

MARANA, ARIZONA

# YOUR TOWN

## STRATEGIC PLAN



*Adopted January 2015*



[maranaaz.gov](http://maranaaz.gov)

## INTRODUCTION

The Marana Strategic Plan sets a course for action to be taken by elected leaders and professional staff to address community needs and position Marana for the future. The Strategic Plan is a flexible tool to guide and promote forward thinking. The achievements resulting from the plan will be enjoyed by current residents and future generations. Working together, Marana can ensure that the community is an even greater place to live, work and play.

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## MARANA TODAY

Citizens and businesses have chosen Marana because of its quality of life, rich heritage, visionary leadership and abundant opportunities. The attributes that make Marana a great place to live and raise a family also make it a great place to do business.

**Location:** Marana is a 126 square mile town strategically located between Phoenix and Tucson in the sun corridor. It has 17 miles of both Interstate highway and railroad mainline, providing tremendous opportunities to attract business and industry. Marana is in the beautiful Sonoran Desert with wide open spaces and abundant wildlife.

**Quality of Life:** As one of Arizona's fastest growing communities, the diverse opportunities for housing, recreation, and employment make Marana a choice destination for residents, tourists, businesses and industry. People have lived in the area for more than 4,000 years, creating a rich legacy of history and heritage. Today the people of Marana carry on this legacy by balancing responsible natural resource use with robust economic development.

Marana is focused on ensuring that the community has adequate water, sewer, transportation and public safety infrastructure to meet the demands of a growing community.



## VISION FOR THE FUTURE

Marana's Strategic Plan outlines the vision for the future and identifies five focus areas with goals to achieve that vision. The focus areas, with their corresponding goals, identify where resources should be directed to achieve Marana's vision.

**VISION:** Committed to providing exceptional public service, a climate for economic sustainability and a welcoming environment that makes Marana Your Town for life.

### OVERRIDING PRINCIPLES:

- Financial Sustainability
- Quality Public Service
- Strategic Partnerships
- Local Resource Investment

### FIVE FOCUS AREAS AND STRATEGIC GOALS:



**COMMERCE**



**COMMUNITY**



**INNOVATION**



**HERITAGE**



**RECREATION**

#### COMMERCE

Attract and maintain career-oriented commerce

#### COMMUNITY

Create a safe community where all people are motivated to be involved and feel connected and valued

#### PROGRESS AND INNOVATION

Foster an open atmosphere that embraces change, creativity, innovation, and calculated risk

#### HERITAGE

Strengthen community character by linking the past, present and future

#### RECREATION

Provide diverse recreational opportunities that create economic benefits and a healthy lifestyle



MARANA, ARIZONA

# YOUR TOWN

## FULL PLATE

Looking for a fun place for a night out? Keep it local in Marana. The Town's growing restaurant scene offers a wide array of choices, from mom and pop stops to world-renowned cuisine. Like Mexican food? We have it. Italian? Covered. Asian offerings? Of course. The culinary options are almost limitless, so enjoy a fun-filled evening in Marana. Our Town is really cooking.



COMMERCE



**PRINCIPLE STATEMENT 1 / We will support commerce and business by being creative and flexible in order to produce innovative solutions that exceed customer expectations.**

**INITIATIVES:**

**1. UPDATE THE LAND DEVELOPMENT CODE TO ENHANCE SIMPLICITY, UNDERSTANDING AND EASE OF USE (PLANNING, LEGAL)**

- a. Engage the business community in the Land Development Code update by providing opportunities for review, comment and dialogue
- b. Explore other jurisdictions' codes for ideas and course of action
- c. Identify format and structure
- d. Develop a scope, retain consultant and start work on the update within a year
- e. Include low-impact development standards to provide greater flexibility with design and sensitivity to environmental concerns

**MEASUREMENT:** Complete LDC update within two years from adoption of Strategic Plan III

**2. CONTINUOUSLY REVIEW AND IMPROVE PROCESS AND PROCEDURES IN THE BUSINESS DEVELOPMENT CENTER (DEVELOPMENT SERVICES)**

**MEASUREMENT:** Achieve 90% or greater approval rating through customer satisfaction surveys

**3. RESEARCH AND EVALUATE INNOVATIVE AND BEST PRACTICES TO ENHANCE BUSINESS AND COMMERCE DEVELOPMENT (PLANNING, BUILDING SAFETY, ENGINEERING, MANAGER'S OFFICE)**

**MEASUREMENT:** Departments and teams to allocate at least 20 hours per year researching and investigating new ideas for possible inclusion as a business development tool

**4. PROVIDE TECHNICAL LICENSING AND PERMITTING ASSISTANCE AND EDUCATION SUPPORT WITH STATE AND FEDERAL ENTITIES FOR NEW AND EXISTING BUSINESSES (DEVELOPMENT SERVICES)**

**MEASUREMENT:** Achieve 90% or greater approval rating through customer satisfaction surveys



**5. EXPLORE/FACILITATE THE USE OF BUSINESS ATTRACTION AND RETENTION TOOLS INCLUDING LOCAL, STATE AND FEDERAL INCENTIVE PROGRAMS (DEVELOPMENT SERVICES, ECONOMIC DEVELOPMENT)**

**MEASUREMENT:** Ongoing

**6. CREATE A “SOLUTIONS TEAM” TO FACILITATE RAPID RESPONSE FOR BUSINESS INQUIRIES, HELP SOLVE PROCESS PROBLEMS AND MINIMIZE THE POINTS OF CONTACT FOR PERMITTING OR OTHER PROCEDURES (DEVELOPMENT SERVICES, PLANNING, BUILDING SAFETY, MANAGER’S OFFICE)**

**MEASUREMENT:** Achieve 90% or greater approval rating through customer service surveys

**7. PROMOTE THE USE OF THE MARANA AIRPORT AND INCREASE ITS VISIBILITY FOR BUSINESS DEVELOPMENT OPPORTUNITIES (AIRPORT, ECONOMIC DEVELOPMENT)**

- a. Develop a marketing campaign that leverages the advantages of the Marana Airport as a business (or event) travel destination and business operations hub
- b. Identify and collaborate with local corporations and/or hotels to market the airport as a business (or event) travel destination for private/corporate planes
- c. Identify targets/recipients of marketing materials

**MEASUREMENT:** Draft marketing plan complete within two years of adoption of Strategic Plan III

**8. COLLABORATE WITH THE MARANA CHAMBER OF COMMERCE TO UPDATE ITS “BUY LOCAL” MARKETING PLAN WITH ADDITIONAL STRATEGIES SUCH AS DEVELOPMENT OF A CREDIT/DEBIT/GIFT CARD PROGRAM (ECONOMIC DEVELOPMENT)**

**MEASUREMENT:** Ongoing

**9. EXPAND THE ONLINE CAPABILITY OF THE BUSINESS DEVELOPMENT CENTER (ECONOMIC DEVELOPMENT, DEVELOPMENT SERVICES)**

- a. Develop web applications for services and processes to include application submittal and project tracking
- b. Ensure that policies and procedures are online, easily located and understandable
- c. Implement online bill pay

**MEASUREMENT:** To be completed within two years of adoption of Strategic Plan III

**10. CREATE A WORKFORCE DEVELOPMENT STRATEGY, INCLUDING IDENTIFICATION OF PARTNER ORGANIZATIONS, INCLUDING MUSD, PIMA COMMUNITY COLLEGE, UNIVERSITY OF ARIZONA, AND OTHER HIGHER EDUCATIONAL INSTITUTIONS (ECONOMIC DEVELOPMENT)**

**MEASUREMENT:** Identification of partners and areas of expertise, inventory of current and projected business needs (based on marketing plan)

**11. DEVELOP A MARKETING PLAN TO PROMOTE MARANA'S ECONOMIC DEVELOPMENT ASSETS TO CURRENT AND POTENTIAL BUSINESS (ECONOMIC DEVELOPMENT)**

- a. Promote the development of business parks/incubators
- b. Identify targeted recipients

**MEASUREMENT:** Complete within one-year of adoption of Strategic Plan III

**12. USE AND LEVERAGE RESOURCES OF TOWN TO ENCOURAGE THE DEVELOPMENT OF RETAIL GROCERY OPERATIONS IN NORTH MARANA (ECONOMIC DEVELOPMENT, MANAGER'S OFFICE)**

- a. Investigate tools and strategies to facilitate the development of a grocery store in North Marana

**MEASUREMENT:** Ongoing

**13. LEVERAGE THE TOWN'S COORDINATING CAPABILITY TO FACILITATE CUSTOMER INTERACTION WITH MULTIPLE GOVERNMENTAL AGENCIES INVOLVED IN THE DEVELOPMENT PROCESS (DEVELOPMENT SERVICES, PLANNING, BUILDING, ENGINEERING, UTILITIES)**

- a. Designate a single point of customer contact for coordinating the requirements of multiple special districts (utilities and fire) serving the Town to facilitate customer service and efficiencies in permitting and development activities
- b. Develop a "master" permit application to include basic information to be used by all entities, eliminating multiple application forms
- c. Explore standardization of permit tracking software or other electronic workflow tracking among and between different entities

**MEASUREMENT:** Ongoing, monitor monthly

**PRINCIPLE STATEMENT 2 / We will create strategic infrastructure plans that support the attraction and retention of career-centered business and commerce in our Economic Activity Centers.**

**INITIATIVES:**

**14. CONDUCT INFRASTRUCTURE STUDIES FOR THE TANGERINE CORRIDOR, TANGERINE ROAD/I-10 ACTIVITY CENTER AND THE AIRPORT (ENGINEERING, UTILITIES, PUBLIC WORKS, ECONOMIC DEVELOPMENT)**

**MEASUREMENT:** To be completed within two years of adoption of Strategic Plan III

**15. DEVELOP DESIGN GUIDELINES THAT CREATE AND PROMOTE A SENSE OF PLACE AND VISUAL “DESTINATION” FOR DOWNTOWN MARANA (PLANNING)**

- a. Engage experts and key stakeholders in developing design guidelines
- b. Establish common design features for downtown such as street lighting, signs, public furniture and art, building facades and other attributes, massing, and pedestrian-friendly streets
- c. Identify additional planning and other resources required to make downtown business-ready, including parking and infrastructure plans

**MEASUREMENT:** Completion of design guidelines, including process and schedule for stakeholder/community outreach

**16. EXPLORE OPPORTUNITIES FOR ANNEXATION TO ENHANCE ECONOMIC ACTIVITY CENTERS, INCLUDING LAND WITHIN THE TOWN’S GENERAL PLAN PLANNING AREA**

**MEASUREMENT:** Ongoing

**17. PREPARE A COMPREHENSIVE PUBLIC UTILITIES MASTER PLAN THAT INCLUDES POWER, COMMUNICATIONS AND TOWN INFRASTRUCTURE INCLUDING CONSIDERATION OF FUNDING STRATEGIES (PUBLIC AND PRIVATE) (UTILITIES, ENGINEERING)**

**MEASUREMENT:** Draft plan completed within two years of adoption of Strategic Plan III



**PRINCIPLE STATEMENT 3 / We will seek and retain diverse industries and commerce in order to promote sustainable economic health.**

**INITIATIVES:**

**18. CULTIVATE AND PARTICIPATE IN STATE AND NATIONAL PARTNERSHIPS SUCH AS ARIZONA COMMERCE AUTHORITY (ACA), TREC AND SITE SELECTOR'S GUILD (SSG) TO PROMOTE MARANA AND ITS ASSETS AS A COMMUNITY OF CHOICE FOR CAREER-ORIENTED BUSINESS AND COMMERCE (ECONOMIC DEVELOPMENT)**

**MEASUREMENT:** Identify partnerships, cost/benefit and key town representatives

**19. MARKET THE TOWN'S HIGH QUALITY K-12 EDUCATION AS A COMPELLING FACTOR FOR FAMILIES RELOCATING AS PART OF BUSINESS/INDUSTRY RECRUITMENT EFFORTS (COMMUNICATIONS AND MARKETING, MANAGER'S OFFICE)**

- a. Schedule joint Town Council and MUSD Board meetings
- b. Explore, discuss and advance partnership opportunities
- c. Collaborate on legislative agenda and advocacy where mutually beneficial
- d. Identify ways to cross-market and promote each entity

**MEASUREMENT:** Ongoing

**20. TOWN PROJECTS AND INITIATIVES SHOULD INCLUDE OUTREACH (WHERE APPROPRIATE) TO UNIVERSITIES, COLLEGES, AND K-12 EDUCATION AS A WAY TO PROMOTE EDUCATIONAL OPPORTUNITIES AND IMPROVED PROJECT/INITIATIVE OUTCOMES (ALL DEPARTMENTS)**

- a. Departments working on specific projects should consider if individual students, student teams or entire classes could be used to help assist with the project or initiative

**MEASUREMENT:** Ongoing

**21. SEEK OPPORTUNITIES TO ATTRACT THE PHYSICAL PRESENCE OF HIGHER EDUCATIONAL ENTITIES FOR CLASSROOM INSTRUCTION, RESEARCH, AND COMMUNITY INVESTMENT (MANAGER'S OFFICE, ECONOMIC DEVELOPMENT)**

**MEASUREMENT:** Ongoing

**22. WITH THE SUPPORT OF THE MARANA CHAMBER OF COMMERCE, FACILITATE INTERNSHIP OPPORTUNITIES AT LOCAL BUSINESSES FOR STUDENTS IN K-12 AND HIGHER EDUCATIONAL INSTITUTIONS (ECONOMIC DEVELOPMENT)**

**MEASUREMENT:** Ongoing

**23. IMPLEMENT THE TOURISM MASTER PLAN AND PARTNER WITH LOCAL INDUSTRY TO EXPAND MARANA'S TOURISM OUTREACH (ECONOMIC DEVELOPMENT)**

- a. Ensure proper staffing is in place to effectively implement the tourism master plan
- b. Allocate financial resources for marketing and partnership opportunities

**MEASUREMENT:** To be completed within one year of adoption of Strategic Plan III

**24. ALLOCATE TOWN RESOURCES TO ENSURE TRAVEL WAYS, PUBLIC SPACES, PARKS, PUBLIC FACILITIES, AND OTHER COMMUNITY SPACES ARE CLEAN, MAINTAINED, AND PRESENT MARANA'S HIGH STANDARD OF EXCELLENCE (PUBLIC WORKS)**

**MEASUREMENT:** Ongoing, monitor monthly

**25. ALLOCATE AND MAXIMIZE TOWN RESOURCES TO RECRUIT, MAINTAIN AND EXPAND BUSINESSES AND INDUSTRY (ECONOMIC DEVELOPMENT)**

- a. Review and identify financing tools; evaluate tax increment financing and develop policies as required
- b. Create and use a "solutions team" for rapid response and deployment of development related and business attraction/retention/expansion issues
- c. Develop and implement job-shadowing or on-the-job training for employees involved in the development process to expand town knowledge base (see also Progress and Innovation Focus area)

**MEASUREMENT:** Ongoing (Number of financing tools identified and evaluated)

**26. DEVELOP PARTNERSHIPS THROUGHOUT THE STATE AND REGION TO ASSIST MARANA IN COMMERCIAL AND INDUSTRIAL DEVELOPMENT ACTIVITIES (ECONOMIC DEVELOPMENT)**

- a. Leverage key staff and elected official participation with local, regional and state entities engaged in economic development
- b. Identify legislative needs; develop draft language; engage in legislative advocacy to support efforts to attract, retain and expand commerce and industry

**MEASUREMENT:** Ongoing

**27. CREATE A COMPREHENSIVE TOWN MARKETING PLAN WITH INDIVIDUAL DEPARTMENTAL PLANS AS SUPPORTING ELEMENTS (COMMUNICATIONS AND MARKETING)**

- a. Consideration should be given to other marketing efforts and the tourism plan
- b. Individual departments should all tie into the Town's marketing plan ensuring consistency of message and appearance

**MEASUREMENT:** To be completed within two years of adoption of Strategic Plan III



## CHILD'S PLAY

The Town of Marana doesn't kid around when it comes to children. Kids here have safe places to play baseball, softball and basketball. They can bike, walk and ride their skateboards. They become well-educated in award-winning schools. Marana is committed to the entire family. No kidding.

M A R A N A , A R I Z O N A

# YOUR TOWN



COMMUNITY



**PRINCIPLE STATEMENT 1 / We will maintain and enhance our reputation as a safe and well-planned community.**

**INITIATIVES:**

**1. ESTABLISH, MAINTAIN AND UPDATE A PREVENTIVE MAINTENANCE PLAN FOR TOWN ASSETS (PUBLIC WORKS, UTILITIES, ENGINEERING)**

- a. Identify Level of Service (LOS) standards for parks, sidewalks, paths, landscaping, and roads
- b. Identify timeline for maintenance and improvements
- c. Identify proposed funding sources
- d. Link maintenance plan to annual budgeting process

**MEASUREMENT:** LOS maintained, citizen response surveys

**2. PROVIDE A RESPONSIVE, COMMUNITY AND SERVICE-ORIENTED PROFESSIONAL POLICE DEPARTMENT (POLICE)**

- a. Ensure facilities and support areas are consistent with best practices and professional norms
- b. Maintain police response times at or above the national standards.
- c. Implement best practices from Crime Prevention Through Environmental Design (CPTED) as part of the development review process.
- d. Continue community-policing efforts such as the school resource officer program, Neighborhood Watch, and Tri-Star (multi-housing program)

**MEASUREMENT:** Monitor monthly, ensuring level of service standards are met

**3. LEVERAGE THE TOWN'S COORDINATING CAPABILITY TO FACILITATE ENHANCED CUSTOMER INTERACTION WITH MULTIPLE GOVERNMENTAL AND EXTERNAL AGENCIES (ALL DEPARTMENTS)**

- a. Ensure Marana residents and business owners experience excellent customer service interactions

**MEASUREMENT:** Ongoing, monitor monthly

#### 4. ENHANCE THE WAY-FINDING SIGN PROGRAM (COMMUNICATIONS AND MARKETING, ENGINEERING, PUBLIC WORKS)

- a. Identify and install signs for downtown district and Marana Town limits/gateway signage

**MEASUREMENT:** To be completed within two-years of adoption of Strategic Plan III

#### 5. MAINTAIN UPDATED EMERGENCY RESPONSE, CONTINUITY OF OPERATIONS AND DISASTER RECOVERY PLANS (SAFETY AND EMERGENCY MANAGEMENT)

- a. Identify participants and ensure that staff receives training
- b. Establish and maintain regional partnerships for emergency response and disaster recovery

**MEASUREMENT:** Ongoing, monitor monthly

#### 6. EXPLORE AND RESEARCH INNOVATIVE COMMUNITY PLANNING IDEAS FOR INCORPORATION INTO PROCESSES, PROCEDURES, AND CODES

- a. Seek to build a clear sense of place
- b. Encourage quality in design and construction
- c. Develop incentives, allow flexibility to achieve development enhancements

**MEASUREMENT:** Ongoing, include as part of Land Development Code update



**PRINCIPLE STATEMENT 2 / We will use unique and creative approaches to engage and reach out to citizens.**

**INITIATIVES:**

**7. MARKET MARANA AS A DESTINATION FOR UNIQUE, FAMILY-FRIENDLY EVENTS (SPECIAL EVENTS, PARKS, COMMUNICATIONS AND MARKETING)**

- a. Promote Marana's low-cost or no-cost admission to events to increase attendance and participation
- b. Identify ways of promoting programs and events
- c. Maintain and expand sponsorships through advertising and other forms of recognition
- d. Staff a booth dedicated to Marana services and key initiatives as signature events to better inform citizens

**MEASUREMENT:** Attendance, citizen survey, social media comments

**8. EVALUATE AND CONTINUOUSLY IMPROVE CITIZEN PARTICIPATION AND COMMUNITY OUTREACH (TOWN CLERK, MANAGER'S OFFICE, MARKETING AND COMMUNICATIONS)**

- a. Solicit evaluation and feedback from program participants using survey tools like Survey Monkey
- b. Routinely review and update the Marana Citizens' Forum to ensure current information
- c. Maintain and evaluate metrics on Marana's website and social media outreach
- d. Identify creative options to market the town's website and mobile app to residents
- e. Expand Marana's mobile app to increase use and engagement
- f. Develop an ongoing outreach program to inform neighborhoods and businesses about capital improvement projects and streets maintenance

**MEASUREMENT:** Ongoing, monitor monthly

**9. IDENTIFY AND IMPLEMENT CONTINUAL IMPROVEMENTS TO THE TOWN'S WEBSITE TO ENGAGE RESIDENTS, BUSINESS OWNERS, AND VISITORS (COMMUNICATIONS AND MARKETING, TECHNOLOGY SERVICES)**

- a. Implement online bill pay services for all departments that collect fees and fines for general services
- b. Monitor content on the Town's website and social media sites for timeliness and depth of information

**MEASUREMENT:** Ongoing, monitor monthly, citizen survey

**10. ENGAGE AND SUPPORT VETERAN/MILITARY GROUPS TO BE A PART OF COMMUNITY ACTIVITIES, INCLUDING THE VETERANS CEMETERY ASSOCIATIONS**

**MEASUREMENT:** Ongoing

**11. FACILITATE REGULAR INTERACTIONS WITH NEIGHBORHOOD GROUPS, HOAS, AND OTHER COMMUNITY GROUPS (COMMUNITY DEVELOPMENT)**

- a. Provide Town updates, listen to concerns and issues, and provide a personalized way to anticipate changes taking place in the community

**MEASUREMENT:** Attend four community group meetings each quarter, ongoing, monitor monthly

**PRINCIPLE STATEMENT 3 / We will invest in a well-managed government that provides reliable services and quality amenities for citizens and businesses.**

**INITIATIVES:**

**12. MAINTAIN AN ACCURATE INFRASTRUCTURE INVENTORY AND ALIGN FUTURE INFRASTRUCTURE EXPANSION WITH PLANNED AND/OR COMPLIMENTARY CAPITAL IMPROVEMENT PROJECTS (ENGINEERING, PUBLIC WORKS)**

**MEASUREMENT:** Ongoing, monitor every six months

**13. DEVELOP POLICIES AND PROCEDURES TO ACHIEVE A BOND RATING OF AA OR HIGHER (FINANCE)**

**MEASUREMENT:** Ongoing, annual work plan

**14. PROVIDE OPPORTUNITIES FOR TRAINING, DEVELOPMENT, AND LEADERSHIP ASSIGNMENTS TO PREPARE INDIVIDUAL EMPLOYEES FOR ADVANCEMENT OPPORTUNITIES WITHIN THE ORGANIZATION (HUMAN RESOURCES, ALL DEPARTMENTS)**

**MEASUREMENT:** Ongoing

**15. MAINTAIN A STRUCTURALLY BALANCED BUDGET USING APPROPRIATE REVENUES WITH ASSOCIATED EXPENSES (FINANCE)**

a. Encourage resiliency with the development of each fiscal year budget

**MEASUREMENT:** Annual budget process

**16. DEVELOP A TOWN-WIDE PUBLIC ART PROGRAM TO INSTALL AND SHOWCASE UNIQUE PIECES REFLECTING AND CELEBRATING THE COMMUNITY (COMMUNITY DEVELOPMENT)**

a. Identify and install a unique Marana art piece in the roundabout near the Marana Municipal Complex

b. Identify criteria and ways to evaluate public art proposals with Town projects

c. Encourage private development projects to include unique public art pieces as value added components

**MEASUREMENT:** Complete within two years of adoption of Strategic Plan III



**17. IDENTIFY A FINANCIALLY SUSTAINABLE LONG-TERM SOLUTION FOR THE TORTOLITA PRESERVE STATE LAND LEASE (LEGAL, FINANCE, MANAGER'S OFFICE)**

**MEASUREMENT:** Resolution of issue completed within one year of adoption of Strategic Plan III

**18. IDENTIFY CREATIVE WAYS TO PLAN NEIGHBORHOODS AND GROWTH AREAS WITH MEANINGFUL OPEN SPACE, TRAIL CONNECTIVITY, AND ACTIVE RECREATION AREAS (PLANNING)**

a. Identify opportunities during the development review process to connect and enhance open-space amenities.

**MEASUREMENT:** Ongoing, monitor yearly as part of annual review

**19. IDENTIFY PUBLIC TRANSIT NEEDS AND COST-EFFECTIVE OPTIONS FOR FACILITATING PUBLIC TRANSIT (COMMUNITY DEVELOPMENT)**

**MEASUREMENT:** Ongoing

**20. PROVIDE ANNUAL TRAINING FOR THE COUNCIL CODE OF ETHICS/ CONDUCT (TOWN MANAGER'S OFFICE, LEGAL)**

a. Engage University of Arizona Ethics program to provide specialized training

b. Use information and staff talent from the League of Arizona Cities and Towns

**MEASUREMENT:** Hold annual review

**21. HOLD ANNUAL COUNCIL/LEADERSHIP TEAM STRATEGIC PLAN REVIEW AND GOAL SETTING FOR BUDGET PREPARATION**

**MEASUREMENT:** Annual meeting held and issues identified for budget/strategic planning

**22. DEVELOP A DASHBOARD VIEW OF CRITICAL INDICATORS FOR COUNCIL AND PUBLIC TO BETTER UNDERSTAND FINANCIAL, PERSONNEL, AND PROGRAM/PROJECT STATUS (FINANCE, TECHNOLOGY SERVICES, COMMUNICATIONS AND MARKETING)**

**MEASUREMENT:** Monthly update provided online and presented at department head meeting

**23. ADHERE TO THE PRINCIPLES AND TENETS OF THE COUNCIL/MANAGER FORM OF GOVERNMENT, INCLUDING THE ICMA CODE OF ETHICS (MANAGER'S OFFICE, LEGAL)**

**MEASUREMENT:** Hold annual review

**24. CONTINUALLY SEEK AND EVALUATE NEW WATER RESOURCES TO INCREASE THE TOWN'S WATER PORTFOLIO (UTILITIES)**

**MEASUREMENT:** Ongoing

M A R A N A , A R I Z O N A

# YOUR TOWN

## WELL-CONNECTED

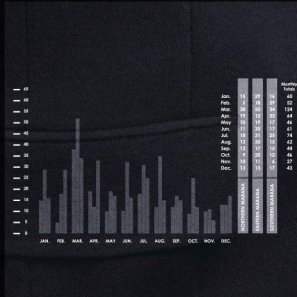
When innovation is the question, the Town of Marana is the answer. Named among the country's top digital cities for the past three years by the e.Republic's Center for Digital Government and Digital Communities Program, Marana uses world-class technology to improve the local quality of life. The Town's community engagement tools, social media outlets, mobile app and electronic database of assets make Marana an appealing place to live and do business. It's a community that looks to the future to serve today's society. It's Marana.



COMMERCE



INNOVATION





**PRINCIPLE STATEMENT 1 / We will explore bold ideas and best practices as a catalyst for forward-thinking and visionary community leadership.**

**INITIATIVES:**

**1. ENCOURAGE, REWARD AND FACILITATE INNOVATIVE IDEAS (HUMAN RESOURCES)**

- a. Recognize employees and members of the community through recognition and rewards programs
- b. Identify methods and opportunities for showcasing Marana achievements
- c. Participate in award and recognition events for Town programs, projects and services as opportunities arise

**MEASUREMENT:** Program elements implemented within one year of adoption of Strategic Plan III

**2. INVEST IN PROFESSIONAL DEVELOPMENT AND CONTINUOUS LEARNING FOR EMPLOYEES INCLUDING EDUCATION ASSISTANCE, CROSS-DEPARTMENT STAFF ROTATION, JOB-RELATED TRAINING AND CERTIFICATION (HUMAN RESOURCES)**

- a. Encourage Town staff to seek certifications and credentialing to expand professional expertise
- b. Link employee training to an identified need or goal
- c. Identify and implement a succession/growth development plan for Town employees (Human Resources, Manager's Office)

**MEASUREMENT:** Ongoing

**3. ENHANCE MARANA'S ONLINE PRESENCE TO INCREASE VISIBILITY, INFORMATION-SHARING AND COMMUNITY ENGAGEMENT (TECHNOLOGY SERVICES, COMMUNICATIONS AND MARKETING)**

**MEASUREMENT:** Ongoing, monitor monthly

**4. DEVELOP AN ONLINE EDUCATIONAL TOOL TO HIGHLIGHT DEPARTMENTS AND TOWN OF MARANA SERVICES (MANAGER'S OFFICE, COMMUNICATIONS AND MARKETING)**

**MEASUREMENT:** To be completed within one year of adoption of Strategic Plan III

### 5. RESEARCH AND DEVELOP POLICIES THAT SUPPORT CHOICES FOR ENVIRONMENTAL DESIGN AND ENERGY EFFICIENT CONSTRUCTION (PLANNING, ENGINEERING)

**MEASUREMENT:** To be completed within two years of adoption of Strategic Plan III

### PRINCIPLE STATEMENT 2 / We will excel in communication and in the work we produce through internal collaboration and partnerships.

#### INITIATIVES:

#### 1. CREATE AND ENGAGE MULTI-DISCIPLINARY WORK TEAMS TO ENSURE THAT IN-HOUSE AND EXTERNAL PROJECTS INCORPORATE BEST PRACTICES, EFFECTIVE COMMUNICATIONS, AND SERVE MULTIPLE SERVICE DELIVERY GOALS (ALL DEPARTMENTS)

**MEASUREMENT:** Ongoing

#### 2. FACILITATE FORMAL AND INFORMAL TWO-WAY COMMUNICATION WITH EMPLOYEES AND AMONG AND BETWEEN DEPARTMENTS TO ENSURE BETTER OUTCOMES AND AVOID MISSED OPPORTUNITIES (ALL DEPARTMENTS)

**MEASUREMENT:** Ongoing, monitor monthly with department heads

#### 3. PRACTICE AND SUPPORT TEAM-CENTERED MANAGEMENT (HUMAN RESOURCES, ALL DEPARTMENTS)

- a. Define values and best practices
- b. Embed into performance management instruments and recruitment practices

**MEASUREMENT:** Ongoing

#### 4. ENSURE ACCURATE, TIMELY, AND SUFFICIENT INFORMATION IS AVAILABLE TO EMPLOYEES AND THE PUBLIC ON THE TOWN'S WEBSITE, SOCIAL MEDIA SITES, AND OTHER MEDIA SOURCES (COMMUNICATIONS AND MARKETING, TECHNOLOGY SERVICES)

**MEASUREMENT:** Ongoing, monitor weekly

**PRINCIPLE STATEMENT 3 / We will align our organizational culture and internal processes and procedures to support an efficient and effective business-focused model for service delivery.**

**INITIATIVES:**

**5. ENSURE ALL INFORMATION SYSTEMS ARE CURRENT, RELEVANT, AND EASILY ACCESSIBLE (TECHNOLOGY SERVICES)**

**MEASUREMENT:** Ongoing, monitor monthly

**6. ENHANCE THE INTRANET TO BETTER SERVE EMPLOYEES (TECHNOLOGY SERVICES, HUMAN RESOURCES, COMMUNICATIONS AND MARKETING)**

**MEASUREMENT:** Ongoing, monitor monthly

**7. IMPLEMENT PERFORMANCE-BASED PAY PHILOSOPHY AND DEVELOP A PAY INCENTIVE PLAN LINKED TO THE PERFORMANCE SYSTEM (HUMAN RESOURCES, MANAGER'S OFFICE)**

a. Create a performance-based pay system based on objective criteria linked to strategic plan goals and cultural values

**MEASUREMENT:** Ongoing, Annual review through budget process

**8. SUPPORT AN ORGANIZATION OF EXCELLENCE THROUGH VALUES IN ACTION INITIATIVES (HUMAN RESOURCES, MANAGER'S OFFICE)**

**MEASUREMENT:** Ongoing, monitor monthly

**9. ENCOURAGE ORGANIZATION AND INDIVIDUAL LEADERSHIP THROUGH PARTICIPATION IN PROFESSIONAL ORGANIZATIONS AND ACHIEVEMENT OF PROFESSIONAL CERTIFICATIONS (ALL DEPARTMENTS)**

a. Support individual employee recognition by professional organizations

**MEASUREMENT:** Ongoing

**10. FORMALIZE PROCESS IMPROVEMENT REVIEWS OF TOWN PRACTICES TO CONTINUALLY IMPROVE EFFICIENCIES AND EFFECTIVENESS (HUMAN RESOURCES, MANAGER'S OFFICE)**

**MEASUREMENT:** Ongoing

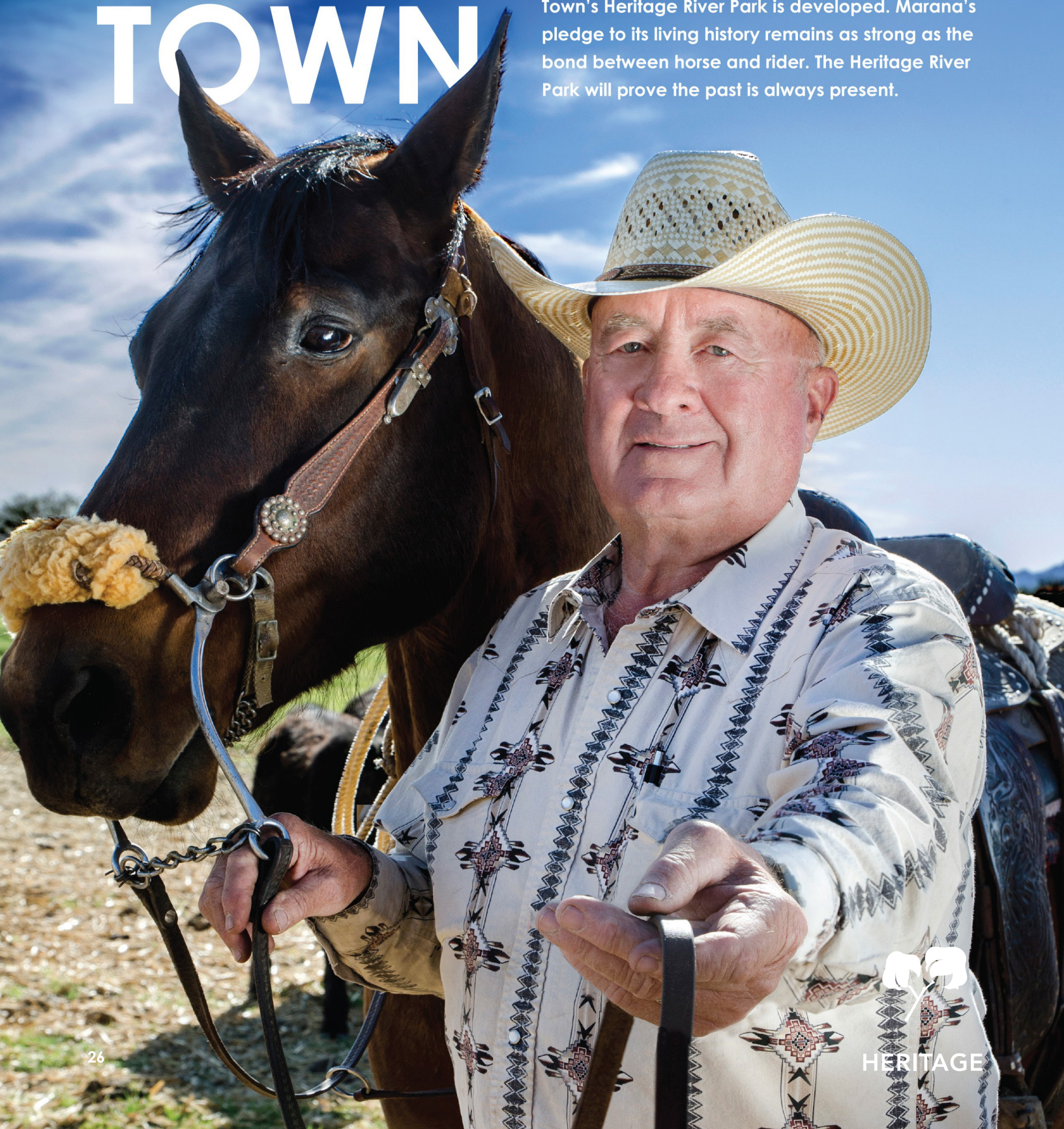


MARANA, ARIZONA

# YOUR TOWN

## HORSE SENSE

In Marana, heritage is more than a collection of stories in dusty history books. It's a modern way of life. The Town's colorful past lives on at the farms and ranches that remain an important part of the community. Even better, today's residents and visitors will get a glimpse of yesterday when the Town's Heritage River Park is developed. Marana's pledge to its living history remains as strong as the bond between horse and rider. The Heritage River Park will prove the past is always present.





**PRINCIPLE STATEMENT 1 / We will seek to preserve the unique history and culture of Marana for generations to come.**

**INITIATIVES:**

**1. DOCUMENT MARANA'S HISTORY, INCLUDING ITS NEIGHBORHOODS AND BUSINESS DISTRICTS WITH MAPS, PHOTOS, WRITTEN HISTORIES, AND ARTIFACTS (COMMUNITY DEVELOPMENT, TECHNOLOGY SERVICES, MANAGER'S OFFICE)**

- a. Work with community partners and heritage organizations to create oral and written history using traditional and social media outlets
- b. Encourage the use of online educational resources
- c. Develop an inventory of places
- d. Identify significant historic properties, areas, images and traditions
- e. Begin the planning process for recognizing/preserving historic places
- f. Explore staffing needs related to supporting heritage focus area

**MEASUREMENT:** Ongoing

**2. COLLABORATE WITH HISTORIC PRESERVATION ORGANIZATIONS (COMMUNITY DEVELOPMENT, AIRPORT, PARKS, MANAGER'S OFFICE)**

- a. Collaborate with the Heritage Conservancy
- b. Partner with the Pima Air and Space Museum and Pinal Air Park to promote the area's aviation history
- c. Plan for museum/cultural exhibits at the Heritage Park, such as Cotton Oil Producer's Building
- d. Seek opportunities to attract cultural and historic displays for public viewing
- e. Provide support to the Heritage Conservancy for the annual Founders' Day celebration

**MEASUREMENT:** Ongoing

### **3. UPDATE AND IMPLEMENT THE HERITAGE PARK MASTER PLAN TO SHOWCASE MARANA'S HISTORY WHILE MAXIMIZING ECONOMIC DEVELOPMENT, TOURISM OPPORTUNITIES AND COMMUNITY EVENTS (MANAGER'S OFFICE, PARKS)**

- a. Develop a business plan for the Heritage Park, including engaging stakeholders
- b. Continue implementation of the Heritage Park Master Plan
- c. Identify locations for interpretative historic monuments and markers within the Heritage Park and at various locations of historic significance around town
- d. Capitalize on cotton as the second wedding anniversary gift as an export tourism product

**MEASUREMENT:** Yearly progress report

### **4. DEVELOP PRESERVATION INCENTIVE CODES/OVERLAY PROCESS TO PROTECT CURRENT OR FUTURE HISTORICAL AREAS (PLANNING, COMMUNITY DEVELOPMENT)**

**MEASUREMENT:** Identified as part of Land Development Code Update process

### **5. EXPAND AND PROMOTE MARANA COTTON FESTIVAL (FORMERLY FALL HARVEST FESTIVAL) AS A SHOWCASE OF THE MARANA QUALITY OF LIFE AND ITS FARMING AND RANCHING ROOTS (SPECIAL EVENTS, PARKS)**

**MEASUREMENT:** Annual process

### **6. IDENTIFY WAYS TO PROMOTE AND EXPAND MARANA'S AGRICULTURAL INTERESTS WITH "FARM TO TABLE," U-PICK, FARMER'S MARKETS, FIELD TRIPS, AND UNIQUE CROPS (SPECIAL EVENTS)**

**MEASUREMENT:** Ongoing



**7. STRENGTHEN AGRICULTURAL RESEARCH AND DEVELOPMENT IN THE MARANA AREA BY ENGAGING UNIVERSITIES AND PRIVATE INTERESTS (ECONOMIC DEVELOPMENT)**

- a. Partner with universities, agricultural cooperatives and other professional/academic organizations to initiate research and development programs including those involving unique crops

**MEASUREMENT:** Ongoing

**8. IDENTIFY ARCHITECTURAL DESIGN STANDARDS FOR INFRASTRUCTURE PROJECTS THAT REFLECT KEY ATTRIBUTES AND IMAGES OF MARANA'S HISTORY (PLANNING)**

- a. Encourage innovative ways to reflect Marana's history through architectural design

**MEASUREMENT:** To be completed within one year of the adoption of Strategic Plan III

MARANA, ARIZONA

# YOUR TOWN

## REACH NEW HEIGHTS

The Town of Marana's Tortolita Mountain hiking trails, set in a stunningly beautiful oasis of wildflowers and wildlife, are among the most scenic and accessible in the West. Whether you are a novice or expert, get on your boots and start walking. You will be amazed by where the trails lead you.



RECREATION



**PRINCIPLE STATEMENT 1 / We will design, build and maintain appropriate high quality recreational amenities to enhance the quality of life for Marana residents and visitors.**

**INITIATIVES:**

**1. EXPAND MARANA'S LOOP SYSTEM (PLANNING, PARKS)**

- a. Continue working with partners and neighboring jurisdictions to develop an extensive multi-use trail system in the Tortolita Mountains
- b. Provide connection points, benches, shade, water fountains and restrooms as part of new park amenities
- c. Encourage all new residential and commercial developments to find unique and creative ways to add value and extend physical linkages to the Marana Loop system

**MEASUREMENT:** Ongoing, monitor with each new development project

**2. PURSUE RECREATIONAL AND TOURISM DEVELOPMENT OPPORTUNITIES AND PROJECTS (PARKS, ECONOMIC DEVELOPMENT)**

- a. Implement recreational aspects of the tourism master plan
- b. Support youth and amateur athletic programs as a way to generate community involvement, recreational tourism, and showcasing Marana's public facilities
- c. Partner with public and private entities to promote Marana as a recreation destination
- d. Continue to promote recreational and tourism opportunities at regional sporting events
- e. Continue partnership with Oro Valley to promote trails and tourism amenities

**MEASUREMENT:** Ongoing



### 3. ENCOURAGE GRADE-SEPARATED PATH AND TRAIL CROSSINGS AT ARTERIAL STREETS, RAILWAYS AND MAJOR DRAINAGE WAYS (ENGINEERING, PLANNING, PARKS)

**MEASUREMENT:** Ongoing

### 4. REVIEW AND UPDATE THE PARKS MASTER PLAN, ALIGNING THE PLAN WITH THE TOWN'S STRATEGIC VISION RELATED TO RECREATION

- a. Identify future regional, district, and community parks
- b. Identify linkages to tie neighborhoods, commercial centers and other areas together through bike lanes, trails, multi-use paths, and other recreational open space areas
- c. Seek ways to generate community interest to invest, support, and volunteer to help establish an even greater parks and recreation system

**MEASUREMENT:** Complete update within two years of adoption of Strategic Plan III

### 5. IDENTIFY AND IMPLEMENT POLICIES AND PROCEDURES TO ENSURE ALL PROJECTS WITHIN MARANA PROMOTE THE RECREATION FOCUS AREA TO INCLUDE CONNECTIVITY, RECREATION SPACES, VIEW SHEDS, MULTI-MODAL OPPORTUNITIES, AND OPEN SPACE (PARKS, PLANNING)

**MEASUREMENT:** Ongoing, monitor with each project

**PRINCIPLE STATEMENT 2 / We will promote a healthy and active lifestyle through Town programs and community partnerships.**

**INITIATIVES:**

**6. ENGAGE RESIDENTS WITH CREATIVE AND EXCITING NEIGHBORHOOD PROGRAMMING EVENTS SUCH AS MOVIES, CONCERTS, PLAYS, AND ART EXHIBITS (SPECIAL EVENTS, PARKS)**

**MEASUREMENT:** Citizen survey, social media comments, ongoing evaluation of each event

**7. ENSURE THAT NEW DEVELOPMENT (RESIDENTIAL AND COMMERCIAL) INCLUDES CONNECTIONS TO PATHWAYS AND TRAIL SYSTEMS (PLANNING, PARKS)**

**MEASUREMENT:** Monitor with each project

**8. CONTINUE CREATING PATH, GREENWAY AND TRAIL LINKAGE TO PARKS, RECREATION FACILITIES, SCHOOLS, COMMERCIAL DEVELOPMENT AND OTHER PUBLIC INFRASTRUCTURE (PLANNING, PARKS)**

a. Identify a master trails, bike, pathway, sidewalk plan for the Marana community, linking together the unique and separate development areas of the community

**MEASUREMENT:** Monitor with each project, review annually

**9. SUPPORT A MULTI-EVENT COMPLEX PLAN FOR JOINT-USE COMMUNITY CENTERS OR SIMILAR ASSETS FOR A WIDE RANGE OF RECREATIONAL AND CULTURAL AMENITIES (MANAGER'S OFFICE, PLANNING, PARKS)**

**MEASUREMENT:** Ongoing

**10. DEVELOP "FRIENDS OF THE PARKS" VOLUNTEER CORPS (PARKS)**

**MEASUREMENT:** Complete within one year of the adoption of Strategic Plan III

**11. SEEK PARTNERSHIPS WITH PUBLIC AND PRIVATE ENTITIES TO PROVIDE PROGRAMS AND ENHANCED SERVICES (PARKS)**

- a. Develop unique relationships to deliver programs and services without creating additional long-term financial commitments

**MEASUREMENT:** Ongoing

**12. DEVELOP STRATEGIES TO ENGAGE THE FULL SPECTRUM OF CITIZENS (YOUTH, YOUNG ADULTS, PARENTS, SENIORS) IN RECREATIONAL PROGRAMMING AND ACTIVITIES (PARKS)**

- a. Use partnerships as a way to deliver programming services, if possible

**MEASUREMENT:** Monitor monthly, ongoing

**13. IDENTIFY STRATEGIES TO ENHANCE AND EXPAND THE MARANA SENIOR PROGRAM TO BE MORE INCLUSIVE, ENGAGING, AND DYNAMIC (PARKS)**

**MEASUREMENT:** Ongoing, monitor monthly, customer satisfaction surveys

**14. IDENTIFY STRATEGIES TO ENHANCE AND EXPAND YOUTH PROGRAMS AND ACTIVITIES WITH THE GOAL TO ATTRACT FAMILIES TO THE MARANA COMMUNITY BECAUSE OF THE REPUTATION AND SERVICE EXCELLENCE PROVIDED BY THESE PROGRAMS (PARKS)**

**MEASUREMENT:** Ongoing



**PRINCIPLE STATEMENT 3 / We will capitalize on the uniqueness and value of the Sonoran Desert in our community planning and tourism attraction efforts.**

**INITIATIVES:**

**15. USE RECREATION FACILITIES AND PROGRAMMING AS OPPORTUNITIES TO HIGHLIGHT THE UNIQUE SONORAN DESERT (PARKS)**

**MEASUREMENT:** Ongoing

**16. IDENTIFY REGIONAL DESTINATIONS AND RECREATIONAL AREAS TO SHOWCASE, EDUCATE AND COMMUNICATE ABOUT THE SONORAN DESERT (PARKS, ECONOMIC DEVELOPMENT)**

**MEASUREMENT:** Ongoing, annual review

**17. DEVELOP TOURISM PACKAGE ABOUT MARANA'S UNIQUE GEOGRAPHY AND RECREATIONAL OPPORTUNITIES THAT CAN ACCOMPANY A VARIETY OF MARKETING MATERIALS (TOURISM, COMMERCE, SPORTING EVENTS) (ECONOMIC DEVELOPMENT)**

**MEASUREMENT:** Complete within one year of adoption of Strategic Plan III

MARANA, ARIZONA

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[maranaaz.gov](http://maranaaz.gov)