

Town of Oro Valley
STRATEGIC PLAN
2013



Fiscal Responsibility

Communication

Economic Development

Community Services

Town of Oro Valley **STRATEGIC PLAN 2013**



Acknowledgements

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Town of Oro Valley STRATEGIC PLAN 2013



INTRODUCTION

The Strategic Plan guides Town decision-making and resource management in pursuit of organizational goals. It is “strategic” in the sense that it provides guidance over a 2 to 5 year timeframe. 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. Oro Valley will continue to have success because the organization is flexible enough to respond to local, national and global change.

The Strategic Plan is grounded in the “vision” expressed in the Council-adopted and voter-ratified Oro Valley General Plan. While the Strategic Plan guides short-term decision-making, the General Plan provides a long-term (up to 20 years) direction regarding the growth, development and redevelopment of the community.

VISION FOR THE FUTURE

Oro Valley is a community defined by the highest standard of environmental integrity, education, infrastructure, services and public safety. It is a community of people working together to create the Town’s future with a government that is responsive to residents and ensures the long-term financial stability of the Town.

FOCUS AREAS

Fiscal Responsibility | **Communication** | **Economic Development** | **Community Services**

These four Focus Areas provide the framework for the Strategic Plan and indicate where the organization must direct resources in order to address the needs and desires of the community. There are one or more Goals under each Focus Area, along with specific Strategies and Actions to be taken by the organization in order to achieve those Goals.

Fiscal Responsibility

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Fiscal Responsibility

GOAL

Maintain long-term financial health through diversified revenue sources while investing in community initiatives.



STRATEGY

Ensure funding is available to maintain and replace key assets and avoid infrastructure deterioration.



ACTIONS

- Evaluate opportunities to diversify the Town's revenue sources
- Enhance revenue by taking steps to ensure collection of established taxes, fees, rates and fines
- Expand capital improvement plan (CIP) to a 15-year program, identifying potential funding sources, operating cost impacts and cash flow requirements
- Consider voter approval of franchise agreements with utility providers
- Conduct a cost of service study for the Water Utility
- Establish a fleet management task force to develop alternatives for long-term fleet maintenance and repair
- Develop an Infrastructure Improvement Plan; evaluate the use of impact fees in accordance with state statute
- Expand and develop initiatives to support public safety services that enhance community safety



STRATEGY

Pursue annexation and acquisition opportunities that will deliver long-term benefits to the Town.



ACTIONS

- Initiate annexations that establish a southern corporate boundary along Ina Road
- Partner with the Arizona State Land Department regarding annexation of the Arroyo Grande area and state trust land between Oro Valley and Marana
- Consider acquisition of properties within annexation areas or adjacent to significant roadway improvement projects that are candidates for redevelopment or other beneficial use

Communication

GOAL

Ensure residents are educated about and engaged in moving community initiatives forward.



STRATEGY

Improve access to accurate, timely and relevant Town information.



ACTIONS

- Launch a new Town website with a focus on information design, making it easier for the end-user to find the information they need, and directing web traffic to important events and initiatives
- Use the email notification system to expand our reach into the community and improve the quality of those communiqués
- Use emerging media technologies such as mobile computing, social media to expand the ways in which information can be accessed
- Expand public access to GIS mapping tools
- Enhance the Oro Valley VISTA, the quarterly community e-newsletter and, as the budget allows, increase printed quantities
- Use the internal Communications Roundtable to engage representatives from each department in communications planning for internal news and community-wide events



STRATEGY

Increase internal and external awareness of the Town's successes, assets, values and initiatives.



ACTIONS

- Launch new marketing and branding efforts to better define the Town's identity and promote our successes, assets, values and initiatives
- Promote consistency in messaging across multiple platforms, including website, intranet, Council talking points, press releases, VISTA newsletter and other internal and external publications
- Enhance presence of Parks & Recreation programs, amenities and event information in Town publications and electronic media
- Enhance presence of Police Department crime prevention programs and event information in Town publications and electronic media



STRATEGY

Provide opportunities for residents to become engaged in and knowledgeable about the role of local government.



ACTIONS

- Conduct Council on Your Corner events, where elected officials speak at community gatherings throughout the year
- Support relationships with volunteers and members of boards and commissions through the annual Volunteer of the Year Awards program and reception
- Expand the Citizens' Police Academy to include an Alumni Association
- Enhance the Community Academy program based on participant feedback

Communication



STRATEGY

Improve the customer service experience for residents who contact the Town for information or assistance.



ACTIONS

- Initiate a town-wide customer service training module for all employees
- Explore opportunities for expanded service hours to enable customers to conduct business with the Town outside of traditional business hours
- Use the Constituent Services Coordinator, and department-level representatives as necessary, to respond to community questions, concerns and ideas
- Develop information resources to help employees more efficiently identify solutions to residents' questions
- Conduct print and/or electronic surveys to solicit community feedback and suggestions
- Expand the online payment system to include Business Licenses and Building Permits

Economic Development

GOAL

Attract and retain globally-competitive high technology and bioscience employers.



STRATEGY

Support the creation of primary jobs.



ACTIONS

- Hold regular meetings with existing companies at Innovation Park and Foothills Business Park, including the University of Arizona Bio5 Institute
- Explore the possibility of a public-private partnership to build speculative space to attract high technology and bioscience employers
- Evaluate technology and communication infrastructure
- Promote the Economic Expansion Zone (EEZ) overlay district as a business attraction tool
- Support regional efforts to attract and retain major employers
- Develop a strategic partnership with the Arizona Commerce Authority
- Establish a Central Business District (CBD) along Oracle Road



STRATEGY

Promote partnerships to enhance public safety, education and workforce development.



ACTIONS

- Promote public safety, educational opportunities and state and national school rankings in Town marketing materials and online
- Hold regular meetings with University of Arizona and Pima Community College to support educational needs
- Hold regular meetings with public and private K-12 educational organizations and provide support through the School Resource Officer program

Economic Development

GOAL

Develop recreation and cultural opportunities to promote tourism and support employee attraction and retention.



STRATEGY

Support cultural events and opportunities.



ACTIONS

- Partner with the Southern Arizona Arts and Cultural Alliance (SAACA) and the Hilton El Conquistador Golf & Tennis Resort on the 4th of July Celebration
- Partner with Tohono Chul Park, SAACA and other organizations on marketing efforts and arts & cultural events
- Promote the Public Art collection throughout Oro Valley
- Develop plans for the Town's 40th Anniversary Celebration in 2014



STRATEGY

Support local, national and international sporting events.



ACTIONS

- Enhance the reputation of Oro Valley as a destination for winter training activities, specifically swimming, running and cycling
- Partner with the Metropolitan Tucson Convention and Visitors Bureau (MTCVB) to attract local, national and international sporting events
- Promote Naranja Park as a venue for local archers and regional competitions



STRATEGY

Promote Oro Valley as a bicycle-friendly community.



ACTIONS

- Complete construction of the CDO Linear Park from First Avenue to Oracle Road, including access to the Steam Pump Ranch trailhead and restroom facilities
- Seek funding to complete the shared use path between Steam Pump Ranch and Catalina State Park, and between Magee Road and La Canada Drive
- Establish a Complete Streets policy stating our intent to plan, design, and maintain streets so they are safe for all users of all ages and abilities
- Explore public private partnership to reinstate bicycle safety classes
- Support regional funding for completion of The Loop shared use facility
- Support regional efforts to develop a velodrome and cyclist training facility
- Consider stand-alone application for Bicycle Friendly Community certification by the League of American Bicyclists

Community Services

GOAL

Provide services to enhance residents' quality of life.



STRATEGY

Enhance community policing through support of programs, activities and personnel assignments that prevent crime and promote safety.



ACTIONS

- Use the current Police Department strategic planning program and related documents to assist in acquisition and deployment of resources
- Evaluate expansion of the reserve police officer program to support, supplement and expand public safety services in the Town
- Evaluate expansion of the Citizen Volunteer Assistants Program (CVAP) and recruit additional volunteers
- Conduct internal and regional training in contemporary traffic incident management protocols for first responder and support service providers to maximize community safety (police, fire, EMS, transportation, towing etc.)
- Ensure resources are available to evaluate and respond to legislative, judicial and technological mandates



STRATEGY

Reinforce the Oro Valley brand through excellence in infrastructure design and maintenance.



ACTIONS

- Consider the replacement of conventional signalized intersections with roundabouts
- Expand the pavement management program to plan for needed improvements within the proposed annexation areas
- Consider adjusting the Stormwater Utility fee to provide a funding mechanism for drainage infrastructure projects
- Complete the sign inventory and develop a plan for sign replacement and removal of unnecessary signage



STRATEGY

Deliver a safe and reliable water supply to all Water Utility customers.



ACTIONS

- Renew the Town's Assured Water Supply (AWS) designation
- Initiate the Advanced Metering Infrastructure Project for the Oro Valley Water Service Area to accurately measure water usage and increase customer service efficiency
- Partner with Tucson Water to amend the Reclaimed Water Intergovernmental Agreement
- Develop a plan for acquisition and delivery of Central Arizona Project water
- Promote water conservation through customer education and the provision of water audits
- Conduct an Energy Efficiency Study to determine improvements needed to increase efficiency of wells and booster pumps, reduce electric power consumption and enhance the reliability of the water system

Community Services



STRATEGY

Continue restoration, preservation and rehabilitation of facilities at Steam Pump Ranch.



ACTIONS

- Explore options for use of the Proctor/Lieber House as outlined in the Master Plan
- Explore hosting a Farmer's Market on the property
- Establish an agreement with the State Historic Preservation Office regarding treatment of original Pump House
- Establish funding for implementation of the Steam Pump Ranch Master Plan



STRATEGY

Seek to make continuous improvements to Town parks and other facilities.



ACTIONS

- Initiate an update of the Naranja Park Master Plan and Programming & Concept Design documents
- Establish a funding and phased development plan for implementation of the Naranja Park Master Plan
- Initiate development of a comprehensive Parks and Recreation Master Plan
- Initiate application to the Commission for Accreditation of Park and Recreation Agencies
- Complete a renovation of the Town Hall stage area, adjacent landscape areas, and directional signage
- Evaluate organizational space needs and develop a plan for implementation



STRATEGY

Update the General Plan to reflect community values and future needs.



ACTIONS

- Develop a Public Participation Plan to guide resident involvement in decision-making
- Promote broad community participation in the development of the General Plan
- Develop and implement a marketing plan to ensure voter ratification of the General Plan in 2015



STRATEGY

Provide Town staff with the best possible collaboration tools to increase efficiency of information delivery.



ACTIONS

- Evaluate replacement of the phone system
- Evaluate replacement of the Permits Plus software system
- Evaluate operational areas that will realize the greatest value from mobile applications
- Evaluate methods of converting paper forms to electronic forms
- Conduct a feasibility assessment of an organization-wide document management system
- Develop IT policies and security measures regarding the use of personal mobile devices for business functions
- Enhance the Information Technology architecture to facilitate mobile access to Town information and enterprise applications

Community Services



STRATEGY

To attract, engage, and retain highly qualified employees.



ACTIONS

- Enhance the current employee recognition program as recommended by employees
- Conduct supervisory training as it relates to employee engagement, development and performance management
- Expand the number of on-site training opportunities to enhance employee professional development
- Evaluate the benefits package offered to employees
- Conduct stay interviews with all new employees after 30 days of employment
- Conduct exit interviews to assess the reasons for separation and report separations on a monthly basis
- Conduct a market study of the Town's benchmark classifications and make necessary pay grade adjustments as needed and based on fiscal resources
- Evaluate methods for determining employee engagement