots could be combined with the promotional event at Horseshoe Park & Equestrian Centre beginning in January 2011 to create a larger and longer event with the dual goals of connecting residents to the Town's heritage as well as marketing the park to major equestrian show promoters.</p> <p>Third Event: Farmers' Market. Council approved continuing Farmers' Market for FY2010 at the Queen Creek Library site.</p>	FY 2010/2011	<p>Three Community and Regional Events:</p> <p>April 2010: "Roots N' Boots" family rodeo</p> <p>January 2011: Promotions Event</p> <p>Spring 2010: Farmer's Market</p>

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
<p>Objective 2: Create a community-marketing plan tied to mission, vision and values through a comprehensive branding effort.</p> <p><i>Note: Annual retreat item.</i></p>	<p>Info.& Marketing Services</p>	<p>The Communications and Marketing Division and the Economic Development Department will coordinate to develop a Town marketing plan that will include general and economic development targets and that will be reflected in both the Communications Strategic Plan and the Economic Development Action Plan.</p>	<p>Phase I: FY 2010, Phase II: 2011.</p>	<p>In the FY 2009-2010 budget, \$13,295 is included to implement the first phase of the Town branding initiative. Branding concepts were presented to Town Council on Sept. 16 and Oct. 21, 2009.</p> <p>A public comment period on the three proposed concepts is currently underway in November-December 2009. Survey results will be presented February 2010, along with a marketing strategy and proposed budget for implementation of the second phase in FY2011.</p>
<p>KRA 7: LAND USE / ECONOMIC DEVELOPMENT</p>				
<p>Objective 1: Maintain a balanced community.</p> <p><i>Note: Annual retreat item.</i></p>	<p>Community Dev. / Economic Dev.</p>	<p>The Town Council is greatly concerned about how the community will grow over time. There is concern that the community's vision will be negatively impacted if there is not a balance or perspective maintained on the marketplace and economic development. The intent of this objective is to maintain a culture within the community that encourages responsible, economic development, living wage job creation within the community.</p>	<p>Ongoing.</p>	<p>Ongoing.</p>

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
<p>Objective 2: The Town should evaluate options for broadening opportunities in a diversified economy and employment base via investigating additional options for home-based businesses.</p> <p><i>Note: Annual retreat item.</i></p>	Community Dev. / Economic Dev.	The Council recognizes that one of the fastest growth sectors in the local economy is home-based businesses (including telecommuting). There is an interest in evaluating this market sector further to determine the viability of its positive growth, while balancing the preservation interests of the community's neighborhoods. Next item would include moving home-based businesses to a "business incubation" center.	12/2010	In conjunction with the Community Development Department, the Economic Development Department will need to evaluate this sector of the local economy and explore issues, options and ultimate feasibility from a policy perspective. Issues to consider include what, if any role, the Town should take to facilitate this sector?
<p>Objective 3: The Town should consider economic zones or sub-regions for focusing strategically on economic development within the community.</p> <p><i>Note: Annual retreat item.</i></p>	Economic Dev.	The Council is interested in capitalizing on its unique geographic market position relative to Pinal County, Phoenix-Mesa Gateway Airport and the urban Phoenix region in general. This objective calls for possible enhancement of the existing economic development strategic plan, identifying infrastructure needs in certain economic corridors in the community and developing marketing plans that may fulfill acceleration of this "sub-region" of the community.	12/2010	<p>The Economic Development Department is finalizing a S.W.O.T. analysis for the community's employment corridor. The conclusions of this analysis may produce the foundation for future action by the Council.</p> <p>Another economic "sub-region" includes the area around Banner Ironwood Hospital and Town Center</p>
<p>Objective 4: Initiate appropriate Zoning Ordinance update to implement the General Plan.</p>	Community Dev.	With the adoption of the updated General Plan, staff now needs to update the zoning ordinance to implement the plan.	9/2010	New land use classifications have been approved in Sept. 2009. Remaining ordinance revisions are underway.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 5: Develop strategies to attract and preserve higher educational opportunities to the community and region, including community colleges and partnerships with other higher educational programs such as ASU Poly.	Town Manager / Economic Dev.	<p>Included as a component of the Economic Development Strategic Plan. Recently, the Town announced an intergovernmental agreement with the Maricopa County Community College District that will allow the creation and development of a new higher educational concept called “Communiversality @ Queen Creek”. This new concept includes a new building at the Queen Creek library site.</p> <p>Additional strategic efforts will need to include partnering with Mesa, Gilbert, Apache Junction and the East Valley Partnership to ensure the stability and growth of ASU Poly at Phx-Mesa Gateway Airport. With state budget challenges, there is concern over ASU Poly’s long-term viability.</p>	7/2008 – 12/2012	Dec. 16, 2009 Town Council approves final IGA with Rio Salado Community College for “Communiversality @ Queen Creek”. Ongoing.
<p>Objective 6: Consider installing or advancing infrastructure by the Town in key employment areas of the community.</p> <ul style="list-style-type: none"> - Areas include Queen Creek Station; northern tier; southeast area of the community including the regional commercial center and mixed use designation around Meridian/Riggs. 	Economic Dev. / Utilities / Public Works	Economic Development is conducting a detailed S.W.O.T. analysis of the Town’s main employment areas. Key staff from Public Works, Utilities, IT and Planning are involved in the process. An implementation and financial plan will be developed and presented to the Economic Development Commission and Town Council.	2/2010	Ongoing. Dependent on financing options and the local economy.
Objective 7: Facilitate the development of the community’s first regional mall.	Economic Dev. /Community Dev. / Transportation	Addressed in the General Plan Update, Economic Development Strategic Plan and CIP. Economic Development Department taking the lead.	TBD	Undetermined due to regional economy. Due to residential slowdown, WDP has not established timelines for this project. Staff coordinating CIP.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 8: Evaluate the feasibility of encompassing picnic areas and various sporting venues to the greenbelt spaces along Queen Creek Wash and Sonoqui Wash.	Parks & Rec.	Consider additional recreational amenities throughout the Queen Creek Wash and Sonoqui Wash system in areas where the Town has ownership of top of bank property and adjacent to the washes, which could be used to accomplish this objective. The intent of this objective is to create impromptu recreational play areas, not to be confused as developed fields for formal, organized sporting activities. These areas would be used for "pick-up" games associated with informal picnicking along the wash.	FY 2011	The Parks, Trails, and Open Space Master Plan currently does not call for these types of amenities. The master plan underwent public input and was adopted by Council in 2005. In August 2009, the Finance Review Task Force recommended re-examination of the proposed service levels with regards to amenities proposed for the community. Additionally, the Master Plan needs to take into consideration the Transportation Master Plan which was not completed at the time of the Parks Plan. With the update and revision of a new Parks Master Plan, these options can be considered at that time.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 9: Update the annexation policy that is proactive rather than defensive; complete a cost benefit analysis before annexing new areas.	Community Dev. / Economic Dev.	This objective was considered by the Council in FY2007. It is the intent of the Council to only annex lands that will have a positive or revenue neutral impact on the Town’s budget. With limited resources and a disproportionate reliance on sales taxes, it is imperative to be as prudent as possible when considering new territory. Town Council may need to adopt new resolution on this matter.	9/2010	A policy was adopted by Council several years ago – amendments to the policy are currently being evaluated by staff. An annexation study has been developed for Council consideration, mapping of County islands is complete, and staff is preparing the revised policy.
Objective 10: Encourage Queen Creek businesses via the Chamber of Commerce to a “Shop Queen Creek” campaign.	Economic Dev. w/QC Chamber of Commerce	This issue is addressed in the current contract with the Chamber and strategies will be formalized to implement that provision.	10/2009	Ongoing. Econ Dev staff (in partnership with the Chamber) has implemented this new program. Approximately 20 businesses have registered to participate.
KRA 8: INTERNAL SERVICES				
Objective 1: Continue to monitor, evaluate, and adjust HPEC cost-recovery policies. Ensure that it hosts numerous events that draw local and regional visitors to generate economic activity and be operated as a regional event center. as needed.	Parks & Rec. / Economic Dev. / Finance & Budget	Horseshoe Park and Equestrian Centre is designed to operate as an economic development venue. While it is recognized that full cost recovery will be challenging, it should be continually marketed for regional events that broaden the intent of returning investment for the community at-large and attracting net new dollars into the local economy. This strategy will need to be balanced to allow for local group use and public recreational activities but it will need to continue to strive for increased revenues for the Town.	Ongoing.	Ongoing.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 2: Complete a comprehensive infrastructure maintenance plan (water & wastewater).	Public Works / Utilities	(a) Comprehensive Master Plan needs to be prepared.	As funding is available.	Funding needs to be appropriated for future FY; Est. \$100k. Budget allocation for this consultant service is not included in this next FY's Budget for a comprehensive infrastructure maintenance plan.
		(b) Water & Sewer Maintenance Plan	3/2010	The Utility Department has developed a GIS based tracking system on the age and condition of all water and sewer lines (Manholes) and a replacement schedule for the facilities over the next 1 -50 years.
Objective 3: Continue progressive strategies to attract and retain professional staff.	Town Manager / Human Resources	Strategies include: <ol style="list-style-type: none"> 1. Utilization of technology to increase human resource efficiency and effectiveness 2. Planning appropriate workforce models for recruitment, selecting, developing, rewarding, and retaining the highest quality workforce attainable. 3. Development of benefit programs that maintain market competitiveness, yet meet annual fiscal constraints 4. Development of a low-to-no cost wellness program to promote a healthy workforce. 5. Development and maintenance of effective performance management and pay-for-performance processes 6. Updating compensation structures to ensure salary competitiveness in accordance to conservative market philosophies/strategies (60th percentile) 	7/2009 – 12/2013	<ul style="list-style-type: none"> ▪ The HR Department implemented an on-line employment application to streamline and improve its time to hire ratio ▪ Human Resources changed benefit strategies this past fiscal year by contracting with a new insurance broker (Willis of Arizona) on a flat-rate basis. With the change, HR believes the Town will save approximately \$12,000/year on brokerage costs.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
		<ol style="list-style-type: none"> 7. In conjunction with department management, identifying and facilitating internal and external training and development opportunities of Town staff 8. Development of proactive approaches in eliminating industrial injuries and controlling asset/equipment losses. 9. Ensuring staff is up-to-date on personnel laws, policies and procedures, and appropriate personnel records are kept. 10. Implementing procedures to ensure prompt and thorough follow-up of employee relation issues (fact-finding, investigations, disciplinary procedures, etc.) 11. Development of reward and recognition systems (i.e. Noble Ideas) to increase employee engagement in continuous workplace and process improvement. 	7/2009 – 12/2013	<ul style="list-style-type: none"> ▪ Along with Willis of Arizona, the Health Insurance Review Committee (HRIC) was instrumental in maintaining a lower than expected benefit renewal cost this year. ▪ After the Open Enrollment period ended, the HIRC members formed a new Wellness Committee, which is charged in recommending low to no-cost options for a new Wellness program. The options will be presented to the Town Manager prior to next FY (July 2010) for possible implementation. ▪ The new and revised Employee Handbook is nearly complete and will be presented to the Council by the first quarter of CY 2010. We will utilize our new intranet “Creek Speak” to provide handbook access to all employees.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
				<ul style="list-style-type: none"> ▪ HR has spearheaded a new Customer Service committee to implement a Town-wide initiative program. The program was officially rolled out to employees in September 2009. Our goal is to wrap up this initiative by June 2010. ▪ HR is currently developing Sexual Harassment refresher training at the first quarter of the new calendar year (<i>March 2010</i>). ▪ HR is currently developing Workplace Violence and Prevention refresher training to begin after the Sexual Harassment training is completed. (May 2010 tentative).
Objective 4: Adopt updated Employee Handbook.	Town Manager / Human Resources	The new and revised Employee Handbook is nearly complete and will be presented to the Council by the end of the Fiscal Year.	3/2010	Under review for final draft publication. Completion date March 2010. Note that the Handbook is a dynamic document. Several changes have already occurred since its original adoption over fifteen years ago.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 5: Develop a comprehensive non-profit partnership strategy.	Parks & Rec. / Budget	Specific goals of their strategy would include maximizing the volunteer services within the community and solicit their assistance in running certain Town events. The goal would also to be a reduction in direct Town costs if volunteers were engaged to serve. Specific programs for assistance include organizing an "adopt-a-wash" program for community service projects and maintenance of the wash system.	FY 2011	Town staff continues to work with interested members of the community who wish to form a not-for-profit coalition and it is expected that through this committee there may be an interest by non-profit members to assist the town in providing services.
KRA 9: TECHNOLOGY				
Objective 1: Implement the Telecommunications Plan. <i>NOTE: This item was included in previous strategic plans. Council at their Annual Retreat discussed this objective in considerable detail.</i>	Info. & Marketing Services	Wireless (WI-FI) Program. The Council is interested in developing options for pursuing implementation of this needed infrastructure. It is recognized that significant parts of the community are not currently able to receive broad-band access and it is perceived that a wireless solution may be a reasonable option.	TBD/As funding is available	The Town's existing wi-fi system design is outdated. Pursuit of this goal would require redesign prior to implementation of a municipal wireless network.
		Fiber Optic Program	TBD/As funding is available	This was postponed due to budget considerations.
		(a) Draft engineering drawings of fiber standards	Ongoing.	Engineering standards are completed and need to be formally incorporated into the Engineering Standards Manual.
		(b) Begin and continue ongoing construction in conjunction with CIP.	Ongoing based on funding availability	Ongoing and in cooperation with private sector/development community.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
		Broadband Legislation – During 2010 calendar year, IT will research and develop proposals for changes in state legislation that would make it easier for municipalities to own and operate broadband utilities to serve their residents who are currently not served by commercial providers. The goal is to work with the Town Manager’s Office and the Town’s legislative lobbyist to have proposed legislation ready for the 2011 state legislative session.	January 2011	
		(d) Begin and continue ongoing construction in conjunction with CIP.	Ongoing.	This was postponed due to budget considerations.
KRA 10: ENVIRONMENT				
Objective 1: Adopt an efficient wastewater reuse plan.	Budget & Finance / Community Dev. / Utilities	<p>The reuse plan was adopted by Council in August 2007. The next steps in the program include identifying the source of funding to complete specific Water Reuse Plan including ADEQ approval. The Town will not have to begin receiving our share of the effluent until 2019 as phased improvements of the treatment facility have been delayed due to significant decline in residential construction.</p> <p>Utilities will be working with Community Development on adopting new Zoning Regulations that will require subdivisions and other land uses within a certain distance of planned reuse lines to take the reclaimed water for the landscaping needs.</p>	As funding is available.	Ongoing. Staff has recently applied for a Bureau of Reclamation grant for direct funding through Title 16 appropriation. Staff has designed a phased approach for installing the reuse line into 3 phases depending on funding to allow the Town flexibility in the construction and utilizing the resource in a more timely fashion. To emphasize the regional benefit of this project, the City of Mesa has signed on as both a political and financial supporter. Staff expects to hear on the funding status of our application in 2010 and will continue looking at other funding alternatives.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 2: Evaluate options and determine the Town's role in solid waste and recycling.	Public Works	(a) Develop a comprehensive program that includes curbside recycling, bulk item and weekly refuse pick-up.	2/2010	<p>Under the direction of Council, staff developed a comprehensive curbside solid waste and recycling program, has negotiated a contract for said services and presented the program to the Council for consideration at its meeting of Nov. 18, 2009. At its mtg. of Nov. 18, Council directed staff to further develop options for an "Opt-Out" consideration, and for the collection of manure; and, to present these options to Council by February 2010 for consideration within the overall program.</p> <p>Should Council determine to move forward with this program, services can expect to begin six (6) months later</p> <p>A drop-off recycling program was included in the RFP for curbside solid waste and recycling services. At this point, the single site that presents the most benefit to both the community and for staff, who must maintain/secure the site, is the library parking lot.</p>

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
				Should Council elect not to roll forward with the curbside services, this drop-off option can be further negotiated with the preferred vendor
Objective 3: Air Quality Program. Implementing Council resolution regarding PM 10 compliance.	Public Works / Community Dev. / Parks & Rec. / MCSO / Town Manager	In June 2007, Council approved a resolution establishing various standards the Town of Queen Creek would take to reduce PM-10 particulate matter as part of the MAG region. Plan anticipates full compliance over the next several years. FY 09 Budget calls for implementation of program in phases. The Implementation/ Enforcement Plan was distributed to Council on March 21, 2008 and a re-appropriation of funds for plan costs was submitted to the Council on April 16, 2008. Communications and Marketing has implemented an extensive community outreach plan including web content, cable channel 11 slides and public service announcements, and a printed brochure specifically designed for Queen Creek residents.		<ul style="list-style-type: none"> ▪ Staff has submitted the required reporting for this program to the Joint Legislative Budget Committee in December, 2008 & June, 2009 and the MAG report in May, 2009. The following is a summation of those reports for FY08/09: ▪ 17 Public Education Articles ▪ 14 Media Events ▪ 97 Acres of Vacant Land/Open Space were stabilized ▪ 4.1 Vacant Areas posted with signage ▪ 340,365 sq ft of unpaved parking lots stabilized with millings. ▪ 8 intersection improvements ▪ 79 Staff received dust control training ▪ 35.60 shoulders (miles) stabilized with dust suppressants

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
				<ul style="list-style-type: none"> ▪ 7.60 shoulders (miles) stabilized with millings/fog seal.
		(a) PM-10 Issues/Hearing Officer.		Town Manager has selected a Hearing Officer, and is currently negotiating a contract.
Objective 4: Promote the Town’s sustainability goals creating a culture of sustainability for the community.	Town Manager / Info. & Marketing Services / Economic Dev.	(a) Promote Queen Creek’s current best practices and look for opportunities for new ways to be “green.”	Ongoing.	Ongoing.
		(b) Consider amending the Economic Development Strategic Plan to include Sustainable Industries as one of the Town’s targeted industry sectors; consideration of solar and its opportunities for use on public buildings, such as the Queen Creek Library will continually be evaluated.	Ongoing.	Ongoing. The EDC will continue dialogue on this topic with staff and evaluate the option to consider sustainability, perhaps incorporating sustainability across all of the targeted sectors instead of creating a new sector.
		(c) Look for opportunities to educate residents on simple ways to be “green.”	Ongoing.	Ongoing.
KRA 11: COMMUNITY INVOLVEMENT				
Objective 1: Enhance opportunities for citizen participation in Town decision-making and keep citizens educated and informed through community events and outreach programs.	Info. & Marketing Services	Activities in advancement of this goal can take many forms and include a variety of media and outreach activities. Enhancements are implemented based on specific situations and community needs: <ul style="list-style-type: none"> (a) Expanded programming on cable channel 11 (b) Use of social media (c) Electronic publications (d) Public meetings (e) Development of new information materials (f) Consideration and implementation of changing technologies and trends 	Ongoing.	Ongoing.

Key Result Areas / Objectives <i>Not in Priority Order</i>	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 2: Enhance communication efforts with local homeowner association representatives / property management companies.	Community Dev. / Info. & Marketing Services	As the Town explores alternate communication methods within the community, partnerships will be established with local homeowner association members and representatives from property management companies. These relationships will facilitate the Town’s messages being relayed via HOA newsletters and Web sites, and enhance the visibility of the Town’s initiatives.	Ongoing.	Since June 2008, staff has helped coordinate and participated in a number of Neighborhood Summit meetings, in partnership with the Leadership Center, which are designed to provide a think-tank resource for the HOA in addressing today’s challenges. Staff will be utilizing our ongoing partnership with The Leadership Center (TLC) to bring educational programs and opportunities to Queen Creek. We are presently developing an enhanced work program for FY10-11 to engage HOAs and Property Managers in a more effective and routine manner than we have in the past. Staff will continue to support this effort.

Completed Objectives

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description (Action steps to accomplish objective)	Completion Date	Completion Status
KRA 1: CAPITAL IMPROVEMENT PROGRAM AND TRANSPORTATION				
Objective 1: Make substantial progress on design and construction of street improvements identified in the CIP. Focus on “gateway streets” (Ellsworth, Ocotillo, Power, Rittenhouse, Riggs and Meridian). (a) Ellsworth to Cloud Road (b) Riggs-Ellsworth to Meridian Design.	Transportation	<ol style="list-style-type: none"> 1. Complete I.D. Construction 2. Widen north Ellsworth to 4-lanes 3. Complete Rittenhouse north of Germann 4. Adopt Town Center Streets DCR 5. Complete Design of Ellsworth from Cloud to Empire; Construction 6. Complete Chandler Heights Bridge <p>Complete Ellsworth to 6-lanes South to Cloud Road.</p> <p>Complete Design of Riggs Road from Ellsworth to Meridian</p>	<p>8/15/08</p> <p>7/24/08</p> <p>6/9/08, 7/15/08</p> <p>10/07</p> <p>7/1/08, 7/1/10</p> <p>4/08</p> <p>3/1/09</p> <p>5/7/09</p>	COMPLETED.
Objective 2: Develop a Truck Route Plan.	Public Works / Traffic	Develop a plan for the routing and distribution of heavy payload trucks within and throughout the Town.	5/08	COMPLETED; Plan revised periodically to reflect completed CIP Projects that impact plan.
Objective 3: Complete initial phase(s) of Horseshoe Park and Equestrian Centre.	Parks & Rec.	<ol style="list-style-type: none"> (a) GMP 1 contract to Council (b) GMP 2 contract to Council (c) Begin offsite work (d) Complete onsite work (e) Plan/create marketing strategy (f) Completion 	<p>8/18/07</p> <p>9/19/07</p> <p>9/1/07</p> <p>12/08</p> <p>8/08-Ongoing</p> <p>12/08</p>	COMPLETED.
Objective 4: Acquire the Queen Creek Water Company.	Town Manager	Phase II due diligence is underway with engineering analysis, asset review, financial records review and HR evaluation. Close of escrow is anticipated by Jan. 31, 2008. The Town will apply to the Water Infrastructure Financing Authority by October 2007 for loan approval.	1/08	COMPLETED.
Objective 5: Complete construction of new Library.	Town Manager	Open Library by Nov. 2008	11/08	COMPLETED.

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 6: Develop and finalize the plan for construction of Public Works corporate yard.	Public Works	Complete and submit master plan to Council for approval.	8/6/08	COMPLETED.
KRA 2: FINANCIAL MANAGEMENT AND SUSTAINABILITY				
Objective 1: Develop long-range financial model that forecasts revenues, expenditures, with an emphasis on debt-service. Financial model should consider alternative revenue sources to meet long-term service obligations for the community.	Budget & Finance	Analyze financial models from other municipalities and integrate best ideas into our format. Continue to refine the model format begun last fiscal year, update projections based upon current economic data.	2/08	COMPLETED.
Objective 2: Develop model to better calculate O & M impacts of CIP Projects.	Budget & Finance	Develop a better form for inclusion in FY 2009 capital budget process that details staffing needs with job title, estimated hire dates, salary, fringe calculations, and estimated operating expenses related to performance measures. This same form will become a supplemental request in the GF budget process.	11/07 <i>(when the capital budget process begins)</i>	COMPLETED.
Objective 3: Establish a policy on naming of Town parks.	Parks & Rec.	This objective was established last fiscal year and is on the work program for the parks, trails and open space committee for this fiscal year.	10/07	COMPLETED.
Objective 4: Continue to consider options and pursue opportunities for diversifying revenues to reduce dependency on revenues related to new construction. <i>Note: Annual Retreat Item</i>	Town Manager	Although over the last three years, the Town has reduced its reliance on construction from nearly 65% to approximately 25%, to the extent it is feasible, additional reduction of this revenue category should continue to be pursued. Construction is a highly volatile source of revenues and can evaporate quickly, particularly as the new economy takes shape.	Ongoing.	Ongoing. COMPLETED.

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status	
A W P	Objective 5: Explore implementation of multi-year funds for CIP Projects – <i>(System Planning)</i>	Budget & Finance Budget office will develop a new system for project management. <i>(Specifically the accounting method for efficiency and roll-ups.)</i>	2010 Budget	Emergency Services grant from SHSGP has been set up in MUNIS as a multi-year fund. The close of FY 09 will be the test of how any carryforward budget rolls into FY 10. Due to the fact that multi-year account year end close has not yet been tested and that all new CIP funds would need to be established if the Town were to use multi-year accounts for capital projects, the decision was made to continue using the current CIP fund set up. Budget will continue researching with possible implementation in FY 11 COMPLETED.	
	KRA 3: COUNCIL PROFESSIONAL DEVELOPMENT				
	Objective 1: Encourage Council Members to receive additional continuing education and share their experiences with the rest of the Council.	Town Manager	Develop system for reporting out to the rest of the Council on educational opportunities, conferences, and other professional development training at Council meetings, work-study agendas.	1/08	COMPLETED; Continuing education policy, Town Council approved on 4/16/08.
	KRA 5: PUBLIC SAFETY (FIRE, EMERGENCY SERVICES AND POICE / SHERIFF)				
Objective 1: Complete transition from subscription fire service to Municipal Fire Department.	Town Manager / Public Safety	(a) Determine/finalize Levels of Service (LOS) requests throughout MOU with the Town of Gilbert. (b) Negotiate IGA with the Town of Gilbert. (c) IGA becomes effective.	10/07 11/07 1/08	COMPLETED.	

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 2: Design and begin construction of Fire Station #2. <i>Subsequent station designs will commence within this 5-year strategic plan.</i>	Fire	(a) Design completion	9/08	COMPLETED.
Objective 3: Design and begin rehabilitation of Police Sub-Station.	Public Safety	(a) Finalize location for rehabilitation. (b) Design completion (c) Construction	9/08 11/08 12/09	COMPLETED.
Objective 4: Complete specifications and purchase two fire trucks and a water tender.	Fire	(a) Evaluate ability to use Mesa/Gilbert trucks/specs through discussion and field tests. (b) Adjust Mesa/Gilbert specs for QC use. (c) Order apparatus. (d) Order apparatus equipment/tools. (e) Place apparatus into service. (f) Purchase Brush Truck	1/08 1/08 6/08 8/08-12/12 2/09-12/12 6/09	COMPLETED.
Objective 5: Create a performance management system for the Fire Department based on ICMA measurements; performance based budgeting and quarterly/annual reporting.	Fire	(a) Provide comparative analysis for standard performance measures over life current strategic plan.	7/08-6/12	COMPLETED.
Objective 6: Create, develop and maintain an Emergency Operations Center with an overhead team for the Town of Queen Creek.	Public Safety/ Fire	(a) Provide National Incident Management System (NIMS) training for all required Town employees.	1/09-12/09	COMPLETED.

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
KRA 7: LAND USE / ECONOMIC DEVELOPMENT				
Objective 1: Update the Queen Creek General Plan and schedule for public vote in 2008. Ensure that employment areas are preserved as part of the plan submitted to the public for final consideration.	Community Dev.	The General Plan Update began in earnest in April 2007 with the approval of a consulting contract with the Planning Center out of Tucson. Several public involvement events have been held with updates ongoing with the Planning Commission. The Planning Commission is meeting monthly exclusively on the General Plan Update program.	9/08	COMPLETED.
Objective 2: Facilitate the development of additional retail and entertainment centers through changes to the General Plan, Zoning Ordinance and Capital Improvements Plan (CIP). Incorporate new development strategies in the Economic Development Strategic Plan.	Economic Dev./ Community Dev.	Included as part of the analysis with the General Plan Update and possible proposed amendments to the General Plan in calendar year 2007. Specific objectives and strategies for development of a stronger commercial base will be addressed in the Economic Development Strategic Plan, including the viability of absorption of additional commercial within the Queen Creek Town limits.	9/07 – 9/08	COMPLETED; The Queen Creek Station concept and amenities were included in the Council-approved General Plan.
Objective 3: Protect residential areas from industrial and commercial encroachment.	Community Dev.	Addressed in the General Plan Update and through possible amendments to the Zoning Ordinance as determined necessary. The recently approved General Plan Update defines what level of density residents want and locations for the planning of the industrial and commercial development to occur. Preservation of character of residential areas has been a priority. Care has been taken to include residentially compatible land uses and development policies to assist in this effort.	12/09	COMPLETED.
Objective 4: Continue marketing efforts to attract “anchor employment institutions” and encourage them to locate in Queen Creek.	Economic Dev./ Community Dev.	Strategy addressed in the Economic Strategic Plan and General Plan Update. A marketing program will be incorporated on an annual basis and proposed for funding through the budget process accordingly. E.D. staff is moving forward with marketing plan objectives – new e-mail blast to the development community every 6 weeks;	9/07-9/08 and ongoing.	COMPLETED. Standard operating procedure.

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 5: Determine ultimate Planning Area, including expansion of the existing planning area into state lands north and east for a 10-square mile area and eventual annexation.	Community Dev.	Town Council approved the consultant contract in spring 2007. Staff and the consultant are implementing the citizen involvement plan and conducting a series of public meetings to gather input for the General Plan Update to be on schedule for the public hearings, Council adoption and public vote.	Public vote in Spring 2009	COMPLETED ; An overarching goal of the Council approved General Plan is to help ensure compatibility of existing residential areas with new developments.
Objective 6: Encourage a vibrant faith community including reducing building permit requirements.	Community Dev.	Addressed in amendments to the Zoning Ordinance.	7/08	COMPLETED ; ongoing
Objective 7: Continue streamlining process in development services by improving plan review/check processes and how requirements are communicated to customers.	Community Dev.	Assignments have been made regarding the remaining action items in the Zucker peer review of the development process and an internal team is meeting regularly to monitor progress on these items. Additionally implementation of the recommendations stemming from the recent review of engineering processes in underway. Also, a small team of staff has been assigned to research and implement the recommendations presented to Council in 2/07.	7/08	COMPLETED.
Objective 8: Prepare a cost/benefit analysis of the Town planning areas to protect the community's fair share of retail within the region.	Economic Dev./ Budget & Finance	An analysis will be completed with the overall General Plan Update but a separate study with consultant assistance will be submitted for consideration and review Fall 2007.	11/07	COMPLETED ; and currently in use

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 9: Develop/update and implement a revised policy on cell tower placement for the community.	Community Dev.	Policy will be adopted as part of the Queen Creek updated Zoning Ordinance. An existing Wireless Tower ordinance is in effect and has been for several years. This ordinance may need updating and refinement based on technological changes.	3/09	COMPLETED; A standard contract and Zoning Ordinance text amendment was created. Cell tower leases on Town property are being evaluated for possible renewal under new lease as well as to verify collection of the appropriate lease payment has also been updated.
Objective 10: Evaluate options for implementing a foreign trade zone on the northern tier employment/ industrial properties south of the Germann Road corridor and Williams Gateway Airport.	Economic Dev.	Included within the Economic Development Strategic Plan. The foreign trade zone status provides economic and tax benefits for certain geographic areas and the businesses that locate within those areas. An application process is required and eligibility will have to be explored prior to submitting an application.	1/08	COMPLETED.
KRA 8: INTERNAL SERVICES				
Objective 1: Develop cost recovery, leasing, management and operations policies for Horseshoe Park and Equestrian Centre (HPEC).	Parks & Rec.	Developing policies for the efficient operations of HPEC will ensure its ongoing economic and financial success. Over the next few months, the Parks and Recreation staff will be developing model policies for the Recreation Advisory Board, for ultimate recommendation to the Council on these operational policies.	4/08	COMPLETED.
Objective 2: Integrate Queen Creek Water Company it into Town organization.	Town Manager	Complete acquisition by Jan. 2008; Integrate employees; Establish new Water Department; Implement new water rates by Spring 2008.	1/08 Acquisition/ Water Dept.; 3/08 Rates/ Fees	COMPLETED; Begin 4/08; Rates: 4/08 & 7/08 EFF.
Objective 3: Complete Peer Review/Management Study of the Parks and Recreation Department.	Town Manager	This objective was established by the Council in the last fiscal year. It was not completed due to delays in getting a qualified consultant on board to start the study.	2/08	COMPLETED; Draft completed – March 08

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 4: Complete a comprehensive infrastructure maintenance plan (emphasizing streets, water & waste)	Public Works / Utilities	(a) Pavement Maintenance Plan	12/09	(a) Staff is working, internally, to implement a pavement-only maintenance program, using the help of software application MicroPaver.
		(b) Water & Sewer Maintenance Plan	3/10	(b) The Utility Department has developed a GIS based tracking system on the age and condition of all water and sewer lines (Manholes) and a replacement schedule for the facilities over the next 1 -50 years.
Objective 5: Evaluate opportunities for public/private partnerships trails maintenance.	Parks & Rec.	This objective was established by the Council in the last fiscal year. This objective is scheduled for evaluation and recommendation to Council this fiscal year.	7/09	COMPLETED. KRA accomplished via zoning exactions and other maintenance requirements within the zoning ordinance.
Objective 6: Employee Intranet	Info & Marketing Services	Develop and implement the first stage of an employee intranet designed to facilitate information sharing between departments and employees.	2/09	COMPLETED.
Objective 7: Implement phase 2 of Water Utility transition	Finance/ Info & Marketing Services	Form cross-departmental committee to establish needs, timelines, and responsible parties to further integrate Water Utility services with existing Town services. Phase 2 includes the water conservation program development.	6/09	COMPLETED.
KRA 9: TECHNOLOGY				
Objective 1: Complete website redesign and implement a content management system.	Info & Marketing Services	Work with consultant to complete Web site design and software implementation.	2/08	COMPLETED.

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 2: Implement software and equipment for streaming video of Council meetings.	Info & Marketing Services	(a) Purchase software (b) Install and test (c) Implement streaming video	10/07 12/07 06/08	COMPLETED; Filming began at the June 4 Town Council meeting. Broadcasting began June 5 on the Web site and June 6 on cable Ch. 11.
Objective 3: Implement the Telecommunications Plan.	Info & Marketing Services / Transportation	Wireless Program (a) Complete final wireless network design Fiber Optic Program (a) Complete final fiber network design	3/08 11/07	COMPLETED.
Objective 4: Provide geographic and mapping data in support of Town services as outlined in the GIS 5-Year Strategic Plan.	Info & Marketing Services	(a) Establish the GIS Steering Committee that will meet monthly to discuss needs and support issues across the organization. (b) Develop a mechanism to centrally administer GIS data.	6/09	COMPLETED; Ongoing – Committee continues to meet monthly.
Objective 5: Continuously enhance and monitor Web site effectiveness. Develop strategies for continuous improvements.	Info & Marketing Services	As time evolves and needs of the organization change, the website will need to also. The intent of this objective is to chart this issue so that the managing department, Council and community at-large recognizes the ongoing evolution of this form of community outreach with the intent of reducing the number of “clicks” for the general public to access information, register for programs, and pay utilities on-line.	Ongoing	COMPLETED. This is department standard operating procedure.
KRA 10: ENVIRONMENT				
Objective 1: Evaluate options and determine the Town’s role in solid waste and recycling.	Public Works	(a) With the approval of the FY09 budget, Town Council has directed to move forward with a full-scale evaluation of solid waste options for the community. (See next steps KRA 10 Obj. 2A & 2B) (b) Develop a drop-off program in addition to or in lieu of curbside recycling. Both options will be pursued through the RFP process.	11/08	COMPLETED.
Objective 2: Implement Green Building Policy.	Town Manager	In August 2007 the Town Council approved a resolution establishing a requirement to build “green” for all public buildings and/or expansions greater than 5,000 square feet in area. This policy established a one-year performance and monitoring period. This objective documents the provisions of that resolution.	8/08	COMPLETED.

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 3: Encourage residential conservation of water.	Water/ Info & Marketing Services	Develop materials designed to educate residents and promote water conservation.	10/08	COMPLETED.
KRA 11: COMMUNITY INVOLVEMENT				
Objective 1: Enhance the Citizen Leadership Institute program by adding a schools component to the civics program.	Info & Marketing Services	The Town of Queen Creek has a long-standing history of partnering with its schools. Whether it be in adoption of goals in the General Plan, adopting progressive land use ordinances such as the Adequate Public Facilities Ordinance or intergovernmental agreements for shared facilities. The Town Council recognizes the significance of a strong school system on the success of the community at-large and wants to encourage and further notion of building the community as a whole. Incorporating a component within the CLI program will further these efforts by clarifying jurisdictional authority of school districts and the Town. It is the intent of the Council to establish a session within the existing CLI program that provides more information to residents about the differences between school districts, their budgets and the local government. Cooperation will be pursued with the school districts within Queen Creek to ascertain their availability in presenting at the CLI program.	11/09	COMPLETED.
Objective 2: Combine the PTOS and RAB Citizen committees to more effectively, efficiently and comprehensively address Parks and recreation programming and Capital projects.	Parks and Rec	The intent of this objective is to maximize the resources of the town by consolidating the work effort of PTOS and RAB so that a central citizens committee has the opportunity to provide Input on how parks projects like new parks are programmed or how new trails systems are planned to meet the needs of the community.	8/09	COMPLETED: 5/5/09- Council approved combining of committees. Staff report going to Council 5/20/09 to appoint members from the old RAB and PTOS committees.

Queen Creek Town Council | Completed Objectives

Key Result Areas / Objectives	Responsible Party	Narrative Description <i>(Action steps to accomplish objective)</i>	Completion Date	Completion Status
Objective 3: Enhance opportunities for citizen participation in Town decision-making and keep citizens educated and informed through community events and outreach programs.	Info & Marketing Services	(a) Make recommendations to Town Manager and Town Council with costs for these services (b) Implement new programs, initiatives based on Town Council direction	7/08 1/09	COMPLETED w/ FY09 Budget COMPLETED.
Objective 3A <i>(an implementing objective related to #1)</i> : Expand Channel 11 programming.	Info & Marketing Services	(a) Hire consultant to assist in camera operations, video instruction and development of Town Council meeting broadcasts	5/08	COMPLETED.
Objective 4: Revise the process for appointing citizens to committees including application forms and notification procedures with the intent of achieving more consistency and accountability.	Town Manager/ Town Clerk/ Info & Marketing Services	Council recognizes that the “system” in place now is too informal for the size and needs of the organization. To function efficiently using equal and fair access provisions across the board for all citizen advisory boards and commissions, a formal system of citizen recruitment and appointment is desired.	1/08	COMPLETED.