

S T R A T E G I C

PLAN

F O U R

Adopted October 2017



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. 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

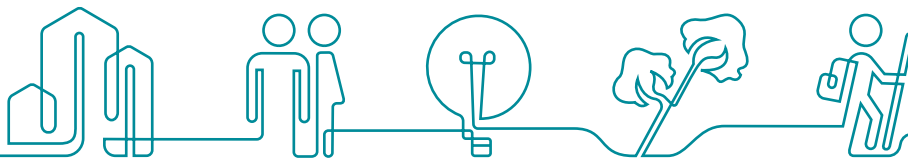
Marana's Strategic Plan outlines the vision for the future and identifies five focus areas with goals to achieve that vision. The focus areas, with their corresponding goals, identify where resources should be directed to achieve Marana's vision.

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

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

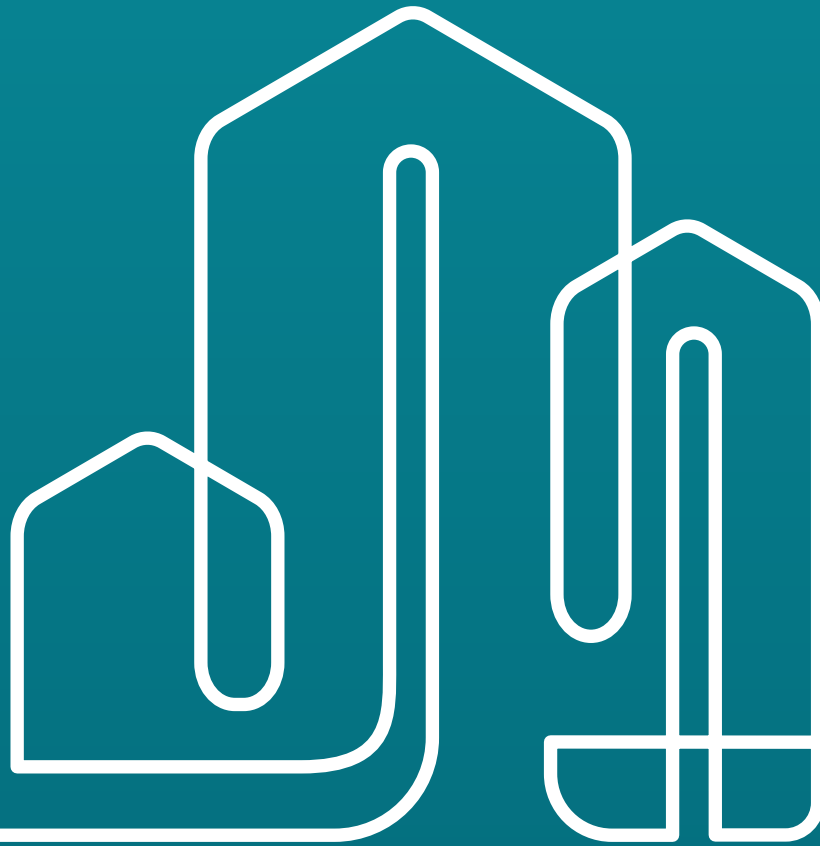
Foster an open atmosphere that embraces change, creativity, innovation, and calculated risk

HERITAGE

Strengthen community character by linking the past, present and future

RECREATION

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



COMMERCE

PRINCIPLE STATEMENT 1

WE WILL PROVIDE EXCEPTIONAL CUSTOMER SERVICE THROUGH OUR DEVELOPMENT AND UTILITY SERVICES.

1. Continuously monitor development and utility services processes and procedures for efficiency improvements.

LEAD: DEVELOPMENT SERVICES DIRECTOR

2. Implement training and development opportunities for customer service, technology, and other areas to help enhance the customer experience.

LEAD: DEVELOPMENT SERVICES DIRECTOR

3. Benchmark against peer jurisdictions to ensure policies, procedures and operations are competitive (i.e. processing times, customer service offerings, cost).

LEAD: DEPUTY TOWN MANAGER

4. Implement and maintain a customer service assistance program to support applicants with all licensing and permitting requirements both internally and externally.

LEAD: DEVELOPMENT SERVICES DIRECTOR

5. Institute a "concierge manager" for applicants to assist with inquiries, solve problems during the permitting process, and reduce unnecessary points of contact with multiple departments.

LEAD: DEPUTY TOWN MANAGER

6. Ensure every permit application, policy, and procedure is downloadable and/or able to be filled out on-line. Implement periodic reviews of the webpages to ensure "ease of use," navigation, and relevance.

LEAD: DEVELOPMENT SERVICES DIRECTOR

7. Implement procedures to survey every customer to gauge satisfaction and value. Strive to maintain 90% plus satisfaction for overall customer service.

LEAD: ASSISTANT TO THE TOWN MANAGER

8. Develop an on-line dashboard indicator to highlight development services

LEAD: TECHNOLOGY MANAGER – APPLICATIONS



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PRINCIPLE STATEMENT 2 | WE WILL SEEK AND RETAIN DIVERSE INDUSTRIES AND COMMERCE.

1. Implement the 2017 economic development strategic plan.
LEAD: ECONOMIC DEVELOPMENT DIRECTOR
2. Research, evaluate, and implement economic development tools and strategies to support business development and expansion.
LEAD: ECONOMIC DEVELOPMENT DIRECTOR
3. Invest in airport infrastructure and lease opportunities to grow airport operations.
LEAD: AIRPORT DIRECTOR
4. Pursue opportunities to attract a retail grocery operation in North Marana, including consideration of public/private partnerships.
LEAD: ECONOMIC DEVELOPMENT DIRECTOR
5. Develop strategies and promote initiatives to further the development of the downtown district.
LEAD: ECONOMIC DEVELOPMENT SPECIALIST
6. Evaluate and consider strategic annexations to enhance economic and residential development.
LEAD: ECONOMIC DEVELOPMENT DIRECTOR
7. Obtain best practices, develop contacts, and implement strategies and tools from state and national organizations such as Arizona Commerce Authority (ACA), SunCorridor, Arizona Association of Economic Developers, International Council of Shopping Centers (ICSC), and the International Economic Development Council (IEDC).
LEAD: ECONOMIC DEVELOPMENT DIRECTOR
8. Develop a collaborative marketing campaign with the Town's K-12 educational partners to showcase the high quality educational offerings.
LEAD: COMMUNICATIONS MANAGER
9. Utilize the resources of universities, colleges, and K-12 education to provide training, assistance, best practices, and support to Town departments.
LEAD: TOWN MANAGER
10. Partner with universities and colleges to host and provide educational opportunities for Marana residents and businesses.
LEAD: COMMUNITY DEVELOPMENT DIRECTOR



11. Expand Marana's tourism efforts by creating a tourism master plan.

LEAD: TOURISM MANAGER

12. Implement tourism dashboard highlighting impact upon the community.

LEAD: TOURISM MANAGER

13. Invest Town resources to ensure travel ways, public spaces, parks, public facilities, and other community spaces are clean, maintained, and showcase Marana's high standard of excellence.

LEAD: PUBLIC WORKS DIRECTOR

14. Partner with Marana Chamber of Commerce to conduct regular business walks.

LEAD: ECONOMIC DEVELOPMENT DIRECTOR

15. Ensure capital improvement projects advance the community's economic development goals and adhere to aesthetic standards.

LEAD: TOWN ENGINEER

16. Create a Bicycle Patrol Unit to augment patrol services, with a focused attention on business districts.

LEAD: CHIEF OF POLICE

17. Explore the creation of a 501(c)(3)-designated Marana Police foundation to assist with the funding of projects and equipment to enhance safety in the community.

LEAD: CHIEF OF POLICE



COMMUNITY

PRINCIPLE STATEMENT 1

WE WILL MAINTAIN A SAFE AND WELL-MANAGED COMMUNITY.

1. Implement a Town-wide asset management program.
LEAD: ASSISTANT TO THE TOWN MANAGER
2. Provide a responsive community and service-oriented professional police department.
LEAD: CHIEF OF POLICE
3. Create a monument sign program that employs creative and unique designs for each location.
LEAD: PUBLIC WORKS DIRECTOR
4. Develop policies and procedures to achieve a bond rating of AA or higher.
LEAD: FINANCE DIRECTOR
5. Implement a financially viable solution for the Tortolita Preserve State Land lease.
LEAD: TOWN ATTORNEY
6. Encourage and maintain a culture of high ethical standards.
LEAD: ASSISTANT TOWN MANAGER
7. Develop a dashboard view of critical indicators for Council and public to better understand financial, personnel, and program/project status.
LEAD: ASSISTANT TO THE TOWN MANAGER
8. Continually seek and evaluate new water resources and water conservation efforts to increase the Town's water portfolio.
LEAD: WATER DIRECTOR
9. Achieve Accreditation for the Marana Police Department through the Arizona Association of Chiefs of Police State Accreditation Program.
LEAD: CHIEF OF POLICE



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PRINCIPLE STATEMENT 2

WE WILL APPROACH CITIZEN
ENGAGEMENT IN UNIQUE AND
CREATIVE WAYS.

1. Provide exceptional community events that create opportunities for citizen engagement.
LEAD: SPECIAL EVENTS COORDINATOR
2. Evaluate and continuously improve the Marana Citizens' Forum and ensure Forum recommendations are implemented wherever possible.
LEAD: TOWN CLERK
3. Identify creative ways to plan neighborhoods and growth areas with meaningful open space, trail connectivity, and active recreation areas.
LEAD: DEVELOPMENT SERVICES DIRECTOR
4. Develop a checklist of design standards for new commercial, residential and capital improvement projects.
LEAD: DEVELOPMENT SERVICES DIRECTOR
5. Identify multi-modal transit options and forecast future needs.
LEAD: COMMUNITY DEVELOPMENT DIRECTOR
6. Increase external funding through grants and other funding sources.
LEAD: COMMUNITY DEVELOPMENT DIRECTOR
7. Develop a Town-wide public art policy to install and showcase unique pieces reflecting and celebrating the community.
LEAD: COMMUNITY DEVELOPMENT DIRECTOR
8. Enhance community relations and interaction through community-based, problem-oriented policing efforts.
LEAD: CHIEF OF POLICE
9. Increase opportunities for positive interactions between the Police and the community utilizing the new police facility.
LEAD: CHIEF OF POLICE

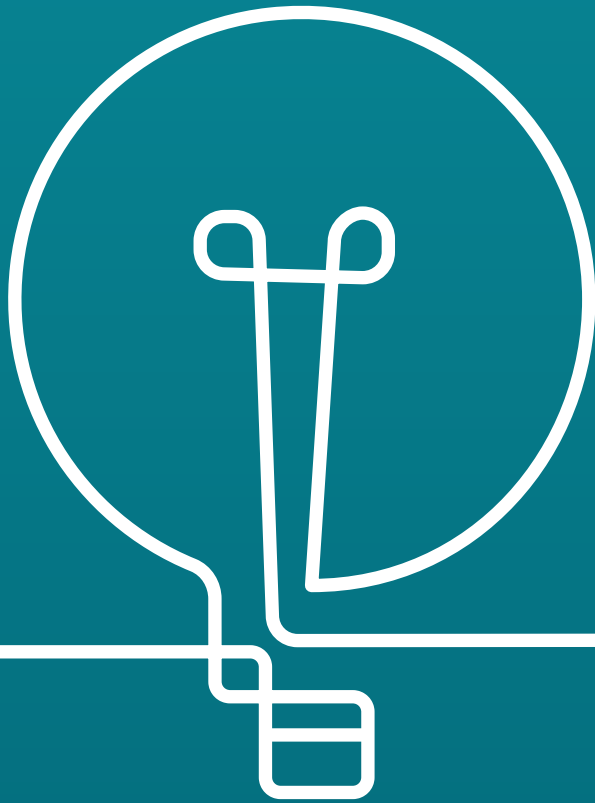
10. Create Marana-specific crime prevention campaigns to enhance public safety efforts in areas such as distracted driving, retail theft and child safety.

LEAD: CHIEF OF POLICE

11. Further enhance communication sharing and interaction between the Marana Police Department and the community through social media and other digital resources.

LEAD: CHIEF OF POLICE





INNOVATION

PRINCIPLE STATEMENT 1

WE WILL EXPLORE BOLD IDEAS AND INCORPORATE BEST PRACTICES TO CREATE A FOUNDATION FOR VISIONARY COMMUNITY LEADERSHIP.

1. Encourage, reward, and facilitate innovative ideas.

LEAD: HUMAN RESOURCES DIRECTOR

2. Create new committees that focus on internal education and identifying activities that preserve natural resources, increase energy efficiency, and minimize impact on the environment.

LEAD: ASSISTANT TOWN MANAGER

3. Identify and evaluate technological tools and applications to increase government transparency and to connect with citizens regarding projects, records, and other town activities.

LEAD: TECHNOLOGY SERVICES DIRECTOR



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PRINCIPLE STATEMENT 2

WE WILL EXCEL IN COMMUNICATION WITH INTERNAL COLLABORATION AND PARTNERSHIPS BETWEEN DEPARTMENTS TO ENHANCE PROJECT MANAGEMENT.

1. Facilitate formal and informal two-way communication between employees, divisions, and departments to ensure better outcomes and avoid missed opportunities.

LEAD: HUMAN RESOURCES DIRECTOR

2. Foster flexible support across departments that incorporate and practice team centered management to solve problems and collaborate on projects.

LEAD: HUMAN RESOURCES DIRECTOR

3. Ensure accurate and timely information is available to employees and the public via the Town's website, social media accounts, and other media sources.

LEAD: COMMUNICATIONS MANAGER

PRINCIPLE STATEMENT 3

WE WILL SUPPORT AN EFFICIENT AND EFFECTIVE BUSINESS MODEL FOCUSED ON SERVICE DELIVERY BY ALIGNING OUR ORGANIZATIONAL CULTURE AND INTERNAL PROCESSES AND PROCEDURES TO REFLECT INDUSTRY BEST PRACTICES.

1. Invest in professional development and continuous learning opportunities for employees that include educational assistance, cross-department staff rotation, job-related training, and professional certifications.

LEAD: HUMAN RESOURCES DIRECTOR

2. Support a strong organizational culture through an employee recognition program.

LEAD: HUMAN RESOURCES DIRECTOR

3. Consistently model a culture of innovation throughout the organization.

LEAD: TOWN MANAGER



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HERITAGE

PRINCIPLE STATEMENT 1

WE WILL SEEK TO PRESERVE THE
UNIQUE HISTORY AND CULTURE
OF MARANA FOR GENERATIONS
TO COME.

1. Create a comprehensive preservation policy focusing on the discovery, classification, and maintenance of historically or culturally significant artifacts, sites, and stories.

LEAD: TOWN CLERK

2. Expand and promote Founder's Day and Marana Cotton Festival as showcases of the Marana quality of life and its history.

LEAD: SPECIAL EVENT COORDINATOR

3. Identify architectural design standards that reflect key attributes and images of Marana's history.

LEAD: DEVELOPMENT SERVICES DIRECTOR

4. Maintain the partnership with the Marana Heritage Conservancy and seek out new partnerships with other agencies and organizations.

LEAD: TOWN CLERK

5. Encourage developers and builders to showcase unique parts of Marana through their projects.

LEAD: DEVELOPMENT SERVICES DIRECTOR



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RECREATION

PRINCIPLE STATEMENT 1

WE WILL PROMOTE HEALTHY AND ACTIVE LIFESTYLES THROUGH DYNAMIC PROGRAMMING, COMMUNITY PARTNERSHIPS, AND HIGH-QUALITY RECREATIONAL AMENITIES FOR MARANA RESIDENTS AND VISITORS.

1. Implement the updated Parks and Recreation Master Plan.
LEAD: PARKS AND RECREATION DIRECTOR
2. Assess current recreational options and identify needed community amenities and programs.
LEAD: PARKS AND RECREATION DIRECTOR
3. Support plans for a multi-purpose community recreation center.
LEAD: PARKS AND RECREATION DIRECTOR
4. Continue creating path, greenway and trail linkage to parks, recreation facilities, schools, commercial development and other public infrastructure.
LEAD: PARKS AND RECREATION DIRECTOR
5. Identify a master trails, bike, pathway, sidewalk plan, linking together the unique and separate development areas of the community.
LEAD: PARKS AND RECREATION DIRECTOR
6. Use recreation facilities and partnerships with recreation contractors to provide exceptional programming.
LEAD: PARKS AND RECREATION DIRECTOR
7. Provide multi-generational programming and activities.
LEAD: PARKS AND RECREATION DIRECTOR



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PRINCIPLE STATEMENT 2

WE WILL MAINTAIN THE HIGHEST STANDARDS OF CUSTOMER SERVICE FOR GUESTS OF OUR PARKS AND CUSTOMERS OF OUR RECREATION PROGRAMMING.

1. Develop a concierge approach to customer service.
LEAD: PARKS AND RECREATION DIRECTOR
2. Ensure online registration is accessible and easy to use.
LEAD: PARKS AND RECREATION DIRECTOR
3. Park facilities and spaces should be maintained to the highest standard.
LEAD: PARKS AND RECREATION DIRECTOR

PRINCIPLE STATEMENT 3

WE WILL CAPITALIZE ON THE UNIQUENESS AND VALUE OF THE SONORAN DESERT IN OUR RECREATION PROGRAMMING, COMMUNITY PLANNING, AND TOURISM ATTRACTION EFFORTS.

1. Use recreation facilities and programming as opportunities to highlight the unique Sonoran Desert.

LEAD: PARKS AND RECREATION DIRECTOR

2. Create desert-integrated programming.

LEAD: PARKS AND RECREATION DIRECTOR

3. Develop partnerships with University of Arizona, Arizona-Sonora Desert Museum to enhance programming and amenities.

LEAD: PARKS AND RECREATION DIRECTOR



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