Maricopa City Council Strategic Plan

ADOPTED BY THE CITY COUNCIL ON JANUARY 15, 2013

2013-2016

CITY OF MARICOPA®

PROUD HISTORY • PROSPEROUS FUTURE

2003 – 2013 10th ANNIVERSARY

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City of Maricopa Priorities

ECONOMIC SUSTAINABILITY

Maricopa will be a leading regional partner, providing growth opportunities for new companies, entrepreneurs, and expanding companies by delivering high quality services, sites, and talent to local, regional, national, and international businesses.

QUALITY OF LIFE

To provide residents with a safe and secure community that has the amenities and opportunities for all to enjoy while offering a high standard of living and quality of life.

TRANSPORTATION

To provide a safe and efficient transportation system to the citizens of Maricopa that facilitates the orderly and efficient movement of people, goods, and services.

PUBLIC SAFETY

To safeguard the City's state of well-being; by preventing harm to life, property, and the environment, and ensuring the complete safety of our residents, businesses, and all who work in, visit, or travel through our community.

QUALITY MUNICIPAL SERVICES

Offer highly effective, fiscally responsible, creative and open service to citizens that exceeds the expectations of the community.

Message from the City Council

Vice Mayor
Edward Farrell

Councilmember
Marvin L. Brown

Councilmember
Peggy Chapados

Councilwoman
Julia R. Gusse

Councilmember
Bridger Kimball

Councilmember
Leon Potter

Mayor
Christian Price

It is with great pleasure that the Maricopa City Council presents the recently updated 2013-2016 Maricopa Strategic Plan. Like all great cities, the vision and plan for how we should grow and thrive as a community must be documented in short (current year), medium (two-five years), and long term (five or more years) objectives. As we plan for the future, we must build a solid foundation upon which to implement these strategies. Our plan must be malleable and flexible to bend and change as needed, yet strong enough to guide our City.

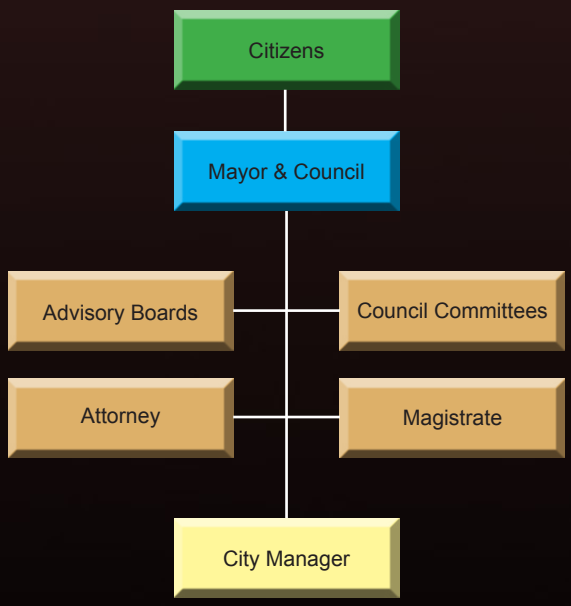
The City of Maricopa's Strategic Plan includes visionary long-term solutions to challenging problems and addresses matters that can be dealt with swiftly. The City Council takes a comprehensive approach to set the vision and meet the needs of our growing City. Annually, we dedicate significant time to review and realign our objectives with our overarching values and priorities. These priorities are: 1) Economic Sustainability, 2) Quality of Life, 3) Transportation, 4) Public Safety, and 5) Quality Municipal Services.

As we work to accomplish the vision laid forth in this year's Strategic Plan, we remain mindful of what we want our City to become. We balance the challenges of tomorrow with the needs of today. Together, we will continue to create a Maricopa that is economically viable, business friendly, highly successful, and truly sustainable…a community in which we are proud to live, work, and play…a place we call home.

Christian Price
Mayor

Mayor & Council

The City of Maricopa provides diverse amenities, police, and fire protection for the community. It operates under a Council-Manager form of government with a Mayor and six Councilmembers. The Mayor is elected at large every two years; the Councilmembers are elected every four years, biennially. In addition to the Mayor and City Council, the City has a City Magistrate and a City Attorney who are appointed by the City Council.



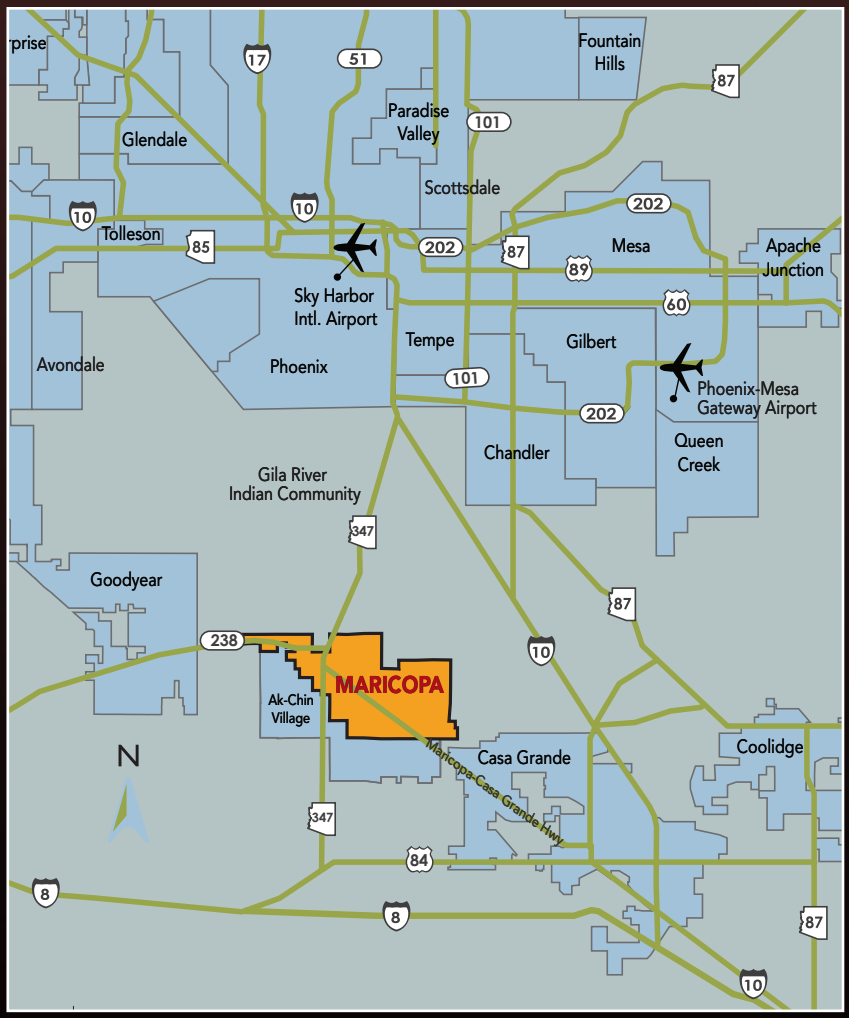
Maricopa City Operations

The City Manager is appointed by the City Council. The City Manager's administration consists of an Assistant City Manager, City Clerk, Community Services Director, Development Services Director, Economic Development Director, Finance & Administrative Services Director, Fire Chief, Human Resources Director, Police Chief, and Assistant to the City Manager.

Brenda S. Fischer, ICMA-CM
City Manager

Maricopa at a Glance

- Maricopa is Arizona's 88th municipality, incorporated on October 15, 2003
- The City's current population is 44,946
- The median resident age is 31
- Maricopa is approximately 45 square miles in size, with a planning area of 278 square miles
- Over 75% of residents report a household income of $50,000 or more annually
- 88% of adult residents have some post-high school education, with 47% holding a bachelor's degree or higher



Economic Sustainability

VISION

Maricopa will be a leading regional partner, providing growth opportunities for new companies, entrepreneurs, and expanding companies by delivering high quality services, sites, and talent to local, regional, national, and international businesses.

PRIOR STRATEGIC PLANNING YEAR ACCOMPLISHMENTS

- Successful completion of Annexation 11-01
- Completion of the Solar Rebate Program and Green Business Program
- Grand opening of the Banner Health Center
- Central Arizona College ground-breaking and start of Phase I construction to open to students in January 2013
- Continuation of the Business Beat television program that focuses efforts on shopping local with more than 1,000 views on YouTube
- Economic Development Specialist and new Director hired to ensure capacity for service
- New Shop Local initiative launched to support local business growth
- Management and Technical Assistance program created in partnership with MEDA
- Economic Outlook Event held in December 2012 focusing on recent developments in the local economy with nearly 100 attendees
- Realtor Tours launched to familiarize real estate professionals with community business opportunities and amenities
- Completed Feasibility Study for the Estrella Gin Property
- 2012 Business Training program to 70 local participants
- Three target industry roundtables held to begin developing local industry ambassadors
- Retail efforts advanced with the start of construction of additional space on hard corner in The Wells shopping center
- Purchase of two significant commercial sites along SR 347 by private developer via City encouragement
- Façade Improvement Program created to encourage investment in Heritage District
- $50,000 in USDA grants received to aid in startup of local small business incubator

CURRENT STRATEGIC PLANNING YEAR OBJECTIVES & ACTIVITIES

Develop properly aligned resources and tools required to become a regional leader in economic development

- Expand support for entrepreneurial ventures through the development of a local incubator
- Support the Zucker Study Implementation Plan to advance business friendly strategies and internal support for commercial development

Become a community recognized by decision makers as having developable, shovel ready sites, processes, and the tools to satisfy the needs of companies in our targeted industries as identified in the Economic Development Strategic Plan (EDSP)

- Update and improve the City's development process cycle times, zoning code, and land use plan
- Initiate and/or encourage site and infrastructure development to support business growth and attraction

Effectively market the community to become a preferred destination for new investment opportunities among targeted sectors and audiences (as identified in the EDSP)

- Expand the external marketing campaign

Become known as a community that delivers high quality projects and public amenities

- Advance the goals and strategies in the Redevelopment District (Heritage District) Area Plan
- Develop and implement a strategy for encouraging and incentivizing targeted development and redevelopment projects within the City

Did you know?

- **Population: 44,946**
- **City Employees: 214**
- **City General Fund Budget: $29,795,508**
- **Housing Units: 17,393**

LOOKING FORWARD

It is the City's goal to have diverse industries that provide residents with opportunities to live, work, and play within the City limits. Residents, business owners, and visitors will have access to critical health care and educational services and an abundance of retail and commercial businesses. As Maricopa moves forward, the City will invest in physical infrastructure to facilitate shovel-ready sites for development. Within the Heritage District, the City will continue to provide redevelopment opportunities that enhance the District's economic foundation while keeping the tenets of Maricopa's proud and rich history. The City will also continue to build alliances with residents, businesses, educational partners, and nonprofit agencies that will benefit the community at large.

FUTURE OBJECTIVES

Mid-Range Objectives (2-5 Years)

- Complete the planning and infrastructure development of City-owned properties in a manner that provides opportunities for business attraction and investment
- Encourage the development of industrial shovel-ready sites along the Maricopa-Casa Grande corridor

Long-Range Objectives (Beyond 5 Years)

- Maricopa has an active business/industrial park under development that has attracted new jobs and investment to the community
- Mixed-use activities are included in the development of all applicable City-owned properties

- The City has an active community college campus that continues to grow in pursuit of full expansion
- Maricopa is recognized as a significant player in the economy of the Phoenix Metro area by those in and outside the region

maricopamatters.com

Quality of Life

VISION

To provide residents with a safe and secure community that has the amenities and opportunities for all to enjoy while offering a high standard of living and quality of life.

PRIOR STRATEGIC PLANNING YEAR ACCOMPLISHMENTS

- Vekol Property Engineered Site Plan completed and approved
- City Complex Site Plan completed and approved
- AMTRAK railroad siding 30% design completed
- Maricopa Domestic Water Improvement District water tank construction completed along with relocation of District offices to allow for new development in Heritage District
- City Hall and Police Station design completed
- Heritage District Fire Station (575) design completed
- Tortosa Fire Station (572) design completed and process initiated for construction of permanent station on City-owned site
- City Complex Letter of Map Revision complete
- Continued partnership with community nonprofit organization for special events
- Increase in the Maricopa Public Library's total materials circulation by 5% over the previous year
- Youth Council members doubled to 42 participants in 2012
- Partnerships advanced with local utility providers to educate the public on conservation methods and programs through sharing information in City publications

CURRENT STRATEGIC PLANNING YEAR OBJECTIVES & ACTIVITIES

Create and expand the opportunities that Maricopa residents have to participate in quality indoor and outdoor recreation

- Review and update the existing Parks, Recreation and Open Space Master Plan to determine citywide need for parks, recreation, and open space
- Explore partnership opportunities for the design, management, and operation of the multi-generational/ recreation center and other City facilities as appropriate

Design and implement a Capital Improvement Plan which prioritizes projects and allocates adequate fiscal resources to those priority projects

- Seek innovative and alternative financing opportunities to fund the 5-year Capital Improvement Plan (CIP)

Provide adequately planned, promoted, and funded programs and services for the youth, seniors, and families of Maricopa

- Complete a comprehensive existing program evaluation and five-year City events strategy through the evaluation and implementation of new opportunities such as music, cultural, and art attractions

Address environmental concerns to protect the health, safety, and welfare of Maricopa's citizens

- Develop a beautification plan for all City-maintained streets, right of ways, and other properties
- Determine actions necessary to guarantee the maintenance and expansion of an adequate, efficient, and safe utility infrastructure
- Continue to focus efforts in solving various flood plain mapping issues within the City

LOOKING FORWARD

Maricopa strives to be a city that provides opportunities to live, work, and play within the city limits. The City appreciates and protects the environment for future generations. It is a community that builds for tomorrow and creates a sense of place.

FUTURE OBJECTIVES

Mid-Range Objectives (2-5 Years)

- As opportunities are presented, consider the acquisition of properties for future recreational uses
- Explore the possibility of creating a Maricopa Authority on Tourism and Sports
- Launch a comprehensive strategy for the utilization of the Regional Park for events, programs, arts, and culture

Long-Range Objectives (Beyond 5 Years)

- Facilitate the development of a full-service hospital
- Develop plans for a main library building

Annual Events

- Fishing Derby
- Great American Barbeque
- Holiday Homes on Parade
- Mysterious Mansion Mayhem
- Salsa Festival
- Stagecoach Days

Transportation

VISION

To provide a safe and efficient transportation system to the citizens of Maricopa that facilitates the orderly and efficient movement of people, goods, and services.

PRIOR STRATEGIC PLANNING YEAR ACCOMPLISHMENTS

- City of Maricopa Express Transit (COMET) demand response system implemented
- Drive Signal at Honeycutt Road and Glennwilde Road completed
- City Complex Traffic Impact Analysis completed
- Vekol Site Traffic Impact Analysis completed
- Routes of Regional Significance for Safety and Mobility update completed
- Manual for Uniform Traffic Control Devices adopted by City Council
- Barricade Manual adopted by City Council
- Bowlin Road Improvements made to benefit the City Complex and Central Arizona College
- Regent Drive and Bowlin Road traffic signal completed
- Safe Routes to School Improvements completed

CURRENT STRATEGIC PLANNING YEAR OBJECTIVES & ACTIVITIES

Enhance the safety, mobility, and connectivity of our regional and intra-regional transportation system

- Work with regional partners to begin implementation of the Regional Significant Routes for Safety and Mobility plan (RSRSM)
- Work with the State Transportation Board, Maricopa Association of Governments, Pinal County, tribal communities, and local government partners to acquire the funding necessary to advance the I-8/I-10 Hidden Valley Roadway Framework Study Findings

Enhance safety, mobility, and connectivity of our intra-city transportation system

- Analyze options related to assuming management of State Route 347 within City limits to have control over weed and trash abatement as well as signage and development access review and approvals
- Continue to pursue grade separation over Union Pacific Railroad crossing at SR 347 and Maricopa-Casa Grande Highway

Work with the Union Pacific Railroad to improve safety and support of Maricopa's economic development efforts, through continued efforts to relocate the existing AMTRAK passenger terminal to the Estrella (Gin) Property

Pursue an effective mass transit system to serve the city

- Design and support the Estrella (Gin) Property to be a future Maricopa Transit Center
- Reach beyond our existing political and jurisdictional boundaries to create regional transit partnerships, including Valley Metro, to foster expansion of the destinations and timeframes that are currently available

LOOKING FORWARD

Maricopa is strategically located and a frequent gateway from Phoenix to Tucson via access to Interstates 8, 10, and 17. Maricopa also has an active rail spur and is currently home to the only AMTRAK station location in the Phoenix metropolitan area. These transportation amenities play a major role in the City's future.

The City will continue to foster ease of pedestrian, vehicle, and rail transportation. Maricopa strives to have well-designed arterials, safe and efficient intersection controls, and bicycle and pedestrian lanes. These transportation amenities will ease travel within the City and ensure connectivity with the region.

FUTURE OBJECTIVES

Mid-Range Objectives (2-5 Years)

- Provide a Minor Arterial connection between State Routes 347 and 238 (Garvey Avenue) as part of the Estrella Gin Property development
- Work with UPRR on completion of the rail siding engineering design and construction estimate required to relocate the AMTRAK station

Long-Range Objectives (Beyond 5 Years)

- Relocate the AMTRAK Station to the Estrella Gin Property
- Complete grade separation at the State Route 347 crossing of the UPRR mainline
- Complete grade separation at the White and Parker Road crossing of the UPRR mainline
- Continue to advance the Interstate 11 project and its future alignment through the Maricopa planning area
- Work with ADOT, the Maricopa Association of Governments, and UPRR to secure an alignment for the Phoenix to Tucson Commuter Rail Project through Maricopa

Public Safety

VISION

To safeguard the City's state of well being by preventing harm to life, property, and the environment and ensuring the complete safety of our residents, businesses, and all who work in, visit, or travel through our community.

PRIOR STRATEGIC PLANNING YEAR ACCOMPLISHMENTS

- Began construction of Fire Station 572
- Successful accreditation mock assessment in preparation for PD's CALEA process
- Created additional community-based partnerships with MPD
- Transition initiated for dispatch services in partnership with the Town of Buckeye
- Citizen Emergency Notification System now has 4,078 subscribers
- Completed an evaluation of fire station and Emergency Operations Center data connectivity
- Completed a FCC mandated VHF Narrow Banding
- Located an alternative Emergency Operations Center
- Updated the City's Emergency Response and Recovery Plan
- Police Department Volunteer programs had 87 participants with 14,056 hours donated
- Completed the full transfer to 800 MHz Public Safety Radio System and became a member of the Regional Wireless Consortium for regional coverage
- Per audit recommendations, completed rewrite of citizen and internal complaint policy

CURRENT STRATEGIC PLANNING YEAR OBJECTIVES & ACTIVITIES

Ensuring public confidence by maintaining a welcoming and safe environment in the City of Maricopa

- Achieve Police Department accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Support and enhance Copa Cares and community outreach and education activities
- Complete Heritage District Fire Station 575 and Tortosa Station 572 construction
- Implement an electronic patient care records system
- Update Spillman Report Writing/ Records Management System to the most recent version to increase security of records
- Update public safety communications systems to provide seamless operable and interoperable essential public safety communications system
- Evaluate Police Department Mobile Computing Terminal and data connectivity

LOOKING FORWARD

Providing services that ensure community safety is one of the highest priorities of the City. Maricopa strives to provide safe streets, secure neighborhoods, low crime, and quickly responsive public safety services.

Through the City's Police and Fire departments, the City will continue to be proactive to prevent harm to life and property. In partnership with the community and through volunteer and community outreach programs and activities, Maricopa will remain one of the safest cities in Arizona.

FUTURE OBJECTIVES

Mid-Range Objectives (2-5 Years)

- Police Department is on a unified in-vehicle computing solution
- Police and Fire have a permanent administration building
- Fire Department accreditation has been achieved through the Center for Public Safety Excellence
- Secure site and build Police sub-station south of the Union Pacific Railroad

Long-Range Objectives (Beyond 5 Years)

- Maricopa is a regional leader in public safety

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Quality Municipal Services

VISION

To offer highly effective, fiscally responsible, creative and open service to citizens that exceeds the expectations of the community.

PRIOR STRATEGIC PLANNING YEAR ACCOMPLISHMENTS

- Marketing Partnership Policy adopted to provide opportunities for revenue enhancement and support
- Real-time postings on social media sites during City events, programs, and Council meetings
- Delivery of a balanced budget without use of reserves
- State of the City event presented in new school district Performing Arts Facility
- Redesigned City website unveiled with enhanced 24/7 online services
- Development Services Department Review completed
- New personnel performance appraisal process initiated
- Grant training classes offered to local nonprofit organizations
- 2012 Citizen Survey conducted

CURRENT STRATEGIC PLANNING YEAR OBJECTIVES & ACTIVITIES

Encourage citizen engagement and communication by offering greater opportunities to connect and promote City accomplishments

- Routinely conduct and report upon a City-wide Customer Service Survey

Deliver the highest quality municipal services through the combination of personal service from a high-quality workforce and the utilization of the latest technology

- As appropriate, obtain and consider feedback from consumers of the City's services and/or programs
- Complete a Citywide review of information technology best practices to determine areas in need of resources, with a focus on GIS solutions
- Provide training, tools, and equipment to employees in order to maintain quality services
- Create and maintain a positive and productive organizational culture which values excellent customer service, and is responsive and accessible
- Work with the City's contracted legal firm to have an attorney present at City Hall 40 hours per week during current City business hours to increase face time with staff requiring project support

LOOKING FORWARD

As Maricopa grows and matures as a community, so does the City organization and the services provided. The City's goal is to provide the best customer service to residents, current and prospective businesses, and community visitors. To achieve this, the City will continue to be an organization that prides itself on

openness and transparency, anticipating public interest and proactively providing information to the public, implementing cutting-edge services and the highest professionalism and customer service. This will ensure greater public participation in City programs, services, and advisory groups.

FUTURE OBJECTIVES

Mid-Range Objectives (2-5 Years)

- Transition City staff and services to the permanent City Hall
- Completion of information technology audit and implementation of critical recommendations

Long-Range Objectives (Beyond 5 Years)

- Research and initiate the process to become a charter city
- As funding permits, reinstate tuition reimbursement opportunities for employee growth

CITY OF MARICOPA PHONE NUMBERS AND ADDITIONAL RESOURCES

General Number.....568-9098

Mayor & City Council.....316-6820
City Manager 316-6811
City Clerk.....316-6970
Code Compliance.....316-6927
Community Services.....316-6960
Development Services.....316-6920
Economic Development.....316-6990
Finance Department.....316-6850
Fire Department.....568-3333
Graffiti Hotline.....316-6900
Human Resources.....316-6805
Library.....568-2926
Police Department.....316-6800
Public Information.....316-6995
Purchasing.....316-6846
SilentWitness.....316-6900
Transit Services (COMET).....316-6959

Connect with Us 24/7!

Official City Website
http://www..maricopa-az.gov

Maricopa, AZ City Hall
http://facebook.maricopa-az.gov

CityofMaricopa
http://twitter.maricopa-az.gov

myMaricopa20
http://youtube.maricopa-az.gov

City of Maricopa Economic Development
http://linkedin.maricopa-az.gov

CityOfMaricopa
http://flickr.maricopa-az.gov

Back row, pictured left to right: Councilmember Peggy Chapados, Councilmember Bridger Kimball, Councilwoman Julia R. Gusse, Councilmember Leon Potter. Front row, pictured left to right: Vice Mayor Edward Farrell, Mayor Christian Price, Councilmember Marvin L. Brown

Brenda S. Fischer, ICMA-CM
City Manager

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