

CITY OF MARICOPA STRATEGIC PLAN (2020-2022)

OFFICE OF THE CITY MANAGER



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2020-2014

Maricopa's Guiding Principles



A strategic framework for the City of Maricopa and the Community to ensure our vision will provide its citizens with exceptional quality of life, while maintaining its small town sense of community.

City of Maricopa's Mission Statement:

The City of Maricopa provides high quality of life, a prosperous future, and a strong sense of community.

City of Maricopa's Vision Elements

- Well Planned Quality Growth and Development
- Economic Development
- Community Resources and Quality of Life Amenities
- Safe and Livable Community
- Community Pride, Spirit, and Relationships
- Fiscal Policies and Management

CITY OF MARICOPA

2040
VISION

PROUD HISTORY, PROSPEROUS FUTURE



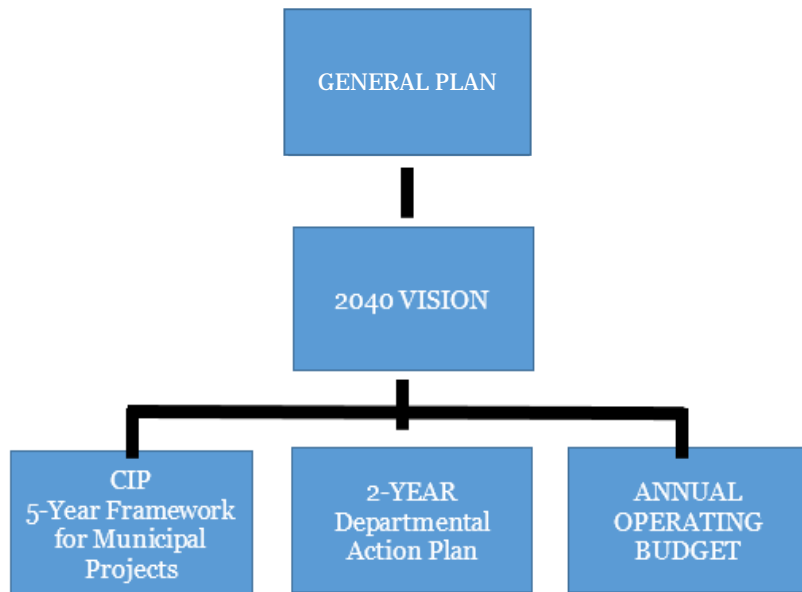
Executive Summary



The City of Maricopa Strategic Plan gives us - elected officials, employees, citizens, the business community and all who are interested in ensuring its future success, the tools to align resources and decision making so that we do not run from uncertainty but *embrace* it and *plan* for it.

The Community Vision, which is the foundation of any long-range plan, is aspirational in nature and articulates the desired future state of the Community. It is intended to inspire stakeholders to a common goal and to guide policy and resource allocation decisions. Used properly, it can outlast philosophical shifts or priority changes to ensure the City's progress continues along a path consistent with its resident's shared values.

An integral piece of the strategic planning process is to ensure that Maricopa operations and processes provide the appropriate environment for the City, its residents and businesses to succeed. Simply producing a strategic planning document does not ensure success. That requires effective leadership and an implementation plan that takes the current City practices to the next level by incorporating the concepts of the strategic plan into the City's day-to-day activities.



The Maricopa Strategic Plan is a two-year document intended to provide a higher level of strategic direction that will give the community a better sense of where the City is heading. Departmental Action Plans are designed to take the Strategic Plan and break it down into shorter, more actionable units. Action plans are developed and revised annually with no more than a two-year implementation schedule. The Department Action Plan is to be a working document that provides each department with tactical guidance on the specific "how" and "what" for achieving desired outcomes.

The Strategic Plan is one of the key tools for implementing the City's General Plan. The General Plan provides an overarching vision and sets policies for guiding the physical, economic, social and cultural development of the City over the next twenty years including a series of action plans. In contrast, the Strategic Plan looks more specifically at the next five years and outlines the strategies, projects and programs that will support a phased implementation of the General Plan. The City's Capital Improvement Plan (CIP), Annual Budget and Departmental Action Plans then prioritize these projects and programs on an annual basis.

WIG 1.0 EXPEDITE REMOVAL OF MARICOPA FROM THE FEMA 100-YEAR FLOOD PLAIN

Description of Objective

Removal from the flood plain will reduce the potential for catastrophic economic loss, provide for the development of land and stimulate economic development.

Areas of Strategic Importance (2040 Vision):

Well Planned Quality Growth and Development

Economic Development

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
W1.1	Complete the design of the North Santa Cruz Wash Interim Solution	30% Design and CLOMAR Environmental Clearances Final Design and Permitting	DS/CM	Q3 Q4 Q5
W1.2	Complete Finance Plan for Interim Solution	Present finance plan for construction finance Present infrastructure maintenance finance solution	AS/CM	Q5
W1.3	Review and discuss the pro's and con's related to direct control of the Maricopa Flood Plain District and serve as the Flood Plain Administrator	Review cost, staffing needs and associated liability to bring these services in-house. Review to determine what new or additional benefits may be realized verses maintaining the status que. Work with existing service providers to determine what, if any additional services or benefits we seek that the existing service providers might be able to offer.	DS/CS/ CM	Q3 Q4 Q5
W1.4	Complete the study of the Heritage District Flood Survey	Determine which areas of the Heritage Area can be removed from the flood plain and/or easily mitigated.	DS	Q2
W1.5	Complete FEMA/COE Study	Present preferred alternative – seek federal funding support.	DS/CM	Q5

WIG 2.0 PUBLIC/PRIVATE UTILITIES INFRASTRUCTURE OF THE CITY ENSURES THAT ECONOMIC DEVELOPMENT REMAINS ROBUST AND CITIZENS ARE SERVED IN THE BEST AND MOST RELIABLE WAYS

Description of Objective

Increase the City's influence over water and wastewater utilities. Ensure sustainable and reliable water and wastewater infrastructure to provide for public health and safety and to ensure the proper growth and development of the City.

Areas of Strategic Importance (2040 Vision):

Well Planned Quality Growth and Development

Economic Development

Safe and Liable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
W2.1	Review and Revised MOU and associated "operating agreement" between City and GWR	Adopt existing Operating Agreement granting GWR the right to construct, maintain and operate its water/ wastewater system facilities in present and future right of ways per agreed upon terms and conditions with a five-year review clause.	CM	Q2
W2.2	Acquisition of three local water districts managed and operated via outsourced partner(s)	Under control of the City and managed to ensure sufficient fire flow and wastewater capabilities in support of public safety, economic development and sound land development practices.	CM	Q6

WIG 3.0 ENCOURAGE DEVELOPMENT OF INDUSTRIAL AND BUSINESS PARKS TO ENHANCE EMPLOYMENT OPPORTUNITIES AND BOLSTER THE LOCAL ECONOMY

Description of Objective

Industrial and business parks provide opportunities for a diversified economic base, employment, and conformity with existing industrial land use patterns.

Areas of Strategic Importance (2040 Vision):

Well Planned Quality Growth and Development

Economic Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
W3.1	Identify and work to create a 500 acre industrial site.	Land has been identified and pre-annexation agreement is in place.	DS/ED/CM	Q8
W3.2	Encourage high-end business park development by creating incentives that attract industries that provide quality employment opportunities	Maximize the use of existing incentive tools as defined by the Greater Phoenix Economic Council and seek to use other incentives such as water availability, quick processing, fee deferments, etc... as approved by the Council	ED/CM	Q4
W3.3	Seek to create an In-Land Rail Port	Identify industrial land along the Rail Corridor. Solicit land developer via RFP process. Identify process with UP for In-Land Port. Create partnership with Pinal County on process.	DS/ED/CM	Q8

WIG 3.0 ENCOURAGE DEVELOPMENT OF INDUSTRIAL AND BUSINESS PARKS TO ENHANCE EMPLOYMENT OPPORTUNITIES AND BOLSTER THE LOCAL ECONOMY

W3.4	Seek to create effective trucking routes in support of industrial development w/o impacting traditional traffic patterns	Identify truck routes on existing street plan Identify new route options to eliminate drive through traffic	DS	Q4
W3.5	Build alliance of local partners	Alliance meetings monthly	CM	Q4
W3.6	Estrella Gin Up Start	Development of commercial enterprise on 10 acre portion of property east of the Fire Admin/Public Service facility. Development of 10-12K SF Flex Space Office Facility.	ED/CM DE/CM/ DS	Q2 Q4

WIG 4.0: CREATIVE PLACEMAKING AND EVENT TOURISM - CREATING A DESTINATION CITY

Description of Objective

One of the fundamentals of contemporary economic development is that you have to build a community where people want to live – not just work, but live their life in a convenient and experienced-filled way. The dividends of destination promotion and even tourism extend far beyond the benefits of accruing to visitor-related industries and their suppliers; it fuels development across the entire economic spectrum.

Areas of Strategic Importance (2040 Vision):

Economic Development

Community Resources and Quality of Life Amenities

Community Pride, Spirit and Relationships

	Supporting Actions	Success Indicators	Lead Dept.	Date
W4.1	Leverage the Copper Sky Facility with new retail/hotel development to maximize sport tournament & other social event activities	Plan, entitle and complete Copper Sky mixed-use project with creative placemaking, restaurants, hotels and other amenities to support destination promotion.	DS/ED	Q8
W4.2	Heritage District Redevelopment Plan	Creation of linear park/trail system. Reduction of area blight. Enhancement of area streets, streetlights and walkways. Restoration of Information Center. Creation of Live/Work/Placemaking environment.	CM/DS CS/ED	Q2-Q8
W4.3	Raise Destination Profile	Begin to build a brand by defining and communicating our uniqueness and attractiveness to potential visitors and investors	CS/ED	Q2

WIG 4.0: CREATIVE PLACEMAKING AND EVENT TOURISM - CREATING A DESTINATION CITY

W4.4	Create an Arts Based Economic Development Strategy	Anchoring – Arts organizations providing community identity and generating area foot traffic and business. Activating - Bringing the arts to public spaces. Fixing - Re-imagining the use of vacate and blighted spaces for art and design. Planning - Engaging community in doing	CS/CM	Q4
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WIG 5.0 EVALUATE ANNEXATION OF LAND TO ACCOMMODATE THE CITY'S PROJECTED GROWTH AND ECONOMIC PROSPERITY

Description of Objective

The City must ensure the availability of developable land and water resources required to meet project growth and development trends.

Areas of Strategic Importance (2040 Vision):

Well Planned Quality Growth and Development Economic Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
W5.1	Adopt a comprehensive annexation plan	Secure pathways for future annexation of planning area. Create a tool that can be used by the City to direct and manage growth. Define and actively pursue properties of economic interest.	DS/ED	Q4
W5.2	Update City's Annexation Policy	The Annexation Policy will outline the review and analysis processes for both undeveloped and developed properties. The policy will state the goals and intentions of the City.	DS/CM	Q4
W5.3	Follow up on 2008 Pre-Annexation Agreements (voluntary)	Pursue those 2008 pre-annexation landowners who voluntarily sought annexation into the City.	DS/CM/ Legal	Q6

City Manager's Office - Top Ten

#1 10-YEAR FINANCIAL PLAN & KEY MANAGEMENT PRACTICES

Description of Objective

The City of Maricopa will continue a strong fiscal and financially stable course through focused economic growth, development of a stable tax base and strategic long-term financial planning.

Areas of Strategic Importance (2040 Vision):

Fiscal Policies and Management

Community Resources and Quality of Life Amenities

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	In an effort to examine the future financial health of the City of Maricopa, we will create a 10-Year financial outlook model projecting both revenue and expenditures long-term forecasts.	In an effort to examine the future fiscal health of the City of Maricopa, we will present an initial 10-Year Financial Plan to project revenues and expenditures through FY 2029. The 10-Year Financial Plan will be a useful tool for developing strategies to effectively meet community goals and for building the economic stability of the City. Financial planning will enable us to foresee potential problems early, giving the City time to make appropriate course corrections before problems develop or intensify.	CM/AS	Q5

City Manager's Office - Top Ten

#1 10-YEAR FINANCIAL PLAN & KEY MANAGEMENT PRACTICES

1.2	Governmental budgeting allocates and balances the resources drawn from the public to the demand for services and projects. Key Management Practices (KMP's) are essentially policy statutes that provide a sense of the budgetary environment. KMP's are presented to establish the financial goals of the City and the principles that will govern budget deliberations.	Initial Key Management Practices will be presented and adopted with the FY 2019/20 budget	CM/AS	Q1
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City Manager's Office - Top Ten

#2 INFORMATION TECHNOLOGY ASSESSMENT AND IT MODERNIZATION STRATEGIES

Description of Objective

Engage outside resources to evaluate Information Technology across the City and the development of an Information Technology Modernization Plan.

Areas of Strategic Importance (2040 Vision):

Fiscal Policies and Management
Safe and Livable Communities

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	Conduct an Information Technology Assessment	Complete an Information Technology Assessment to assess current technologies, staffing, funding and service delivery, including public safety and 911 dispatch; determine the operational and technology gaps and provide a road map that will guide the City's IT investment decisions.	CM/AS	Q1
1.2	Implementation	Present an Implementation Plan to include required resources, stakeholder impact, estimated costs based on immediate, short-term, and long-term strategies.	CM/AS	Q3/Q6

City Manager's Office - Top Ten

#3 HEALTHCARE SERVICES AND MEDICAL TRANSPORT

Description of Objective

Quality healthcare, human services, and facilities serve residents across their lifespan in the prevention, treatment, and support of human health.

Areas of Strategic Importance (2040 Vision):

Fiscal Policies and Management

Safe and Livable Communities

Community Resources and Quality of Life Amenities

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	Create an incentive plan to encourage the development of a starter hospital and associated health services.	1) Discover the necessary demographics to support an area hospital and work to achieve said demographics; 2) determine what fiscal/logistical incentives may be appropriate to incentivise hospital location.	CM/ED	Q4
1.2	Analyze and explore the potential for public medical transport and/or reimbursement for public services rendered to private transport.	1) Build an alliance with other cities seeking to do the same thing; 2) study the process undertaken by other cities who have been successful in this effort; 3) seek to negotiate payment by private vendors for services rendered by the public in support of their function.	CM/FD	Q5

City Manager's Office - Top Ten

#4 LAND DEVELOPMENT & FISCAL IMPACT MODEL

Description of Objective

To ensure the City is economically sustainable by measuring how development is contributing to the health and success of the City.

Areas of Strategic Importance (2040 Vision):

Fiscal Policies and Management

Economic Development

Well Planned Quality Growth and Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	Develop a tool to estimate the net impact to the City's General Fund for different classes of property using fiscal impact ratios.	Acquire/create a proprietary model that will enable decision-makers and residents to visualize and compare the potential impacts of land use change at a neighborhood, community, and regional-level.	CM/DS/ ED	Q5

City Manager's Office - Top Ten

#5 CITY-WIDE CONTRACT FOR RESIDENTIAL SOLID WASTE COLLECTION

Description of Objective

Privatization via a carefully constructed contract will allow Maricopa to maintain strict oversight of solid waste management while instituting cost controls favorable to residents. It will ease the burden on HOA management and provide non-HOA residents a value proposition.

Areas of Strategic Importance (2040 Vision):

Fiscal Policies and Management

Community Resources and Quality of Life Amenities

Well Planned Quality Growth and Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	A bid process will ensure the best product for the best price and ensure continued best pricing long-term due to the competitive nature of the process.	Working with one company will ensure community-wide parity, ease staff oversight, ensure compliance with City Code, and simplify fiscal management of franchise fees.	CM/CS	Q3

City Manager's Office - Top Ten

#6 JOHN WAYNE BLVD. ADOT GIA & CREATIVE PLACE MAKING

Description of Objective

The streetscape is experienced by residents, visitors and those passing through town. A well designed and maintained streetscape has a wide economic impact.

Areas of Strategic Importance (2040 Vision):

Economic Development

Community Resources and Quality of Life Amenities

Well Planned Quality Growth and Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	ADOT has agreed to cooperate with the City of Maricopa to write an GIA to address the following: Entry Monument/Hwy. 347 City Control of 1) Streetscape, Art Components, & Landscape; 2) Signal Timing/Traffic Control; 3) Incident Situations and Clean up; 4) Pedestrian Connectivity.	1) Complete GIA with ADOT; 2) begin highway beautification process; 3) synchronization of signals	CM/CS	Q3-Q6

City Manager's Office - Top Ten

**#6 JOHN WAYNE BLVD. ADOT GIA & CREATIVE PLACE
MAKING**

1.2	Work with local merchants towards the potential for a Business Improvement District.	Host meeting of HWY 347 Merchants to discuss beautification plans and potential to fund a BID.	CM/CD	Q4
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City Manager's Office-Top Ten

#7 COMMUNITY LIBRARY AND MULTI-PURPOSE CENTER

Description of Objective

Maricopa has outgrown its current library offering. There is a promising potential in making use of the library's services in new ways. Libraries are more valued now for their spaces and the opportunities that they create for the community.

Areas of Strategic Importance (2040 Vision):

Community Resources and Quality of Life Amenities
Well Planned Quality Growth and Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	New Library	Design for a new facility in support of 1) social space for interaction and knowledge exchange; 2) A quiet place for contemplation; 3) a neutral and trusted space for public use; 4) space that can function independent from the library collection area, allow flexibility for staff to open these "community living rooms" outside of library hours.	CM/CS	Q2-Q6
1.2	Repurpose existing library	Design and repurpose the existing library to support the needs of our Senior community, Veteran community and other community needs in support of the arts, learning, and service oriented organizations	CM/CS	Q6
1.3	Repurpose existing Veteran's Center	Design and repurpose the existing Veteran's center to support the preservation of local history	CM/CS	Q6

City Manager's Office - Top Ten

#8 MARICOPA'S HERITAGE DISTRICT CREATING A SENSE OF PLACE

Description of Objective

The growing sections of the City often monopolize the available capital for infrastructure investment leading to deferred investment in re-development areas. Maricopa seeks to leverage new road construction to plan a unique infill development and restoration project incorporating the components listed below.

Areas of Strategic Importance (2040 Vision):

Economic Development

Safe and Livable Community

Well Planned Quality Growth and Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	Neighborhood Revitalization	1) Heritage Park – Park Renewal and Community Gathering Plan 2) Zephyr – Home to the Information Center Community Renewal Project 3) Linear Park Component from the proposed County Annex to Heritage Park 4) Create a Reuse and Infill Project – bring new vitality to the area 5) Enhanced streets, sidewalk, street lighting, trail system, landscaping, and historical preservation City/County, Public/Private Partnership	CM/DS/ CS	Q2-Q8

City Manager's Office - Top Ten

#9 INFRASTRUCTURE PROGRAM

Description of Objective

Cities throughout America face an unprecedented economic, demographic, fiscal and environmental challenges that make it imperative for the public and private sector to rethink the way they do business. These new forces are incredibly diverse, but they share an underlying need for modern, efficient and reliable infrastructure. Infrastructure is one of the essential building blocks of the economy. Infrastructure enables trade, powers business, connects workers to their jobs and create opportunities.

Areas of Strategic Importance (2040 Vision):

Economic Development

Safe and Livable Community

Well Planned Quality Growth and Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	Neighborhood Revitalization	1) Revise our CIP process, prioritize needs based on public safety and economic development needs and build 2) Create a Pavement Management & Asset Management program 3) Revise our DIF program & create appropriate incentive districts 4) Create infill Incentive Districts 5) Ensure regulatory compliance and timely expenditure of funds	CM/DS/ CS	Q2-Q8

City Manager's Office - Top Ten

10 EFFECTIVELY MARKET THE COMMUNITY TO BECOME A PREFERRED DESTINATION FOR NEW INVESTMENT

Description of Objective

To have a concise brand message which highlights the community's assets and positions Maricopa as an ideal place to live, work, and play.

Areas of Strategic Importance (2040 Vision):

Economic Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
3.1	Raise Destination Profile	Begin to build a brand defining and communicating our uniqueness and attractiveness to potential visitors and investors	CS/ED	Q2
3.2	Educational & Ambassador Events	Continue to share Maricopa's story through quarterly real estate roundtables, maricopa ambassadors, and individualized familiarization tours.	ED	Q1-Q8
3.3	Elevate and expand Maricopa's deal generating pipeline	Develop a comprehensive strategic marketing plan to encompass regional and national campaigns to site selectors and mid-size company decision-makers.	ED	Q1-Q8

Administrative Services

1.0 INCREASE EFFICIENCIES

Description of Objective

Identify processes that can be automated or simplified to save time, improve services and reduce costs.

Areas of Strategic Importance (2040 Vision):

Fiscal Policies and Management

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	Automate Payroll	Implementation	AS	Q1
1.2	Automate Performance Evaluations	Implementation	AS	Q1
1.3	Automate Accounts Payable Checks through ACH	Implementation	AS	Q2
1.4	Partner with a occupational clinic for workers comp injuries	Establish Medical W/C Resource partnership	AS	Q2
1.5	Ask why are we doing this	Track time and money saved due to changes	AS	Ongoing
1.6	Create 10 Year Fiscal Outlook	Complete Report	AS	Q1
1.7	Create program that offers an award for ideas that saves time and/or money	Implementation	AS	Q3

Administrative Services

2.0 EFFECTIVE TRAINING

Description of Objective

Establish system for regular trainings and development opportunities for the effective growth of employees.

Areas of Strategic Importance (2040 Vision):

Fiscal Policies and Management

	Supporting Actions	Success Indicators	Lead Dept.	Date
2.1	Establish a system for ongoing staff trainings both online and in-person to include supervisor training, FMLA, etc.	Implement	AS	Q1
2.2	Implement Tyler U for Munis self lead trainings	Implement	AS	Q2
2.3	Establish Employee Leadership Academy	Implement	AS	Q3

Administrative Services

3.0 PROACTIVE CUSTOMER SERVICE

Description of Objective

Establish systems for proactive communication with citizens and staff.

Areas of Strategic Importance (2040 Vision):

Fiscal Policies and Management

	Supporting Actions	Success Indicators	Lead Dept.	Date
3.1	Implement Citizen Transparency Tool (OpenGov)	Implement	AS	Q3
3.2	Create an intranet site	Create	AS	Q1
3.3	Conduct regular Stay Interviews to understand what employees do/don't like about their current job with the City	Implement	AS	Q2
3.4	Establish City-wide policy review system	Establish	AS/Legal	Q1
3.5	Implement Citizen Feedback Software (receive/reply)	Implement	AS	Q2
3.6	Establish an ongoing internal City-wide newsletter/cummuination device	Establish	AS	Q1

Community Services Department

1.0 PARKS, TRAILS AND OPEN SPACE MASTER PLAN

Description of Objective

Update the Parks, Trails and Open Space Master Plan that was developed in 2008 to account for the shift in economic climate, new facilities/parks and future identified facilities to reflect the current and future needs of our citizens.

Areas of Strategic Importance (2040 Vision):

Well Planned Quality Growth and Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	Finalize the RFP	Scope of service addresses expectations of the project and its alignment with the adopted 2017 General Plan Update	CS	Q2
1.2	Identify a funding source	Receive approval to proceed during the upcoming budget process	CS	Q4
1.3	Select a vendor	Milestones and deliverables are met and are on-time and within budget	CS	Q5
1.4	Community input	Buy in from all stakeholders and support from Parks, Recreation and Libraries Advisory Committee	CS	Q7
1.5	Council Adoption of Master Plan	Approval received from Mayor and City Council	CS	Q8
1.6	Develop a plan to implement the priorities identified in the Parks, Trails and Open Spaces Master Plan.	Forward progress is made in implementing the goals and objectives and need and capacity align	CS	Q8

Community Services Department

2.0 FORMATION OF FOUNDATION

Description of Objective

Initiate the creation of an area community foundation that will support community initiatives and programming to enhance quality of life and sustain the Maricopa area's sense of community as the City continues to grow.

Areas of Strategic Importance (2040 Vision):

Well Planned Quality Growth and Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
3.1	Create mission, goals and objectives for Maricopa Community Foundation	The mission, goals, and objectives are vetted and recommended through the Parks, Recreation and Library Advisory Committee	CS	Q1
3.2	Identify potential board members	Gain service commitment from area leaders for initial board	CS	Q1
3.3	Launch foundation	Launch foundation with action plan, funding methods, and distribution plan.	CS	Q3

Community Services Department

3.0 ROTARY PARK IN HERITAGE DISTRICT

Description of Objective

Revitalize the Heritage District through programming and excellent park space at the Rotary Park site.

Areas of Strategic Importance (2040 Vision):

Community Pride, Spirit and Relationships

	Supporting Actions	Success Indicators	Lead Dept.	Date
4.1	Develop park design around the Zephyr	Concept approval by August 2019	CS	Q1
4.2	Create plaza style park and playground	Identify funding and approval for FY21	CS	Q4

Community Services Department

4.0 PROMOTE TOURISM

Description of Objective

Enhance the quality of life for residents and the sustainability of City business through the promotion of event tourism.

Areas of Strategic Importance (2040 Vision):

Economic Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
5.1	Join National and Regional organizations to promote our recreation facilities	Opportunities for bids on local and regional sports and festival events through RFP process	CS	Q2
5.2	Identify potential organizers	Regular tournaments in Soccer, Pickleball, Flag Football, Volleyball, and Ultimate Frisbee	CS	Q3
5.3	Survey event participants on key measures to understand economic impact	Tournaments averaging 80% of attendance traveled from outside of Maricopa area	CS	Q3
5.4	Measure economic impact	Revenue streams increase for key commercial areas: fuel, restaurants, retail, and lodging.	CS	Q4
5.5	Identify the usability and amenities	Increase usability within parks	CS	Q4

Community Services Department

5.0 EVALUATE AND IMPROVE SPECIAL EVENT PERMIT PROCESS

Description of Objective

Make event permitting efficient and specific to bring enhanced opportunities to gather in our City.

Areas of Strategic Importance (2040 Vision):

Economic Development

	Supporting Actions	Success Indicators	Lead Dept.	Date
6.1	Evaluate current process against typical event request	Identified and removed redundant or unnecessary hurdles to require less individual approval and time for response	CS	Q1
6.2	Create tiered applications based on increased risk of event	Public Safety and Risk Management identify items of importance	CS	Q3
6.3	Explore on-line method of applying	Funding source identified and approved	CS	Q4
6.4	Decrease approval time to two weeks	On-line policy has digital sign off for approvers	CS	Q6

Community Services Department

6.0 CREATION OF SERVICE LEVELS

Description of Objective

Establish standards for operations, customer service, physical resources, increasing public understanding and setting expectations for service.

Areas of Strategic Importance (2040 Vision):

Community Resources and Quality of Life Amenities

	Supporting Actions	Success Indicators	Lead Dept.	Date
7.1	Service levels created for all Community Services Divisions	Final draft of service levels vetted and approved by July 2019 for: Recreation, Library, Parks, Facilities, and Streets.	CS	Q3
7.2	Assess needs based on approved standards	Resources meet or are provided to allow for the successful execution of standards	CS	Q3
7.3	Implement audit system for all Community Services divisions	Monthly cross evaluation by Community Services divisions within approved standards being met 90% of the time or better	CS	Q4
7.4	Communication of execution	Annual report with audit results presented to City Manager in July of each year	CS	Q5

Community Services Department

7.0 INCREASE SENSE OF COMMUNITY

Description of Objective

Identify opportunities for current program enhancement to allow community gatherings on a more regular basis.

Areas of Strategic Importance (2040 Vision):

Community Pride, Spirit and Relationships

	Supporting Actions	Success Indicators	Lead Dept.	Date
8.1	Create sports closing ceremony events	First sports closing event at conclusion of summer sports program	CS	Q1
8.2	Implement Fun Fridays at Copper Sky	Implement free access and community days in conjunction with new program guides	CS	Q1
8.3	Create Block Party Trailer Program	Fund creation of a trailer to support neighborhood togetherness	CS	Q4

Community Services Department

8.0 ASSET REPLACEMENT PLAN

Description of Objective

Establish process and funding for asset replacement that is funded outside of operating and capital budgets.

Areas of Strategic Importance (2040 Vision):

Fiscal Policies and Management

	Supporting Actions	Success Indicators	Lead Dept.	Date
9.1	Identify and contract consultant to execute study	Contracted in 2019 for Community Services facilities	CS	Q2
9.2	Create fund to execute the plan outside of CIP and operating budget	Percentage of user revenue set aside. Example: Facility enhancement charge at Copper Sky. Rental Fees at ballfields.	CS	Q4
9.3	Adoption of the asset plan and begin implementation	After approved and fund is established, replacement projects are funded beginning in FY21	CS	Q4

Community Services Department

9.0 STREET MANAGEMENT MAINTENANCE PLAN

Description of Objective

Update of program for scheduling repairing and repaving streets on a routine basis as part of the overall operating budget

Areas of Strategic Importance (2040 Vision):

Fiscal Policies and Management

	Supporting Actions	Success Indicators	Lead Dept.	Date
10.1	Inspect and update catalog of assets	Catalog is updated and includes recent additions as well as updates recent maintenance on older assets	CS	Q2
10.2	Assess appropriateness of current timeline and rotations	Streets are put on a rotation for maintenance with allowances for unexpected repairs	CS	Q2
10.3	Plan adopted	Plan shared with City Manager by end of calendar year	CS	Q2

Development Services

1.0 REMOVE HERITAGE DISTRICT FROM THE FLOOD PLAIN

Description of Objective

Remove from flood plain for new development.

Areas of Strategic Importance (2040 Vision):

Well Planned Quality Growth and Development

Economic Development

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	CDBG funding for floodplain study.	Approval of CDBG grant 2017.	DS	Complete
1.2	Solicit for consultant to conduct floodplain study/analysis.	Hire consultant for floodplain study.	DS	Complete
1.3	Implement study	Complete hydrologic analysis	DS	Q3
1.4	Identify mitigation projects/area	Complete list of flood mitigation projects.	DS	Q4
1.5	Identify funding sources	Complete administrative requirements to pursue funding sources.	DS	Q1
1.6	Implement design and construction of associated projects recommended by the study.	Removal of property from floodplain.	DS	Q6

Development Services

2.0 STREAMLINE DEVELOPMENT PROCESS

Description of Objective

Streamline development process.

Areas of Strategic Importance (2040 Vision):

Well Planned Quality Growth and Development

Economic Development

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
3.1	Initiate city wide rezoning	Identify property owners and gain support for rezoning of their property or properties.	DS	Q6-7
3.2	Update Single Family and Heritage District Design Guidelines.	Adopt updated design guidelines.	DS	Q5
3.3	Improve customer service satisfaction	Create a concierge development service program to help expedite projects for all development applications.	DS	Q1-Q4
3.4	Update Development Codes	Adopt code updates that help streamline development process.	DS	Q5

Development Services

3.0 HERITAGE AREA NEIGHBORHOOD REVITALIZATION PLAN

Description of Objective

Develop specific area and revitalization plan for Heritage Neighborhood Area 1,2, and 3

Areas of Strategic Importance (2040 Vision):

Well Planned Quality Growth and Development

Economic Development

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
4.1	Develop area plan for Heritage Neighborhood	Identify property owners and gain support for revitalization work in the neighborhood area.	DS	Q4
4.2	Solicit proposal for Master Plan and Design Guidelines	Provide planning, architectural design guidelines, streetscape design, and overall schematic design for the redevelopment area	DS	Q1-Q6
4.3	Update Heritage District Design Guidelines.	Adopt updated design guidelines.	DS	Q6-Q8
4.4	Explore options for infrastrure upgrade -sewer and water services	Identify stakeholders, private-public partnership, funding source and establishment of community facility district	DS	Q8
4.5	Develop placemaking or destination -live work & play	Reduction of blight, enhancement of pedestrian friendly streets, sidewalks, streetlights along with extensive linear parks and furnitures	DS	Q8

Development Services

4.0 CITY REVITALIZATION

Description of Objective

Develop a plan to revitalize and beautify areas of the city.

Areas of Strategic Importance (2040 Vision):

Well Planned Quality Growth and Development

Economic Development

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
5.1	Beautify John Wayne Pkwy (SR-347) corridor.	Identify funding sources and implement improvements to enhance appropriate segments of John Wayne Pkwy (SR-347).	DS	Q1-Q2
5.2	Develop area plan for Seven Ranches and Saddleback Vista Area.	Adopt area plan that provides an implementation and funding plan for revitalization of the area.	DS	Q2

Fire Department

1.0 EFFECTIVE AND EFFICIENT EMERGENCY RESPONSE

Description of Objective

Conduct a Standards of Coverage analysis to annually evaluate fire department service and staffing levels and offer strategic recommendations to ensure a safe, effective, and efficient emergency response.

Areas of Strategic Importance (2040 Vision):

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	Research, Study & Evaluate community demographics and risks, resource deployment, concentration of incident responses, personnel placement and response reliability.	Create annual analysis template	FD	Q2
1.2	Develop Standards of Cover Geographic (Districts) Map	Create GIS District Map	FD	Q2
1.3	Develop a Standards of Cover Report	Create Standards of Cover Report template	FD	Q2
1.4	Develop short and long term Strategic Plan for Department	Create Plan template, Annual review of plan	FD	Q2

Fire Department

2.0 EMS TRANSPORT PLAN

Description of Objective

Annually analyze the cost of emergency medical responses citywide including assessing the continued utilization of private EMS transportation companies versus implementing a fire department provided service.

Areas of Strategic Importance (2040 Vision):

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
2.1	Explore the possibility of additional staff and equipment in order to implement a fire department sponsored EMS transport service	Create an cost/benefit analysis to compare private versus fire department sponsored EMS transport service.	FD	Q2
2.1	Compare revenue versus costs of both EMS transportation models being considered.	Create analysis, determine best model for city	FD	Q2
2.3	Identification of possible grant funding sources to offset costs to either maintain current service or to expand and implement fire department sponsored service	Grants identified, applied for and received funding from	FD	Q4

Fire Department

3.0 INCREASE PURCHASING POWER

Description of Objective

Collaborate with other public safety agencies to increase purchasing power and decrease costs.

Areas of Strategic Importance (2040 Vision):

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
3.1	Identify Local, State, and Regional Group purchase opportunities.	Identify opportunities and make purchases through these opportunities.	FD	Q1
3.2	Identify potential partner agencies.	Identify agencies and develop purchasing contract with them	FD	Q1
3.3	Determine equipment purchase needs	Develop list of equipment to be purchased through group purchases.	FD	Q2

Fire Department

4.0 FIRE HYDRANT PLAN

Description of Objective

Develop a citywide fire hydrant plan as a means to identify location and responsibility for inspection, maintenance and annual testing of all fire hydrants within the city and meeting fire code (NFPA) compliance.

Areas of Strategic Importance (2040 Vision):

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
4.1	Identification of the location of all city fire hydrants.	Map of all city fire hydrants	FD	Q1
4.2	Identify all hydrant stakeholders	Hold meeting with private water companies, businesses, HOA's, schools,	FD	Q1
4.3	Develop and implement collaborative program with all stakeholders	Create program and provide training to all stakeholders relating to fire hydrants responsibilities and maintenance	FD	Q1
4.4	Create annual report to reflect all fire hydrant statuses	Create and complete report	FD	Q2

Fire Department/Fleet Services

5.0 COST EFFECTIVE AND EFFICIENT CITY FLEET DIVISION

Description of Objective

To create a cost effective and efficient city fleet division model that will meet the city's needs.

Areas of Strategic Importance (2040 Vision):

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
5.1	Review and evaluate current fleet division organizational structure and policies within the division.	Create a report from the results of the evaluation.	FD /Fleet/ CM	Q1
5.2	Research best practices for city fleet management	Evaluate findings of research and create a report with final determination and recommendation	FD /Fleet /CM	Q1

Police

1.0 BECOME ARIZONA'S SAFEST MID-SIZE CITY

Description of Objective

Reduce, Solve and Prevent Crime

Areas of Strategic Importance (2040 Vision):

Safe and liveable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
1.1	Implement Data-Driven Approaches to Crime and Traffic Safety (DDACTS) Program	Train Crime Analyst and Operations Commander and begin utilization of mapping with deployment	PD	Q1-Q4
1.2	Initiate and expand victim services at Maricopa Family Advocacy Center.	Open Family Advocacy Center expanding services to Maricopa Residents and partner agencies. Increased prosecution rates	PD	Q1-Q4
1.3	Expand educational opportunities for teen drivers on accident avoidance, child restraint. (enhance social media footprint)	Increased social media presence regarding distracted driving and child restraint. Traffic Officers involved with PIO	PD	Q1-Q4
1.4	Restructure Beat Deployment	Beat deployment to decrease response times, more officers involved in HOA activities for accountability to problem oriented policing.	PD	Q2

1.0 BECOME ARIZONA'S SAFEST MID-SIZE CITY

1.5	Implement and initiate CAD Dispatching through most current GIS mapping, AVL in vehicles and next generation communications/dispatching technology.	Decreased response times, especially to in-progress calls for service. Increase in officer safety for supervisors to better monitor officers.	PD	Q2-Q4
1.6	Implement on-line payment options for alarm registration, false alarm fees, 30 day Tow Fees and on-site warrant payments.	Decrease in false alarms. Fewer phone calls to Records and Communications regarding payment.	PD	Q2-Q4

Police

2.0 COMMUNITY STAKEHOLDER INVOLVEMENT IN QUALITY OF LIFE

Description of Objective

Improve Quality of Life Issues Collaboratively with Community Stakeholders

Areas of Strategic Importance (2040 Vision):

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
2.1	Prepare a disaster plan with MFMD. Conduct regular drills for all hazards	All hazard plans written for strategic and critical infrastructure sites	PD	Q2-Q4
2.2	Enhance community partnerships with Business Associations and Home Owners Associations- Operations Commander/CRT Lieutenant	Identify all Business and Homeowner Associations. Assign Liaison personnel to each. Attend meetings regularly. Participate in problem solving collaboratively	PD	Q1-Q4
2.3	Enhance Neighborhood Watch	Assist all Neighborhoods with assembling Block Watch programs. Increase current numbers by 25%	PD	Q1-Q4
2.4	Increase electronic media communication campaign promoting quality of life tips, traffic safety tips and CPTED tips.	Increase Communication Campaign. Weekly tips on traffic and Crime Prevention Through Environmental Design.	PD	Q1-Q4

Police

2.0 COMMUNITY STAKEHOLDER INVOLVEMENT IN QUALITY OF LIFE

2.5	Research, develop and implement roadway flood mitigation plans	Communicate Safe routes/Communication Tools to inform all commuters	PD	Q1-Q4
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3.0 DEVELOP AND RETAIN QUALITY WORKFORCE

Description of Objective

Recruit the best candidates and develop a leadership program for succession

Areas of Strategic Importance (2040 Vision):

Safe and Livable Community

	Supporting Actions	Success Indicators	Lead Dept.	Date
3.1	Complete and disseminate the recruiting video and update PD website regularly	Candidates who indicate they saw our recruiting video through social media and website	PD	Q1-Q4
3.2	Develop and implement a comprehensive Officer Wellness program.	Officers use less sick days, less sustained complaints, participate in all levels of wellness (physical and psychological)	PD	Q1-Q4
3.3	Restructure and implement Field Training Program for Recruits, Sergeants and Lieutenants	Better trained Officers, Sergeants and Lieutenants, prepared to conduct the duties of the job the moment they are promoted.	PD	Q1-Q4
3.4	Continue and improve leadership training to supervisory personnel and personnel interested in promotion	Increase training funding to bring identified high level supervisory & leadership training to Maricopa PD and the Region	PD	Q1-Q4

3.0 DEVELOP AND RETAIN QUALITY WORKFORCE

3.5	Improve succession planning to prepare for retirements in leadership positions.	Lieutenants attend identified Executive and Command Staff training in preparation of promotion within the department. Continue to encourage and promote on-going formal education	PD	Q1-Q4
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