



2010-2013 Strategic Plan

CITY OF
*M*ARICOPA
PROUD HISTORY • PROSPEROUS FUTURE

With this Strategic Plan and the involvement of the most critical element of our community, our citizens, we are confident we will indeed ensure a prosperous future for Maricopa.



Message from the City Council

In our second year of the strategic planning process, we are pleased to present the amended and updated version of the Maricopa City Council Strategic Plan. We continue to improve this foundational document in order to ensure we have the best framework possible for guiding the growth of our community. As one of the primary guiding documents for the City, this Strategic Plan sets broad Council priorities, provides specific direction for the immediate future of Maricopa and establishes a strong foundation upon which to build strategies that will guide future activities and the development of Maricopa.

This year's document includes a number of updated goals, objectives, and activities along with a newly-added element to guide our Public Safety initiatives. We have also included an appendix listing the location of other foundational documents, studies, ordinances, and information to help you, our residents and most important customers, easily access the information you need. In addition, we have implemented a stringent reporting process for staff to present progress made towards achieving critical goals and objectives outlined in this Strategic Plan.

To successfully do all that is needed we must operate on two different levels. In the short term, policy-makers and staff must keep our fast-moving economy progressing smoothly by reacting and responding to the immediate needs of residents, developers,

and businesses. In the long term, investment in this strategic vision requires resources. For this reason, everyone involved in implementing this plan must realize every decision made is a strategic decision affecting our City's future.

With this Strategic Plan and the involvement of the most critical element of our community, our citizens, we are confident we will indeed ensure a prosperous future for Maricopa.

Mission

The City of Maricopa will be open, responsive, and accountable while serving the public with integrity.

The Strategic Planning Process

Whether it is a small business or a multi-national corporation, all thriving enterprises have a strategically oriented business plan. In many cases, the plan is a "to-do list" locked in the mind of the owner -- a fuzzy image of the future. In other instances, the plan is an elaborate written list of missions, visions, goals and objectives.

Municipal governments, by their nature, present interesting challenges to the process of business planning - they are democratic, egalitarian and inclusive. The chairman of the board (Mayor) may have a clear dream of where the City needs to go. Each member of the board of directors (Council) may have their own visions, and the chief executive officer (City Manager) adds another set of impressions. City staff, department heads, and non-elected community leaders and advocates contribute as well. Opportunities for conflict concerning the plan abound; that is why enlightened cities collect the hopes, dreams, and expectations of all stakeholders, put them in writing, study them for continuity, publish the results, and then distribute the strategic plan so all can share the common vision.

The purpose of the City of Maricopa Strategic Plan follows that line of thinking. It collects ideas from a

broad range of stakeholders; methodically analyzes those ideas within the framework of the enterprise; develops business options and selects alternatives that best serve the organization's interests; forces policy makers to negotiate conflicting priorities, come to agreement on unified action, and assign resources.

The rest of this document includes the primary focus areas and major goals, objectives, and activities that need to be accomplished in order to implement the strategies contained in this plan. Also included are long-range success indicators that will help identify critical areas of achievement based on the strategically chosen priorities.

numerous industrial/commercial parks are in Maricopa's future. When established, the community will have the economic development program structure and tools to compete with any similarly sized municipality in the region, nation and globe.

To make our community and its economy sustainable, Maricopa must ask six key questions. How will our decisions...

- develop, support, and renew our local economy?
- enhance neighborhoods and communities?
- give the widest range of options to our residents?
- protect and enhance our natural environment and resources?
- integrate the highest quality design into physical development?
- assure a long-term future?

Economic Sustainability

Current State

Maricopa is still a very young community with significant infrastructure needs, an inadequate economic base, and transportation/circulation challenges. To develop fully, Maricopa must establish policies, procedures, priorities, and the accompanying tools to encourage economic development and grow a local economic base. Unless it works diligently to create a sustainable community, Maricopa will not mature past becoming a bedroom community of Phoenix.

Future State

Maricopa is a self-sufficient, sustainable economic unit. Its public policies promote the attraction, retention and expansion of industries that provide residents ample opportunities for employment. It has the critical health care and educational services every vital community wants. Residents enjoy retail and commercial development which in turn financially supports desired public programs and services. The City has crafted mutually beneficial alliances with neighbors, local businesses, nonprofit organizations, schools, and regional partners. If they want, residents can live, learn, work, worship, and play without ever leaving the corporate limits of Maricopa.

To create this future, Maricopa leaders must significantly invest in a strong physical infrastructure, a redevelopment district to assure and support renewal, realistic expectations and a patient commitment from residents to a long-term vision. A hospital and acute care facility, a community college campus and

Objectives and Activities

1. **Continue implementation of the City of Maricopa internal programs for Economic Development.**
 - a. Create a fully developed and appropriately equipped Economic Development Department to perform tasks needed to improve the local economy
 - b. Appoint a full-time director of Economic Development
 - c. Support the Maricopa Economic Development Alliance and its fundraising activities
 - d. Provide significant participation in the establishment of an incubator for new businesses
 - e. Continue and grow the business retention and expansion program

2. Facilitate Maricopa's physical infrastructure development.

- a. Establish an annual summit with Electrical District #3
- b. Enhance economic development by entitling land for the purpose of new commercial and industrial development
- c. Support new industrial and commercial development
- d. Work with the Union Pacific Railroad to improve railroad connections serving the industrial and commercial needs of Maricopa
- e. Implement strategies for mitigating the community's flood plain issues
- f. Partner with Electrical District #3 to pursue fundamental changes that will allow Maricopa to have more competitive rates and have more transparency in the rate-setting process

3. Continue efforts to attract new and retain existing jobs and economic development projects.

- a. Attract new employers representing substantial numbers of new jobs
- b. Attract high wage employers to Maricopa
- c. Support workforce development training
- d. Attract a hospital to serve the health care needs of Maricopa's residents

Long-Range Success Indicators

1. The City of Maricopa budget is capable of producing sufficient general fund income to pay for all public services
2. There are sufficient employment opportunities within the City limits to support all residents who need and want jobs
3. The Redevelopment District is in place
4. The Economic Development Corporation is in place
5. City staff have shovel-ready industrial sites to actively market
6. There is official commitment from a major acute care hospital to locate in Maricopa
7. There is official commitment from an institution of higher education to locate in Maricopa

Quality of Life

Current State

As a new community, Maricopa lacks some of the amenities that more established cities have, such as parks, facilities, trails, and useable open space. Public buildings and assembly areas either do not exist or are temporary buildings. The retail shopping, restaurants, and entertainment options that make a community attractive are in their infancy. Maricopa continues to retain its small town feel while charities, churches, civic organizations, and the arts communities are slowly emerging.

Future State

Maricopa is the most desirable municipality in this region where people live, learn, work, worship, and play. The City is becoming economically, environmentally, physically, and socially sustainable. The parks, open space, recreation programs, and library facilities encourage residents to connect with each other and are designed to keep people physically, mentally, and emotionally strong. The municipal facilities of today are proud public assets reflecting Maricopa's unyielding demand for quality.

Quality retail shopping, restaurants, and entertainment options have been established. Maricopa retains its small town feel, while concentrating urban amenities in a vibrant downtown that attracts and connects people. A wide range of employment options provide the link between economic sustainability and quality of life. Intentional partnerships drive a sense of community, and institutional connections are vital to the operation. Business associations, civic organizations, and arts and culture groups form a strong foundation and a significantly positive quality of life.

Objectives and Activities

1. Connect with residents.

- a. Help people learn about, and take pride in, their community
- b. Make day-to-day local government interactions with residents efficient and enjoyable
- c. Provide a variety of means for the community to get information

2. Continue implementation of the City's parks, trails and open space master plan.

- a. Initiate design concept for multi-generational/aquatic center and/or sports complex
- b. Purchase land for parks

- e. Implement strategies for mitigating the community's flood plain issues
- c. Cultivate partnerships to develop multi-generational/aquatic center

3. Implement the strategies for capital improvement program.

- a. Continue to pursue the completion of the 5-year capital improvement plan on time and within budget
- b. Create joint use facilities with strategic partners
- c. Effectively use bonding capacity

4. Build high-quality developments and public amenities.

- a. Continually update and improve the construction delivery method and construction regulations
- b. Follow the guidelines and recommendations set forth in the Redevelopment District Plan
- c. Initiate a redevelopment planning study for the Seven Ranches Special Planning Area as defined in the Maricopa General Plan
- d. Maintain and improve relationships with public and private entities
- e. Identify a development path that will bring us closer to economic sustainability

5. Create partnerships with community organizations and institutional interests.

- a. Support the organizations and initiatives that address the social services needs of Maricopa
- b. Continue to work closely with local business organizations
- c. Support local nonprofit organizations
- d. Work directly with institutions interested in creating a center of higher education

6. Address environmental concerns.

- a. Implement sustainability initiatives
- b. Gain Council approval of and begin Green Business Program to encourage businesses to operate in a more sustainable manner and track progress
- c. Gain Council approval of and begin Green Building Program to encourage new commercial/mixed use projects to incorporate sustainable building processes
- d. Continue to stay out in front of and maintain a leadership role in air quality non-attainment issues including both PM10 and PM2.5
- e. Correctly write and file the recycling ordinance

originally passed as Ordinance 07-03

- f. Complete initial analysis of options for addressing hazardous waste and recycling issues

7. Improve offerings for youth, education and families.

- a. Explore viability of youth council in support of youth, education and families
- b. Implement high school intern program at City Hall
- c. Hire a youth coordinator
- d. Support youth through funding of viable, productive programs
- e. Cooperate with educational institutions concerning the needs of youth on a community level (i.e. Maricopa Unified School District's 40 assets survey)
- f. Create scholarship program for high school students pursuing higher education
- g. Develop a comprehensive special events permitting process in cooperation with other City Departments

Long-Range Success Indicators

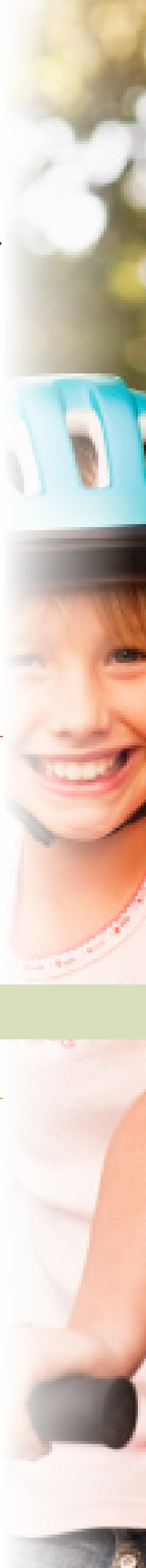
1. The Maricopa civic complex is built and occupied
2. Institutional partners are connected with, and empowered by, local government
3. Residents seek out participation opportunities
4. Young people participate in civic activities
5. The City of Maricopa building codes assure long term, high-quality, sustainable development

Transportation Connectivity

Current State

While Maricopa's geographic location could create tremendous opportunities for economic development and individual quality of life, the current conditions present many challenges. At the heart of Maricopa's transportation challenges is State Route 347. It is the primary direct route for residents into and out of Metro Phoenix. With over 50,000 vehicles per day, SR 347 is approaching capacity with current traffic and the City is finding it difficult to address regional circulation and mobility constraints.

Transit to the Phoenix metro area is provided through the Maricopa Xpress. Regional rail options, local circulator service and transit options for elderly and disabled individuals do not exist at this time. Bicycle lanes and multi-use pathways have been planned but many have



yet to be constructed. There is a continuing need for additional intersection controls, and capacity and safety improvements to internal circulator routes.

Future State

Potential commercial and industrial developers will see a strategic advantage to locating in Maricopa with easy gateways to Interstates 8, 10 and 17 and future general aviation infrastructure. A rail spur provides agriculture and manufacturing facilities with an opportunity for inexpensive shipping of their products. While many residents are employed locally, those who still must travel to Phoenix for jobs have options: an easy drive; a regional park-and-ride facility to serve as a transportation hub; circulator bus service and commuter rail directly to the center of the metro area. Educational institutions and medical facilities have opened operations that support residents because of the ease and safety of internal circulation. Maricopa is known for its well-designed local streets, safe and efficient intersection controls and its bike and pedestrian amenities. While some of this state-of-the-art transportation system was funded by the local community, a significant portion came from careful coordination with partner governmental agencies and the development community. Intergovernmental agreements with the Gila River Indian Community, City of Chandler and City of Tempe provide multimodal options for high speed transportation in and out of the City.

Objectives and Activities

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

- a. Work with regional partners to begin implementation of the Regionally Significant Routes for Safety and Mobility plan (RSRSM)
- b. Work with the State Transportation Board, Maricopa Association of Governments, Pinal County, tribal communities, and local government partners to acquire the funding necessary to implement the I-8/I-10 Hidden Valley Roadway Framework Study Findings including the Interstate 11 Environmental Impact Statement

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

- a. Begin planning for, coordinating and designing the proposed Hiller Road corridor as determined in the Maricopa Regional Transportation Plan
- b. Implement arterial system improvements as determined in the Maricopa Regional Transportation Plan

- c. Ensure that an annual preventive maintenance program remains a priority to provide quality infrastructure to the traveling public and decrease lifecycle costs
- d. Continue dust proofing unpaved public right-of-ways as funding allows

3. Work with the Union Pacific Railroad and other interests to improve safety and support Maricopa's economic development efforts.

- a. Initiate Major Investment Studies for the White and Parker and State Route 347 grade separation projects over the Union Pacific Railroad mainline
- b. Start negotiations for construction of rail connections that support economic development

4. Develop an effective mass transit system to serve all Maricopa residents.

- a. Establish a Maricopa Transit Center or Park and Ride facility that is able to facilitate passenger rail, regional bus and local circulator services
- b. Begin development of a local circulator bus system under the Section 5311 program and Dial-a-Ride service for the elderly and persons with disabilities under the Section 5310 program
- c. Support regional passenger rail connections to Maricopa and continue to coordinate with our regional partners on feasibility study efforts to support this effort
- d. Reach out beyond the existing political and jurisdictional boundaries that encompass the Maricopa Xpress service to expand the destinations and timeframes currently offered
- e. Effectively market Maricopa Xpress service utilizing the adopted marketing plan

5. Continue development of a general aviation airport to serve Maricopa residents and businesses.

- a. Obtain National Plan of Integrated Airport Systems (NPIAS) designation through the FAA
- b. Acquire property from the State Land Department or negotiate a long term lease for the property
- c. Acquire a Federal planning grant for airport development
- d. Complete an environmental clearance document
- e. Complete an airport site design
- f. Continue planning for a general aviation airport

Long-Range Success Indicators

2. A resident of Maricopa can drive into and out of Phoenix during rush hour without significant delays

caused by congestion on State Route 347

3. Local businesses have effective rail transportation to ship their raw material into Maricopa, and their finished products out of Maricopa
4. Rail crossing under/overpasses improve safety and make waiting for rail traffic a thing of the past
5. Maricopa residents have a cost-effective and efficient alternative to driving their individual automobiles to and from work in Metro Phoenix
6. Maricopa has a Dial-a-Ride type service
7. A high-speed route other than SR 347 is available to access Metro Phoenix
8. Traffic passing through town does not have to clog the new downtown retail and entertainment center
9. The City of Maricopa has a general aviation airport supporting residents and businesses

Public Safety

Current State

The preservation and promotion of a safe, secure environment has always been a high priority for Maricopa. As a result, the City is well protected by full-time public safety professionals who consistently demonstrate their ability to safeguard the City's state of well-being and provide outstanding customer service to citizens. In addition, strategic partnerships and regional collaborations have provided Maricopa with a rich array of response resources while maintaining Maricopa's unique identity and small town responsiveness.

Maricopa has made great strides towards establishing a safe community, and residents have already benefited from many of the Department's initiatives. As the city continues to grow, so will the challenges. The City must continue to address the need of safely and effectively training and equipping our first responders. Public education and prevention efforts must be focused on reaching our most at-risk citizens and occupancies. Additionally, there is a continuing need to improve information management and data analysis systems. A communications framework which meets local, regional, state, and national operability and interoperability needs has been planned, but must still be implemented. Efforts to build public trust, increase transparency, and to provide new avenues for community involvement have been and continue to be undertaken.

Connections to the community continue to be built and maintained through deliberate and thoughtful outreach efforts and new community based programs. Successful programs such as Copa Cares, Volunteers in Police Services, Police Explorers, enhanced Fire education

activities, graffiti abatement and a smoke detector program continue to broaden in scope and benefit the lives of more residents in the community. Finally, substantial, objective, and measurable performance measures based on industry bench marks and best practices, validated through a thorough review process such as accreditation, must be implemented to ensure that Maricopa citizens are receiving the most effective and efficient public safety services available.

Future State

Maricopa's Public Safety department continues to move forward, providing citizens with a highly professional and seamlessly integrated public safety response and outstanding customer service. Both Police and Fire departments have attained national accreditation (Commission on Accreditation for Law Enforcement Agencies and Center for Public Safety Excellence, respectively) and recognition as premier public safety departments. The men and women of Public Safety continue to successfully safeguard the City's state of well-being by preventing harm to life, property, the environment, and all who work in, visit, or travel through our community. New partnerships with local, regional, and federal allies have been forged. The City's first responders are properly trained and equipped. The public safety team has embraced shared values and principles and is seen as guardians of the community's safety and preservers of public trust. Volunteerism and community education activities have increased, and citizens are offered myriad opportunities to serve in conjunction with Public Safety. Code Compliance is properly staffed and equipped to aid in community outreach and compliance activities, and a full-service Animal Control department is in place. Police and Fire Departments have implemented professional best practices in their pursuit of national accreditation status and continue to focus on training and management of strategic department goals and objectives.

Objectives and Activities

1. Enhance service to the community.

- a. Complete initial activities to achieve Police Department accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- b. Complete initial activities to achieve Fire Department accreditation through the Center for Public Safety Excellence
- c. Expand scope of Copa Cares program to include volunteer activities, victims services, and community outreach

- d. Provide joint participation in community education activities, initiatives and events
- e. Implement a volunteer recognition program
- f. Establish a Community Emergency Response Team to aid emergency responders through civilian support
- g. Establish a Public Safety citizens academy
- h. Assess and make recommendations on provision of animal control services to meet resident demands
- i. Expand graffiti abatement and response activities
- j. Present recommendations for improved performance measures related to emergency response times
- k. Present recommendations for implementing the most modern and up-to-date model fire, property, health, sanitation, graffiti, parking and life safety codes and regulations for adoption by the City
- l. Increase the number of Fire and Life Safety education opportunities, such as Fire Pals for youth and Triad for seniors
- m. Continue to provide consistent and timely fire inspections, permitting, and plan reviews as part of the Development Services One-Stop Shop

2. Build and enhance effective regional relationships.

- a. Continue participation in mutual and automatic aid agreements
- b. Expand collaborative partnerships to establish more opportunities for cooperation with Gila River Indian Community, Ak-Chin Indian Community, Casa Grande and Goodyear communities regarding Public Safety Services
- c. Continue discussions with Ak-Chin Indian Community regarding animal control services and automatic aid for Fire services
- d. Complete needs assessment and conceptual design for regional training facilities

3. Address communications systems.

- a. Purchase operable/interoperable equipment utilizing FY2011 Capital Improvement Plan funds to accomplish full transfer to 800MHz system
- b. Upgrade existing Emergency Operations Center
- c. Complete and present needs assessment for construction of permanent Emergency Operations Center
- d. Deploy a Reverse 9-1-1 system for the City of Maricopa

4. Enhance positive organizational culture.

- a. Adopt public safety performance measures
- b. Enhance a positive leadership philosophy that supports a culture of teamwork and collaboration among Public Safety Personnel
- c. Establish a minimum of three areas for leadership and management training to build unity and respect among members and provide training opportunities accordingly
- d. Expand internal and external joint training activities
- e. Implement internal recognition programs

4. Evaluate operational practices for cost-efficiency and effectiveness.

- a. Complete cost/benefit analysis of dispatch services
- b. Complete cost/benefit analysis of animal control services and present recommendations (personnel, agreements, joint operations with Ak-Chin Indian Community, etc.)
- c. Present recommendations on enhancing graffiti abatement as well as prevention and implement programs accordingly (Expand graffiti volunteer team to address graffiti issue, graffiti-related ordinances, establishment of a graffiti-free zone, increasing Public Safety volunteerism
- d. Publish a fleet replacement plan
- e. Publish a Fire services and facilities plan
- f. Evaluate and report on cost of non-emergency response programs
- g. Evaluate and make recommendations on staffing levels across all divisions in the Department (Code Compliance, Animal Control, Fire, Police)
- h. Evaluate and make recommendations on information management technology
- i. Evaluate and make recommendations on cost recovery options

Long-Range Success Indicators

- 2. Joint training activities occur on a regular basis
- 3. Divisions and personnel are appropriately equipped with proper staffing levels and physical equipment
- 4. There is a team-oriented professional culture maintained through team building and training
- 5. The Department meets the public's expectation of service levels as measured by citizen survey responses
- 6. There is high public trust in the Department

7. Eligible departments have achieved national accreditation
8. Permanent Public Safety facilities are operational

- c. Gain Council approval of a City of Maricopa community-growth policy
- d. Develop and implement a plan for sustainability that addresses all three aspects: economic, social and environmental
- e. Evaluate best opportunity to update General Plan

Managing the Future

Current State

Maricopa is in a period of transition. It is a new city which experienced an aggressive and dynamic development environment that placed great pressure on untested systems. Operational controls were pieced together from standard industry models. A recent downturn in the economy provided time to catch up and install much needed systems. Finances are currently stable but conditions could change. With a small number of retail operations and the resulting sales tax leakage, dollars for additional public services are limited. As a new community there is an overwhelming need for physical infrastructure. Bringing in new businesses and economic development is a priority, but competition is fierce.

Future State

Managers and staff have been well trained and have the tools needed to serve Maricopa residents. The policy team is equally prepared and ready to move Maricopa to the next level. They have mastered the fundamentals and adapted to change, anticipated the needs of community partners, enhanced written policies and procedures supporting quality development, and developed a culture driven by communication, professionalism and teamwork. Maricopa's highly-educated, skilled, and motivated residents are active partners in government. Maricopa is a close-knit, well-connected, and sustainable community. Policy makers have confidence in the City's staff to solve the day-to-day problems and advance critical projects. Strategic decisions are given the attention they deserve. Keeping focused on strategic direction takes tenacity, but the staff's competency allows policy makers to take the time to focus on the future.

Objectives and Activities

1. Implement the Council's policy direction and strategic plan.

- a. Regularly review, collect citizen input on and update the strategic plan
- b. Implement a trimester reporting method to demonstrate progress toward achieving strategic goals

2. Support and engage strategic partners.

- a. Identify possible partner agencies
- b. Establish rapport with possible partner agencies
- c. Create opportunities for win-win
- d. Evaluate effectiveness of relationships through surveys of our partners via third party
- e. Annually review list of partners to identify new partner agencies through Council Marketing and Communications Committee
- f. Maintain relationships with businesses, governmental agencies, tribal communities, nonprofits and educational partners

3. Ensure residents are informed about and satisfied with municipal services.

- a. Implement the Citizen Survey on a regular basis
- b. Fully implement the communications plan

4. Create a positive organizational culture.

- a. Systematically establish a culture of teamwork among managers and staff
- b. Support the policy group by promoting teamwork and cooperation
- c. Establish a culture of professionalism
- d. Promote high levels of internal and external customer service

Long-Range Success Indicators

1. Regional partnerships are productive
2. There is a growth neutral revenue stream
3. A majority of citizens understand the mission
4. Maricopa responds quickly in all situations
5. There is a team-oriented professional culture maintained through continued team building, training and intra-team accountability
6. Residents are satisfied with municipal services as indicated through positive responses on the Citizen Survey



APPENDIX A:

City documents and information

To find copies of city documents, ordinances, and information, please visit:

strategicplan.maricopa-az.gov

Documents available include:

- Adopted Budgets
- Airport Feasibility Study
- Audited Financial Statements
- Capital Improvement Plan
- City Code
- City Ordinances – Alarm Ordinance, Noise Ordinance, Subdivision Ordinance, Zoning Ordinance
- Development Fees
- Development Services Customer Bill of Rights
- Economic Development information including reports and publications, business incentives, and small business resources
- General Plan
- Hiller Road Realignment Feasibility Study
- Investment Study
- Labor Study
- Maricopa-Casa Grande Highway Assessment
- Maricopa Public Library Master Plan
- Parks, Trails and Open Space Master Plan
- Redevelopment District Plan
- Regional Transportation Plan
- Small Area Transportation Study
- SR-347 Grade Separation Study
- Traffic Counts (2009)
- Transit Study Update

For more information,
questions, or
comments

520/568.9098

www.maricopa-az.gov

45145 W. Madison Avenue

Maricopa, AZ 85139

