

FOUNTAIN HILLS
STRATEGIC PLAN

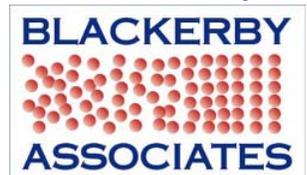


Our Town. Our Choices.
A Road Map to the Future

Implementing the *Strategic Plan*
Annual Plan FY 2008-09

Adopted April 17, 2008

Facilitation and Report:



Transforming Organizations

www.BlackerbyAssoc.com

(602) 908-1082

**TOWN OF FOUNTAIN HILLS
IMPLEMENTING THE STRATEGIC PLAN
ANNUAL PLAN FY 2008-09**



Table of Contents

	<u>Page</u>
Introduction.....	1
Executive Summary: Action Plan for Fiscal Year 2008-09.....	2
Mission Statement.....	3
Goals and Objectives, Fiscal Year 2008-09.....	4
Financial implementation plan for strategic priorities.....	4
Revenue shortfall	4
Strategic Priorities, 1-2 Years.....	4
Strategic Priorities, 3-5 Years.....	5
Commercial vitality and business development	7
Strategic Planning Advisory Commission.....	7
Other	7

TOWN OF FOUNTAIN HILLS IMPLEMENTING THE STRATEGIC PLAN ANNUAL PLAN FY 2008-09



Introduction

The Fountain Hills Town Council and Interim Town Manager met on February 1, 2008, to consider goals and objectives for the 2008-09 budget year, July 1, 2008 through June 30, 2009. The Town's senior staff met on February 29 to consider how to implement the Town Council's goals. These two one-day retreats are recurring elements of the Town's annual planning process. The Town Council retreat was posted as a public meeting, though no decisions were made and no formal votes were taken. Town Council retreat participants included:

- Vice-Mayor Ginny Dickey
- Council Member Ed Kehe
- Council Member Keith McMahan
- Council Member Mike Archambault
- Council Member Henry Leger
- Council Member Jay Schlum
- Interim Town Manager Kate Zanon

Mayor Wally Nichols was absent due to a medical condition and expressed disappointment at not being able to participate.

Senior staff retreat participants included:

- Samantha Coffman, Community Center/Senior Services Director
- Don Clark, Parks Supervisor
- Katie Decker, Public Information Officer
- Kelley Fonville, Senior Services Supervisor
- Julie Ghetti, Finance Director
- Bryan Hughes, Recreation Supervisor
- Captain John Kleinheinz, MCSO
- Ken Kurth, Streets Supervisor
- Mary Martin, Accounting Supervisor
- Mark Mayer, Parks and Recreation Director
- Joan McIntosh, Human Resources Administrator/Risk Manager
- Randy Roberts, Asst. Fire Chief/Fire Marshall, Fountain Hills Rural/Metro
- Bob Rodgers, Senior Planner
- Tom Ward, Public Works Director
- Shauna Williams, Executive Assistant
- Interim Town Manager Kate Zanon

The facilitator for both retreats was Phillip Blackerby of Blackerby Associates.

The primary products of the Town Council retreat are eight goals that the Town Council wants to achieve during the 2008-2009 budget year. The Town Council also wrote objectives that describe how it intends to achieve its goals. The senior staff fleshed out the objectives consistent with the Town Council's intent.

Later, the Town senior staff will develop internal operating plans to identify and sequence tasks and staff assignments to implement the adopted goals and objectives. Senior staff will report periodically to the Town Council on progress in achieving the goals and objectives.

Executive Summary: Action Plan for Fiscal Year 2008-09

At its annual retreat, the Fountain Hills Town Council identified goals for Fiscal Year 2008-09 (July 1, 2008 to June 30, 2009), to guide the Town staff. The goals are shown starting on page 4, below, under headings from the Town's *Strategic Plan 2006-2010*, adopted December 1, 2005, which lists Strategic Priorities for years 1-2 of the planning period, 2006-2007, and for years 3-5, 2008-2010.

The Council selected eight topics for developing goals for FY 2008-09; in random order, they are:

- Relationships with business community
- Continue work on finances;
- Ellman development agreement (State Trust Land);
- Strengthen small town identity by working with community partners and neighbors;
- Continue dialog with schools;
- Environmental policy implementation;
- Evaluate pavement improvement management plan
- Improve communications with stakeholders.

The Town Council wrote eight goal statements under these eight topics. In addition, the Council drafted at least one, and as many as three SMART¹ objectives under each goal. These objectives provided senior staff guidance on how the Town Council wants to achieve its goals during the next year.

Starting with the Town Council goals, the senior staff developed objectives that describe how it could achieve the goals. In some cases, the senior staff left the Town Council's draft objectives as they were; in other cases, the senior staff modified the objectives or added new objectives to describe the implementation process more accurately and realistically.

¹ SMART: Specific, Measurable, Actionable, Realistic and Time-bound.

Mission Statement

The Town of Fountain Hills' purpose is
to serve the best interests of the community by:
 providing for its safety and well-being;
 respecting its special, small-town character and quality of life;
 providing superior public services;
 sustaining the public trust through open and responsive government; and
maintaining the stewardship and preservation of its financial and natural resources.
In four words, serve, respect, trust, stewardship.

Goals and Objectives, Fiscal Year 2008-09

Financial implementation plan for strategic priorities.

Goal 1. To restructure financial policies for fiscal efficiency, for the benefit of taxpayers.

- Objective 1.1. To identify sources of revenue for the rainy day fund, by October 31, 2008.
- Objective 1.2. To present to Council a rainy day fund policy, by December 15, 2008.
- Objective 1.3. To create an action plan for preparing for economic downturns, by February 28, 2009.

Revenue shortfall

The Council noted that it has set a ballot issue for May 2008 related to adoption of a primary property tax. The Council also adopted an ordinance to reduce sales taxes if the property tax passes, an a resolution dedicating the funds to public safety services if the property tax passes.

Strategic Priorities, 1-2 Years

Work with local schools

The Council noted that it will continue ongoing activities working with the Fountain Hills Unified School District the next year, including development of joint-use parks on District lands over the next few years.

Goal 2. To enhance and nurture the relationships with local schools for the benefit of the community.

- Objective 2.1. To continue the Town Council joint meetings with the Fountain Hills Unified School District Board at least two times per year.
- Objective 2.2. To have Schools and Town senior staffs meet to identify joint goals for school year/FY 2008-09, by May 31, 2008.
- Objective 2.3. To have Schools and Town senior staff meet to set joint goals, by September 30, 2008.
- Objective 2.4. To have school/Town senior staff meet quarterly to implement and monitor achievement of joint goals.
- Objective 2.5. To report on shared facilities, other resources and goal outcomes to the Town Council and to the FHUSD Board, by June 30, 2009.

Low-water native landscaping

The Council noted that this Strategic Priority was effectively achieved in FY 2006-07.

Strictly enforce General Plan & zoning ordinances

The Council noted that it will continue ongoing implementation of this Strategic Priority during the next year.

Create commercial architecture review board

The Council noted that this Strategic Priority was effectively achieved in FY 2006-07.

Annex State Trust Land

The Council noted that it annexed the State Trust Land during 2006, and the State Land Commission sold the land on March 15, 2007. Additional work with the new owner (the Ellman Companies) will be required before the land is developed.

Goal 3. To ensure that development of the Ellman property (former State Trust Land) will be compatible with the character of the rest of the community in areas such as aesthetics, density, traffic and housing development standards.

Objective 3.1. To develop a plan for the mitigation of construction activities six months prior to the beginning of construction.

Objective 3.2. To develop recommendations for project development standards that are compatible with Town regulations and prior agreements before platting approval.

Objective 3.3. To create a project team for resolution of issues regarding development standards and ordinances, when appropriate.

Strategic Priorities, 3-5 Years

Add recreation amenities

The Council noted that ,while this strategic priority is scheduled for action during years 3-5 of the strategic planning horizon, it has already increased the number of events at Fountain Park, added new sidewalks and a new irrigation system to Fountain Park, added lighting to the dog park, built a skate park, and contributed significant resources to complete the water park.

Strengthen small town identity

Goal 4. To increase community initiatives to strengthen our small town character.

Objective 4.1. To coordinate or facilitate with community partners the expansion or creation of up to four events that would grow to 2,000 or more participants over two years, by June 30, 2009.

Objective 4.2. To identify funding sources and/or community partners by September 30, 2008.

Objective 4.3. To complete a community needs assessment survey by March 30, 2009.

Objective 4.4. To evaluate quarterly customer survey data and identify and assess improvement ideas by June 30, 2009.

Enhance pedestrian safety

The Council noted that it is on track to achieve its FY 2007-08 objectives related to planning, evaluating and assessing sidewalks and minor arterials, and implementing a pedestrian safety strategy at the intersection of the Avenue of the Fountains and Saguaro Boulevard.

Maintain smooth streets

To continue implementation of this Strategic Priority for years 3-5, the Council set a goal related to maintaining smooth streets. The staff has already presented to Council a Pavement Management Analysis.

Goal 5. To evaluate the Pavement Management Analysis for the community

Objective 5.1. To present to Council a policy for achieving a Pavement Management Plan, including establishing a standards and a rotation plan, by November 30, 2008.

Support lifelong learning

Enhance stewardship of the natural environment

The Council noted that it is on track to adopt an environmental policy in the current fiscal year, and that it is in final negotiations with MCO, Inc. to provide open access to the McDowell Mountain Preserve, in accordance with its FY 2007-08 goals.

Goal 6. To implement the environmental plan to enhance stewardship of our environment.

Objective 6.1. To create a public outreach program to educate residents on the environmental policy and its initiatives, by September 30, 2008.

Objective 6.2. To begin implementing a public outreach program to educate residents on the environmental policy and its initiatives, by November 30, 2008.

Objective 6.3. To identify and facilitate three public/private partnerships to implement the environmental policies and programs, by June 30, 2009.

Commercial vitality and business development

While business relations were not addressed by the Town's *Strategic Plan 2006-2010*, the issue was raised in the Town Council's discussion at both the 2007 and 2008 retreats. The Council noted that it is on track to implementing the objectives it set for the current fiscal year, and it is setting an additional goal and objectives for FY 2008-09.

Goal 7. To further economic development, business vitality and relationships between the Town and businesses, to benefit our community.

Objective 7.1. To review community concerns and make staff recommendations related to signage regulations to support business visibility by October 31, 2008.

Objective 7.2. To hold two business community meetings (one for downtown and one for all businesses) to facilitate problem-solving and communication.

Objective 7.3. To partner with groups within the business community to create and evaluate for implementation an economic development plan, by October 31, 2008.

Objective 7.4. To continue the business retention program in Fiscal Year 2008-09, to improve Town and business relationships.

Strategic Planning Advisory Commission

The Council noted that it created and appointed the Strategic Planning Advisory Commission in early 2006, and the SPAC has been very active throughout the last two years, producing an independent analysis of Town finances and revenue options.

Other

The Council recognized that communications can always be improved, and it decided to set a goal and objectives to address improvement in communications.

Goal 8. To tailor the communications now available to the various demographics of the community.

Objective 8.1. To obtain and/or produce four programs for Channel 11 relevant to the community interest, by June 30, 2009.

Objective 8.2. To provide appropriate links on the Town website for youth, businesses and visitors, with links to be updated quarterly.

Objective 8.3. To increase online readership of the Fountain Hills AveNEWS by 15 percent by June 30, 2009.