

2016 Accomplishments:

Town Manager's Office

- Corporate Strategic Plan annual update
- Talk of the Town initiative
- Successfully advocating for the inclusion of SR24 extension from Ellsworth to Meridian in the MAG rebalancing effort

Finance

- Two bond rating upgrades from Standard & Poor's (S&P) and Fitch Rating
- Two bond refundings saving the Town \$17.1 million
- Annual GFOA excellence in financial reporting awards for our annual financial report and budget

MCSO

- District-6 Deputies completed Town sponsored Community Policing Training
- Expanded community policing and public engagement
 - Established Q.C. Cam Registration Program
 - Held several "Coffee with a Cop/Child ID" events
 - October Outreach-2016; over 3,000 non-enforcement citizen/business contacts
 - Sponsored a free Medic-Alert event for individuals with Alzheimer's and autism
 - Established a warm welcome to Q.C. from neighborhood beat deputies
 - Participated in bi-annual RX Take Back events
 - Participated in Operation Prom event at QCHS
- Expanded use of social media
 - Detectives assisted by Q.C. communications staff in the capture of robbery suspects through posting surveillance images on social media
 - Enhanced presence on NextDoor with weekly posts
- Enhanced traffic enforcement plans; September and November 2016
- Assigned and trained a Q.C. deputy to handle MCSO PIO duties for the town
- Added a school resource officer to Casteel High School
- Designated a school liaison deputy for all other schools in town
- Participated in Holiday Safety/Vacation Watch Registration Program
- Completed Five-Year Law Enforcement Strategic Plan

Fire (QCFMD)

- The Queen Creek Fire and Medical Department's Child Passenger Safety Seat Program teaches parents and caregivers how to properly install child safety seats into their vehicle. Staff conducted 64 child safety seat inspections.
- QCFMD delivered the Community Emergency Response Team (CERT) Basic Training course in spring 2016. Eight citizens completed the 20-hour training program. The CERT program helps prepare individuals to respond to emergency situations in the community. CERT educates citizens in giving critical support to first responders, providing immediate assistance to victims and organizing volunteers at a disaster site.
- Partnered with the National Weather Service (NWS) to offer weather spotter training as part of the Skywarn program. Thirty-four attendees participated.

- Queen Creek Emergency Communications Group (QCECG) and Community Emergency Response Team (CERT) volunteers assisted at a number of Town events including Spring into QC, Queen Creek Fire & Medical Department Open House, Ocotillo Road Ribbon Cutting Ceremony, Founders' Day, Queen Creek Trunk or Treat, and the Holiday Parade and Festival.
- Held a groundbreaking ceremony for Fire Station 1 and the Law Enforcement and Community Chambers building. The Fire Station anticipated completion is March 2017. The Law Enforcement and Community Chambers building is anticipated to be complete in June 2017.
- Held a groundbreaking ceremony for Fire Station 3, a new neighborhood fire station.

Fire Prevention Division

Commercial Inspections

- High Risk – 129 (annual inspections)
- Medium Risk – 31 (bi-annual inspections)
- Low Risk – 54 (every 3 year inspections)

The fire code classifies businesses based on size of the building and the type of business

Plan Reviews

- 242 plan reviews
 - Plan reviewing is for both residential and commercial buildings. Reviewing plans for buildings fire alarm systems and fire sprinkler systems.

New Construction Inspections

- 343 inspections
 - Construction inspections are for both residential and commercial building. Inspections include fire alarm systems, fire sprinkler systems and fire final inspections prior to businesses opening.

Safety Committee

The safety committee, implemented a new online program that will allow employees to have access to all the Safety Data Sheets (SDS, aka; MSDS). This online access to SDS's will meet the requirements set by OSHA for disclosure of toxic and hazardous substances used in the workplace. It is a requirement that the employer must keep all the past paper records for thirty years. Going online allows the towns to keep an electronic version of the records.

Public Education

During the year fire crews and the prevention department contact the public to educate them about fire safety. The biggest program is the fire safety talks for the third graders offered to all Queen Creek schools. Other programs include special events.

- 2016: Adults - 1496 and Children – 2912

Special Event Inspections

- Throughout the year 48 special events that occurred in the town required inspections.

Medical Division

- Expanded our Community Health Partnership with Dignity Health to include shots and immunization screening for sixty-three children in the community at no cost.

- Three members have graduated from Paramedic School; one has achieved certification, and two are in the testing process.
- Transitioned to a newer more advanced Electronic Patient Care Reporting System (EPCR) that will allow crews to gather the information in the field faster, which is more efficient and this will further enhance patient care.
- Established a community CPR program. Classes of eight or more will be taught at no cost to the citizens by the fire department.
- Fifty percent of members completed EMS certification.
- The fire department added one new Advance cardiac life support and pediatric advance life support instructor and two new CPR instructors.
- The rescue obtained from Gila River Indian Community passed Department of Health Services Inspection and was equipped, and placed in-service.
- QCFMD was awarded a Certificate of Necessity for Ground Ambulance Transportation by the Arizona Department of Health services. The certificate was awarded after a yearlong application and review process involving historical research as well as forecasting. The certificate gives QCFMD the legal authority to provide emergency ambulance transportation.
- Secured a transportation agreement between QCFMD, Gilbert Fire & Rescue and AMR.

Support Services Division

Technical Services

- Throughout the year, Technical Services continues to provide logistical support by providing data reporting and records management on all facets of the organization, including response and operational metrics and departmental special projects.
- The alerting system design for the new fire stations one and three was completed. The system provides for incident alerting for the crews as well as providing communication integration with telephone and radio as well as manual alerting from the public entrance to the fire station.

Resource Management

- The old crew quarters mobile building at Fire Station 2 has been replaced with a new purpose built modular structure.
- A new fire apparatus for Fire Station 3 was specified. The specification has been approved and the apparatus is currently under construction.
- This year the EMS Division implemented a change to a new ePCR system. Technical services assisted in the implementation process by providing set up and reporting criteria, as well as continuing reporting and back end support.
- Technical services started a pilot mobile device management program in partnership with the IT department. This program allows us to secure all mobile devices to prevent unauthorized access and maintain data security. The program allows us to update and maintain the devices over the air and provides a fifty percent reduction in time required for basic software maintenance on the mobile device fleet.
- Along with a new fire apparatus comes the need for tooling and equipment. In an effort to obtain competitive pricing the tooling, radio and equipment packages have been quoted by multiple vendors and we are now in the procurement process.

Training Division

During the past year, the training division was very busy with a multitude of tasks, including the new fire station recruitment and promotion processes.

The recruitment process included

- Initial screening of more than 400 applications for firefighter
- Following the screening, interviews were offered to 260 applicants
- Second round interviews were held with the top 80 candidates
- 30 candidates were invited to participate in a volunteer four week “Intern Academy”
- Conditional jobs offers were made to 15 individuals who will begin the regional fire academy in February 2017

A Captain Promotion process was also held. The process took 6 months to complete and included four separate testing situations:

- Written examination
- Fire ground tactical scenarios (house fire, serious motor vehicle accident and a hazardous materials spill)
- Oral board
- Interaction scenario situation test

The candidates must successfully score a passing grade with each testing situation to move forward. An eligibility list is created with the successful candidates. The testing is repeated every other year to maintain the list.

Participated in training to improve response and service to the community:

- Large commercial building fire training performing search and rescue in low visibility
- Training on vehicle fires and the special hazards that they present hazardous materials to the carcinogens that they give off when they burn.
- Active shooter and hostile person events
- Continued online training which include OSHA and other required annual training
- Cancer awareness and the importance of hygiene after a fire and regular cleaning of their protective equipment
- Nutrition specific to the job of a firefighter and life style
- Total training hours for 2016 include 19,528.36 for 35 members. These hours include fire, medical, hazmat and special operations training

Utilities Department

Water Division

- Entered into an agreement with CH2M to develop an initial CAP and Reuse Water Initiative to provide an all-encompassing scope and direction for the long-term use of CAP, NIA-CAP, and Reuse water within the Town of Queen Creek water service area.
- Initiated discussions and began working to develop agreements for the storage of future NIA-CAP water in preparation for the potential release of water availability in 2018.
- Completed the construction improvements and regulatory approvals for the Ironwood North Well Site and began operating the new source in May.
- Completed 70% of the Shea North well site improvements.
- Completed the first phase of the Town’s Irrigation website allowing customer to access their account to sign up and cancel irrigation orders as well as give them online access to the irrigation schedules. Phase two will begin and include a real-time map view of Town operated valve systems showing lots as they are receiving irrigation and when their do

- Completed a variety of infrastructure improvements to help provide exceptional service to utility customers:
 - Completed design and installed 2,500' of new 12" water main on Red Fern Rd. along with 3 new service connections.
 - Completed design and installed 6,500' of new 10" water transmission main to supply Gantzel well site with water from Schnepf well.
 - Completed design and installed 2,000' of new 16" water main on Combs heading west to Rittenhouse for future Riggs Rd. Improvements.
 - Installed 600' of new 8" water line and hydrant on Paint Horse & Kenworthy to improve circulation.
 - Installed 700' of new 12" water line to replace a section of 8" on Riggs Rd. to improve flow to the west.
 - Completed new manifold improvements for Schnepf well site to connect the Gantzel tank line.
 - Completed the new well manifold and site work for Ironwood North well.
 - Completed the installation of 6 new Fire hydrants in the Improvement District.
 - Completed construction of the RWCD reclaimed water discharge station improvements.
 - Designed, built and installed discharge pipe and manifold for Sossaman well.
- Completed 90% design plans for 15,780' (3 miles) of new 16" water line and 14,465' (2.75 miles) of new 12" sewer line on Riggs Road between Ellsworth and Meridian Roads.
- Completed 90% design plans for 3,945' (0.75 miles) of new 12" water line and 1,100' of new 15" sewer line on Riggs Road between Sossaman and Hawes.
- Completed 90% design plans for 5,260' (1 mile) of new 16" water line, 5,260' (1 mile) of new 18" water line, and 10,520' (2 miles) of new 24" water line on Ryan Road between Ellsworth and Signal Butte.
- Completed 30% design plans for 7,890' (1.5 miles) of new 15" sewer line on Cloud Road between Ellsworth and Rittenhouse.
- Completed design plans and construction of water and sewer facilities in conjunction with the following Public Works improvement projects: Queen Creek Rd. & Old Ellsworth (500' of new 12" water line), Ocotillo & Old Ellsworth (1,300' of new 18" sewer line and 2,600' of new 8" water line), Ocotillo & Crismon (2,200' of new 12" water line and 550' of new 8" sewer line), Queen Creek municipal complex (1,100' of new 12" water line and 580' of new 8" sewer line)
- Completed 90% design of the Town's Sewer Master Plan update.
- Completed 30% design plans for the GWRP 14 MGD expansion project.
- Completed 30% implementation of the Town's CIP project tracking and management software.
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Metering

- Completed 13,580 daily work orders that included installing 1,721 new customer meters, and changed out 933 failed existing meters along with the following work orders.

2016

Work-Order Totals

New Meter	1721
Meter Change Out	933
Transfer	4848
Repair	718

MXU Change out/Repair	2337
Lock/Unlock	2001
TEST	51
New Work Order	5
Temp	37
Re-Read	280
Register Malfunction	0
Zero Use W/O's	373
Hydrant Meters	276
	13,580

- Received Council approval to implement the new Advanced Metering Infrastructure (AMI) with the purchase of Sensus FlexNet system for real time two-way communication with the meters. This includes a Customer Portal that will allow customers to access their account information, usages and set parameters for notifications of any changes.

Water Conservation

- The Water Conservation Division held six free water saving workshops for utilities customers throughout 2016. This includes Basic Backyard Makeover, The ABC's of Landscape Watering, Irrigation Maintenance, Troubleshooting and Repair, Saving your Trees from Monsoon Damage, Water-wise Edible Gardening and Desert Plant Care. All of which drew a significant crowd.
- SRP once again chose the Town of Queen Creek to host their Shade Tree Program at the Queen Creek Library. We are proud to announce that once again, it was the largest attended Shade Tree Program offered in 2016 by SRP. This program offers free desert-adapted shade trees along with advice on planting and tree care. Shade trees help reduce home cooling costs, which, of course, saves water by reducing the amount of water it takes to cool the power generators.
- The Water Conservation Division sent out 2,826 New Customers Packets through October 2016 with an anticipated additional 600 by year end. These packets introduce new customers to low water-use plants, Xeriscape techniques, proper watering habits as well as education on how to determine if they have a water leak.
- The Town of Queen Creek hosted the Water Use It Wisely Water Tower which was staged at the Queen Creek Library for the month of May. Wayne Drop made an appearance for a photo op with kids and their parents. The library supported water conservation through their activities at the library as well.
- "Our Water Our Future" program was created by Environmental Educational Exchange. We plan on beginning to offer this educational opportunity to schools in Queen Creek and San Tan Valley to teach 4th grade students about the water cycle, local water sources and water management with a focus on water conservation.
- The Water Conservation Specialist worked with SRP, the City of Avondale, City of Surprise, City of Tempe, City of Chandler and the City of Peoria and Abracadabra Productions to create an activities booklet and magic show themed "The Curious Lives of Water-Saving Pets" which will be offered to Town of Queen Creek and San Tan Valley Schools. This 30-minute program is presented in an assembly style and offered to students in second through fifth grade. The magician, Gary Lazok (starring as Dr. Goodheart, the magical veterinarian), uses magical

illusions, comedy and audience participation to teach students and teachers about the importance of water conservation, the water cycle and local water sources.

- The water conservation specialist supported the Town's partnership with Water Use It Wisely by representing The Town of Queen Creek in one of ten, 60-second spots on Channel 15 News with "Terry O" promoting WUIW's Drab to Fab Contest.
- The water conservation specialist recently completed the Master Gardner's Program through the University of Arizona's Cooperative Extension Office.

Blue Stake

- Responded to over 45,000 Blue Stake tickets
- Out of 45,000 Blue Stake tickets, additional research was completed on 15,000 tickets
- Out of the 15,000 Blue Stake tickets, 12,000 were marked out in the field with no major incidents to report

Customer Service

- Created 5,910 new accounts utility customer service accounts, an increase of 4% percent from 2015
- Created 16,681 work orders
- Closed 17,881 work orders
- Create 20,847 contact notes
- Payments – processed over 240,000 utility payments

Wastewater Division

- Began discharging water into the Roosevelt Water Conservation District (RWCD) canal on a limited basis while full site activation is being completed to enable the Town to earn long term storage credits.
- Continued workshops with Carollo Engineers and McCarthy Contractors, along with the City of Mesa and the Town of Gilbert, to complete the Design Concept Report (DCR), which is the beginning design process of the Phase III expansion of the Greenfield Water Reclamation Plant. The plant expansion is now in the final design process at the 30% plan stage that includes an updated engineer's and CMAR's cost estimate for the project.
- 293,680 feet of sewer line were jetted and cleaned within the Town's wastewater collections system.
- 14 manhole collars were applied throughout the town's manholes.
- 2 manhole repairs were completed.
- 1 manhole barrel extension on cone to raise manhole completed.
- 2 sewer service line repairs completed.
- Investigated citizens' complaints for roach control and sewer odor fixing the problem with in-house solutions.

Public Works

- Developed 10-year Transportation Improvement Plan valued at over \$175 million.

Completed Transportation Projects

- Rittenhouse Road- Sossaman Road to Queen Creek Marketplace
 - Widening of roadway to five lanes, bike lane, sidewalk, landscaping, streetlights.

- Ocotillo Road Improvements – Power to Recker Roads
 - North half-street improvements included one westbound and one westbound travel lane and a box culvert over the Sonoqui Wash.
- Ocotillo Road Improvements – Crismon Road to 218th Place - Half-street improvements on the south side of Ocotillo Road will include two eastbound travel lanes, bike lane, and curb and gutter.
- Chandler Heights and Sossaman Road Intersection Improvements
 - Widening of the intersection to include left and right turn lanes in all directions of the intersection.
- Ellsworth and Queen Creek Road Intersection – Phase I
 - Street, drainage, sidewalk, landscape, street light and waterline improvements for intersection rec-construction; cul-de-sac turnaround addition; landscape buffers along Old Ellsworth Road, Ellsworth Road and Walnut Road from Queen Creek Road south to the Union Pacific Railroad crossing and the connection to Ellsworth Loop Road.
- Ellsworth Road Improvements – Ryan to Germann Roads
 - Half-street improvements on the west side of Ellsworth., center turn lane, bike lane and sidewalk on the west side.
- Riggs Road, Hawes Road to Ellsworth
 - Construction of a five –lane roadway and addition of a traffic signal at the intersection of Riggs and Hawes Roads.
- Entry Monuments - The remaining three of the originally planned six entry monuments have been placed at the intersections of Ellsworth & Empire, Ocotillo & Meridian, and Combs & Ironwood.

Under Construction

- Ocotillo Road – Ellsworth Loop to Heritage Loop Roads - Traffic signal with pedestrian crosswalks at the intersection of Ocotillo/Heritage Loop and Ocotillo/Ellsworth Road; widening Ocotillo Road to four lanes, bike lanes and sidewalks. Parklet located at the northwest corner of Ellsworth Road and Ocotillo Road includes an iconic clock tower, water feature, landscaping, enhanced paving, accent columns and other aesthetic amenities.

In Design

The Town is near completion on the design of several roadways and will begin construction sometime in 2017.

- Ellsworth and Queen Creek Road Intersection – Phase 2
 - Re-alignment and smoothing of the Ellsworth Loop-Ellsworth Road curve and shifting the intersection with Queen Creek Road slightly northward to improve traffic flow and movement. Improvements also include street drainage, irrigation, waterline, sidewalk, landscape and traffic signal improvements from Walnut Road to Fulton Parkway and 1/8 mile east on Queen Creek Road.
- Crismon Road - Queen Creek Rd to Germann Road - Half-street paving, curb and gutter, intersection and street light improvements to extend Crismon Road north to Germann Road with one lane each direction.
- Sonoqui Wash Channelization Phase IIB – Channelization of Sonoqui Wash south of the Riggs Road extension from Ellsworth Road to Crismon Road alignment to reduce flooding potential and provide future multi-use recreational trails.

- 220th Street – Queen Creek Road to Ryan Road – Construction will extend 220th Street north from its current end north of Queen Creek Road to the Ryan Road alignment, providing access to the new Town Maintenance and Operations Center, community recycling drop off and future park.
- Ryan Road - Crismon Road to 220th Street – This interim roadway will provide service access to the new Town Maintenance and Operations Center.
- Power Road – Ocotillo Road to Brooks Farm Road - Widening of roadway to three lanes in each direction with a center turn lane, curb and sidewalks. Improvements will also include undergrounding utilities, irrigation and a box culvert crossing Sonoqui Wash.
- Riggs Road, Recker to Power - Construction of a 5-lane roadway. – Design has been completed.
- Riggs Road, Power to Hawes - Construction of a five –lane roadway and improvements to the traffic signal at the intersection of Riggs and Sossaman Roads.
- Riggs Road, Ellsworth to Meridian - Construction of the north half of a future 5-lane roadway and construction of the Sonoqui Wash from Ellsworth Road to Crismon Road. Project is managed by Maricopa County Department of Transportation (MCDOT).

UPCOMING ROAD IMPROVEMENT PROJECTS

- Rittenhouse Road and Queen Creek Wash Bridge
- Rittenhouse Road - Riggs to Ocotillo Roads
- Power Road - Brooks Farms to Chandler Heights Roads
- Ocotillo Road - Signal Butte to Meridian Roads
- Queen Creek Road - Ellsworth to Meridian
- Chandler Heights – Ellsworth to Power Roads

ENVIRONMENTAL SERVICES

- The Curbside Trash & Recycling Program expanded by 940 household accounts, for a total of 11,009 household accounts in 2016.
- The Household Hazardous Waste IGA with the Town of Gilbert diverted 7.3 tons of hazardous material from households and the landfill, issuing 383 vouchers.
- The Neighborhood Recycling Drop-off Center helped divert over 174 tons of material from the landfill in 2016.
- A total of 735 gallons of cooking oil was diverted from the landfill and/or the Town's sewer system in 2016.
- The Environmental Program Special Events, which includes the Bench-the-Bag plastic bag recycling program, Earth Day Recycling Event, America Recycles Day Event and the Christmas Tree Recycling, Textile collection program and E-Waste collections, resulted in an additional 49 tons of material diverted from the landfill.
- Over 40 attendees and more than 25 exhibitors were at the 3rd Annual Educator Resource Fair held on November 3 at the Queen Creek Community. Public, Charter, and Home Based schools participated in the event, with many educators and exhibitors already expressing interest in participating next year. The purpose of the event is to connect resources and information to Queen Creek area teachers and administrators, with a viewpoint on environmental education.
- Five Queen Creek Area Middle School/Jr High schools participated in our Environmental Education in the classroom presentation, *Preserve the QC*. The Environmental Education Exchange, a non-profit group based in Tucson, AZ, facilitated 95 presentations, to a total of two thousand eight hundred five students.

- 48 Girl Scouts received a Recycling patch for participating in one of our two Girl Scout “Do More Blue” Recycling Workshops, which provides education on recycling, reducing, and reusing items in their own homes.

FACILITIES DIVISION

- Facility staff moved HVAC maintenance and repairs in-house vs. contracted services, subsequently saving the town approximately \$17,300.00 annually.
- Facility department aided in replacing typical lighting with LED lighting at the Queen Creek Library. Such changes are estimated to save the town approximately \$7,220.00 annually in associated electrical usage costs.

FLEET SERVICES DIVISION

- In April 2016, Fleet Services conducted its’ first customer (staff) satisfaction survey. Staff overall satisfaction was 82.5% excellent rating.
- A cost savings of approximately \$36,022.99 on 37,377.26 gallons of diesel fuel was reported by partnering with Queen Creek Unified School District in the purchase of bulk fuel for public vehicles.
- A cost savings of approximately \$32,046.79 on 56,018.47 gallons of unleaded fuel was reported by partnering with Queen Creek Unified School District in the purchase of bulk fuel for public vehicle.
- Fleet Services completed 292 preventative maintenance (PM’s), maintenance and safety inspection work orders on light duty and special equipment during 2016.
- Fleet Services completed over 1,027 work orders during 2016.

MUNICIPAL GROUNDS DIVISION

- Grounds division continues to make Queen Creek parks and trails accessible and enjoyable for the community:
 - Over seven million sq. ft. of Town multi-use paths have been scrubbed and cleaned in 2016. (Equivalent to 144 miles)
 - 1600 cubic yards of vegetation within the town’s washes and undeveloped properties was cleared and removed by grounds crews during 2016.
- 1232 new plants and trees were planted at various location within the Town including the Municipal Center, Library, parks, trails, and roadside landscaped areas during 2016.
- Over 6000 shrubs and trees were maintained by Municipal Grounds staff during 2016
- 940 tons of landscape materials such as granite, top soil, sand, playground surfacing, and ballfield infield mix was installed by grounds crews in 2016.
- An estimated 1.2 million gallons of landscape water was saved at Town owned facilities through the use of smart clock technology. Town watering systems use real-time communication with weather stations and local rain gauges to measure rainfall and other environmental factors to maximize irrigation water efficiency.
- Grounds maintenance staff repaired 149 incidents of graffiti/vandalism this last year in Town properties, parks, and trails. All of which were repaired within 24 hours or less.
- An estimated 320,000 citizens visited Town parks and trails.
- 732 playground safety inspections were completed at Town-owned playgrounds.

- In 2016, the Municipal Grounds Division began incorporating the use of battery-powered small equipment into a part of daily operations. The new tools are cleaner for the environment, quieter, and provide a significant fuel savings for our hand-held equipment operations.

STREETS DIVISION

- An estimated \$1.2 million was spent on pavement maintenance of 7-1/2 miles of arterial roadway and 27-1/2 miles of residential roadway, representing about 17% of the total network.
- As a result of following the long-term program of recommended asphalt maintenance, the pavement condition index (PCI) by which we rate the quality of our roads has held steady at around 85 out of 100.
- The Town widened Germann Road, west of Rittenhouse, adding a missing ¼ mile of a west-bound lane on the north side, improving safe traffic flow.
- The Town replaced an estimated 5,500 square feet of sidewalk, ramps and aprons for safe and accessible use.
- Implemented an asset management and work order tracking software (Cartegraph) for the Streets' division. The software allows for more efficient and effective management of resident requests, work orders, assets, and operating costs.

Economic Development Department

- Grand opening of the QC District in Town Center. Tenants include Sprouts, HomeGoods, Starbucks, Red Robin, Orange Theory and a variety of other retailers and restaurants.
- Queen Creek Marketplace added several new tenants including Mountainside Fitness, Buffalo Wild Wings, Village Inn, Barros Pizza and TJ Maxx.
- Tractor Supply opened on Ellsworth Road, just north of Riggs.
- The Town became members of the Canada Arizona Business Council, as part of the economic development international strategy.
- Continued partnership with Gangplank Queen Creek, a collaborative work space, that is co-located with the Chamber of Commerce.
- Processed three applications for the façade improvement program for commercial properties in the Town Center.
- Continued the Business Retention & Expansion program through the efforts of the Chamber of Commerce.
- Continue to work with Banner representatives on the annexation of the Banner Ironwood Medical Center.
- Continue to work with the Queen Creek Cultural Foundation on the implementation of the Queen Creek Performing Arts Strategic Plan, including the new marketing strategy.
- Awarded the Arizona Association for Economic Development (AAED) Golden Prospector Award of Merit for the Town Center Visioning project.
- The Festival Partnership Program (FPP) was instrumental in continuing successful events in Queen Creek including the weekly Food Truck Festival, Lemonade Days, Vintage & Vino at HPEC and Bacon, Brews & Blues. Three new events are planned for 2017.
- Staff presented at the Alliance for Construction Excellence, Canada Arizona Business Council Quarterly meeting, Chandler-Gilbert Community College President's Advisory Council and the AAED monthly luncheon.
- Staff participated in the International Downtown Association Emerging Leadership Fellowship Program. The 26 professionals that were selected to participate learned essential leadership

and place management skills, gained practical tools in the areas of place-based economic development, the live-work-play experience, and public-private partnerships.

Horseshoe Park and Equestrian Centre

- Sun shade project on the south end of Arena 1 was completed.
- Hosted a total of 320 event days. Revenues were up nearly \$40,000 over the same period in 2015.
- Sixteen new RV spaces were installed and were available for use beginning December 27th. The new stalls were sold out for four days for the first event that they were available.
- Established a new four-day event from the Goldmine Circuit.
- A second Vintage Road Show event (held Thanksgiving weekend), was added to the list of non-equestrian events.
- Cole Alford, Maintenance & Operations Supervisor, completed the Equestrian Center Certified Manager program through the League of Agricultural and Equine Centers in Jan 2016. This certification is managed by Middle Tennessee State University.
- The Arizona Cutting Horse Association (AzCHA) signed their second-long term contract with HPEC. The new contract is for six years.

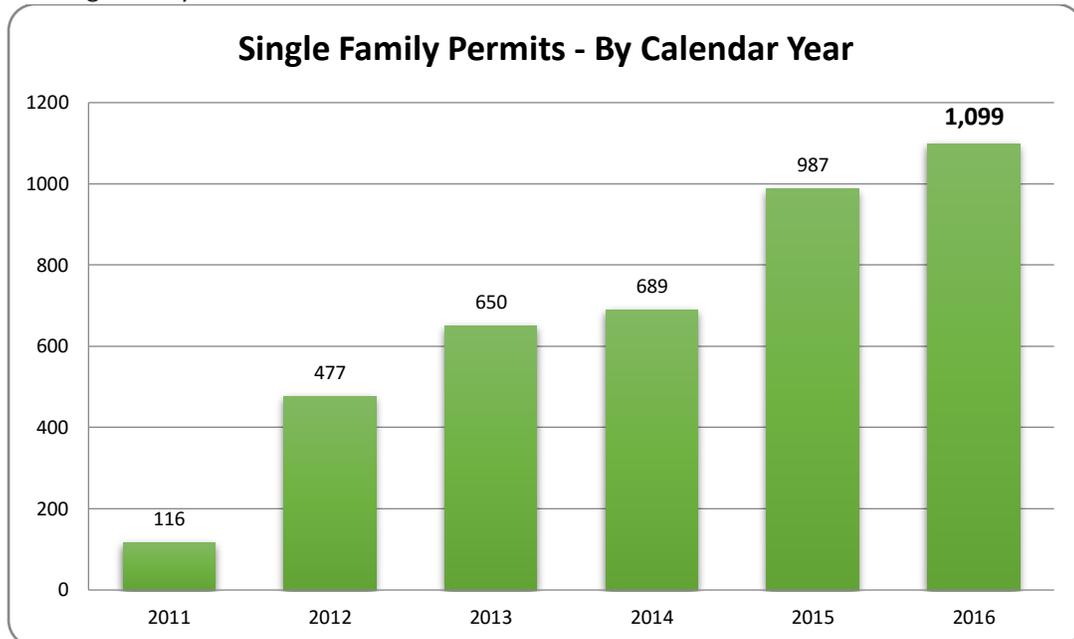
Things to look forward to in 2017...

- Grand opening of the Old Ellsworth Brewing Company in Town Center.
- Additional businesses to open in 2017 including Pita Jungle, Salad & Go, Orange Theory, Planet Fitness and more!
- Update to the Town Center Plan.

Development Services

General:

- Building activity:



- 1,099 permits issued for new homes CY2016

- Estimated population growth of 3,517 people (3.2 per home)
 - 11.4% increase in single family permit activity
- Permitted \$508M in construction value in CY2016, up from \$437M in 2015.
- DS revenue for Calendar Year 2016: \$5M, up from \$4.7M in 2015.
 - 6.3% increase in revenue
 - 3.3% increase in Operating Expenses
- Development Services held staffing steady at 48% of its peak level before the recession. But that team continues to accomplish increasing work levels as work processes are improved and efficiencies created. Allowing for our team to produce 10 times the number of permits issued this year compared to 2011 (bottom of the recession.)
 - 3% employee turnover in DS
 - 0% growth in personnel for DS (now vs. December 31, 2015)
- Successful rollout of permitting software; new online access for permit tracking, information, and payments, some permit applications available for online submittal (simple permit types)

Planning & Zoning:

- Planning staff initiated the 2018 General Plan Update project. The General Plan defines the vision for the future of the Town, establishing goals and policies that provide the framework for growth, incorporates existing Master Plans (Parks, Trails, and Open Space, Transportation, Utilities, and Economic Development). As a new approach to gathering public input, an interactive website and storyboard was created to as a place to engage the public in development of the updated plan, to provide information about the different elements of the Plan, and provide an outlet for public to offer feedback and comment.

Long-range Planning:

- Completed the Master Development Agreement and rezoning to PCD (Planned Community District) to facilitate the development plan for Box Canyon
- Completed the approval process for four (4) Major General Plan Amendment cases, preparing the Town for a sustainable balance of land uses as the Town approaches “Plan-out.”

Traffic & Transportation:

- Completed the Town’s first comprehensive Transportation Master Plan, identifying the current and future needs of residents for automobile, bicycle, pedestrian and transit options.
- Throughout the year, safety enhancements to improve the Town’s traffic conditions and transportation network were implemented:
 - Maintained the Town’s policies for transportation standards, ITS, and Traffic Impact Analysis.
 - Enhanced safety at intersections by adding reflective tape on signal heads.
 - Improved coordination with MCSO by establishing quarterly meetings regarding traffic patterns, enforcement, and traffic control plans.
 - Increased safety for pedestrians, horses and bicycles by updating crossings at Town trails, Sossaman and Chandler Heights, and in front of Splash Pad/Dog Park/Town Hall.
- Implemented the School Zone safety standards to bring public, private, and charter schools on arterial roads up to a consistent standard with improved signage, pavement markings, and

flashing lights to control traffic, reduce incidents of speeding, and ensure pedestrian safety around schools.

Other Projects:

- Support efforts to provide and plan for new parks, trails, and connections to existing open spaces to better connect our community.

Work Force & Technology

- Continued participation in a cohort with Rio Salado offering employees the opportunity to obtain a Public Administration certificate upon completion of 6 courses. In 2016, twelve employees completed the certificate program and another thirteen employees are currently enrolled with a completion date slated for February 2017.
- The Town of Queen Creek was recently recognized by the *Phoenix Business Journal* as one of the 2016 Best Places to Work. This is the second year in a row receiving this designation. More than 600 companies submitted for the honor and 115 were recognized, with the Town being the only government entity.
- Continued a training partnership with Phoenix-Mesa Gateway Airport Authority to provide concurrent training opportunities periodically to both our organizations.
- Continued a successful Mentorship Program as a result of the Town's succession planning efforts. Nine mentors and mentees participated in the Mentoring Program for 2016.
- Successfully completed a large-scale recruitment process to hire 15 firefighter recruits who will be starting in a fire academy in February 2017 in anticipation of staff increases needed for the opening of station E413 in August 2017.
- Due to the effective management of the Town's medical insurance and continued implementation of low-cost, but popular wellness programs, the Town realized a rate pass on insurance premiums for the third consecutive year, quite an achievement during the era of Health Care Reform.
- Added Virtual Visits (telemedicine) benefit to the UHC medical plans for all enrolled employees at no cost to the Town, minimal cost to employees who are enrolled in a high deductible health plan and no cost to employees on the traditional plan, to alleviate use of emergency room and urgent care facilities for non-emergent situations.
- Assistant Town Manager, Bruce Gardner, received an award for Professional Excellence in Human Resources from the Arizona Society for Human Resource Management
- Zane Grey IT Refresh - the IT equipment in the Zane Grey Conference Room was refreshed to provide a better experience for citizens utilizing the room. Includes high-def projector, etc.
- Switch Refresh - includes over 30 switches, 2 routers, 2 voice gateways and 12 UPS's. Increased network speed and assured stability.
- Layer 7 Firewall - Palo Alto Networks application layer firewall with URL filtering allows granular network traffic management for better insight and security.
- Recreation Digital Display - 4 displays setup at the Recreation Annex for citizens to view upcoming events and related videos.
- Accela Implementation - heavy involvement in the implementation of the new land use/permitting software.
- IVR Replacement - analog modem bank replaced with new digital hosted solution for inspection scheduling resulting in better user experience
- Building / construction projects - although not completed, heavily involved in the design and beginning implementation phase for new FS 1 and Law Enforcement/Community Chambers

projects. FS 413 project now underway. FS 2 trailer replaced. Traffic Management Center moved and HR in the process of being moved.

- IT Strategic Plan - was adopted in February 2016
- Legacy backup solution was replaced with VM-centric Veeam. Backup times are reduced and there is no need to buy and replace tapes since disk is utilized.

Recreation

ADMINISTRATION

- Received the prestigious Playful City USA designation for the second consecutive year.
- Four staff members attended the National Recreation and Parks Association Annual Congress in Saint Louis, MO.
- Six Town of Queen Creek Recreation staff members attended the Arizona Parks and Recreation Association Annual Conference in August.
- Erica Perez was selected as Young Professional of the Year for the Arizona Parks and Recreation Association.
- Staff processed 39 Special Event Permit applications and 12 Block Party applications.

SPECIAL INTEREST CLASSES

- Several new Special Interest Classes started this year including Drumming Circles, SAT Boot Camp, Encore Dance, Vipr Athletic and Tennis.
- Several Taekwondo participants medaled at various Taekwondo tournaments in the valley.

SPECIAL EVENTS / FESTIVALS

- The Town was selected by American Ramp Company as a host site for their 2016 summer pumptrack demo tour. A small event was organized to showcase the pumptrack to the residents of Queen Creek. There were 57 participants who tested the track, and 20 spectators.
- The Town continued to enhance community events, providing a positive experience and exposure for Queen Creek
 - The 2nd annual QC Block Party produced by Levitate Agency was held on March 5. The event had a great turnout with over 5,000 attendees, a 100% increase in attendance from 2015.
 - Spring Into QC was once again a success with lots of active participation and involvement from the community. There was an estimated 3,500 in attendance. The event included egg hunts, kids zone and tot spot with inflatable attractions, color splash, vendors, live local entertainment and more. The event featured a new activity, the QC5 which offered a 5 mile, 5K and Kids Dash on the Queen Creek Trail. The QC5 had over 200 registered runners take part in the various races.
 - Celebrated our 2nd annual National Park and Recreation Day at the Splash Pad with a super hero themed party. This included a DJ, food vendors, superhero games, and superhero themed photo booth and prizes. There was a total of 418 in attendance, which is a 66% increase from 2015.
 - The 2016 Valentine's Day Love Bug Dance had a 33% increase of registered participants from 2015.
 - Celebrated the 3rd annual Founders' Day event. Founders Day had an estimated 3,500 participants in attendance. This year's event featured new activities including a 16 team cornhole tournament and lawn games.

- The Food Truck “Feastival” continues to be held every Friday at the northwest corner of the Queen Creek Library parking lot from 5:30-9 p.m. Attendance at the Feastival for 2016 is estimated at 67,851.
- The Festival Partnership Program Subcommittee approved sponsorship funding for two new events to be held in Queen Creek including S’more Sweets Fest and Fresh Fest.
- Lemonade Days kicked off its second year on Saturday, May 21 with a great turnout. The event had an estimated 2,000 participants in attendance, a 20% increase from 2015.
- The 2nd annual Vintage & Vino event was held Oct. 14-15 at Horseshoe Park and Equestrian Centre. The event received great reviews from many of the estimated 4,000 attendees and 125 vendors.
- The 2nd annual Bacon Blues & Brews event was held Saturday, Nov. 5 at Founders Park. The event received great reviews from many of the estimated 3,500 attendees and 50 vendors.
- Trunk or Treat moved to Town Center and had an overwhelming positive response with over 12,000 participants in attendance. In addition to a new location the event featured new activities and attractions including, A Haunted Tour, Dino Discovery Zone, Bubble Mania Bubble Zone, Horse Costume Contest, and trick or treating in Town Center.
- Expanded partnerships with community organizations:
 - Continued partnership with Cornerstone Fellowship for Spring into QC and Trunk or Treat, which meant more volunteers, more activities, additional entertainment and more experiences for the Queen Creek community.
 - Continued and expanded partnership with Event Team, local event production company to provide more activities and entertainment at Town community events. Event Team currently sponsors Founders Day and Trunk or Treat.
 - Developed partnership with Central Christian Church to provide additional volunteers, activities, entertainment and support for the annual Founders Day event.
 - Dignity Health, Pediatrics of Queen Creek, Joyride Express Car Wash, SRP, Kids First Pediatric Dentistry, Chandler Gilbert Community College, Phoenix Mesa Gateway, Advanced Neurological Rehabilitations and Garn & Mason Orthodontics were community special event sponsors totaling in \$31,000 for QC special events in 2016.
 - Rockpoint Church added their time of volunteering at the Senior Program from once a month to twice a month. This is a double in volunteer hours for the existing partnership. Additionally, they donated 100 food baskets to give to the seniors for the annual Senior Appreciation Day, August 17 and volunteered their time to set-up, take-down, and serve food; making the seniors feel very appreciated.
 - Partnered with East Valley Kickball Association to begin offering Adult Kickball in Queen Creek.
 - Chaperoned two Boys and Girls Club teen program leaders to the 2016 League of Arizona Cities and Towns Conference.
- Sponsored the 34th annual Kiwanis Holiday Festival and Parade. The festival had 60+ parade entries, 100+ vendors, and an estimated 15,000 in attendance.
- Recreation staff coordinated the entertainment stage and Recreation informational booth at the Holiday Festival and Parade.

SENIOR PROGRAM

- Seniors were able to decorate, and sign over 150 holiday cards that were given to a homeless shelter. The cards were given out to the homeless population in downtown phoenix by the Lodestar Day Resource Center

- The second annual Young at Heart Senior Expo was a huge success, with a total of 30 vendors, 8 education sessions and 111 participants. Rockpoint Church with a total of 15 volunteers were assisting staff with set-up, take-down, and handling the breakfast area to provide an informational and fun filled day.
- Chair Exercise has begun as an ongoing program that started in July by Rockpoint church. Participation from seniors in this program is at 50% attendance.

PROMOTION / MARKETING / BRANDING

- Staff presented to members of the Citizen Leadership Institute discussing park and recreation projects, programs and partnerships.
- Staff purchased interactive games (giant jenga. Cornhole. Connect 4) to engage and interact with participants at community events.
- Staffed the Live, Play, Learn booths at numerous community events to help market events, partners, classes, and Town programs.
- Spread brand awareness through branded water bottles and wristbands distributed at community outreach events.

SPECIAL PROJECTS / CAPITAL IMPROVEMENT PROJECTS

- Started the Parks & Recreation Master Plan Update; held community meetings and conducted public outreach
- Developed Council-approved conceptual designs for West Park site
- Had 58,000 users of the QC Splash Pad from March - October (+22,000 over last year)

POLICY / PROCEDURE

- PRAC discussed and recommended designs for the West Park project; Town Council approved the conceptual design in November
- PRAC has been actively involved in the Parks and Recreation Master Plan throughout the year
- Staff is working with the Finance Department to finalize cash handling procedures for the Library Recreation Annex. Currently a safe and two till drawers have been installed.

Marketing & Communications

- Continued the Better Roads Ahead campaign to educate residents about road construction and the Town's CIP.
- Coordinated programs recognizing residents' contributions to the community, including Star students, Great Neighbors and volunteer recognition at Town Council meetings.
- Continued to break attendance records at the Ice Cream Social and Pancake Breakfast community events.
- Graduated the 21 class of the annual Citizen Leadership Institute, a forum for fostering community leadership and educating residents about the Town government.
 - CLI Diaper Drive
 - CLI New Resident info with the Chamber
- Received a number of awards at the City-County Communications & Marketing Association's (3CMA) annual Savvy Awards. The Corporate Strategic Plan and Better Roads Ahead logo each received an Award of Excellence; and the Town's Better Roads Ahead campaign received a SAVVY Award.
- Received a number of awards from the [Public Relations Society of America \(PRSA\) Phoenix](#). The Town's mid-decade Census outreach effort received two awards from PRSA; the award of Merit

for External Communications, and the highest honor, a Copper Anvil for a Special Event lasting more than seven days.

- Assisted with a ribbon cutting event for the QC District.
- Planned and executed a groundbreaking event for the new Law Enforcement and Community Chambers building and Fire Station 1.
- Planned and executed a groundbreaking event for the new Fire Station 3.
- Assisted with the Best Places to Work recognition including submission, employee engagement and notification (marketing to employees and media package).
- Coordinated a Zip Trip with Fox 10 highlighting the amazing assets in Queen Creek. The event included a five-hour live broadcast from Founders' Park featuring various businesses, programs and events in Queen Creek.
- Created a comprehensive outreach plan for the General Plan update; assisted with creation and review of interactive storyboard.
- Coordinated the bi-annual Citizen Survey, with continued positive results about Town programs and services, and increased results in key areas including water quality.
- Assisted with coordination of the bi-annual Operation Prom event, a joint educational effort between the QCFMD, MCSO, AMR, Air Evac and QCUSD.
- Received an award for cooperative communication with QCUSD from ASPRA.
- Coordinated a sendoff event for local resident and Olympian, Alex Naddour
- Enhanced the Town's social media presence
 - Surpassed a milestone of 15,000 fans on Facebook and over 1,000 followers on Instagram.
 - Produced several Facebook Live videos which included tours of the construction sites, Operation Prom, safety messages and several groundbreakings.
 - Created Elfsworth - a new holiday campaign to promote various activities, businesses and necessary information.
- Expanded the Shut Your Lid campaign to include video PSAs.
- Produced the Town's first Snapchat geofilter for events at Trunk or Treat. The filter was used over 100 times and seen by more than 3,000 people.
- Featured in local, regional and national publications:
 - Phoenix Magazine, Green Living, East Valley Partnership, ICMA article
- Jennifer Snyder was selected to speak on Facebook at the Government Social Media Conference in April.
- Queen Creek's Social Media Policy was updated to reflect technology changes. The policy includes a new Social Media Ambassador program for employees which will officially be launched in the first half of 2017.