

**FOUNTAIN HILLS
STRATEGIC PLAN**



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

**Town of Fountain Hills
Strategic Plan 2006-2010**

Adopted December 1, 2005

TOWN OF FOUNTAIN HILLS, ARIZONA
CITIZEN-DRIVEN STRATEGIC PLANNING PROCESS

Our Town. Our Choices
A Road Map to the Future

Town of Fountain Hills Strategic Plan 2006-2010

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TOWN OF FOUNTAIN HILLS, ARIZONA
CITIZEN-DRIVEN STRATEGIC PLANNING PROCESS

Our Town. Our Choices
A Road Map to the Future

Town of Fountain Hills Strategic Plan 2006-2010
Executive Summary

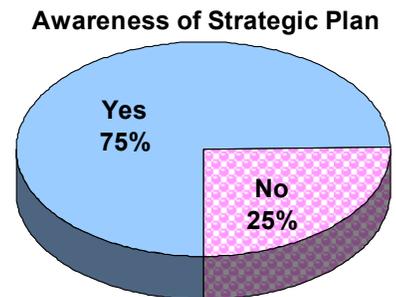
The Town of Fountain Hills adopts the following strategic action plan as a result of a year-long citizen-driven strategic planning process undertaken in 2005. The process used several venues and methods to solicit input from and communicate with the Town's citizens: a public kickoff event; key informant interviews; presentations to community groups; a Youth Visioning Institute; two all-day Town Hall events; four *Informed Choices* workshops; a random sample survey sent to 2,400 households; three Town Council presentations; over 70 articles in two news papers; three newsletters and three major articles in the Town's newsletter, *Compass*, each mailed to every household. The process was overseen by a volunteer Technical Advisory Committee, made up of Fountain Hills citizens with experience in strategic planning and community leadership.

Major Findings

- **Most Residents Think Fountain Hills Is a Good Place to Live.** Over 96% of the residents surveyed in the random sample rated Fountain Hills as an "excellent" or "good" place to live, which was significantly higher than the U.S. average of 84%. Residents also generally gave high ratings to the Town as a place to retire and as a place to raise children.
- **Overall Ratings for Quality of Life** in Fountain Hills Are Significantly Higher than the National Average. Over 93% of the residents surveyed in the random sample rated the quality of life in Fountain Hills as "good" or "excellent," which was 16% higher than the U.S. average (77%).
- **Reasons Residents Decided to Live in Fountain Hills.** The top five reasons that residents decided to live in Fountain Hills based on the percentage of respondents to the random sample who thought the issues were "very important" or "extremely important" to their decision are listed below:
 - Low crime rate (91%)
 - Appearances, views, and overall beauty of the Town (86%)
 - Quality of housing (83%)
 - Small-town atmosphere in the community (77%)
 - Financial stability of local governments (71%)

- **Reasons Residents Plan to STAY in Fountain Hills.** The top five reasons that residents plan to stay in Fountain Hills based on the percentage of respondents to the random sample who selected the issue as one of their top choices are listed below:
 - Small-town atmosphere in the community (51%)
 - Low crime rate (51%)
 - Appearances, views, and overall beauty of the Town (40%)
 - Level of taxation (29%)
 - Quality of housing (17%)

Awareness of the Strategic Plan: The Town of Fountain Hills did a very good job of educating the community about the Strategic Plan. Three of four (75%) residents surveyed in the random sample indicated they knew the Town was in the process of developing a strategic plan.



Action Plan

The strategic plan revealed broad community consensus to implement the following strategic priorities. Note that the preliminary cost estimates included with each priority are as of June 2005, and are provided for broad policy guidance only. They are based on a broad range of assumptions at the time they were developed by Town staff. As time goes on, these preliminary cost estimates will be updated due to inflation and changes in circumstances and assumptions.

1. **Financial Implementation Plan for Strategic Priorities.** The Fountain Hills Town Manager and his team will develop and maintain for Town Council approval, a financial plan showing (a) strategies to maintain long-term stability of the Town's finances, and (b) how the strategic priorities will be implemented, including refinements of the cost estimates contained in this *Strategic Plan 2006-2010*, by June 30, 2006,
2. **Revenue Shortfall.** The Fountain Hills Town Council will resolve the Town's projected long-term revenue shortfall by December 31, 2007. This projected revenue shortfall is caused by reduction of construction-related revenues and State shared revenues as the Town nears build-out, estimated to occur between budget years 2014-15 and 2018-19. It is currently estimated at \$19 million over 20 years, or about \$66 per household per year.
 - a. The Town and the Strategic Planning Advisory Commission will conduct activities to educate the public about the causes and depth of the projected long-term revenue shortfall, alternative solutions, and pros and cons of alternative courses of action.
 - b. The Town Council will act to resolve the projected long-term revenue shortfall, such as (i) calling an election for voters to decide whether to levy a primary property tax, or (ii) increasing various sales tax rates.

Action Item	Estimated Start-Up or One Time Costs	Estimated Recurring Annual Costs	Estimated Cost per Household per Year
3. Strategic Priorities, 1-2 Years. Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2007:			
a. Work with local schools	\$0	\$0	\$0
b. Low water native landscaping (cost items: low-water landscaping public education program).	100,000	0	10
c. Strictly enforce General Plan and zoning (cost items: detailed study of developable land to project build-out population accurately).	75,000	0	8
d. Create commercial architecture review board (cost items: support for the architectural review board; matching grants for existing buildings).	0	180,000	18
e. Annex State Trust Land	0	0	0
Subtotal, Strategic Priorities, 1-2 Years	<u>\$ 175,000</u>	<u>\$ 180,000</u>	<u>\$ 36</u>
4. Strategic Priorities, 3-5 Years. Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2010, contingent on resolution of the revenue shortfall issue (see Action Plan initiative 2, above):			
a. Add recreation amenities (cost items: pedestrian paths, trails and bike lanes; increase concerts, movies and programs to integrate people of different ages, incomes and backgrounds).	\$1,045,000	\$65,000	\$17
b. Strengthen small town identity (cost items: increase Town celebration and dialog events; partner with Ft. McDowell; mentor new-residents; expand one-stop information center; add new fountain features at key focal points).	10,000	311,500	32
c. Enhance pedestrian safety (cost items: add sidewalks, improve striping at crosswalks).	100,000	66,000	17
d. Maintain smooth streets (cost items: resurface streets more often).	0	1,200,000	120
e. Support lifelong learning (cost items: increase availability of and access to on-line classes; increase courses of interest to seniors: provide access to college-credit courses).	0	100,000	10
f. Enhance stewardship of natural environment (cost items: view corridors; educate public on dark skies; clean washes more often; improve street sweeping; maintain McDowell Mountain Preserve trails; enforce codes pro-actively).	100,000	580,000	68
Subtotal, Strategic Priorities, 3-5 Years	<u>\$1,255,000</u>	<u>\$2,322,500</u>	<u>\$264</u>
Grand Total, Strategic Priorities	<u>\$1,430,000</u>	<u>\$2,502,500</u>	<u>\$300</u>

5. **Not Town Priorities At This Time.** The Fountain Hills Town Government should *not* focus attention on the following initiatives that are *not* community priorities at this time. Groups of citizens who want to see these projects implemented are encouraged to pursue partnerships with other organizations and funding sources, and to educate the public about how these projects will improve the quality of life in Fountain Hills:
 - a. Build a new teen activity center.
 - b. Improve public transportation services to and from Fountain Hills and other communities.
 - c. Build a new aquatic center that has features for people of all ages.
 - d. Establish a Town-operated garbage collection service.
 - e. Create a curbside recycling program.
 - f. Increase enforcement of housing quality codes with occupancy change inspections.
 - g. Acquire land, develop & maintain a new 15-acre community park.
 - h. Widen Fountain Hills Boulevard.
 - i. Build a new performing arts center.
 - j. Build a larger stand-alone senior center.
6. **Commercial Vitality and Business Development.** A key issue throughout the strategic planning process was the Town's vision for the downtown area. The Town's vision for its downtown area is to serve mainly the needs of residents, rather than primarily focusing on attracting tourists and residents from other communities. While specific Town activities to promote Fountain Hills' commercial vitality and business development are not included among the strategic priorities, citizens did provide strategic direction commercial and business development. The survey data supports identifying and encouraging commercial and business development that mainly meets the needs of local residents, rather than options that primarily attract tourists and residents from outside Fountain Hills.
7. **Arts and Culture.** Because of lack of consensus in favor of action regarding the arts and culture, the *Strategic Plan 2006-2010* includes no Town activities to support the arts and culture in Fountain Hills. Individuals who are interested in the arts and cultural activities are encouraged to pursue ideas and projects with other partners and non-municipal resources, and to educate the public about how arts and cultural programs affect the quality of life in Fountain Hills.
8. **Strategic Planning Advisory Commission.** The Fountain Hills Town Council will create and appoint members to a Strategic Planning Advisory Commission (SPAC) by February 2, 2006, to champion implementation and periodic updates of the Fountain Hills *Strategic Plan*.

TOWN OF FOUNTAIN HILLS, ARIZONA
CITIZEN-DRIVEN STRATEGIC PLANNING PROCESS

Our Town. Our Choices
A Road Map to the Future

Town of Fountain Hills Strategic Plan 2006-2010

Background

Strategic planning is a disciplined process by which an organization envisions its future and develops strategies, goals, objectives and action plans to achieve that future. Thus, strategic planning is a decision-making process.

In late 2004 the Town of Fountain Hills embarked on a strategic planning process that involved its citizenry to a very high degree. This decision was consistent with Fountain Hills' history. Throughout the 1980s and early 1990s, the Fountain Hills Civic Association sponsored a series of Town Hall meetings where citizens were asked their opinions about potential policies, amenities and facilities. The last such effort, in 1995, resulted in a list of over 20 improvements, most of which have been accomplished.

In the early fall of 2004 about 40 citizens and a few Town Council Members met to discuss the idea of creating a strategic plan. Participants generally favored the idea, and Town Manager recruited a committee of highly-experienced citizen volunteers to design and oversee the process.

The volunteers—who became the Technical Advisory Committee¹—developed a citizen participation plan outlining key events that would seek out opinions of the Town's citizens. The Town Council approved the citizen participation plan on December 16, 2004. In late January 2005 the Town contracted with a project manager,² and in February it contracted with a communications company³ to help educate the public and get out the word about the strategic planning events. Before it began, the Technical Advisory Committee described the strategic planning process:

The Fountain Hills Strategic Planning Process is a comprehensive, citizen-driven effort. It will determine the community's long-term vision that will generate a strategic agenda for decision-making regarding the future of Fountain Hills. The vision will identify the gap between what exists today and what the community desires. The resultant strategic plan will quantify the needs, desires, projects and services determined to be critical for community

¹ Janice Abramson, Curt Dunham, Peggy Fiandaca, Jim Hamblin, Henry Leger, Civic Association President Roger Riggert, and Mike Tyler are principal citizen volunteers; Bob Yordy participated through March 2005. Council Member Ed Kehe represents the Town Council, as did Council Member Kathleen Nicola until her untimely death in May 2005. Town Manager Tim Pickering is a member, and staff member Shaunna Williams provides administrative services.

² Blackerby Associates, Inc.: Phillip Blackerby, Project Manager, and Lynne Brown, Facilitator.

³ Image Weavers: Francesca Carozza, Project Manager, and Charlotte McCluskey.

success, and outline what role the Town of Fountain Hills should play in financing and implementing action strategies. A critical component of the process is to determine the willingness of Fountain Hills' citizens to pay for community needs and desires.

To ensure success, the planning process will be based on the following key concepts:

- Inclusiveness
- Simplicity
- Financially Responsible
- Realistic Implementation

The process will be deemed a success when citizens and leadership have a collective understanding of the Town's direction and agree on a systematic path to pursue the future vision of Fountain Hills.

During the strategic planning process participants discussed many current and potential services and amenities. Many of the existing services and amenities are operating satisfactorily; therefore, improving them is not a strategic priority for the next five years, as they continue to operate at current performance levels. Examples include police, fire protection and economic development, all of which are considered important for the future and operating at acceptable levels.

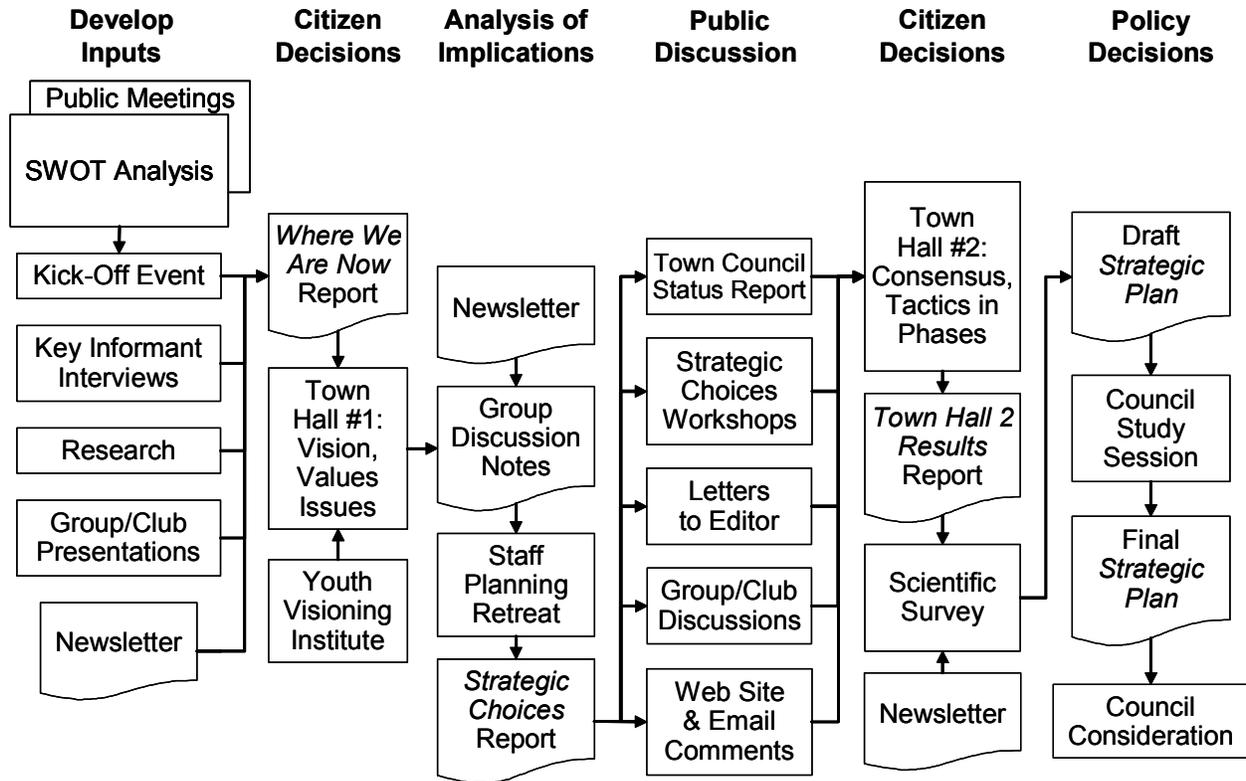
The chart on the next page shows the citizen-driven strategic planning process in flowchart form. Key events in the citizen-driven strategic planning process include:⁴

- An analysis of the Town's strengths, weaknesses, opportunities and threats, started by Town citizens in October 2004.
- A January 2005 kick-off event involving over 200 citizens to discuss the process and build volunteer lists. This event coincided with a celebration of the Town's 15th anniversary.
- In-depth interviews with about 30 community leaders in February and March.
- Creation of a web site (www.fh.az.gov/ourtownourchoices/) with information about the strategic planning process, and a repository for all reports and publications from the process.
- Creation of a Strategic Planning Update Line, (480) 816-5295, for citizens to hear a message about the strategic planning process, and to leave messages to request additional information.
- Presentations to 19 community groups to educate them about the strategic planning process, from February through May.
- A Youth Visioning Institute in March, involving 50 high school students who envisioned the future of their town, and communicated their visions through multi-media presentations.
- An April report, *Where We Are Now*, outlining current conditions in population, housing, economy, finances, physical plan, amenities, public safety environment, transportation and neighboring jurisdictions.
- Town Hall 1, in April, involved 256 citizens on a Friday evening and all day Saturday in brainstorming to delineate their vision and values for the town, and key strategies to make their vision and values a reality. An invitation was sent to every household in Fountain Hills.
- A series of Informed Choices workshops on key topics: long-term Town financial choices, charter government, commercial architecture and view corridor regulation, and parks and recreation, in July and August. More than 50 people attended one or more workshop.

⁴ The numbers reported below do not include Town Council Members, staff, outside volunteers or consultants.

- An August report, *Strategic Choices*, organized issues in 10 focus areas and 31 scenarios (goals). Policies, programs and projects—with estimated annual costs per household—described how to implement the scenarios. A two-page worksheet highlighted 44 key decision points, or strategic choices.
- Town Hall 2, in August, involved 163 citizens all day on a Saturday in stating ways to deal with Town financial issues, selecting strategic choices to analyze, and developing implementation plans. A total of 330 individuals attended either Town Hall 1 or Town Hall 2 or both.
- A scientific, random-sample survey of Fountain Hills adults (1,206 respondents; 50% response rate) in early October, measured how the general public feels about a list of decision items based on the one presented to the Town Hall 2 participants. The survey was presented to the Town Council November 3.⁵
- Distribution of three newsletters and three *Compass* newsletter articles about the strategic planning process, to every household in Fountain Hills.
- Over 70 newspaper articles about the strategic planning process were published by the Fountain Hills *Times* or the *Arizona Republic*; each newspaper reaches about 60% of the households in Fountain Hills.
- Input from all information sources, including both the survey and Town Hall 2, have been incorporated in this strategic plan.
- The Town Council held a work session on a draft of the strategic plan November 8.
- The Town Council adopted the strategic plan December 1,

Fountain Hills Citizen-Driven Strategic Planning Process



⁵ The survey administrator is ETC Institute, Olathe Kansas, Chris Tatham, Vice President and Principal Investigator.

Focus Areas and Strategic Priorities

To facilitate analysis, the Technical Advisory Committee grouped the key strategic planning issues into focus areas. The following pages present a description of each of the key strategic issues under each focus area, followed by an action plan for that key strategic issue.

Strategic Priorities, 1-2 Years

The first several strategic priorities are scheduled for implementation during the first two years of this Strategic Plan 2006-2010, or in calendar years 2006 and 2007. These priorities generally have little or no cost, or can be implemented without creating a new or dedicated funding source. These strategic priorities include: government financial stability; the education issue of working with local schools; and physical planning issues, including use of low-water landscaping, strictly enforcing the Town's General Plan and zoning ordinances, regulating commercial architecture, and annexing the State Trust Lands.

Government Financial Stability

The current budget, for 2005-06, is balanced, and the financial difficulties of 2001-2002, have been resolved; a recent bond issue earned an excellent Aa3 rating. A sales tax abatement for a Shea Boulevard retail development is projected to be paid off early.

However, sales taxes are 51% of the Town's general fund operating budget, a higher percentage than most Arizona cities and towns. Adding Fountain Hills' local rate (2.6%) to the state (5.6%) and county (0.7%) rates, consumers pay 8.9% sales tax in stores. The statewide average is 8.58%. Fountain Hills' combined sales tax rate ranks 24th among Arizona's 89 cities and towns. As the Town approaches build-out, projected between 2012 and 2015, sales tax and permit fee revenues from new construction will decrease significantly. This revenue accounts for about 20% of the Town's general fund operating budget.

Additionally, State shared revenues are nearly one-third (32%) of the Town's general fund operating budget. The State allocates these revenues to cities and towns based on their relative population. As the Town nears build-out, its population will stabilize while other cities and towns will continue to grow. Fountain Hills' share of these revenues is projected to fall as early as budget year 2006-07, after the mid-decade census.

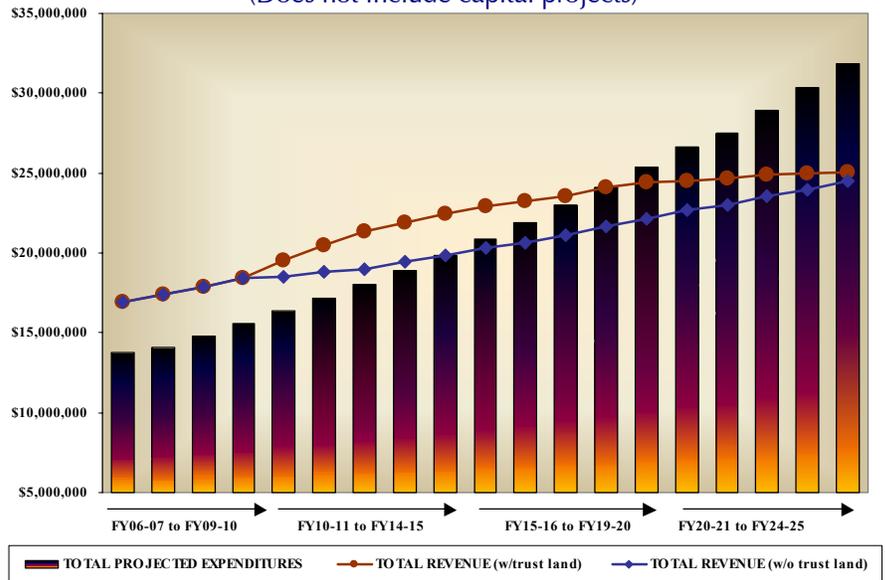
Jurisdiction	Sales Tax Rate
Nogales (lowest)	7.35%
Tucson	7.6%
Chandler	7.8%
Gilbert	7.8%
Mesa	7.8%
Lake Havasu City	7.85%
Paradise Valley	7.95%
Scottsdale	7.95%
Phoenix	8.1%
Tempe	8.1%
Prescott	8.35%
Payson	8.72%
Apache Junction	8.8%
Cave Creek	8.8%
Fountain Hills	8.9%
Carefree	9.3%
Sedona	9.35%
Winkelman	10.1%
San Luis (highest)	10.7%

Thus, the two revenue sources that make up 83% of the Town's general fund budget (51% sales tax and 32% State shared revenues), are expected to fall as the Town nears build-out. These projections are *not* a crisis now, but planning now may reduce the impacts of these long-term trends.

Fountain Hills has no *primary* property tax, which many other communities use to fund day-to-day operating expenses. The Town does levy a *secondary* property tax, which it uses to pay off bonds that financed open space, library and paving projects.

The chart at right shows the general fund over the next 20 years. The vertical bars project Town expenses for *current* operations and capital projects. The blue lower line (diamond ♦ markers) shows projected revenues. This line crosses the expense bars in budget year 2014-15, after which the Town projects a growing budget deficit, *even if no new capital projects are begun*. Over 20 years, the Town will need about \$19 million, or about \$950,000 per year. The red upper line (dot ● markers) compares the impacts of annexing the State Trust Lands. It delays the projected growing budget deficit by four years, to 2018-19, *even with no new capital projects*.

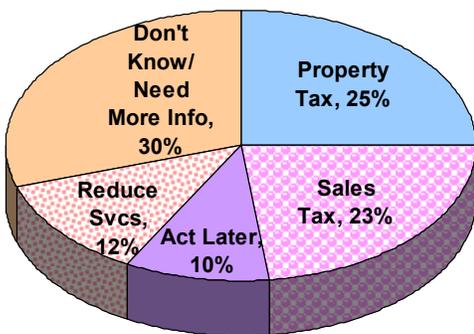
20-Year General Fund Revenue/Expenditure Projection
(Does not include capital projects)



To deal with this issue, survey respondents were asked to choose among five alternatives:

1. Raise revenue by levying a primary property tax of approximately \$66 per year per household to eliminate the projected deficit and keep the Town’s current service levels the same (the Town does not currently have a primary property tax).
2. Raise revenue by increasing the Town’s sales tax by 0.2 cents which will cost the average household approximately \$66 per year (the current sales tax rate is 8.9 cents).
3. Keep service levels the same, but postpone raising revenue until a future date. By delaying an increase in revenue, the annual payments that will be paid by residents in the future will be higher than the amount currently estimated of \$66 per household.
4. Cut or reduce services provided by the Town.
5. Don’t know/Need more information.

Financial Stability Preferences



The pie chart at left summarizes the survey responses. Nearly half (48%) of the respondents said to take action sooner, rather than later. These respondents were nearly evenly split between using property tax (25%) or sales tax (23%) to solve the problem. Significantly, nearly a third (30%) said they did not know and needed more information. Just 10% said to delay action until the deficit actually occurs, incurring higher costs, and 12% said to reduce Town services to overcome the shortfall. Town Hall 2 participants had more information about the impacts of property and sales taxes; 66% of them supported the property tax option while 11% supported a sales tax increase.

Action Plan: Government Financial Stability

1. **Financial Implementation Plan for Strategic Priorities.** The Fountain Hills Town Manager and his team will develop and maintain for Town Council approval, a financial plan showing (a) strategies to maintain long-term stability of the Town's finances, and (b) how the strategic priorities will be implemented, including refinements of the cost estimates contained in this *Strategic Plan 2006-2010*, by June 30, 2006,
2. **Revenue Shortfall.** The Fountain Hills Town Council will resolve the Town's projected long-term revenue shortfall by December 31, 2007. Nearly half of the survey respondents preferred a sooner, rather than later, resolution of the projected revenue shortfall issue.
 - a. The Town and the Strategic Planning Advisory Commission will conduct activities to educate the public about the causes and depth of the long-term revenue shortfall, alternative solutions, and pros and cons of alternative courses of action, such as levying a primary property tax and increasing various sales tax rates. Education is critical, as 30% of survey respondents reported they needed more information before deciding how they prefer to resolve this issue.
 - b. The Town Council will act to resolve the long-term revenue shortfall by December 31, 2007. Many residents thought the Town should raise taxes now to offset the Town's projected deficit. Residents who responded to the random sample survey were 2.2 times more likely to prefer having the Town raise taxes now to offset the Town's projected deficit (48%) than they were to think the Town should cut services or postpone raising taxes until a future date (22%). Among the 48% who supported a tax increase, residents were split on the method that should be used: 25% preferred levying a property tax and 23% preferred increasing the sales tax. Although residents preferred raising taxes to cutting services, 30% of those surveyed in the random sample did not have an opinion on the issue. This suggests that the Town will need to conduct a significant education effort before proceeding with any of the options that are currently being considered.

Education: Higher and Continuing Education and Support of Educational Excellence

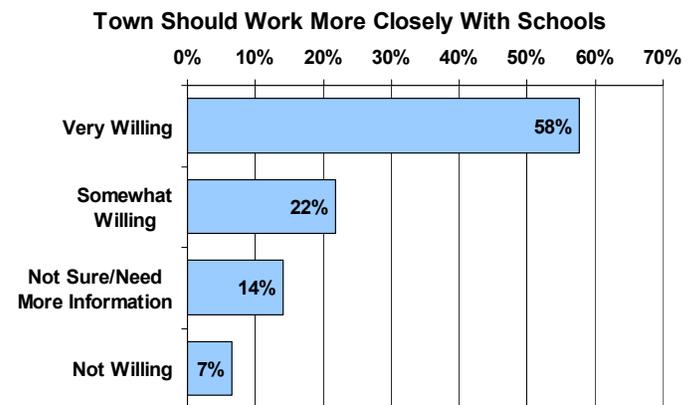
Work with Local Schools More Closely

Education of children is primarily the job of the Fountain Hills Unified School District, which is wholly separate from the Town of Fountain Hills government. FHUSD operates two elementary schools, one middle school and a high school. Also separate is the Fountain Hills Charter School, which provides K through 8th grade education.

Nevertheless, the Town supports the educational system through the Mayor's Youth Council, and by sharing facilities with schools—primarily at Town parks and school gyms—to eliminate duplicate facilities. The Town and FHUSD have a blanket agreement that allows facilities to be shared without detailed negotiations over every use.

The FHHS baseball and basketball teams have both won state championships in recent years, but the Town and townspeople have taken relatively little notice. Participation in school activities—athletic events, plays, concerts, etc.—by townspeople who are not parents of student participants is limited, in spite of the very high quality of these student efforts. On the other hand, football game attendance increased in 2005, as the team won the district championship for the second year in a row.

To discover what issues concern the Town's youth, the strategic planning process involved 50 high school students in a Youth Visioning Institute. In small groups the students envisioned a future for Fountain Hills, and created multimedia descriptions of that future. They presented their descriptions to Town Hall 1 participants, setting the stage for visioning exercises at that event. The resolution creating the Strategic Planning Advisory Commission specifies that one member must be a youth representative.



The survey supported the Town working more closely with schools, with over two-thirds (67%) of respondents strongly agreeing or agreeing that the Town government and local schools should work together more closely, ranking 6th among the 21 issues considered. This issue was the number-one ranked item for funding, with 80% of respondents very or somewhat willing to have the Town work more closely with local schools, including 58% who answered “Very willing.” Just 7% of respondents were not willing to fund such activities, the smallest opposition rate among all 21 issues. No cost items were associated with this priority.

Action Plan: Work with Local Schools More Closely

3. **Strategic Priorities, 1-2 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2007:
- Work with local schools more closely.

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
Examples of Policies:				
1. Increase sharing of facilities, that both the townspeople and the schools can use, such as: a community theater; a community pool.	Parks & Recreation	FHUSD	Covered under existing intergovernmental agreement	\$0
2. Increased facilities sharing, by opening school resources to Town activities, such as classrooms for lifelong learning, or ability to book school meeting facilities through the Community Center.	FHUSD	Parks & Recreation	Covered under existing intergovernmental agreement	\$0
3. Review the Town's sign ordinance for appropriate temporary celebrations of school achievements.	Town Council	Code Division Town Attorney	Negligible cost	\$0
Examples of Programs:				
4. Encourage townspeople to wear blue & silver, attend school events, paint slogans on store windows, hang street banners, and develop Falcon Pride, sponsored by the Mayor and Council.	Parks & Recreation	Downtown Economic Development Chamber of Commerce FHUSD	Negligible cost	\$0
5. Connect Town volunteers with students who may need mentoring outside normal school counseling services.	Parks & Recreation	FHUSD	Negligible cost	\$0
6. Connect businesses with students needing part-time school year jobs or full-time summer jobs, with job fairs.	Chamber of Commerce	Human Resources	Not a Town program	\$0

Physical Planning: Zoning and Architecture

Much of the physical layout of the town was created in the late 1960's by the Town's developers at MCO. They laid out the streets, subdivided lots and zoned properties by use. Some of their work was basic urban planning; some was influenced by then-current market conditions, which may have favored some types of uses over others. The MCO Master Plan became the template for the later Town of Fountain Hills General Plan.

In the 15 years since incorporation, circumstances have changed in several areas related to the physical plan of the Town. These issues include: greater concerns about water availability; variances granted under planning and zoning laws; commercial structures that some feel are inconsistent with the Town's look and feel; and the recent announcement that two square miles of State Trust Lands adjacent to the Town will be developed.

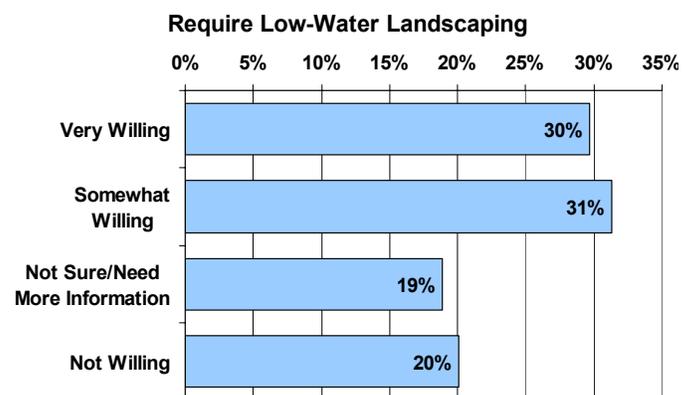
Low-Water Landscaping

Most commercial and residential properties in Fountain Hills are landscaped using low-water native vegetation, sometimes called "Xeriscape."⁶ This approach requires little water or maintenance, and can be as pleasant as more lush vegetation appropriate to Midwest or Eastern climates. It also conserves valuable water resources, and provides habitat for natural wildlife.

Many home-owners associations (HOAs) regulate front landscaping within their communities, and most of these regulations call for native desert vegetation, but many homes in the Town are not covered by an HOA.

The Town is responsible for landscaping at public facilities such as the civic center area, street medians, parks and other Town-owned lands. In general, the Town uses native desert vegetation, except for park lawns—which are watered with effluent—and Avenue of the Fountains medians.

This issue was strongly supported by survey respondents, with nearly three-fourths (73%) strongly agreeing or agreeing that new developments should be required to use low-water native vegetation for landscaping, ranking 5th among the 21 issues. Over three of five (61%) respondents were very or somewhat willing to pay for such regulation, ranking 2nd among the 11 funding issues considered. Town Hall 2 participants rated this issue 8th among the 44 issues they considered, but did not include this issue in their implementation plans.



⁶ Xeriscape is a trademark of the Denver Water Department

Action Plan: Low-Water Landscaping

3. **Strategic Priorities, 1-2 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2007:
- b. Low water native landscaping.

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
Examples of Policies:				
1. Continue to use low-water native vegetation landscaping in all public projects, including public buildings and selected parklands.	Public Works	Parks & Recreation Chaparral City Water Co.		\$0
2. Require low-water native vegetation landscaping in all commercial projects.	Planning & Zoning	Code Division Chaparral City Water Co.		\$0
3. Require low-water native vegetation landscaping in common areas in new developments.	Planning & Zoning	Code Division Chaparral City Water Co.		\$0
Example of Projects:				
4. Educate the public to demonstrate the benefits of following natural vegetation standards in residents' homes.	Planning & Zoning		\$100,000 one-time cost	\$10

Physical Planning: Zoning and Architecture

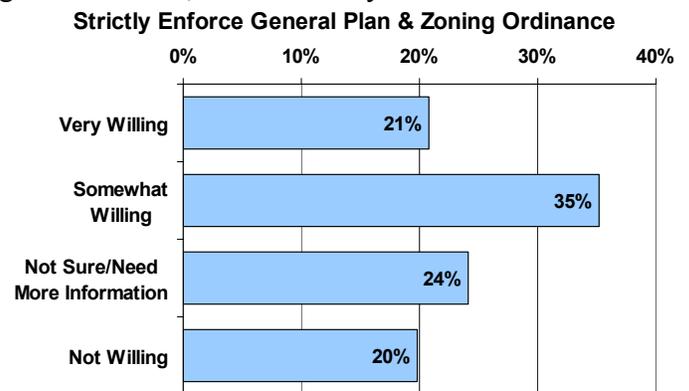
Strictly Enforce the General Plan and Zoning Ordinances

The Town's population, estimated at 22,900 in 2004, is projected to increase up to 34%, to 30,700 at build-out between 2012 and 2015. Some citizens are already concerned about the size and level of congestion in the Town and fear that developers may concentrate on multifamily housing for remaining vacant land, increasing the population beyond the projected 30,700 level.

The Town regulates population growth indirectly, through application of its zoning ordinance. All property in the Town is zoned, and residential zones limit the number of housing units that can be built on any piece of property. While the Town has not conducted a detailed analysis of the population that could be housed on undeveloped land under current zoning, officials believe that the current projections of about 30,700 people at build-out (2012-2015) are reasonable.

From time-to-time, developers may request variances from the General Plan and various ordinances, or changes to the General Plan and ordinances themselves. These requests are reviewed first by the advisory Planning and Zoning Commission, and then they are considered by the Town Council.

Under this goal the Town Council would almost never grant a variance or amend the zoning ordinance. Instead, the Council would follow a rigid adherence to the current General Plan and zoning ordinance. This approach would effectively limit the Town's population at build-out to about 30,700, not counting the State Trust Lands.



Of citizens responding to the survey, 80% strongly agreed or agreed that the Town should strictly enforce the General Plan and zoning ordinance, ranking 3rd among the 21 issues considered. Well over half (56%) were very or somewhat willing to pay for such strict enforcement, and just 20% were not willing to pay for strict enforcement. Town Hall 2 participants also rated this issue highly, ranking 10th most important of the 44 issues, and putting it in phase 1 of their implementation plan.

Action Plan: Strictly Enforce the General Plan and Zoning Ordinances

3. **Strategic Priorities, 1-2 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2007:
- c. Strictly enforce General Plan and zoning.

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
Examples of Policies:				
1. Strict enforcement of height restrictions, to protect mountain views.	Town Council	Planning & Zoning	Negligible cost	\$0
2. Continue the build-out plan, which contemplates that the Town population will stabilize at the currently projected range of 29,300 to 30,700.	Town Council	Planning & Zoning	No increase in cost above current spending	\$0
3. Include population projections as a criterion when considering planning and zoning cases.	Town Council	Planning & Zoning	Negligible cost	\$0
Example of Projects:				
4. Improve estimates of ultimate build-out by inventorying developable vacant land, and applying current zoning and population ratios.	Planning & Zoning		\$75,000 for analysis	\$8

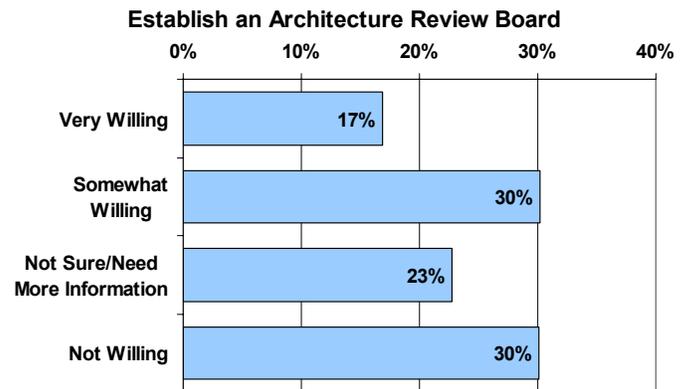
Physical Planning: Zoning and Architecture

Regulate Commercial Architectural Compatibility

Regulation of commercial architecture is important to many residents. Architectural compatibility can be successfully regulated, but it can create significant difficulties for developers, particularly when economics change. If commercial architectural compatibility standards are objective, easily understood by developers, and responsive to different economic conditions, they can improve the physical appearance of a community, and thereby increase its property values.

The Town does not currently regulate architecture. While the Town has published recommended paint colors, it has not enacted any commercial architectural compatibility standards, and so it has no objective basis from which to evaluate proposed buildings.

Survey respondents supported architectural controls very strongly, with 82% strongly agreeing or agreeing establishing such controls for commercial aesthetic compatibility. Moreover, 47% of respondents were very or somewhat willing to pay for establishing an architectural review board to ensure the architectural aesthetic compatibility of commercial property in the Town.



Action Plan: Regulate Commercial Architectural Compatibility

3. **Strategic Priorities, 1-2 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2007:

- d. Create a commercial architecture review board.

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
Policy Outline:				
1. Establish a citizens architectural review committee to: <ul style="list-style-type: none"> (a) Establish objective architectural compatibility standards for commercial buildings (b) Review proposed commercial buildings for compliance with architectural compatibility standards, and recommend whether a building permit should be awarded; (d) In case of a negative recommendation, work with the architect and developer to find ways to meet the building's objectives consistent with the architectural compatibility standards; (e) If not resolved within a specified time, refer the case to the Town Council for consideration. 	Town Council	Planning & Zoning	\$80,000 /yr. for support to the Committee, including staff personnel costs, operating expenses and support services.	\$8
Example of Program:				
2. Provide matching grants for existing (grandfathered) commercial buildings to become compatible with new architectural compatibility standards.	Town Council	Planning & Zoning	\$100,000 per year for several years for matching grants.	\$10

Physical Planning: Zoning and Architecture

Annex State Trust Lands

The State Land Commissioner has announced plans to auction off, in 2006, about two square miles (1,276 acres) of undeveloped State Trust Land adjacent to Fountain Hills, to the north. How this land will be developed, and whether it will become a part of the Town proper, are key questions. The Town has analyzed alternative development scenarios, which range from a low estimate of 1,600 new residents to a mid-range estimate of 4,000, or a high estimate of 7,600 new residents. Town officials are working with the State Land Commissioner and other officials to ensure that:

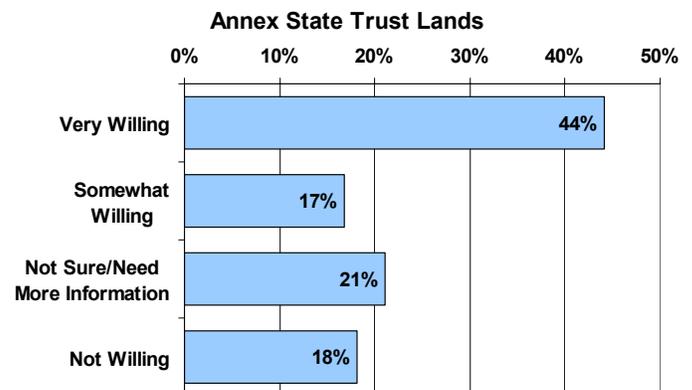
- Development on the State Trust Lands is consistent with Fountain Hills standards, in terms of density and protection of views, open space, washes, hillsides, natural areas and dark skies;
- Streets match up to, and meet the same construction standards as Fountain Hills streets;
- Developers set aside sufficient amenities, including parks and other community facilities to support the eventual population on these lands;
- Development fees pay for Fountain Hills infrastructure improvements that will be necessary to serve the additional population in this area; and
- The property is annexed into the Town of Fountain Hills, so that the Town Council can zone the property, review development plans and incorporate the area into its General Plan, and so that residents' secondary property taxes may help pay off the bonds that built Town facilities that these new residents will use.

If the area is not annexed prior to development, the future residents of the area will use Fountain Hills streets, parks and community facilities anyway, without having contributed a fair share toward developing those amenities. In effect, the Town will have the burden of serving these non-citizens, without corresponding investments in the Town's service infrastructure.

A statewide conservation group is circulating initiative petitions to amend the Arizona State Constitution, to permit State Trust Lands to be purchased by local governments for preservation, in addition to being sold to the highest bidder to benefit the state education system. The State Trust Lands adjacent to Fountain Hills are not covered by this proposal.

In the Fountain Hills October 2005 survey, more than three in five (61%) respondents were very or somewhat willing to fund annexation of the State Trust Land, including 44% who were very willing. This issue ranked 3rd among the 21 issues considered. Opposition to funding was just 18%, the second-lowest level of opposition among the 21 issues.

Town Hall 2 participants also heavily favored this issue. It was the number-one most important issue, and was at the top of their phase 1 implementation plan.



Action Plan: Annex State Trust Lands

3. **Strategic Priorities, 1-2 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2007:

e. Annex State Trust Land.

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
Outline of Policies:				
1. Annex the State Trust Lands into the Town of Fountain Hills, and assume the financial responsibility of providing full municipal services—police, fire, emergency, street maintenance and parks & recreation facilities and maintenance—at levels comparable to those provided to similar areas in the Town.	Town Council	Town Manager Town Attorney Planning & Zoning MCSO FHFD Parks & Recreation Finance State Land Commissioner	Collection of up to \$29 million in development impact fees, and some sales tax revenues from new residents. Would require additional \$18 million for park acquisition and development, and some other costs. Net budget impact is unknown as ultimate population is unknown.	\$0
2. Apply planning and zoning standards to the State Trust Lands consistent with other similar areas in Fountain Hills.	Town Council	Planning & Zoning	Negligible	\$0

Strategic Priorities, 3-5 Years

The next set of strategic priorities are scheduled for implementation in the 3-5-years time-frame, or in calendar 2008, 2009 and 2010. In some cases, these priorities may have to be started earlier, in order to be completely implemented in the 3-5 years target. These strategic priorities generally require some significant funding, such as a bond issue with a dedicated funding source, or some other municipal resources. They include adding recreation amenities to the Parks and Recreation system; strengthening the community’s small-town identity; improving municipal services related to enhancing pedestrian safety and street maintenance; education issues related to lifelong learning opportunities; and enhancing the Town’s stewardship of the natural environment.

Implementation of these strategic priorities is contingent on first resolving the revenue shortfall that is projected to occur as the Town nears build-out (see the section on Government Financial Stability on page 9). This projected revenue shortfall results from reduction of construction-related revenues and from loss of State shared revenues as the Town’s population stabilizes. Without resolution, the revenue shortfall is projected to result in growing budget deficits sometime between the 2014-15 and 2018-19 budget years. The Town should not take on new programs or new capital projects until this projected revenue shortfall is resolved.

Parks and Recreation

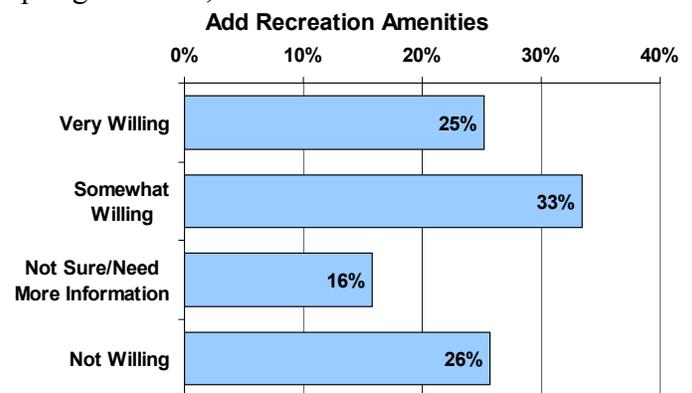
Add Recreation Amenities

Recreation options are important to many Town citizens, whether they have children, or their children are grown, or they are retirees. Town-sponsored recreation programs center around the Community Center or the various parks. Privately-sponsored recreation programs include events such as the semi-annual Fairs, other art shows, club activities, and nearby casinos.

The Town Parks & Recreation Department sponsors a wide variety of recreational opportunities, including various sports leagues (providing appropriate field and court facilities), classes in various crafts and self-improvement topics, and social activities such as St. Patrick’s Day and Easter celebrations, balloon ascension and other family-oriented activities. The new performance pad at Fountain Park hosted four concerts in the spring of 2005, and additional four-concert series are planned for each fall and each spring.

As the Town’s population grows toward build-out in the 2012-2015 time frame, additional recreational programs and amenities will be needed to support the larger population.

In the survey, 46% of respondents strongly agreed or agreed that the Town should have more recreational amenities, ranking it 13th among the 21 issues considered. When given more specific information, 58% of respondents were very or somewhat willing to pay to add recreation amenities such as hiking trails and bike lanes, and programs such as concerts to the Town’s Parks and Recreation system. Just 16% were not sure and needed more information.



Action Plan: Add Recreation Amenities

4. **Strategic Priorities, 3-5 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2010, contingent on resolution of the revenue shortfall issue:
- a. Add recreation amenities

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
Example of Policies:				
1. Amend the Wash Ordinance to permit development of environmentally-sensitive hiking trails (requires public vote).	Town Council	Town Attorney, Town Clerk,	\$25,000 for election	\$3
Examples of Projects:				
2. Develop (soft) hiking trails in major washes, while preserving their natural condition and wildlife (after voter approval of Wash Ordinance amendment).	Public Works	Parks & Recreation MCSO FHFD	\$20,000 per wash to build trails, plus \$20,000 per wash /yr. for maintenance	\$4
3. Develop pedestrian-friendly pathways and trails connecting greenbelts, parks and public facilities.	Public Works	Parks & Recreation	\$1 million, funded from open space development fees.	\$6
4. Expand bike lanes on streets, where suitable, and connect them to appropriate hiking and biking trails.	Public Works	Streets Department Parks & Recreation	Negligible cost for striping	\$0
Examples of Programs:				
5. Expand the frequency of concerts & movies in the Fountain Park performance pad.	Parks & Recreation		\$15,000 /yr.; some expenses may be paid by sponsors.	\$2
6. Increase programs that are designed to integrate people of different ages, incomes and cultural backgrounds.	Parks & Recreation	Senior Services Ft. McDowell FHUSD	\$30,000, including personnel costs and operating expenses.	\$3

Small Town Atmosphere and Town Identity

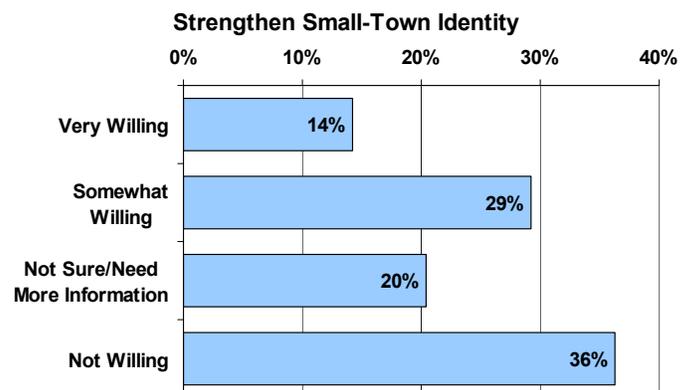
Strengthen the Community's Small-Town Identity

Many residents value Fountain Hills' small-town atmosphere as a key to the Town's identity. They characterized this atmosphere by citing the small population size (22,900 in early 2005; 30,700 projected at build-out in 2012-15, not including State Trust Lands), low crime and traffic congestion, few stoplights, locally-owned and chain retail establishments (without "big box" stores), good neighborhood schools, and activities and traditions—the fairs, holiday snow, the iconographic Fountain (green on St. Patrick's Day), spirit of volunteerism, *etc.*—that bond residents in an immeasurable "sense of community."

The Town and many service organizations actively preserve the small-town atmosphere and identity. The Town develops the General Plan and enforces planning and zoning regulations that effectively regulate growth. The Town operates and maintains the Fountain. The Chamber of Commerce sponsors the fairs and the holiday Stroll in the Glow. The Civic Association sponsors the Town Hall events. The Golden Eagle Foundation manages the volunteer mentoring program at the local schools, and coordinates and supports scholarships for high school graduates, along with several other service clubs. Many other organizations mobilize thousands of volunteers to improve the community, with informal assistance from Town staff to coordinate volunteer opportunities. As a result, much of the citizenry shares a sense of personal identity with the Town, forming a sense of community.

One important element in the Town's small-town identity is its citizen participation on the strategic planning process. Over 1,200 residents responded to the survey, a very high 50% response rate. Another 330 participated in one or both Town Hall events. Many volunteers and 50 students participated in the Youth Visioning Institute.

Town residents like the small-town atmosphere that pervades Fountain Hills, and repeatedly name this characteristic as a key reason why they live here. In the survey, 77% of respondents said that small-town atmosphere was extremely important or very important reason why they decided to live in Fountain Hills, ranking 4th among the 15 reasons listed. Nearly one-third (32%) said the small-town atmosphere was the number-one reason they will stay in Fountain Hills, more than any other reason, and over half (51%) placed this reason among their top three, second among the 15 reasons to stay. A total of 43% of survey respondents were very or somewhat willing to pay for programs and projects to strengthen the community's small-town identity.



Town Hall 2 participants ranked strengthen the community's small-town identity 4th most important among the 44 issues they considered, and put this issue in their Phase 1 plan.

Action Plan: Strengthen the Community's Small-Town Identity

4. **Strategic Priorities, 3-5 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2010, contingent on resolution of the revenue shortfall issue:
- b. Strengthen small town identity:

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
Examples of Programs:				
1, Expand opportunities for citizens to get together, both in celebration and to engage in dialog about the community, such as White Castle Day (resurrected), Soap Box Derby, Founders Day, Independence Day fireworks, Pony Express Days, <i>etc.</i> , and more concerts in Fountain Park.	Civic Association, Parks & Recreation	Local clubs and organizations	Additional events and concerts: \$110,000 /yr.	\$11
2. Partner with Ft. McDowell on local events; cross-promote recreational programs.	Parks & Recreation	Economic Development Specialist; Tourism Council	To coordinate programs listed: \$200,000, including personnel costs, operating expenses and support services.	\$20
3. Mentor new residents: work with Home Greetings; welcome new residents in the <i>Compass</i> ; host workshops on Town history and operations; partner with Civic Assoc., as in past years.	Civic Association	Parks & Recreation River of Time Museum		
4. Create a "one stop shop" for information about Town government; calendar of events; volunteer opportunities; local businesses; <i>etc.</i> ; distribute brochures through Library, Town Hall, Chamber of Commerce, <i>etc.</i>	Town Manager Parks & Recreation	Town Department Heads		

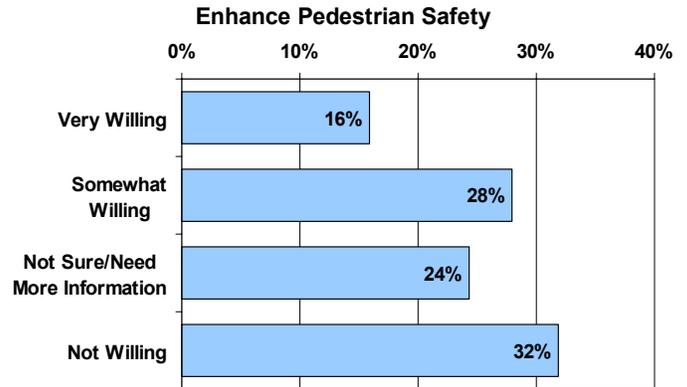
Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
<u>Example of Projects:</u>				
5. Emphasize the Fountain as an icon of the Town's identity; create additional fountain features at key focal points (such as intersections and parks), to strengthen citizens' association with fountains and the Town. Coordinate new fountains through Fountain Hills Cultural Council's Public Arts Committee and other groups.	Parks & Recreation	Public Works Department Public Arts Committee of Cultural Council	Additional fountain features, approximately \$10,000 each, plus \$1,500 each annual operating and maintenance expenses.	\$1

Municipal Government Services

Enhance Pedestrian Safety

As the Town’s population and traffic increase toward build-out, pedestrians will be in increasing danger. Development of pedestrian-friendly sidewalks and safe crossings is a concern of many residents. Of particular concern is a pedestrian-friendly crossing over Saguaro Blvd. between Fountain Park and the Avenue of the Fountains.

In the survey, 50% of respondents strongly agreed or agreed that the Town should improve safety by adding sidewalks and improving crosswalks, ranking 11th of the 21 issues addressed. Regarding funding, 44% of residents were very or somewhat willing to fund enhanced pedestrian safety, ranking 8th among the 21 issues; nearly one-quarter (24%) were not sure and needed more information.



Action Plan: Enhance Pedestrian Safety

4. **Strategic Priorities, 3-5 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2010, contingent on resolution of the revenue shortfall issue:
 - c. Enhance pedestrian safety.

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
<u>Examples of Projects:</u>				
1. Increase use of “striped” crosswalks, pedestrian signals and other traffic controls at key intersections.	Public Works		\$30,000 per intersection for crosswalk; \$100,000 per intersection for pedestrian-controlled traffic signals.	\$10
2. Build more sidewalks throughout Town each year.	Public Works		\$66,000 /yr. for 20 years	\$7

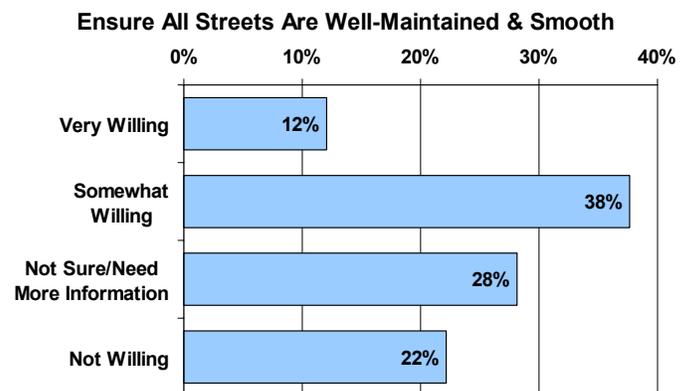
Municipal Government Services

Ensure All Streets Are Well-Maintained and Smooth

The Town government is responsible for maintaining the public streets. Maintenance includes sealing pavement cracks, patching potholes, resurfacing streets with slurry, or repaving streets with new asphalt. Important principles of maintaining streets economically are to take preventative measures when possible, such as sealing cracks, making repairs quickly, and improving the worst situations every year, as needed.

The Town’s streets are generally in good condition, due to regular maintenance made possible by approval of street repair bonds financed by a secondary property tax. While the Town has invested significantly in paving and maintaining all of its streets, residents have suggested additional improvements.

The survey revealed that while just 29% of the residents strongly agreed or agreed that the Town should resurface the streets more often, about half were very willing or somewhat willing to pay to ensure that all streets are well maintained and smooth.



Action Plan: Ensure All Streets Are Well-Maintained and Smooth

4. **Strategic Priorities, 3-5 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2010, contingent on resolution of the revenue shortfall issue:
 - d. Maintain smooth streets.

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
<u>Example of Projects</u>				
1. Increase frequency of street resurfacing.	Public Works		\$1.2 million /yr. to increase frequency of slurry and overlay resurfacing; \$19 million over 20 years	\$120

Education: Higher and Continuing Education and Support of Educational Excellence

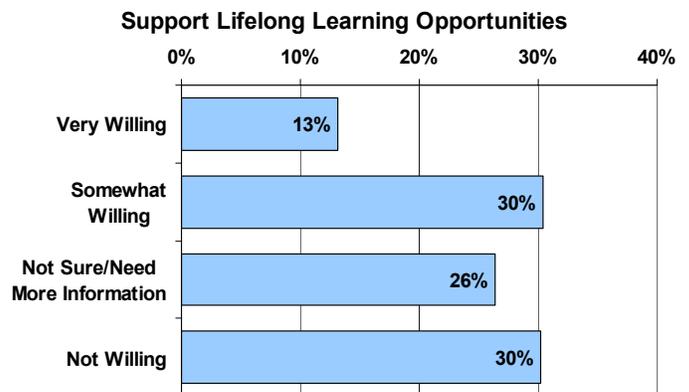
Support Lifelong Learning Opportunities

Education of adults in Fountain Hills is primarily the responsibility of Scottsdale Community College, also a wholly separate entity from the Town of Fountain Hills government. In the past, Scottsdale Community College has offered courses in Fountain Hills, however interest declined and the college virtually eliminated courses offered in town several years ago. Recently, SCC has offered a limited number of art and digital photography classes at the Community Center. With this start, reviving a relationship with SCC may be possible, to increase the number of courses offered in Fountain Hills.

The Town’s Parks & Recreation Department, however, offers classes in language, hobbies and other activities through its recreational programs, primarily at the Community Center.

The Senior Center, a program of the Town’s Parks & Recreation Department, offers a variety of classes and programs for seniors, including financial advising, hobbies, and more.

Computer labs in Fountain Hills are located on school campuses, in the Town library (operated by the Maricopa County Library District) and the Senior Center (through Senior Net, available only to Seniors who are members, housed at the Community Center). These organizations offer basic computer application courses. A number of colleges and universities around the country and the Valley have on-line courses available to Internet users.



Survey respondents ranked this issue 9th most important among the 21 issues considered, with 54% strongly agreeing or agreeing that the Town should promote lifelong learning for residents of all ages. Funding support was a bit less, with 43% very or somewhat willing to pay for investing in lifelong learning activities for residents of all ages; over one-quarter (26%) were not sure and needed more information.

Action Plan: Support Lifelong Learning Opportunities

4. **Strategic Priorities, 3-5 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2010, contingent on resolution of the revenue shortfall issue:
- e. Support lifelong learning.

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
Examples of Programs:				
1. Increase availability of on-line classes, and supplement computer facilities to access them as needed.	Parks & Recreation	Maricopa County Library District FHUSD Senior Center Information Services	\$100,000 /yr. for 20 workstations at \$5,000 per workstation /yr., including equipment, software, Internet access maintenance and technical support	\$10
2. Increase courses of interest to seniors, related to history, travel, hobbies, arts, culture and other topics; the lifelong learning center might be co-located in the senior center, among other places.	Senior Services	Recreation	Cost paid by user fees.	\$0
3. Provide access to courses with college accreditation, for adults who may want to finish their college degree, youth who want to begin college in their home town, or residents who can advance professionally with key credits. A satellite campus of Scottsdale Community College or an association with ASU or NAU might achieve this activity.	Parks & Recreation	FHUSD Community Center Recreation SCC, NAU or other college	Costs paid by user fees and SCC revenues.	\$0

Preservation of the Environment

Enhance Stewardship of the Natural Environment

The natural environment is a key feature of Fountain Hills, including the abundant natural desert vegetation and wildlife, the open spaces in canyons and washes that are preserved, the majestic views of the McDowell and Superstition mountains, and the dark skies that show off the moon, planets and stars of the Milky Way.

The Town actively protects the natural environment, by:

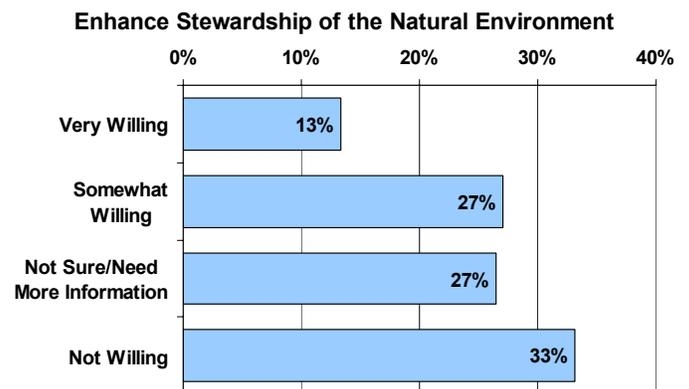
- Prohibiting development in washes (Wash Ordinance, Art. 9-3);
- Prohibiting development in steep canyons (Hillside Protection Ordinance);
- Preventing disturbances of natural areas during nearby construction (Subdivision Ordinance, Sec. 15-504, Land Disturbance/Hillside Protection);
- Preserving dark skies by regulating commercial lighting (Art. 7-7);
- Preserving mountain views by limiting building heights;
- Regulating the preservation of open spaces;
- Regulating development and use of the McDowell Mountain Preserve;
- Purchasing open space.

As a result, Fountain Hills residents share the ecosystem with rabbits, coyotes, javelina, diverse reptiles, birds, wildflowers, cacti and other desert fauna and flora. The McDowell Mountains are majestic from nearly any hilltop, and the absence of street lights makes the Milky Way visible from horizon to horizon on clear nights.

Some citizens have criticized Town environmental regulations as too stringent:

- Prohibitions of development in washes precludes creation of eco-friendly soft hiking trails.
- Preserving non-disturbance areas means that accumulated brush may fuel wildfires.
- Hillside protection forces developers to build on ridge-tops, rather than to tuck buildings less-obtrusively into the hillsides.

The Town actively supports environmental preservation, but many citizens would have the Town take a more active role to protect the natural environment, open spaces, view corridors and dark skies. Nearly 3 of 5 (59%) survey respondents strongly agreed or agreed that the Town should enhance its stewardship of the natural environment. Further, 40% indicated they were very willing or somewhat willing to pay to enhance the Town’s stewardship of the natural environment.



Town Hall 2 participants were also concerned about stewardship of the environment. They ranked this issue second among the 44 issues considered, and put it into phase 2 of their implementation plans.

Action Plan: Enhance Stewardship of the Natural Environment

4. **Strategic Priorities, 3-5 Years.** Fountain Hills Town government will accomplish the following strategic priority initiatives by December 31, 2010, contingent on resolution of the revenue shortfall issue:
- f. Enhance stewardship of natural environment.

Activity	Lead Responsibility	Support	Estimated Costs	Cost per Household per Year
<u>Example of Policies:</u>				
1. Establish view corridors with development restrictions to protect mountain views from key public observation points.	Town Council	Planning & Zoning	For study to support ordinance change: \$100,000.	\$10
<u>Example of Projects</u>				
2. Educate the public on ways to meet security and decorative goals without causing light pollution.	Code Division	MCSO	\$20,000 for printed material on residential dark skies compliance	\$2
<u>Examples of Programs:</u>				
3. Increase frequency of wash maintenance to remove trash and debris, preserve their natural state and ensure proper drainage.	Public Works	Streets Dept.	Additional \$160,000 /yr. to double wash clean-up frequency:	\$16
4. Improve street sweeping program to pick up smaller particulates and reduce dust.	Streets Dept.		Purchase replacement sweepers: \$50,000 /yr.	\$5
5. Begin pro-active monitoring and maintenance of McDowell Mountain Preserve trails, rather than reacting to problems with volunteers.	Parks & Recreation	Public Works MCSO	A Ranger and increased maintenance: \$150,000 /yr., including personnel costs, operating expenses and support services.	\$15
6. Start pro-active code enforcement so that Fountain Hills is as environmentally attractive and well maintained in 2025 as it is in 2005	Code Division	Planning & Zoning	\$200,000 /yr., including personnel costs, operating expenses and support services.	\$20

Not Town Priorities At This Time

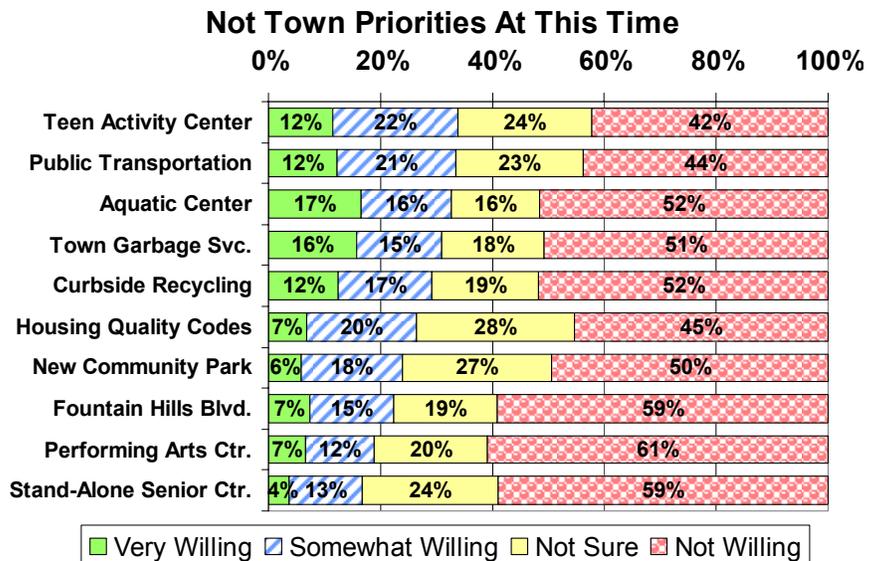
Many ideas were considered during the strategic planning process, but did not reach a sufficient level of consensus by citizens to become part of this five-year *Strategic Plan 2006-2010*. The strategic planning process continuously identified issues, organized them, and narrowed them to the most important, strategic issues. This process began with the SWOT analysis, the Key Informant Interviews and the Youth Visioning Institute. All of these issues were inputs to the Town Hall 1 event, where participants discussed and narrowed the issues core values phrases and vision statement elements.

The Technical Advisory Committee organized the issues into focus areas and developed the *Strategic Choices* report, which focused on 44 strategic policy choices. Town Hall 2 participants drew out the 11 most important issues and prioritized them. The random sample survey considered these and several more important issues. The result is 12 strategic priorities that have general agreement and significant willingness to pay for the implementation costs, among the citizenry

Few ideas got all the way through this exacting and rigorous process; most did not. They are therefore *not* part of the strategic priorities for the 2006-2010 planning cycle. Many of these ideas are passionately advocated by groups of citizens, but they are not supported by a wide-enough segment of the population to warrant spending the Town’s scarce resources on them during this planning cycle. They may be considered again in the next planning cycle.

Groups who remain enthusiastic for these ideas and want to see them implemented during the next five years are encouraged (a) to find outside partners and non-municipal resources with which to implement them, and (b) to educate the citizenry about how their ideas contribute to the quality of life in Fountain Hills.

In each case, the percentage of survey respondents who are very willing or somewhat willing to fund these ideas was less than 40%. Moreover, the percentage of respondents who are *not* willing to fund these ideas was at least 40%. For six of the 10 ideas, the percentage of respondents who are *not* willing to fund these ideas was over 50%.



Strategic planning is not only about identifying the priorities on which the Town should focus its efforts; it is also about identifying ideas that the Town should *not* divert its scarce resources to review, research, reconsider and reject.

Action Plan:

5. Not Town Priorities at this Time. The Fountain Hills Government should *not* focus attention on the following initiatives that are not Community priorities at this time. Groups of citizens who want to see these projects implemented are encouraged to pursue partnerships with other organizations and funding sources, and to educate the public about how these projects will improve the quality of life in Fountain Hills:
 - a. Build a new teen activity center.
 - b. Improve public transportation services to and from Fountain Hills and other communities.
 - c. Build a new aquatic center that has features for people of all ages.
 - d. Establish a Town-operated garbage collection service.
 - e. Create a curbside recycling program.
 - f. Increase enforcement of housing quality codes with occupancy change inspections.
 - g. Acquire land, develop & maintain a new 15-acre community park.
 - h. Widen Fountain Hills Boulevard.
 - i. Build a new performing arts center.
 - j. Build a larger stand-alone senior center.

From time-to-time, new ideas will likely surface, diverting the Town's attention from accomplishing its strategic priorities. This diversion should be resisted. These kinds of new ideas should be sent before the Strategic Planning Advisory Commission to review for consideration in the Town's next five-year strategic plan.

Commercial Vitality and Business Development

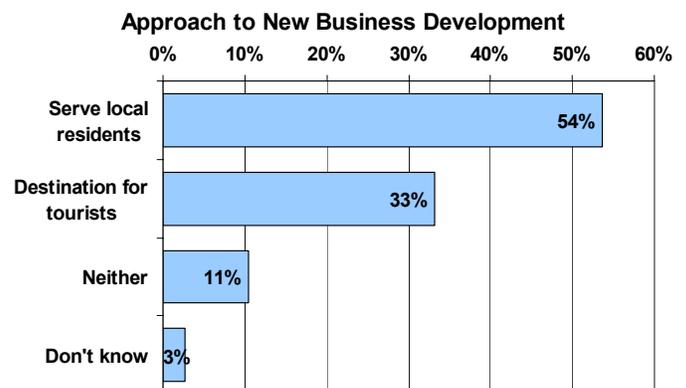
A key issue throughout the strategic planning process was the Town's vision for the downtown area, roughly between Saguaro and Fountain Hills Boulevards, and El Lago and Palisades Boulevard. As part of the Town's small town character, many residents prefer "mom & pop" establishments and upscale national chains, rather than "big box" retailers. Many are also eager to see the south side of Avenue of the Fountains developed with street-level retail businesses.

The Town's Economic Development Specialist supports the downtown business community, as a resource and Town liaison. The Town contributes to joint tourism marketing activities with the Fort McDowell Yavapai Nation, administered by the Chamber of Commerce. A sales tax abatement is expected to be paid off well ahead of schedule.

The Town's 2.6% sales tax combines with state and county sales taxes to an 8.9% tax rate at the cash register, higher than most of its neighbors.⁷ Part of the Town's sales tax (0.1%) is dedicated to downtown economic development; virtually all of this revenue through 2009 will be needed for Avenue of the Fountains enhancements and economic development activities.

Both the survey and Town Hall 2, participants were offered a choice between a downtown area that serves primarily Town residents, or a destination shopping and tourism area such as Kierland Commons or *El Pedregal* at The Boulders. Majorities of both survey respondents and Town Hall 2 participants prefer downtown to serve primarily local residents, rather than focus on attracting shoppers and tourists from all over the Valley. Neither group had information about the relative revenue impacts of these choices, but the Town Hall group had information about their cost impacts.

In the survey, over half (54%) of respondents said they prefer that new businesses in the downtown area mainly serve the needs of local residents, while one-third (33%) preferred that the downtown attract businesses and shopping areas that would be destinations for tourists and residents from other communities; 11% said that new businesses are not needed in Fountain Hills, and 3% responded, "Don't know."



Survey respondents were asked about the types of new business development they preferred in Fountain Hills as a question about their vision for the Town. They were not asked the other questions about agreement with or willingness to fund specific programs.

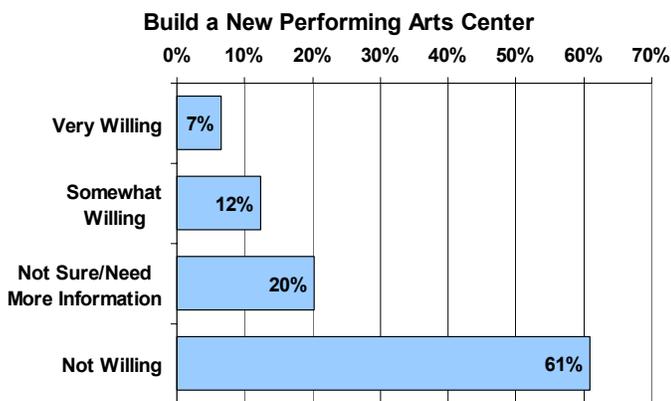
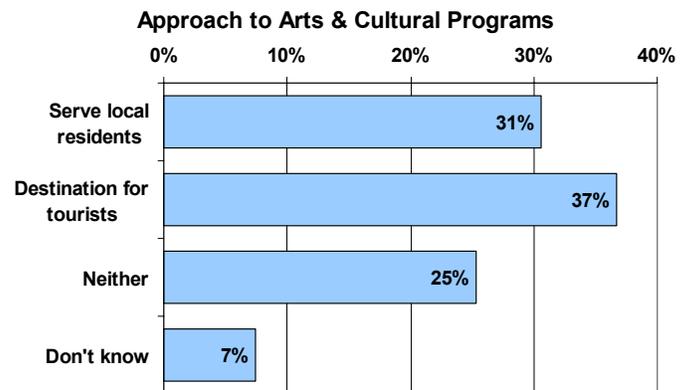
New activities to promote Fountain Hills' commercial vitality and business development are not included among the Town's priorities in this *Strategic Plan 2006-2010*. Current Town economic development activities are expected to continue at current levels, but the focus of its economic development activities will emphasize mainly products and services for local consumption.

⁷ See comparison table in section on "Governmental Financial Stability," page 8.

Arts and Culture

The Town of Fountain Hills supports arts and culture directly by financing and building the public library and the museum, and by providing public safety and logistical support to the Fairs (including some fee-based services) and other arts-related events. The Town’s civic center area, hosts sculptures provided by the Arts Council, Sunridge Foundation and private donors. The Community Center hosts art shows by local artists and organizations. The Town and other organizations sponsor music events at the Fountain Park performance pad and other venues. The Town hosts the Fountain Hills Arts Commission,

Survey respondents were split between having the Town develop arts and cultural programs and facilities that serve local residents (31%) or serve as a destination for tourists (37%). A quarter said “neither;” more arts and cultural amenities are not needed in Fountain Hills. Town Hall 2 participants were more-evenly split, at 41% for a local approach, to 42% for a tourist destination.



In both the survey and Town Hall 2, this issue was reported as not important to most people. Just 22% of survey respondents said that availability of arts and cultural amenities was extremely or very important as a reason they moved here, ranking 14th among the 15 reasons listed. Only 3% named availability of arts and cultural amenities among the three top reasons they will stay in Fountain Hills, 13th among the 15 reasons to stay.

Just 24% of respondents strongly agreed or agreed that the Town should have a new performing arts center, ranking 20th among the 21 issues addressed. Only 19% were very willing or somewhat willing to fund a new performing arts center, ranking 20th among the 21 funding issues. The largest negative response to the funding question was regarding a new performing arts center, with 61% of respondents against it.

Town Hall 2 Participants reported similar results. Six of 12 groups ranked the statement, Fountain Hills should become an arts & culture for local participants, among the top 15 of 44 issues considered. Priority scores ranked this view 15th among the 44 issues. Only one group ranked the alternative—that Fountain Hills should become a destination center for the arts and culture—with a priority ranking of 33 among the 44 issues.

Due to lack of consensus in favor of actions relating to the arts and culture, the *Strategic Plan 2006-2010* includes no additional Town support for the arts and culture in Fountain Hills. Individuals and organizations interested in additional arts and cultural activities are encouraged to pursue ideas and projects with other partners and non-municipal resources, and to educate the public about how arts and cultural programs affect the quality of life in Fountain Hills.

Vision and Value Statements

Vision Statement Elements

At the Town Hall events, small groups of participants identified elements that defined their vision of Fountain Hills in the future. Members of the Technical Advisory Committee compiled those phrases into vision statement components. Participants then voted for those statements that most closely reflected their vision of Fountain Hills' future. The most popular vision statement components are:

- Fountain Hills is dedicated to careful stewardship of the most beautiful natural desert area in the world. It's maintained its starry nights, clean air, and water quality.
- Fountain Hills is recognized as the best planned community in Arizona. Growth and density have been closely managed to maintain the Town's unique character.
- Fountain Hills has the premier school district in Arizona offering lifelong learning.
- Town Government is fiscally sound and has reliable revenue streams.
- New business development in downtown Fountain Hills mainly serves the needs of residents, rather than primarily focusing on attracting tourists and residents from other communities.

Value Statements

At the Town Hall 1 meeting, small groups of participants were asked to brainstorm their value statements. After the sessions, the consultant compiled all the value statements from all 13 small groups, and ranked them by the number of groups that referenced similar ideas. The following are the most-repeated values, based on the number of references.

- Education
- Cultural diversity
- Public safety
- Environment
- Community participation, involvement and volunteerism
- Preserve small town character
- Recreational opportunities

Keeping the Process Alive

Action Plan

8. **Strategic Planning Advisory Commission.** The Fountain Hills Town Council will create and appoint members to a Strategic Planning Advisory Commission (SPAC) by February 2, 2006. to oversee implementation and periodic updates of the Fountain Hills *Strategic Plan*.

The Strategic Planning Advisory Commission will have seven citizens appointed through normal procedures, and including citizens and business people of diverse backgrounds, with strategic planning experience and at least one youth 18 years or younger when appointed. Members will serve staggered terms to ensure continuity. Implementing and periodically updating the strategic plan requires cooperation among the SPAC, Town Council and staff, each with specific responsibilities:

Strategic Planning Advisory Commission Responsibilities

- Champion the strategic plan, to keep it visible for the Council, staff, citizens, and media.
- Provide the strategic plan to all candidates for Fountain Hills Town offices.
- Educate newly elected and appointed officials about the strategic plan, to ensure they understand its significance as a strong directive from the citizens of Fountain Hills.
- Assess progress and challenges annually.
- Update the strategic plan at least every five years, using a citizen-driven process.
- Initiate citizen involvement activities to obtain input on strategic planning issues.
- Build partnerships to help implement strategic priorities and leverage community resources.
- Meet annually with the Town Council to discuss strategic plan implementation, accomplishments, challenges and update issues.
- Develop a brief quarterly strategic plan progress report and create and submit a news release outlining the report.
- Serve as a speaker's bureau to keep the strategic plan in the forefront of the community through presentations at civic and business groups.
- Meet as often as needed to keep the plan alive; more frequent meetings will likely be needed as the SPAC organizes; the number of meetings should decrease as the SPAC matures.
- Host public dialogue about new strategic initiatives to consider in the next planning cycle.

Staff Responsibilities

- Provide support and technical assistance to the SPAC at its regular meetings.
- Serve as liaison between the SPAC and the Town Council.
- Designate a staff representative to serve as a non-voting, *ex-officio* member of the SPAC.
- Provide support and technical assistance in implementing public involvement activities and strategic plan updates.
- Provide information about specific project implementation and financial planning data.
- Present strategic plan priorities to the Town Council detailing resource needs and implementation options.
- Provide financing options to the Town Council to implement initiatives.

Town Council Responsibilities

- Serve as the leaders of strategic planning in Fountain Hills and weigh decisions in light of the citizen input provided in the strategic plan.
- Create the SPAC and appoint its members. Maintain the SPAC at full membership.
- Participate in the annual strategic plan work session with the SPAC.
- Review and consider adopting strategic plan updates.
- Provide time for quarterly updates by the SPAC at Council meetings or work sessions.
- Designate a revolving member of the Council to serve as a non-voting, ex-officio member of the SPAC and attend all meetings.
- After adoption of the strategic plan, provide direction to Town staff on priorities and make decisions about implementation, financing options, and financing sources.
- Refer ideas and suggestions for future community initiatives to the SPAC for consideration in the next strategic planning cycle.
- Provide financial and other resources to the SPAC for strategic plan update and public involvement activities.

A Town Council resolution to adopt this *Strategic Plan 2006-2010*, and create the Strategic Planning Advisory Commission is in Appendix A.

Additional Materials

The following sections provide more information about the year-long, citizen-driven strategic planning process. A methodological summary details how the strategic priorities, vision elements and values were developed. Long lists of “Thank-yous” are acknowledged to the more than 1,500 participants who helped develop the strategic plan’s content, and the nearly one hundred volunteers and professionals who helped produce this *Strategic Plan 2006-2010*. Additional information about members of the Technical Advisory Committee, who volunteered their time virtually every week for a year, is also included below.

Summary of Methodology to Identify Priorities

The Fountain Hills citizen-driven strategic planning process used several venues and methods to solicit input from and communicate with the Town’s citizenry. These included a kickoff event with over 200 participants; key informant interviews with over 30 community leaders; presentations to 19 community groups; Youth Visioning Institute with 50 high school student participants; two all-day Town Hall events with 330 people attending one or both events; four *Informed Choices* workshops, with experts on various strategic planning-related topics; a random sample survey to which over 1,200 residents responded; three presentations to the Town Council; over 70 newspaper articles in two papers, each with about 6,000 circulation in Fountain Hills; three newsletters and three major articles in the Town’s newsletter, *Compass*.

This process was overseen by a Technical Advisory Committee (TAC; see page 43), a volunteer group of Fountain Hills citizens with experience in strategic planning and other community leaders. As the group closest to the process and the issues emerging from the process, the TAC developed recommendations about what should or should not be in the *Strategic Plan*.

The first four Vision Statement Elements were derived from Town Hall 1. In small groups, citizens listed their visions for the Town. TAC members compiled all the small group vision elements into 15 statements. Participants then voted for the top three statements that best reflected their view of the Town. The vision elements shown are the most popular from that exercise.

The last Vision Statement Element was a key vision issue addressed by both survey respondents and Town Hall 2 participants: whether the Town should pursue strategies for downtown area development that would serve primarily local residents, or become a destination center for tourists and residents of other communities. Majorities of both the survey respondents and the Town Hall 2 participants believe that the downtown area should serve primarily local residents.

The Values Statements were also derived from Town Hall 1. In small groups, citizens listed the values that were so important to them, they would not want to compromise on them. Participants then voted for the top three value statements that best reflected their values. The value statements shown represent the most popular value statements from that exercise.

The primary guidance in finalizing the Town’s strategic priorities was the survey. The TAC’s array of strategic priorities in 1-2 years, strategic priorities in 3-5 years, and initiatives that are not Town priorities at this time correlate directly with the results of the survey. The TAC believes that the survey is the best reflection of Townspeople’s opinions at this time.

Reliance on the survey data does *not* mean that the TAC ignored the input from all the other sources. The other events helped to identify the key issues that concern Fountain Hills residents, to understand citizens' feelings about the issues and to frame the questions asked in the survey.

Many ideas were considered during the strategic planning process, but only a few—a dozen strategic priorities—reached a sufficient level of consensus by citizens to become part of this five-year *Strategic Plan 2006-2010*.

The process has been like an information funnel. The strategic planning process continuously identified issues, organized them, and narrowed them to the most important, strategic issues. The TAC collected ideas through a wide variety of sources: The SWOT analysis (see Appendix B) identified 168 strengths, weaknesses, opportunities and threats. The Key Informant Interviews (Appendix C) identified 10 major topics and 13 additional issues. The Youth Visioning Institute (Appendix D) identified 10 common themes from the student multi-media presentations. The *Where We Are Now* report (Appendix E) contained a statistical and narrative snapshot of the Town. All of these issues were inputs to the Town Hall 1 event (Appendices F and G), where 168 participants narrowed the lists to 27 values phrases and 15 vision statement elements.

The Technical Advisory Committee organized all of the issues into focus areas and developed the *Strategic Choices* report (Appendix H), which identified 44 strategic policy choices. Participants at the Town Hall 2 event narrowed these choices to the 11 most important issues, and prioritized them (Appendices I and J). The random sample survey considered these and several more important issues, evaluating 24 visionary and strategic issues in all. The result was to narrow the issues to 12 that have general agreement among the citizenry, and significant willingness to pay for the implementation costs.

The analysis of survey data by the ETC Institute (Appendix K)⁸ ranked the results from question 6, Community Vision, based on the percentage of respondents who strongly agree or agree with the statements describing each of the 21 issues surveyed. ETC also ranked the results from question 8, Willingness to Pay, ranking the percentage of respondents who are very willing or somewhat willing to pay the additional cost, through user fees, property taxes or sales taxes, for implementing each of the 21 issues surveyed. For each issue, ETC then added the "Vision" rank to two times the "Funding" rank, to generate a "Vision-Funding Rating." This approach considers both agreement with the vision and willingness to pay, but weights the willingness to pay by double.

ETC then divided the resulting list into three parts. The first part, containing the five Strategic Priorities, 1-2 Years, are the items with a Vision-Funding Rating between 2 and 20. The six Strategic Priorities, in the 3-5 year range, are the items with a Vision-Funding Rating between 21 and 30. Items with a Vision-Funding Rating of 31 or more are categorized under Not Town Priorities at This Time.

The results are summarized in the Executive Summary, and are presented in more detail in the main body of the *Strategic Plan 2006-2010*.

⁸ 2005 *Strategic Planning Community Survey; Findings Report*, conducted for the Town of Fountain Hills by ETC Institute, October 2005. See in particular the Executive Summary, page 8.

Acknowledgements

Development of this Strategic Plan involved many hundreds of individuals who participated in the various events that were part of the strategic planning process. They are too many to name here, but their input was heard and considered, and it helped to shape this Strategic Plan.

Many thanks are due to the Members of the Technical Advisory Committee, citizens of Fountain Hills who volunteered their time to design the process, organize the events, oversee the process and make the Strategic Plan truly citizen-driven. They are: Janice Abramson, Chair, Survey Subcommittee; Curt Dunham, Co-Chair, Town Hall Subcommittee; Peggy Fiandaca, Co-Chair, Youth Visioning Institute; Jim Hamblin, Chair, Key Informant Survey Subcommittee; Henry Leger, Co-Chair, Youth Visioning Institute; and Mike Tyler, Chair Communications Subcommittee. Civic Association President Roger Riggert, Co-Chair, Town Hall Subcommittee, and Bob Yordy, who served until May 2005 as Chair, Speakers Bureau, both represented the Fountain Hills Civic Association, the major cosponsor of the citizen-driven strategic planning process. Council Member Ed Kehe represented the Town Council on the Committee, as did Council Member Kathleen Nicola until her untimely death on May 19, 2005. Town Manager Tim Pickering served as a Committee member, and Executive Assistant Shauna Williams provided administrative services.

Many organizations and volunteers stepped forward to help organize and produce the Youth Visioning Institute, the Town Hall events and communications media, and to preview and test the Town Hall materials. Thanks are due to the Civic Association, Four Peaks Women's Club, Boys & Girls Club and the Fountain Hills PTO. Many thanks also to Mihir Bavishi, Julia Becklund, Nancy Blumenstein, Rosemary Bonaguidi, Jerry Bryan, Janet Bunchman, Michelle Cieslewski, Daniel Cifuentes, Carol Coates, Jack Colley, Arlie Denomme, Bob Deppe, Ginny Dickey, Walt Dunne, Myrle Erlich, Dan Foster, Richard Frederick, Sue Frederick, Peter Goldammer, Barb Hanson, Derald E. Hoffman, Grace Jakubs, Dwight Johnson, Bob Kenna, Bev Kinsey, Roy Kinsey, Ed Landman, Janet Leger, Joe Lindner, Robert Mansolillo, Jeanine McIntosh, John McNeill, Sharon Morgan, Sheila Nichols, Betty O'Flynn, John O'Flynn, Travis Patch, Phillip Riesland, Marv Rosenfeldt, Robert Rubenow, Bob Schmidt, Elisa Tostado, Dorothy Verbal, Esther Whitaker, Judy Woods, and Terry Zimmerman. We apologize to all the other volunteers whom we may have inadvertently not included.

Other volunteers, from outside of Fountain Hills, provided independent facilitation services for the small groups at the Town Hall events, including James Atkins, Aaron Aylsworth, Wayne Balmer, Priscilla Copeland, Kristin Darr-Bornstein, Barbara Ganz, Carlos Duarte Herrera, Jacqui Fifield, Jennifer Livingston, Marsha Miller, Barbara Shuck, Becky Thacker, Jerry Williamson and Linda Winslow.

The Fountain Hills Town Council committed to strategic planning on December 16, 2004, when it adopted the public participation plan developed by the Technical Advisory Committee. They include Mayor Wally Nichols, Council Members Mike Archambault, John Kavanagh, Ed Kehe, Keith McMahan, Kathleen Nicola, and Jay Schlum. Thank you for believing in the process and accepting public input into the governance process.

The Fountain Hills Unified School District hosted both the Youth Visioning Institute and Town Hall 1. Thanks go to Dr. Marian Hermie, Superintendent; Patrick Sweeny, Principal, Fountain Hills High School; and George Waligora, Facilities Manager.

Thanks are also due to the Fountain Hills restaurants that catered the two Town Hall events, including La Piazza (lasagna supper), Boomer's (continental breakfast) and Phil's Filling Station (continental breakfast and luncheon sandwiches). All are located along Saguaro Boulevard in Fountain Hills.

Catherine Connolly, then Executive Director, League of Arizona Cities and Towns, delivered the keynote at Town Hall 1. Tom Belshe, Member Services Director, League of Arizona Cities and Towns, presented a valuable *Informed Choices* workshop on "Charter Government." Town staff presented the other workshops, including: Julie Ghetti, Finance Director, "Town Finances – Choices for the Future;" Richard Turner, Planning and Zoning Administrator, "Architectural Controls and View Corridors;" and Mark Mayer, Parks and Recreation Director, "Park Development and Standards."

Other key Town staff who provided valuable support to the process include: Judge Ted Armbruster; Evelyn Breting, Volunteer Coordinator; Mike Ciccarone, Information Technology Coordinator; Samantha Coffman, Community Center Supervisor; Lieutenant John D'Amico, Maricopa County Sheriff's Office; Rino Ghetti, Community Center Operations Supervisor; Megan Griego, Economic Development Specialist; Randy Harrel, Town Engineer; Fire Chief Scott LaGreca, John Morast, Assistant Public Works Director; Susan Trocki, Administrative Clerk; and Tom Ward, Public Works Director.

A number of consultants also participated in the process: Blackerby Associates, Inc., of Phoenix, Phillip Blackerby, Project Manager, and Lynne Brown, primary facilitator. Image Weavers, of Fountain Hills, Francesca Carozza and Charlotte McCluskey, provided communications support, including press releases newsletters, *Compass* articles, and document design. ETC Institute, of Olathe, Kansas, Chris Tatham, Vice President, conducted the survey.

Thanks are also due to the Fountain Hills *Times*, particularly to reporter Bob Burns, who covered the process and events extensively throughout the year, and to publisher Alan Cruikshank and editor Michael Scharnow, who added insightful editorial opinion. Thanks also to the Arizona *Republic* and its subsidiary publication, the Scottsdale *Republic*, for regular coverage and helping to spread the word about all the key events.

Technical Advisory Committee Members

The following Fountain Hills citizens served on the Technical Advisory Committee that oversaw development of this *Strategic Plan 2006-2010*:

- Janice Abramson** *Expertise:* Market Research, Strategic Planning
Experience: Janice L. Abramson Associates, Johnson & Johnson, Procter & Gamble, General Mills
- Curt Dunham** *Expertise:* Municipal Infrastructure Planning and Financing, Strategic Planning, Certified Planner, AICP
Experience: Partners for Strategic Action, Inc.
- Peggy Fiandaca** *Expertise:* Community and Organizational development, Strategic Planning, Certified Planner, AICP
Experience: Partners for Strategic Action, Inc.
- Jim Hamblin** *Expertise:* Retail Marketing and Merchandising, Strategic Planning
Experience: The Allen Levis Organization, Target Corporation, Smitty's Super Value, Inc.
- Henry Leger** *Expertise:* Leadership and Organizational Development, Strategic Planning
Experience: Advance PCS, PCS Health Systems, Dynamic Science, Inc., Teledyne, Inc.
- Roger Riggert** *Expertise:* Telecommunications, Community and Civic Leadership
Experience: Southwestern Bell, AT&T, RLR Resources
- Mike Tyler** *Expertise:* General Management, Strategic Planning, Mergers and Acquisitions
Experience: Union Carbide, Praxair, Anchor Business Consulting
- Bob Yordy** *Expertise:* Traffic Accident Reconstruction, Community and Civic Leadership
- Council Member Ed Kehe** *Expertise:* Teacher – Secondary Education, Mathematics, Physical Education & Interscholastic Sports
Experience: White Plains High School (New York)
- Council Member Kathleen Nicola** *In Memoriam*
July 25, 1961 – May 19, 2005