

# Strategic Plan

# 2011

Town of Oro Valley



*Caring for our heritage, our community, our future.*





# Acknowledgements

## Town Council

Dr. Satish I. Hiremath, Mayor

Mary Snider, Vice Mayor

William Garner, Councilmember

Barry Gillaspie, Councilmember

Joe Hornat, Councilmember

Steve Solomon, Councilmember

Lou Waters, Councilmember



# Management

Jerene Watson, Town Manager

Greg Caton, Assistant Town Manager

Kevin Burke, Assistant to the Town Manager

Craig Civalier, Town Engineer

Julie Bower, Town Clerk

Betty Dickens, Human Resources Director

George Dunscomb, Town Magistrate

Brian Garrity, Procurement Administrator

Amanda Jacobs, Economic Development Manager

Ainsley Legner, Parks, Recreation, Library & Cultural Resources Director

Stacey Lemos, Finance Director

Jane Peterson, Library Services Administrator

Tobin Rosen, Town Attorney

Philip Saletta, Water Utility Director

Daniel Sharp, Chief of Police

Suzanne Smith, Development and Infrastructure Services Director

Kevin Verville, Information Technology Director

David Williams, Planning Manager

# Overview

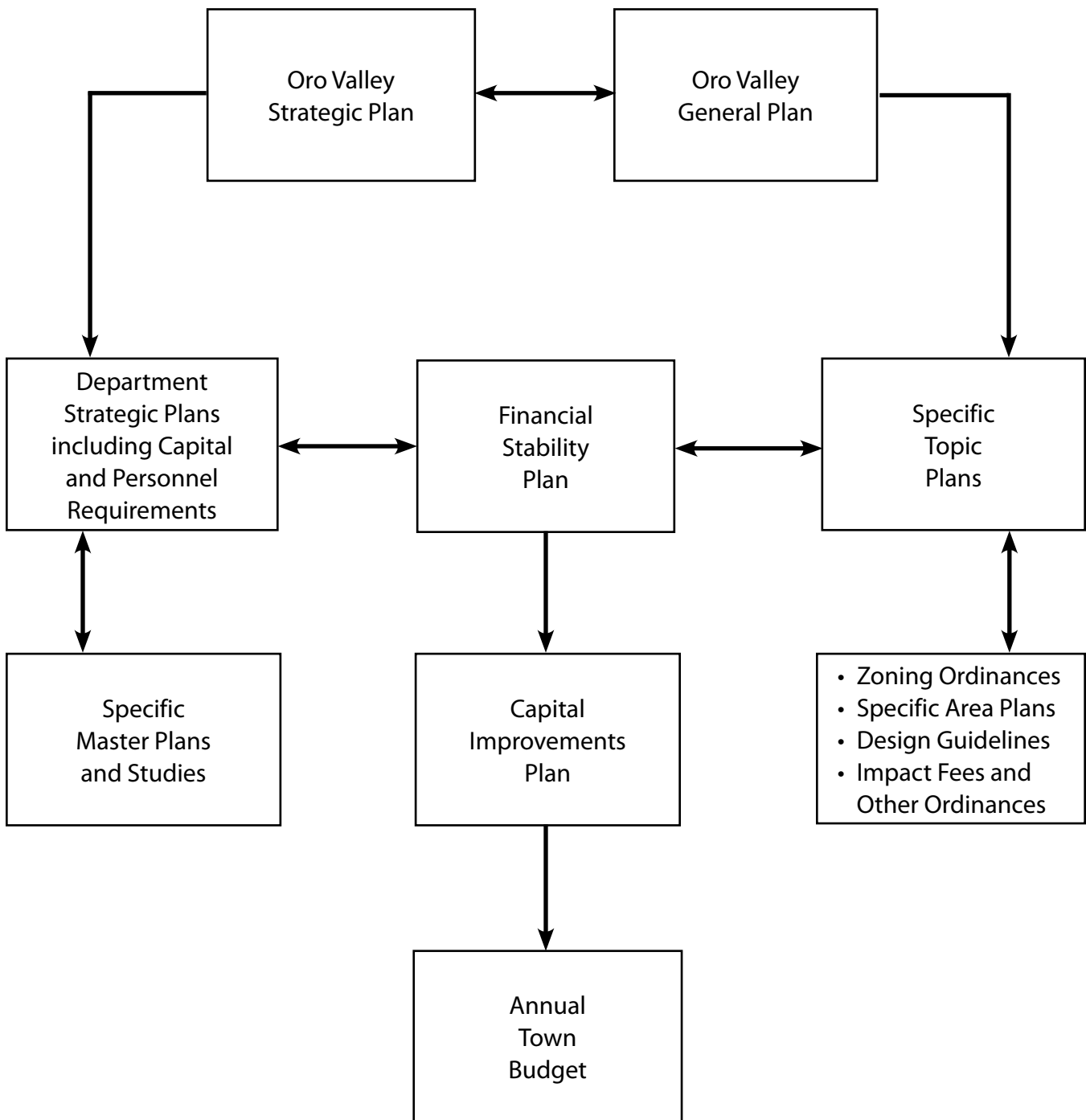
The Strategic Plan is a living document that guides Town decision-making and resource management in pursuit of organizational goals. It is purposely “strategic” in terms of its timeframe (2 to 5 years) because a successful organization must be flexible enough to respond to dynamic changes at the local, regional and national levels. The strategic plan will be reviewed and updated periodically by the Town Council and management to ensure that the goals, strategies and actions outlined herein remain relevant.

The strategic plan is grounded in the “vision” expressed in the Council-adopted and voter-ratified Oro Valley General Plan. The General Plan provides the long-term (up to 20 years) vision for community growth, development and redevelopment. The following diagram presents the relationship between the Oro Valley Strategic Plan, the General Plan, and other Town documents.

*“Leaders need to understand how profoundly they affect people,  
how their optimism and pessimism are equally infectious,  
how directly they set the tone and spirit of everyone around them.”*

— Michael Abrashoff, *“It’s Your Ship”*





# Community Vision

The Community Vision is a description of the desired future state of the community. Oro Valley citizens drafted a vision statement that served as the foundation for the adopted General Plan.

Oro Valley is a community defined by the highest standards of environmental integrity, education, infrastructure, services and public safety. It is a community of people working together to create a shared future with a government that is responsive to residents, businesses and changing conditions to ensure the long-term financial stability of the Town.

This vision is reflected in the Town's motto:

*Caring for our heritage, our community, our future.*

# Organizational Mission

The Town of Oro Valley is a "mission-driven" organization. The mission statement expresses the fundamental purpose of local government. It focuses on what is most important and sets in motion an organizational culture that encourages innovation and strives for excellence.

## Mission

Govern efficiently, inclusively and responsively to promote community health, safety and a sustainable quality of life for residents, businesses, and visitors.

## Organizational Values

We are strongly committed to:

- Honesty and Integrity
- Openness and Transparent Government
- Fairness and Trust Worthiness
- Respect for Diversity
- Creativity, Teamwork and Continuous Improvement
- Excellent Customer Service

# Focus Areas

The Oro Valley Strategic Plan outlines the goals, strategies and actions required for the municipal government to successfully attain the community vision. Three focus areas provide the framework for the Strategic Plan. These focus areas indicate where Oro Valley must direct its attention in order to address community needs and desires. The focus areas are:

- Leadership & Communication
- Finance & Economic Development
- Community Infrastructure

Within each Focus Area are goals, strategies and actions designed to produce desired outcomes.

Goals describe a fundamental direction or broad course of action.

Strategies describe the manner in which the resources of the organization will be employed to accomplish each goal.

Actions are specific tasks that will be accomplished to assist in implementing each goal.

Implementing these goals, strategies and actions will require leadership, financial commitment, effective management and continual evaluation.



# Focus Area: Leadership & Communication

Leadership and communication are interrelated principles; you cannot have one without the other. Leadership is the ability to communicate a vision, motivating people to transform great ideas into action. Leadership and communication from the Town Council and the Town Manager enable the organization to achieve its goals in service to the community. The overarching goal of the organization is to uphold the highest standards of trust, respect and accountability in municipal government.

## **GOAL 1 Build trust through effective public outreach and communication**

STRATEGY 1.1 Communicate information to residents and help promote community pride and a feeling of accessibility to local government information and activities

ACTION 1.1.1 Respond to community issues and concerns through the Constituent Services office

ACTION 1.1.2 Use non-traditional media sources such as social media Twitter and Facebook to provide public education and outreach

ACTION 1.1.3 Publish the Oro Valley VISTA, our monthly community magazine

STRATEGY 1.2 Provide opportunities for residents to become involved in, engaged in and knowledgeable about the role of local government

ACTION 1.2.1 Continue to foster relationships with volunteers and appointed Advisory Board members

ACTION 1.2.2 Conduct Council on Your Corner and Speakers Bureau events for officials and staff monthly throughout the year, as well as an annual HOA forum each October

ACTION 1.2.3 Use the "Peek Behind the Curtain" program to provide citizen-friendly presentations on programs and departmental service delivery

# Focus Area: Leadership & Communication

## **GOAL 2 Create an environment conducive to effective dialogue among the Council and staff**

STRATEGY 2.1 Implement a comprehensive internal communications program

ACTION 2.1.1 Provide appropriate tools and guidelines to ensure adherence to organizational standards regarding brand management and communication

ACTION 2.1.2 Use the Council Report and Council Foreword to communicate important issues to the Town Council and management

ACTION 2.1.3 Use the internal Communications Roundtable to engage representatives from each department in communications planning for internal news, events and opportunities

ACTION 2.1.4 Use the employee Brown Bag forums with the Manager and the "Talk of the Town" monthly newsletter to promote internal communication

STRATEGY 2.2 Encourage and develop leadership skills and opportunities

ACTION 2.2.1 Attract, develop and retain talented employees

ACTION 2.2.2 Maintain consistency in personnel codes and policy implementation

ACTION 2.2.3 Empower employees to develop innovative solutions to operational and service challenges

## **GOAL 3 Maintain strong intergovernmental relationships**

STRATEGY 3.1 Implement an aggressive annual legislative program that strengthens intergovernmental relations at the federal, state and county levels, and includes neighboring municipalities and governing districts

ACTION 3.1.1 Adopt a state and federal legislative agenda for the Town in January of each year

ACTION 3.1.2 Empower the intergovernmental liaison to seek legislative solutions that benefit the Town and the region

ACTION 3.1.3 Promote regionalism and partnerships to facilitate Council policy direction

# Focus Area: Finance & Economic Development

The Town will continue to implement sound financial management policies and uphold our fiduciary duty to the residents of Oro Valley. Beyond fiscal responsibility, the Town is also committed to facilitating the expansion of the local economy. Commercial business growth, and the Town's continued success in attracting high-tech and bio-science industry, point the way toward a sustainable model for economic development.

## **GOAL 1 Maintain a balanced budget**

- STRATEGY 1.1 Analyze programmatic, service delivery and personnel strategies across the organization for cost-savings and reductions
  - ACTION 1.1.1 Manage and operate departments within approved funding limits with contingency plans drafted in the event state shared revenues are swept from our budget  
Update departmental work plans to ensure compatibility with budget constraints
  - ACTION 1.1.2 Use the 5-year financial forecast model to continuously monitor the Town's short-term and long-term financial forecast
  - ACTION 1.1.3 Develop monthly reports to Council on the status of revenues and expenditures with analysis of trends and projections for end of year budget picture; communicate this data to internal and external customers
  - ACTION 1.1.4 Maintain contingency reserves in accordance with adopted policies
  - ACTION 1.1.5 Maintain intent of the hiring freeze assumption and delay hiring into positions where feasible
  - ACTION 1.1.6 Capitalize on potential funding resulting from 2010 decennial census population figures
  - ACTION 1.1.7 Use program-based budgeting to communicate the cost of projects and services
  - ACTION 1.1.8 Develop benchmark performance measures for each department that allow for analysis of the effectiveness of programs and services; use these performance measures to link the budget and organizational strategic plan documents

# Focus Area: Finance & Economic Development

## **GOAL 2 Develop diverse sources of revenue**

STRATEGY 2.1 Present additional revenue source options for Council consideration during the annual budget process

ACTION 2.1.1 Conduct continuous evaluation of Town user fee policies

ACTION 2.1.2 Use the cost allocation study to determine appropriate levels of General Fund support from Town enterprise funds

ACTION 2.1.3 Continue to work with federal, state and regional agencies to secure funding for Town projects

ACTION 2.1.4 Implement systems that will enhance the ability of the organization to pursue and manage grant funding

ACTION 2.1.5 Pursue public-private partnerships involving the lease of Town owned property

STRATEGY 2.2 Expand the constituency of the Town through annexation

ACTION 2.2.1 Pursue annexation opportunities that provide a long-term benefit to the Town

ACTION 2.2.2 Perform fiscal impact analysis of potential annexation scenarios; initiate annexation of Council-directed areas

# Focus Area: Finance & Economic Development

## **GOAL 3 Cultivate relationships with the business community and create a business-friendly environment**

STRATEGY 3.1 Encourage the attraction, expansion and retention of diverse employment, retail and tourism opportunities

ACTION 3.1.1 Expand marketing efforts to attract primary employers in the high-tech and bio-science fields

ACTION 3.1.2 Promote local businesses through programs such as Shop Oro Valley, Business Navigator, Buy Local, coupon or promotional activities

ACTION 3.1.3 Adhere to procurement practices that provide Oro Valley businesses all opportunities to compete for Town business and that promote the ideals of the Shop Oro Valley campaign

ACTION 3.1.4 Continue business retention and expansion site visits; expand site visits to include a Councilmember as part of the team

STRATEGY 3.2 Seek out collaborative projects with the business community and regional economic development partners

ACTION 3.2.1 Facilitate the development of a Town Center, focused on retail services and hospitality, that serves as a “downtown” for Oro Valley

ACTION 3.2.2 Maintain membership and active participation in Tucson Regional Economic Opportunities (TREO), Metropolitan Tucson Convention & Visitors Bureau (MTCVB), Metropolitan Pima Alliance (MPA), Northern Pima County Chamber of Commerce (NPCCC) and Arizona Association of Economic Developers (AAED) to keep abreast of developing needs and trends in economic development and marketing of the Town

ACTION 3.2.3 Collaborate with regional managers to reach out to large employers to ensure the corporate needs are understood and acted upon for the economic benefit of the region

ACTION 3.2.4 Use Town Council speaking engagements and presentations to reach out to business and civic leaders

ACTION 3.2.5 Use Economic Summits feedback to update the Community and Economic Development Strategy (CEDS)

# Focus Area: Community Infrastructure

Community infrastructure encompasses both the social and physical factors that determine a community's strength. The Town's investment in both social and physical infrastructure creates the complex network of facilities, programs and services that we refer to as quality of life. The Town of Oro Valley strives for excellence in the provision of community services, the development of social relations, and the construction and maintenance of the built environment.

## **GOAL 1 Plan for and provide the necessary infrastructure to support community growth and preservation**

STRATEGY 1.1 Develop and implement comprehensive strategic and operational plans for municipal facilities and physical infrastructure

ACTION 1.1.1 Update 5-year Capital Improvement Plan (CIP) to include all facility and infrastructure projects and available funding sources

ACTION 1.1.2 Assess future needs by tracking maintenance history and Town growth

ACTION 1.1.3 Use existing/new technology, develop innovative processes and procedures for continuous improvement of Development and Infrastructure Services (DIS) department service provision

STRATEGY 1.2 Preserve open space and protect environmentally sensitive lands

ACTION 1.2.1 Adopt and enforce development regulations that preserve open space and protect environmentally sensitive lands

ACTION 1.2.2 Communicate the importance of preserving open space and environmentally sensitive lands to residents, business, and interest groups through public outreach campaigns

ACTION 1.2.3 Coordinate and secure funding, either solely or in concert with other public or private entities, to identify and protect environmentally sensitive lands and open space

STRATEGY 1.3 Partner with regional jurisdictions to develop and maintain physical infrastructure

ACTION 1.3.1 Participate in the Pima Association of Governments (PAG) / Regional Transportation Authority (RTA) Transportation Improvement Program (TIP) process

ACTION 1.3.2 Continue to work with federal, state and regional agencies to secure funding for Town projects

ACTION 1.3.3 Actively represent the Town's interests in the development of future county bond packages, reporting on and tracking expenditures of existing county bond funds

# Focus Area: Community Infrastructure

## **GOAL 2 Provide diverse recreational, educational and cultural opportunities**

STRATEGY 2.1 Develop and maintain parks, recreation, library and cultural resource assets

ACTION 2.1.1 Initiate development of a parks and recreation Master Plan

ACTION 2.1.2 Continue implementation of the Steam Pump Ranch Master Plan

ACTION 2.1.3 Utilize volunteers as applicable to provide educational, informational and recreational opportunities

STRATEGY 2.2 Coordinate and secure funding, either solely or in concert with other public or private entities

ACTION 2.2.1 Renegotiate the Library Intergovernmental Agreement (IGA) with Pima County Library District to the benefit of the Town

ACTION 2.2.2 Seek public and private sources of funding for the acquisition and management of cultural resources

STRATEGY 2.3 Support cultural opportunities and events

ACTION 2.3.1 Facilitate the development of a Community Center, focused on arts, culture and recreation

ACTION 2.3.2 Collaborate with local and regional performing and visual arts groups

ACTION 2.3.3 Explore event opportunities with local and national special event coordinators and the Metropolitan Tucson Convention and Visitors Bureau (MTCVB)

# Focus Area: Community Infrastructure

## **GOAL 3 Maintain a safe community where residents and visitors feel secure**

STRATEGY 3.1 Maintain public-safety citizen and community-involvement and educational programs

ACTION 3.1.1 Provide an annual report on the effectiveness of the Citizen Volunteer Assistance Patrol (CVAP) program

ACTION 3.1.2 Conduct at least one Citizen Police Academy annually to promote understanding and confidence in the Police Department

ACTION 3.1.3 Hold community awareness events such as National Night Out and Investigate OVPD

ACTION 3.1.4 Use the Adopt-a-Business Program to promote safety and develop positive business relationships

STRATEGY 3.2 Maintain emergency response and business continuity plans

ACTION 3.2.1 Integrate the multi-department business continuity plans into a master emergency response plan for the organization in FY 2010/11

ACTION 3.2.2 Partner with regional emergency managers to plan and train for large scale emergencies

ACTION 3.2.3 Develop a proposal for implementation of a Town Office of Emergency Management/ Homeland Security initiative

ACTION 3.2.4 Conduct multiple, annual training opportunities for employees in the discipline of emergency management and incident command systems per federal mandates; orient elected officials to their roles through training sessions and exercises

STRATEGY 3.3 Maintain an efficient and effective local criminal justice system

ACTION 3.3.1 Ensure that prosecutions are undertaken based upon the underlying merits of the case

ACTION 3.3.2 Revisit plea standards annually to ensure that cases may be disposed of within acceptable guidelines

ACTION 3.3.3 Maintain the professional integrity and continuing education of prosecutors and staff

ACTION 3.3.4 Coordinate with the Magistrate Court and Police Department on code changes and matters that inter-relate with the Prosecutor's office

# Focus Area: Community Infrastructure

## **GOAL 4 Provide a safe and reliable water supply to Water Utility customers**

STRATEGY 4.1 Provide a high quality potable water supply

ACTION 4.1.1 Continuously sample and monitor the water system for water quality, flow and pressure in order to meet or exceed all regulatory requirements

ACTION 4.1.2 Respond to customer questions and concerns

STRATEGY 4.2 Maintain an assured water supply designation by planning and developing renewable water supplies

ACTION 4.2.1 Meet all regulatory requirements for Assured Water Supply designation

ACTION 4.2.2 Operate and continue to expand the reclaimed water system to reduce groundwater usage

ACTION 4.2.3 Update plans for interim delivery of CAP water through the Tucson Water System

ACTION 4.2.4 Develop a plan for permanent delivery of our CAP water

STRATEGY 4.3 Promote water conservation and foster regional cooperation for water development

ACTION 4.3.1 Promote the water conservation program, provide water audits and assist with enforcement of the landscape code

ACTION 4.3.2 Work cooperatively with the Northwest Water Providers, Tucson Water and other regional and statewide water agencies and providers

ACTION 4.3.3 Establish long-term GPF rates including annual increases



# APPENDIX

# Oro Valley Analysis

It was agreed that growing Oro Valley geographically offers many opportunities because of the following:

- Opportunity to control our destiny and quality of life
- Ability to be creative in planning
- Ability to increase revenues

Oro Valley will have become too big when we grow beyond our ability to maintain our community values and quality of life.

The term “**Bedroom Community**” was used and defined. A bedroom community is one that allows a person to live here but they have to work somewhere else. As a result, the roadways become more congested as people have to leave for work and services. The voter ratified Oro Valley General Plan states that Oro Valley is a diverse community where people can live, work and play. It is a “Planned Community” that has services and employment. It was agreed that Oro Valley is not or should not become a bedroom community and the vision is to become a well-rounded community.

## Facts About the Future

The participants identified the following “facts about the future” that will impact Oro Valley. These facts need to be addressed when discussing the community’s vision and strategic direction.

- Cost of services will continue to go up.
- Town must find a way to fund citizen desired amenities.
- Need to provide or continue to provide quality services.
- The majority of the Town’s sales tax revenues fund the general fund.
- Sales taxes are cyclical.
- Impact fees are one-time fees.
- Taxes impact people.
- User fees are directly related to use.
- Need to explore different revenue sources.
- Build out is coming and construction-related revenues will diminish.
- Increased public safety needs as population grows.

The Town of Oro Valley completed the following analysis by examining the community’s “Strengths, Weaknesses, Opportunities and Threats.” The purpose of this exercise was to understand a “snap-shot” of the organization and community today.

<b>Strengths</b>	<b>Weaknesses</b>
Leadership position in regional issues	Lack of diverse and sustainable funding sources
Excellent Public Safety	Lack of demographic diversity
Excellent Schools	Lack of employment opportunities
Excellent Library	Lack of community identity
Financially sound and fiscally responsive	Lack of retail and dining options
Excellent Communications	Lack of cultural opportunities
Codes and Standards maintain a well-planned community	Lack of sensitivity to environmental protection areas
Boards, committees and volunteerism	Lack of recreational facilities
Engaged citizenry and staff	Lack of public transportation
Excellent roads	Lack of a downtown
Expanding Bio-tech corridor	Lack of willing citizen participants
Expanding retail base	Segmented community
Clean environment	Appearance of being developer friendly
Scenic Beauty	The NIMBY mindset
Natural resources	Trying to do too much
Quality recreation and leisure activities	
Sound infrastructure	
High water quality	
Attractive to development community	
People	

<b>Opportunities/Hot Issues</b>	<b>Threats</b>
Funding	Regional growth
Sustainability	NIMBYs
Naranja Townsite	State legislature making decisions that impact state-shared revenue
Arroyo Grande	Influence of the minority
Water supply	Service expectations without funding
Economic development	Economy
High paying jobs	Apathy
Roadways	Terrorists
Bio-tech	
Retail opportunities (OV Marketplace)	
Open Space	
Regionalism	
Communication	
Taxes	
Annexation	