



**TOWN OF FOUNTAIN HILLS
MINUTES OF THE
STRATEGIC PLANNING ADVISORY COMMISSION
OCTOBER 23, 2019**

AGENDA ITEM #1 – CALL TO ORDER

A public meeting of the Strategic Planning Advisory Commission was convened and called to order by Chair John W. Craft, Jr. at 4:01 p.m., Wednesday, October 23, 2019, in the Council Chambers at Town Hall, located at 16705 East Avenue of the Fountains, Fountain Hills, Arizona.

AGENDA ITEM #2 – ROLL CALL

Present at roll call were Chair John W. Craft Jr., Vice-Chair Peter Bordow, Commissioners Gerry Friedel, Cynthia Magazine, Chad Bernick, and John McHugh. Not present was Commissioner Gerard Bisceglia. Staff present were Town Clerk Elizabeth A. Burke and Executive Assistant Angela Padgett-Espiritu.

AGENDA ITEM #3 – CALL TO THE PUBLIC

No one spoke at the Call to the Public.

AGENDA ITEM #4 – CONSIDERATION OF APPROVING THE JUNE 26, 2019 MEETING MINUTES

Vice-Chair Bordow, MOVED to APPROVE September 25, 2019, Meeting Minutes; Commissioner Magazine SECONDED the motion, which CARRIED UNANIMOUSLY by those present.

AGENDA ITEM #5 – CONSIDERATION OF SELECTION AND APPROVAL OF COMMISSIONER TERMS

Town Clerk Burke provided a background to the Commission on the logic for the change of terms of Commissioners seated on the Town's Boards and Commissions. Town Clerk Burke explained to the commission that in September 2019, the Council adopted proposed changes for the Town's Boards and Commissions. Some of these changes included all commissioner terms to expire in the months of April or October and for all commissioner terms to be three-year terms. With the adoption of these changes in Town Code 2A, which is devoted to Boards and Commissions, the Council repealed the old Resolution that authorized the creation of the Boards and Commissions. The new changes will provide more consistency and transparency so that the public has improved knowledge of the role of a Commissioner. Town Clerk Burke presented to the Commission a document (attached) showing their current appointment terms. Town Clerk Burke clarified that two commissioners will have their term extended by six months and two commissioners will have their term reduced by six months. A succinct discussion ensued and was decided that Chair Craft, Jr. and Vice-Chair Bordow would each have a term ending on April 2021. Commissioner Magazine and Commissioner Bisceglia will have a term ending on April 2020.

AGENDA ITEM #6 – DISCUSSION REGARDING PROPOSED NEXT STEPS FOR ADDRESSING THE 2020 STRATEGIC PLAN AND REVIEW OF THE STEPS USED FOR ADDRESSING THE 2017 STRATEGIC PLAN

Chair Craft, Jr. and Vice-Chair Bordow reviewed and discussed with the commission the previous process used for the planning of the Strategic Plan, identified below, and would like to incorporate these same measures for the 2020 Strategic Planning process.

- Stakeholder conversations
- Approximately one hundred key stakeholders identified to assist with setting infrastructure to solicit input from the community
- Social Media – Internet Surveys

- One-day planning forum by invitation with an estimated one-hundred and twenty people for a group discussion that included Town Management, Fountain Hills School Superintendent and the Mayor. Each group was given a list of specific tactic issues and strategic priorities for them to discuss and vote. The captured information was then utilized as a foundation for Vision Fountain Hills and Strategic Planning Advisory Commission.

Chair Craft, Jr. reminded the commission that the 2020 General Plan would go before the Mayor and Council for approval at either the end of May 2020 or June 2020. Once approved, the 2020 General Plan will be on the ballot for November 2020.

Vice-Chair Bordow added that historically, the Strategic Plan Advisory Commission would go through the existing plan line-by line and divide-up into workgroups that consist of no more than three commissioners to remain compliant with the open meeting law.

Vice-Chair Bordow shared with the commission an outline of the Communications Plan (attached), Workgroup 1 (attached) and the Plan Outline / Structure Workgroup (attached).

Chair Craft Jr. recommended the below planning principles with the commission:

- Measureable
- Manageable
- Achievable
- Value Driven

Chair Craft Jr. reported that Vision Fountain Hills (attached) accomplished very much in round one and is still struggling to identify its future role. We are pleased with the accomplishments from 2015 but are still looking how Vision Fountain Hills may still support in 2020.

Chair Craft Jr. requested and recommended Commissioners Magazine, Bernick and Friedel for Strength Weakness Opportunities and Threats Analysis Workgroup (SWOT). Workgroup SWOT will report on their planning progress at the December 18, 2019 Strategic Planning Advisory Commission Meeting.

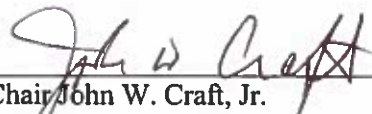
AGENDA ITEM #7 – CONSIDERATION OF APPROVING TO CANCEL THE DECEMBER 18, 2019 STRATEGIC PLANNING ADVISORY COMMISSION MEETING

Vice-Chair Bordow MOVED to DENY the canceling of the December 18, 2019 meeting, Commissioner Magazine SECONDED the motion, which CARRIED UNANIMOUSLY by those present.

AGENDA ITEM #8 – CONSIDERATION OF ADJOURNMENT

Vice-Chair MOVED to adjourn at 4:41 p.m. Commissioner McHugh, SECONDED the motion, which CARRIED UNANIMOUSLY by those present.

STRATEGIC PLANNING ADVISORY COMMISSION

BY: 
Chair John W. Craft, Jr.

Prepared by: 
Angela Padgett-Espiritu, Executive Assistant

CERTIFICATION

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Regular Session held by the Strategic Planning Advisory Commission of Fountain Hills on the 23rd day of October 2019. I further certify that the meeting was duly called and that a quorum was present.

Dated this 31st day of October 2019.


Angela Padgett-Espiritu, Executive Assistant

PLANNING AND ZONING COMMISSION (APR)

				04/30/2020 (2)	04/30/2021 (2)
Mathew Boik	Commissioner	03/01/2018	09/30/2020		
Clayton Corey	Commissioner	09/03/2019	04/30/2022		
Susan Dempster	Chairman	09/30/2019	04/30/2022		
Erik Hansen	Vice-Chairman	11/06/2018	09/30/2020		
Dan Kovacevic	Commissioner	10/01/2019	04/30/2022		
Scott Schlossberg	Commissioner	03/01/2018	09/30/2020		
Peter Gray	Commissioner	11/06/2018	09/30/2020		

SISTER CITIES ADVISORY COMMISSION (OCT)

				10/31/2020 (2)	10/31/2021 (2)
Carol Carroll	Chair	06/19/2018	06/18/2021		
Vicky Derksen	Commissioner	06/19/2018	06/18/2021		
Enrique Melendez	Commissioner	09/03/2019	10/31/2022		
Nicholas Stumpf	Commissioner	09/03/2019	10/31/2022		
Lisa Ristuccia	Commissioner	09/18/2018	06/18/2021		
Jackie Miles /VACANT	Commissioner				10/31/2022
Bev Tall	Commissioner	06/19/2018	06/18/2021		

STRATEGIC PLANNING ADVISORY COMMISSION (APR)

				04/30/2020 (2)	04/30/2021 (2)
Gerard Bisceglia	Commissioner	02/05/2019	11/05/2020	✓	
Peter Bordow	Vice-Chair	02/05/2019	11/05/2020		✓
John W. Craft, Jr.	Commissioner	02/05/2019	11/05/2020		✓
Gerry Friedel	Commissioner	09/03/2019	04/30/2022		
Cynthia Magazine	Commissioner	02/05/2019	11/05/2020	✓	
John McHugh	Commissioner	09/03/2019	04/30/2022		
Chad Bernick	Commissioner	09/03/2019	04/30/2022		

Communications Plan

The Communications Plan for the 2016 Fountain Hills Strategic Plan is designed to empower SPAC Commissioners, town staff members and Town Council members to ensure that efforts to complete the Strategic Plan continue over the five-year scope regardless of position appointment changes, elections, staff changes, etc.

We will communicate progress and status of the Plan's goals, milestones, and initiatives, on a regular basis in clear, easy-to-understand language and easily accessible methods.

Our commitment to communication is intended to ensure transparency and accountability for the goals and initiatives within the plan, as well as to help in identifying possible course corrections, as we analyze where efforts are being taken and document results or lack thereof.

Communicating the Strategic Plan

The Fountain Hills Strategic Plan was developed and written for, and in collaboration with, the residents of Fountain Hills, the Town Council and Mayor, and the numerous local partner groups and civic organizations.

Communicating the

Audience – Who is The Strategic Plan Written for?

- Town Council and Mayor
- Fountain Hills Residents
- Our Local Partner Groups

Modalities – How We Should Communicate the Strategic Plan

- Word Document
- PowerPoint
- Executive Summary document
- Online/web version - links to partner groups?
- Mobile App – links to partner groups?
 - - Social media
 - - FH gov't website
 - - FH Times
 - - Public forums
 -

What We Will Communicate

Near term outcomes (Plan launch thru first 12 months)

Long term outcomes (13 months – year 5)

Metrics/milestones for monitoring and reporting

How Will We Communicate?

Presentation of Task/Milestone and Outcomes updates regarding progress of the Strategic Plan should meet the following requirements:

- Easy to read and understand at a short glance (dashboard)
- Include an easy guide on how to read the status updates
- Visually consistent between and among all Strategic Goals
- Presentable in a variety of mediums such as online, published in hard copy, included in PowerPoint presentations
- Should include detailed data behind the “Summary View” so the viewer may choose to “drill down” into the details behind that summary view
- Tasks/Milestones should be refreshed/updated as required by the milestone completion date.
- Outcomes should be reported quarterly/semi-annually/Annually
- Possibility of a “grading system” to be considered by the Communication Workgroup. This system would include grading of milestones, as well as outcomes met toward each five-year goal.

The Strategic Planning Advisory Commission recommends the Town present status updates in a variety of ways. Specifically, we suggest a mixture of traditional and online modalities that include:

- Print Media - Fountain Hills Times
- Electronically – Town web site, Town Facebook site, Town Mobile application, and other online channels
- Directly – periodic Town Hall and other forums.

Workgroup 1 – 8/2/16 Notes

SPAC is responsible for ensuring the Fountain Hills Five-Year Strategic Plan is well-defined; consistent with the input from our residents, partner groups and Town Council; made to be accountable and achievable; tracked and effectively reported on.

Measurement Terms Defined:

- **Strategic Goals** – these are the stated desired end state condition over the 5-year strategic plan; e.g., demographic balance will be...
- **Tasks/Milestones** – These are specific measurable actions to be taken to reach the Strategic Goals. They should be granular, tactical steps each with a specific “by when” completion date.
- **Outcomes** – These are measurable indicators of progress toward the Strategic Goals and will help determine whether the subsequent tasks/milestones are on track to achieving the Strategic Goals or if the tasks/milestones should be adjusted (course correction).
Outcomes should generally be provided for the following periods:
 - Short-term (1 year or less)
 - Mid-term (1 to 3 years)
 - Long-term (3 to 4 years)

Status Updates

Presentation of Task/Milestone and Outcomes updates regarding progress of the Strategic Plan should meet the following requirements:

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Status Updates - Audiences

- FH Times section
- Online – web, FB, tweets
- Mobile app
- Town hall – annually, semi or quarterly?

Deliverables – create a “brand” identity for the plan

- Word Document
- PowerPoint
- Executive Summary document
- Online/web version - links to partner groups?
- Mobile App – links to partner groups?

Strategic Plan Audiences

- Council/Mayor
- Residents
- Partner Groups

Each Strategic Goal:

- State desired Strategic Goals – what is the end game over 5 years? What does it “look like” in 5 years.
- Define outcomes for periodic “course evaluations” at the following intervals
 - Short-term (1 year or less)
 - Mid-term (1 to 3 years)
 - Long-term (3 to 4 years)
 - Each outcome should define the expected progress toward the 5-year Strategic Goal
- Define tasks/milestones to reach each outcome over 5 years. Each milestone should include the following details:
 - What, specifically, is the task – must be measurable
 - Who is responsible for the task.
 - By when will it be complete.
 - What other resources are required?
 - Is there a risk or mitigating circumstance?
 - Prioritizing is extremely important when creating tasks/milestone
- Possibly use the “Logic Model”; beginning with the end in mind and working backwards to define outcomes and goals.

Notes:

1. The overall plan is designed to empower every SPAC, town staff and council member to ensure that efforts to complete the Strategic Plan continue over the 5 years regardless of position changes, elections, etc.
2. We will define success so as to communicate and praise all involved who are working towards the initiatives, reaching milestones & outcomes; to celebrate financial stewardship, creativity and commitment. This will also help in identifying possible course corrections, as we analyze where efforts are being taken and document results or lack thereof.

2016 Strategic Plan Outline / Structure Workgroup

Key Strategic VFH Areas (not ordered)

- a. Community
- b. Education
- c. Culture
- d. Infrastructure
- e. Safety
- f. Economic Vitality
- g. Administration
- h. Parks and Recreation

Key Strategic Plan Areas:

- Economic Growth
 - Short Term
 - Long Term
- Infrastructure Maintenance and Evolution
 - Terrain
 - Technical
- Demographic Balance
 - Families
 - Young Working Professionals
- Financial Stability and Sustainability
 - Sustaining Town Services
- Community
 - Education
 - Culture/Arts

Communications Planning

Need to develop Communications Plan that details frequency and modality of communication for progress of plan execution. Full plan should be developed and presented separately to Council and publically – summary to be included in full Strategic Plan.

Ideas for communications included emphasis on technology/social media – perhaps even a Fountain Hills Mobile App, as well as online video clips, mixed media.

Plan Outline at the Top Level:

1. **Introductory Sections**
 - a. **Mayor's Message/Chair's Message**
 - b. **Abstract**
 - c. **Introduction – to include points or subheadings on:**
 - i. **Purpose**
 - ii. **Vision**
 - iii. **Values**
 - iv. **Mission Statement**
 - v. **How the plan will be used**
 - vi. **Partnerships**
 - vii. **Core Responsibilities of the Town**
 1. **Administration**
 2. **Infrastructure**
 3. **Public Safety**
 4. **Parks and Recreation**
2. **Communication Plan**
3. **Economic Growth**
 - a. **Short Term**
 - b. **Long Term**
4. **Infrastructure Maintenance and Evolution**
 - a. **Terrain**
 - b. **Technical**
5. **Demographic Balance**
 - a. **Families**
 - b. **Young Working Professionals**
6. **Financial Stability and Sustainability**
 - a. **Sustaining Town Services**
7. **Community**
 - a. **Education**
 - b. **Culture/Arts**
8. **Measurement and KPIs – Need to define measurement standards, scale and goals**
 - a. **What**
 - b. **When**
 - c. **Who**
 - d. **How**
9. **Timeline and Reporting**

Proposed Go-Forward Workgroups

Workgroup 1:

1. Deliverables
 - a. How to present the plan – audiences, modalities
 - b. How will the plan be used?
2. Schedule and Communications Plan
3. Community

Workgroup 2:

1. Economic Growth
2. Demographic Normalization

Workgroup 3:

1. Infrastructure Maintenance and Evolution
2. Financial Stability and Sustainability



Program Sponsored by The

**FOUNTAIN HILLS
CULTURAL AND CIVIC ASSOCIATION**



VISIONING PROCESS

1. VFH – WHAT DID WE DO?

Phase 1 surveys and workshop results incorporated into 2017
Strategic Plan for the Town

2. VFH 2.0 - WHAT DO WE WANT TO BE?

Insure community-wide discourse and actions are ongoing
and productive

3. HOW DO WE GET THERE?

Convene a Leadership Council (Key Facilitators)
Serve as a community information resource and platform

COMMUNITY WORKSHOP RESULTS

The strategic priorities contained herein were rank-ordered by nearly 1900 participants in the 2016 Community Survey, and at the May 7 Community Workshop, over 100 attendees discussed many potential solutions for the future.

The following is a synopsis of the Community Workshop results.

#1 - STRATEGIC PRIORITY

INVEST IN THE TOWN'S LONG-TERM ECONOMIC GROWTH

The challenges facing the community include ...

- Fountain Hills and adjacent areas are home to many part-time property owners and seasonal renters, and during the summers months the area population can drop below 15,000.
- The Town has a very limited marketing budget for attracting full time residents, business owners, and families.

Potential solutions warranting further consideration by the community ...

- 1) **98% support** - Develop a community brand/vision that could thrive in Fountain Hills (i.e. outdoors / adventure, health / wellness / lifestyle, proximity to valley, large population of entrepreneurs, former CEO's, 'brain trust').
- 2) **98% support** - Focus recruiting on available spaces and possible 'shared environments', business incubators, entrepreneurial activities.
- 3) **93% support** - Develop a comprehensive resources package for new businesses including demographics, median income, available professionals (attorneys, accountants, architects, builders, real estate, etc.).
- 4) **87% support** - Encourage the Town and Chamber to support a Business Accelerator service that helps a young business groups get new business ideas quickly to market, such as counseling, office and administrative support, professional advice.
- 5) **83% support** - Showcase examples of successful FH businesses with regional, national presence.
- 6) 69% support - Consider developing a mini-mall of like-minded businesses (artists, entrepreneurs, outdoor / adventure, and health / wellness).
- 7) 69% support - Speed up business permit process.

Ideas generated at the workshop ...

- ✓ Leverage the medical / healthcare market for support services.
- ✓ Establish a CEO-type conference center for annual meetings (Copperwynd).
- ✓ Promote an adventure / outdoor package for visitors.
- ✓ Encourage a microbrewery (or two!).
- ✓ Promote special tax incentives for new business types (tbd).



#2 - STRATEGIC PRIORITY

ATTRACT NEW FAMILIES AND WORKING PROFESSIONALS AS FULL TIME RESIDENTS

The challenges facing the community include ...

- Fountain Hills' median age in 2015 was estimated to be 55.9 years, meaning 50% of residents were under the age of 56.
- Only one in four households have children.
- In the last 10 years the largest population increase was in the 65+ age group.

Potential solutions warranting further consideration by the community ...

- 1) **98% support** - Improve communications / include Unified School District strengths in marketing the community.
- 2) **90% support** - Establish a collaborative effort between Town and Business Leaders to promote, market, and brand community as being attractive to families.
- 3) **76% support** - Identify and provide resources to local ambassadors to use social media marketing.
- 4) **75% support** - Allocate a specific marketing budget for family branding to surrounding cities and states.
- 5) **71% support** - Organize Young Professionals Business Group for networking and strategy development.
- 6) 45% support - Extend the Neighborhood Watch Program citywide.
- 7) 32% support - Provide free WiFi access downtown.

Ideas generated at the workshop ...

- ✓ Have Realtors take a leadership role in promoting FH as family friendly.
- ✓ Aggressively use social media and extend focus across US.
- ✓ Clean up Google search for FH.
- ✓ Establish a Community Branding Group.
- ✓ Have Town and Chamber of Commerce develop a comprehensive visitor packet.



#3 - STRATEGIC PRIORITY

EXPAND ENROLLMENT AND QUALITY OF THE FOUNTAIN HILLS UNIFIED SCHOOL DISTRICT

The challenges facing the community include ...

- Declining enrollment over the past 10 years as Fountain Hills' demographics ages and fewer families move to the area.
- School funding restrictions and reductions; teacher salaries not being competitive.
- Lack of affordable housing options for families and staff.

Potential solutions warranting further consideration by the community ...

- 1) **100% support** - Explore options for selling or leasing unused school buildings.
- 2) **99% support** - Mobilize local efforts to lobby state leaders for education funding.
- 3) **91% support** - Explore alternative funding sources or reallocations for teacher salaries.
- 4) **91% support** - Better utilize local community talent / expertise whenever possible.
- 5) **90% support** - Establish a more formal collaboration between District and Town.
- 6) 83% support - Establish sustainable local financial support (i.e., District Foundation, GEEF).
- 7) 82% support - Sell or lease District-owned land.
- 8) 78% support - Increase rigor; develop specialty or magnet programs.
- 9) 77% support - Expand community volunteer programs (i.e. Junior Achievement and Mentoring).
- 10) 74% support - Create a community think-tank / education summit.
- 11) 51% support - Assemble a community advisory council.
- 12) 42% support - Reevaluate school/instruction improvement plans.

Ideas generated at the workshop ...

- ✓ Develop a speaker's bureau.
- ✓ Upgrade website for the District and tout successes; use volunteers experienced in social media.
- ✓ Integrate District information into the Economic Development initiatives by the Town.
- ✓ Consider an EVIT satellite.
- ✓ Merit pay for teachers.
- ✓ Explore special relocation incentives for new teachers.
- ✓ Be more aggressive in promoting the tax credit program.
- ✓ Collaborate with the Town's Economic Development efforts to promote healthcare companies by considering technical and vocational trainings.



#4 - STRATEGIC PRIORITY

ENSURE MAINTENANCE OF THE TOWN'S INFRASTRUCTURE

The challenges facing the community include ...

- The annual maintenance budget for the Town's infrastructure has been trimmed to \$5,200,000 per year and in many areas has been accomplished by deferring maintenance.

Areas supported in making more investments to enhance the infrastructure are as follows ...

- 1) **80% support** - Streets (such as, restore residential pavement management program to a five-year cycle; or create improvement districts and let each area decide timing, with costs borne by each district).
- 2) **78% support** - The Fountain (such as, replace the pumps and electrical system to reduce operating costs; run three pumps several times each day; restore the Fountain to being the highest in the world).
- 3) **77% support** - Parks (such as, improve irrigation water quality; improve turf conditions, spend funds to annually overseed, fertilize and control weeds; add more playgrounds / walkways).
- 4) **32% support** - Dams / washes (such as, reduce 9-year wash maintenance cycle to seven years; establish Primary Property Tax to fund maintenance and eliminate existing Environmental Fee).
- 5) **31% support** - Town buildings (such as, improve furnishings; improve energy efficiencies).

Revenue sources to finance infrastructure investments are supported as follows ...

- **94% support** - Implement a Primary Property Tax.
- **65% support** - Increase parks and building User Fees.
- **36% support** - Fully fund the Facility Replacement Fund.
- **23% support** - Increase Sales Taxes on some or all tax categories.

Ideas generated at the workshop ...

- ✓ Research sale/leaseback options on buildings.
- ✓ Have Sanitary District take over Fountain maintenance.
- ✓ Reduce Fountain operating times.
- ✓ Research use of solar power for Town buildings.
- ✓ Organize 'Adopt a Wash' program for routine maintenance.
- ✓ Explore private partnerships/name rights for selected structures.



#5 - STRATEGIC PRIORITY

PRESERVE THE FINANCIAL SUSTAINABILITY OF TOWN SERVICES

The challenges facing the community include ...

- A \$5.9 million operations deficit is forecast to occur in the next 5 years and in FY20-21, the shortfall is expected to reach \$2,000,000
- The Town's Facility Replacement Reserve account is underfunded and the shortfall amounts to an average of \$1,000,000 per year through 2030.
- State-shared Highway User Funds are not sufficient to maintain street pavement management and the shortfall is estimated at \$1,000,000 per year.
- The Town's main financial source for Capital Improvements is Bonds and the reserve funds paid by developers are diminishing, which means future improvements will have to be borne by residents. In the last 10 years, interest paid on voter-approved bonds has amounted to \$7,900,000.

Town services that should be reduced to overcome expected budget deficits are supported as follows ...

- 1) **100% support** making no reductions to Development Services (Engineering, Planning, Building Safety, Code Enforcement, Environmental).
- 2) **99% support** making no reductions to General Government (Town Manager, Clerk, Finance, Economic Development, Municipal Court).
- 3) **98% support** making no reductions to Community Services (Parks, Recreation, Senior Services, Community Center, Open Spaces).
- 4) **86% support** making no reductions to Public Safety (Police, Fire, Emergency Medical).

Revenues sources that will be supported are as follows ...

- **91% support** - Implement a Primary Property Tax.
- **63% support** - Implement a 'Public Safety Fee'.
- **22% support** - Increase existing Sales Taxes on some or all tax categories.

Ideas generated at the workshop ...

- ✓ Institute a property rental tax.
- ✓ Reevaluate cost of police services.
- ✓ Increase Park Usage fees.
- ✓ Implement Emergency Services fee.
- ✓ Adopt a Parcel fee.
- ✓ Have retail/businesses pay for fire protection.





Town of Fountain Hills 2017 Strategic Plan

May 18, 2017

UPDATED: September 18, 2019

TOWN OF FOUNTAIN HILLS 2017 STRATEGIC PLAN

Goal # 1: Maximize Economic Development Opportunities in Fountain Hills

Objective #1 – Create or Utilize Tools to Help Market Fountain Hills for Economic Development Opportunities

Tasks	Lead Responsibility	Projected Completion Date	Completion Date
<input checked="" type="checkbox"/> Develop a community brand vision/marketing plan for Fountain Hills	James Smith	June 2017	In progress
<input type="checkbox"/> Develop a new business resource package	James Smith	June 2017	Completed
<input type="checkbox"/> Increase funding for business accelerator programs	James Smith	July 2018	Completed
Explore higher education opportunities in Fountain Hills			
	James Smith	Ongoing	In progress, working with F.V.H. & C.C.

Objective #2 – Increase Population and Residential Densities to Sustain Existing and Future Commercial Businesses in Town

Tasks	Lead Responsibility	Projected Completion Date	Completion Date
<input checked="" type="checkbox"/> Review commercial projects to residential where feasible	James Smith / John Wesley	Ongoing	As opportunities present themselves
<input type="checkbox"/> Adopt a text amendment that allows residential uses on commercially zoned properties	John Wesley	June 2017	Completed
<input type="checkbox"/> Rezone unplatted land for greater density and affordable family homes	John Wesley	Ongoing	As opportunities present themselves

Objective #3 – Market/Promote Tourism to Generate Hotel Stays and Higher Dollar Expenditures During Visits to Fountain Hills

Tasks	Lead Responsibility	Projected Completion Date	Completion Date
<input type="checkbox"/> Create and expand destination events	Rachael Goodwin / James Smith	June 2019	Ongoing St. Patrick's Day / Fourth at the Fountain Turkey Trot / Craft Classic / Disc Golf Tournament

Yellow – High Priority Blue – Medium Priority White – Low Priority

TOWN OF FOUNTAIN HILLS 2017 STRATEGIC PLAN

Goal # 2: Ensure that Infrastructure in Fountain Hills is Well-Maintained and Safe

Objective #1 – Invest in and Maintain the Community’s Infrastructure

<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>	<u>Completion Date</u>
<input type="checkbox"/> Develop and implement an investment plan to bring streets, buildings, and parks up to established standards	Grady Miller/ David Pock/Justin Weldy	June 2019	Pavement Analysis Report completed (Facilities Replacement Fund) 10 Yr. pavement plan to be presented Dec. 2019
<input type="checkbox"/> Commission a study to identify gap between actual and subdivision ordinance specifications and determine cost of meeting ordinance specifications	Justin Weldy/John Wesley	June 2019	Reviewed/Identified options to discuss

Objective #2 – Promote Environmentally Friendly Initiatives

<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>	<u>Completion Date</u>
<input type="checkbox"/> Develop and adopt a comprehensive environment plan for Fountain Hills	Justin W. Jia/Ramond Rees	June 2019	In progress
<input type="checkbox"/> Research and report on economic and logistic feasibility of electric car charging stations	Justin Weldy	June 2018	Review

Yellow – High Priority

Blue – Medium Priority

White – Low Priority

TOWN OF FOUNTAIN HILLS 2017 STRATEGIC PLAN

Goal # 3: Attract Families and Working Professionals to Fountain Hills

Objective #1 – Utilize Landuse Planning to Attract Families to Fountain Hills

Tasks	Lead Responsibility	Projected Completion Date	Completion Date
Work with State Land Dept to increase residential density	Council Staff	December 2018	Ongoing effort

Objective #2 – Market and Promote Fountain Hills as a Unique Place for Families and Working Professionals

Tasks	Lead Responsibility	Projected Completion Date	Completion Date
Collaborate with businesses in promoting town's marketing plan	Economic Development Director/Grace Rodman-Gueter	July 2019	Ongoing

Expand use of Social Media and online messaging Facilitating nine social media pages Recreation Insurance Account August 2018

Develop family friendly marketing plan In progress

- Organize a young professionals group or organization Completed/Formed FH Young Community
- Organize specialty youth camps (robotics, coding, arts, etc.) Created first summer youth camp/ongoing Spring camp/Community Center take-over
- Support youth club sports Use of Town facilities at no cost Expand programs

Yellow – High Priority
 Blue – Medium Priority
 White – Low Priority

TOWN OF FOUNTAIN HILLS 2017 STRATEGIC PLAN

Goal # 4: Ensure that Fountain Hills Finances are Stable and Sustainable

Objective #1 – Identify Sustainable Sources of Revenue to Sustain Funding of Town Core Services

<u>Task</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>	<u>Completion Date</u>
<input type="checkbox"/> Adequately fund all identified reserve funds	Town Council/Town Manager/ David Pock	December 2027	
<input type="checkbox"/> Identify revenue options	Town Staff/Town Manager/Town Council	September 2017	Completed/October 2017 / Ongoing
<input type="checkbox"/> Increase revenues to meet community needs including addressing projected operating shortfall	Town Manager/Town Council	November 2018	Town Election-Property Tax/May 2018

Yellow – High Priority

Blue – Medium Priority

White – Low Priority

TOWN OF FOUNTAIN HILLS 2017 STRATEGIC PLAN

Goal # 5: Focus on Strengthening the Community and Improving Town's Quality of Life

Objective #1 – Partner with the Fountain Hills Unified School District to Promote FHI Education System

Tasks	Lead Responsibility	Projected Completion Date	Completion Date
<ul style="list-style-type: none"> □ Task 1: Find school property to mark the plan □ Work with FHUSD to maximize its property values □ Explore selling/leasing unused properties 	James South Grace Rodman-Carter Town Staff/Council/FHUSD Town Staff/Council/FHUSD	June 2019 December 2017 December 2017	Ongoing Addressed at 2/21/17 Joint Meeting Addressed at 2/21/17 Joint Meeting

Objective #2 – Utilize Intergovernmental Relations to Achieve Fountain Hills Priorities

Tasks	Lead Responsibility	Projected Completion Date	Completion Date
<ul style="list-style-type: none"> □ Increase community efforts to lobby for municipal issues 	Town Manager/Town Council	January 2018	Joined RPTA East Valley Partnership National League of Cities-July 2018 Continue to work with League of Cities & Towns to oppose Bills that are harmful to cities & towns

Objective #3 – Leverage the Talents of Residents to the Advantage of Fountain Hills

Tasks	Lead Responsibility	Projected Completion Date	Completion Date
<ul style="list-style-type: none"> □ Task 1: Identify volunteer talents and talents 	Volunteer Coordinator	Ongoing	Ongoing over 900 volunteers Make A Difference Day Home Delivered Meals Give A Lift Program Activities & Volunteer Expo Mayor's Youth Council Save Our Sculptures Program Community Center Christmas Decorating & Celebration Commissioner

Yellow – High Priority

Medium Priority

White – Low Priority