AGENDA

Strategic Planning Session

The Landing, 945 N 215th Ave, Suite 137
Buckeye, Arizona 85326
January 30, 2026 | 9:00 a.m. to 8:00 p.m.

Community Chambers, 20727 E Civic Pkwy
Queen Creek, AZ 85142
January 31, 2026 | 8:30 a.m. to 12:00 p.m.

Pursuant to A.R.S. §§ 38-431.02 & 38-431.03, notice is hereby given to the members of the Town Council and to the general public that, at this Strategic Planning Session, the Town Council may vote at any time during the meeting to go into Executive Session, which will not be open to the public, for legal advice and discussion with the Town Attorney(s) for legal advice on any item listed on the following agenda, pursuant to A.R.S. § 38-431-03(A)(3).

The Mayor or presiding officer may modify the order of Agenda Items and/or address items in a sequence deemed appropriate. The Town Council and staff may participate in the meeting in person, telephonically, or electronically.

1. FRIDAY, JANUARY 30, 2026 *(Public access to the venue is available at approximately 1:00 p.m.)*

Private tours commence at 9:00 a.m. followed by Lunch (approximately 1:00 p.m. to 2:00 p.m.)

A. Meeting Kick-Off: Cary Pfeffer, Facilitator

B. Introduction and Welcome from Mayor Wheatley

- Recognizing our Accomplishments - 2025 Overview

C. Summary of Visits to the Palo Verde Nuclear Generating Station and Harquahala Valley Water Project, including an update on the Town's water strategy.

D. Arizona Public Service: Powering Progress for Arizona

E. Discussion on how the Town promotes dialogue and public discussion, and consideration of adopting the Dignity Index. (Facilitated by Cary Pfeffer)

- Using the Dignity Index as a foundation for communication.

F. Discussion on Town Council Policies and Procedures.

G. Consideration of the Town's participation in events related to America's 250th birthday.

H. Review of new Town facilities programmed in FY2027 and FY2028.

I. Discussion and Overview of QCPD Public Safety Technology, Real-Time Information Center (RTIC), and S.P.E.A.R. Operating Model.

J. Presentation and updates relating to three areas within the Queen Creek Fire and Medical Department where significant innovation or technological advances have been made.

K. General discussion regarding the Town of San Tan Valley.

Dinner (5:30 p.m. to 6:00 p.m. – times are approximate)

L. Discussion and Review of Saturday Agenda.

2. SATURDAY, JANUARY 31, 2026 *(Public access to the venue is available at approximately 8:30 a.m.)*

Breakfast (8:30 a.m. to 9:00 a.m. – times are approximate)

A. Preview of FY 26-27 Budget

B. Community Facility District Overview

C. Options for Modifying the Town's Banner Program

Morning Break (10:15 a.m. – 10:30 a.m. – times are approximate)

D. Town of Queen Creek Comprehensive Transportation Response to Local and Regional Growth

E. Discussion and Review of a Proposed Limited Municipal Court Pilot for Civil Code Enforcement, Juvenile Curfew Violations, and possibly civil traffic violations.

F. Scenario 2.5 Visioning Update - Town Owned Property (North of MSB)

G. Review of Strategic Planning Session Action Plan

3. ADJOURNMENT

The Town of Queen Creek is committed to making its public meetings accessible to individuals with disabilities. For special accommodations, please contact the Town Clerk's Office at 480-358-3000/ TownClerk@QueenCreekAZ.gov or the Arizona Relay Service at 7-1-1 at least 72-hours prior to the meeting.

TOWN OF QUEEN CREEK ARIZONA

TO: **HONORABLE MAYOR AND TOWN COUNCIL**

THROUGH: **BRUCE GARDNER, TOWN MANAGER**

FROM: **MARC SKOCYPEC, UTILITIES DIRECTOR**

RE: **SUMMARY OF VISITS TO THE PALO VERDE NUCLEAR GENERATING STATION AND HARQUAHALA VALLEY WATER PROJECT, INCLUDING AN UPDATE ON THE TOWN'S WATER STRATEGY.**

DATE: **January 30, 2026**

Suggested Action:

Discussion Only

Relevant Council Goal(s):

Secure Future: KRA Environment

Discussion:

The Utilities Team has been hard at work on many water utility and water resource related issues. Staff will be providing Council a brief update on related items and action plans over the next 12-24 months. Discussion items will include:

- **Town's Current Water Resource Portfolio**
  The Town has continued to add non-groundwater resources to its long-term water resource portfolio. Staff will be providing an update and status of current and build-out water supplies versus demand. A review of the current water resource environment in Arizona will also be provided.

- **5th Management Plan & Large Turf Facilities**
  As part of the implementation of the AZ Groundwater Management Act, the Fifth Management Plan has recently been released. Among other things, the plan requires operators of large turf facilities (larger than 10 acres) including golf courses, HOAs, schools, and parks to implement conservation practices and manage water use effectively. Specifically, the plan sets limits on the amount of water that can be used for landscaping and will impact our customers to varying degrees, depending on current landscaping densities and historic water use. Staff will be reviewing the status of the plan's implementation and various approaches in managing the requirements going forward.

- **Harquahala Project Status**
  Staff continues its due diligence on implementation of the project and estimating capital and operating costs. While 3rd party options exist, the staff is evaluating an option that includes an incremental implementation and decision-making approach which could deliver the project much more efficiently and cost effectively. Staff will be reviewing the status of the project and possible implementation strategies moving forward.

- **Bartlett Sedimentation Project Status**
  Staff continues to represent the Town's interest on the project as one of 20 funding partners.

Queen Creek's current allocation is anticipated at 6,000 AF annually as part our long term assured water supply. As project allocations are finalized and the US participation is established, the next phase of the project will include meeting NEPA requirements, followed by project design and construction.

- **TOQC Designation / CAGRD Status**
  Staff continues to work through the elements of becoming designated water provider. It is a multi-step process that has many moving parts and will require conversations and negotiations with several agencies including ADWR, CAGRD, and CAP. It is anticipated to be a 12-month process once the Town has identified a new water supply to meet the conditions of designation. We are anticipating a Q4 2026 / Q1 2027 finish line for the process.

- **Critical Path of Activities & Decision Points 24-36 Months**
  The two most significant projects over the next several years will be the Harquahala Infrastructure Project and the Town's Designation as an Assured Water Provider. While several steps have been identified, it is anticipated that many of the required activities will run concurrently and be accomplished as efficiently as possible.

The overall presentation will be a high-level overview with an opportunity for Council to review and discuss the projects and activities as necessary. The need for specific Council direction is not anticipated, as each item has been part of previous action/updates to Council.

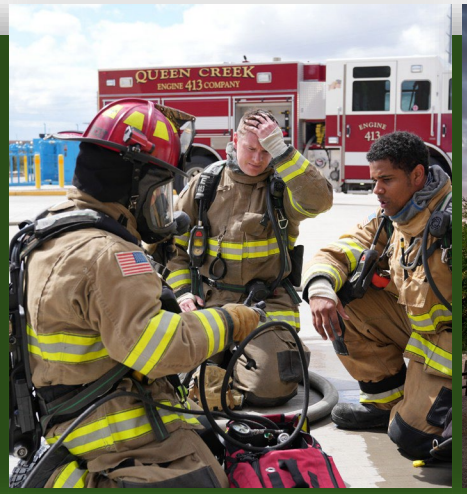
Attachment(s):

1. QCTC Strategic Planning Session 2026 FINAL.pdf

TOWN OF QUEEN CREEK ARIZONA









Water Updates & Discussion…

Water Resources, Harquahala, Designation, & the Next 24-36 Months

Purpose and Objectives

- Town's Current Water Resource Portfolio
- 5th Management Plan & Large Turf Facilities
- Harquahala Project Status
- Bartlett Sedimentation Project Status
- TOQC Designation / CAGRD Status
- Critical Path of Activities & Decision Points 24-36 Months

Queen Creek Water Resource Goals



Reduce Long-Term Reliance on Groundwater / CAGRD



Pursue Diverse Sustainable Locally Controlled Water Resource Portfolio

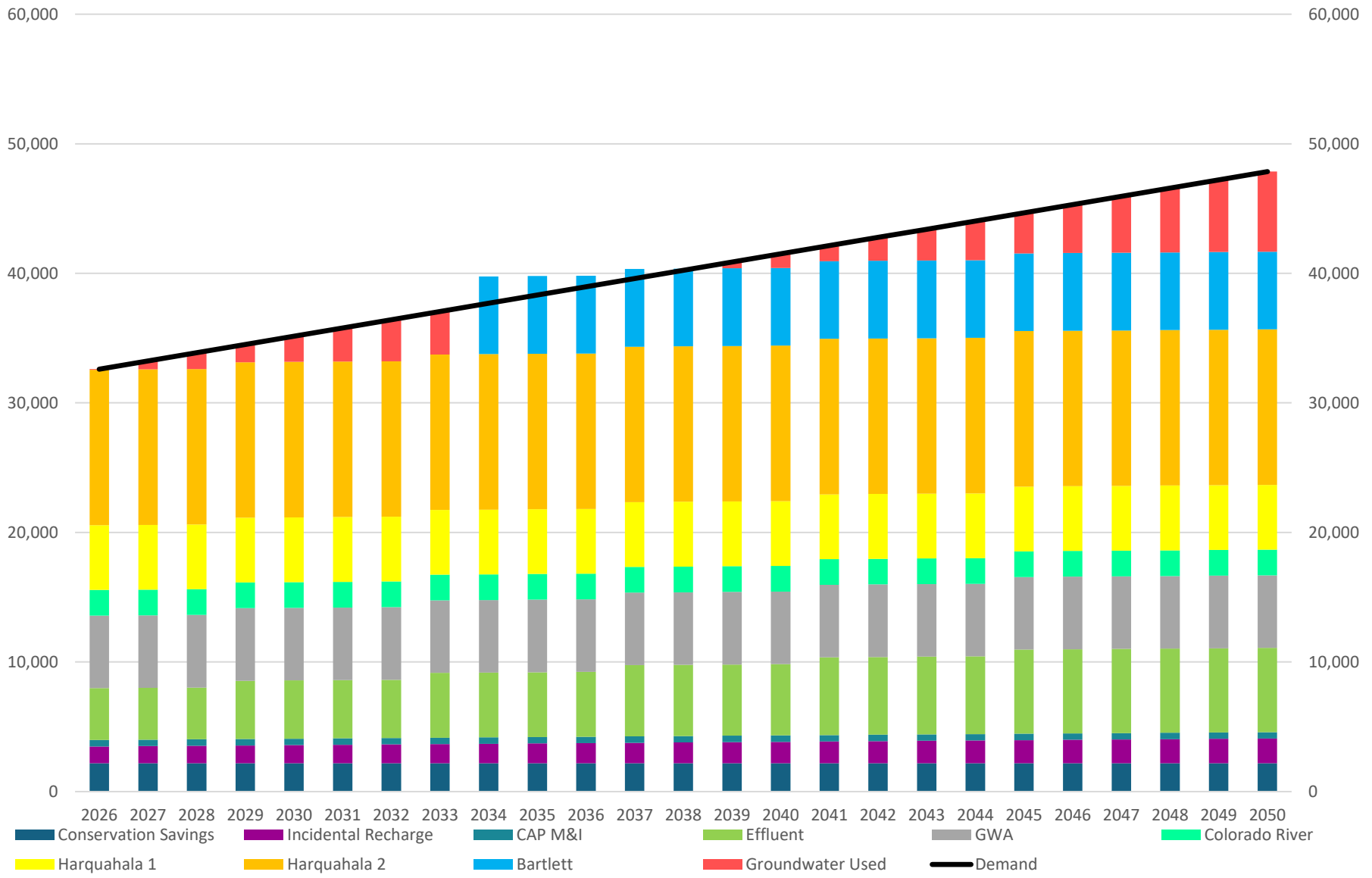


Become a Designated Water Provider

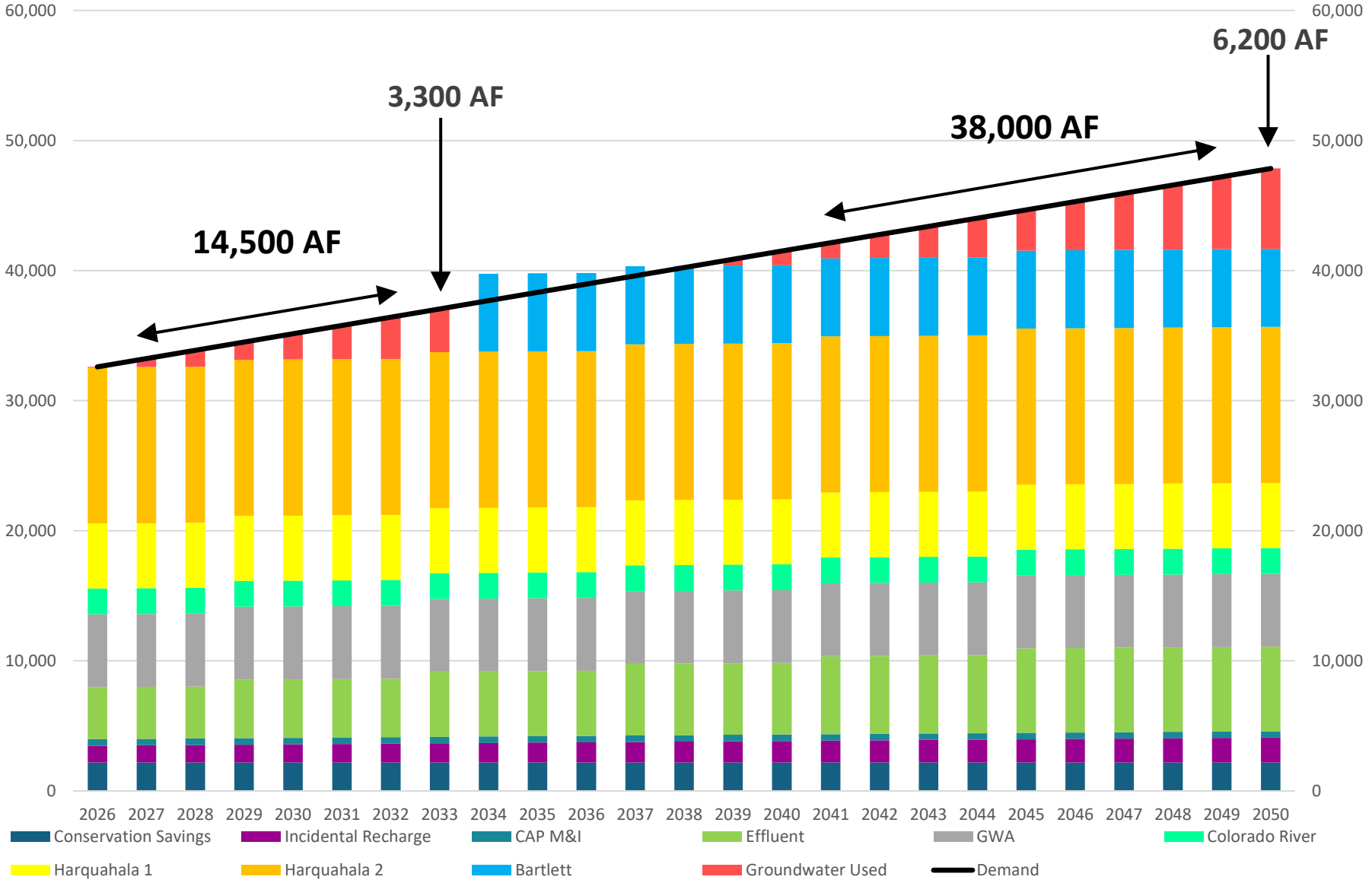
Current Water Resource Portfolio, Collaboration & Diversification Efforts

- Cibola Status, 2K AF
- Harquahala I, 5KAF
- Harquahala II, 12K AF
- Bartlett Sedimentation Project, 12K AF → 6K AF*
- Treated Effluent Strategies
- LGES Water Resource Self Sufficiency

Current Estimated Water Supply Portfolio

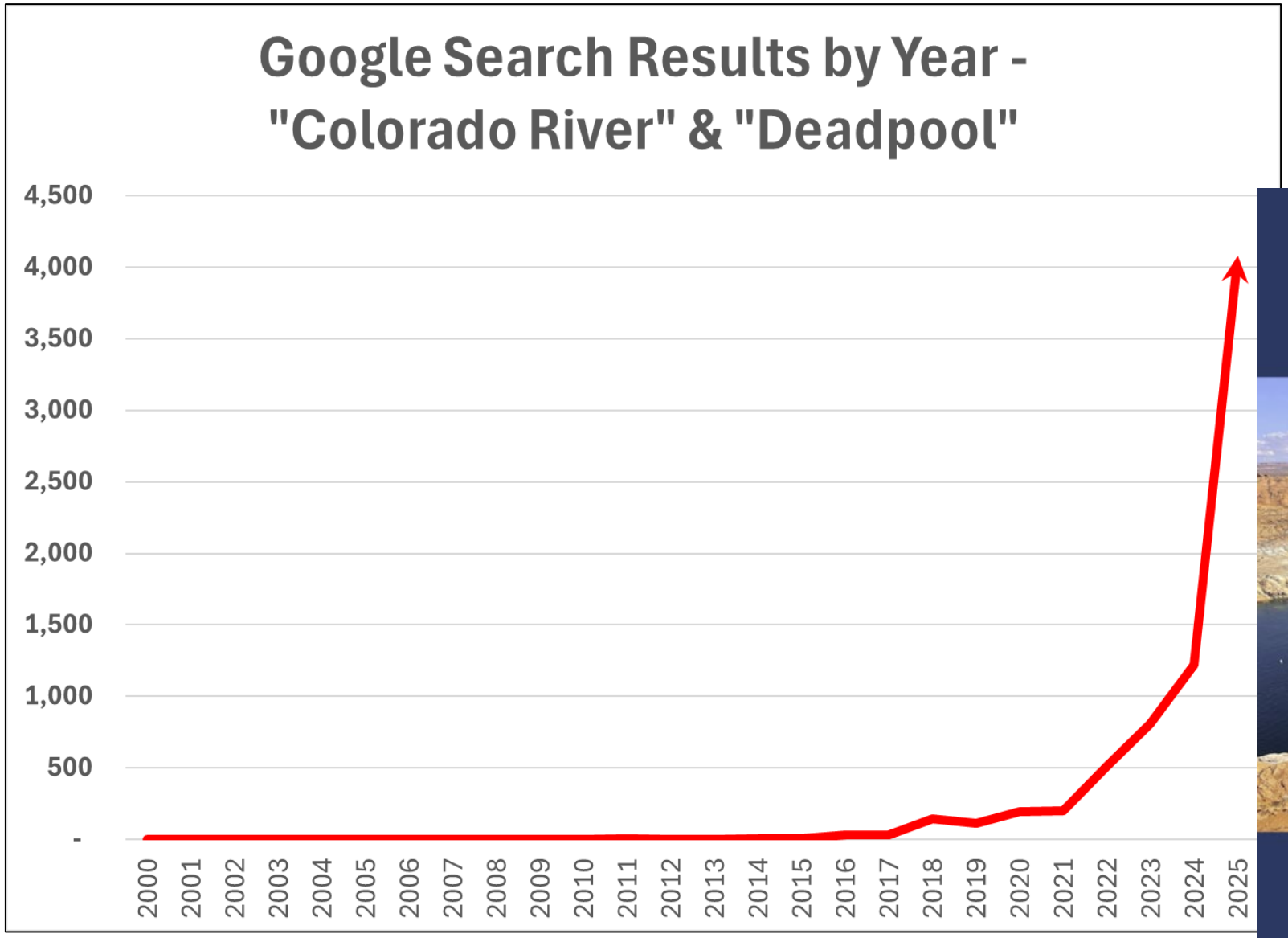


Current Estimated Water Supply Portfolio



AZ Water “Climate” Overview

- Colorado River Negotiations – 2 / 14 / 26 “Deadline”
- Phoenix AMA Historic Reliance on the Colorado River
- Realization / Acceptance of a New Normal
- Transition from Colorado River to ????
- New Water Supplies – Less Available Options
- Increased Efficiency with Supplies – Conservation & ATF


Google Search Results by Year -
"Colorado River" & "Deadpool"
4,500
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3,500
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2000
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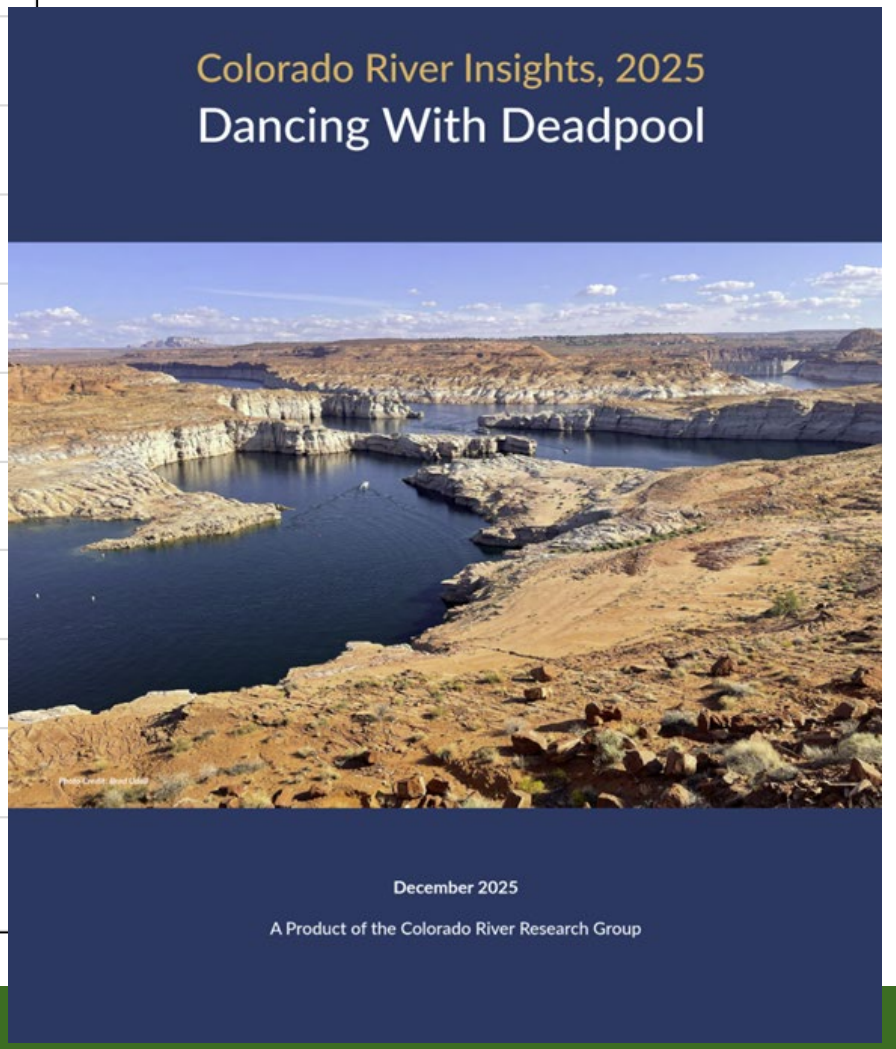

Colorado River Insights, 2025
Dancing With Deadpool
December 2025
A Product of the Colorado River Research Group

5th Management Plan & Impact on Customers with Large Turf Facilities

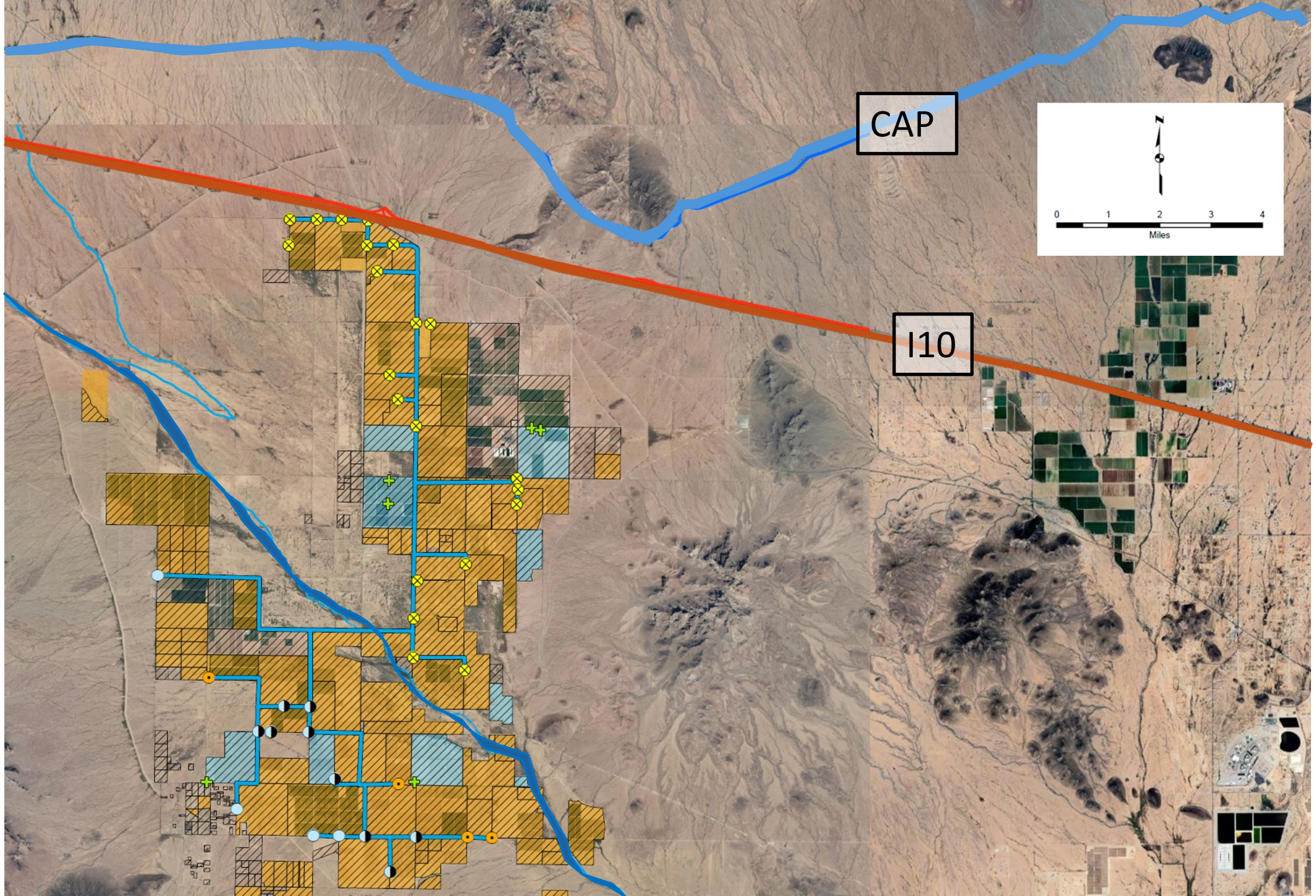
- Continued Implementation of the Groundwater Management Act
- Limits Water Use By Large Turf Facilities – 10 Acres Plus
- HOAs, Schools, Town Parks – 20 to 30 Town Customers
- New Focus by ADWR – No Historical Efforts
- Constantly Moving Goalposts
- Implementation of User Conservation Plans
- Water Provider (TOQC) Responsible to Ensure Compliance

5th Management Plan & Impact on Customers with Large Turf Facilities

- Significant Customer Concern at Town / HOA Meeting
- Conservation Staff Providing Technical Support
- Will Require Changes to Historical Landscaping “Use”
  - Overseeding Limitations
  - Repurposing of Non-Functional Turf
  - Revised Landscaping Plans
- Issue May Improve with Designation and / or Alternative Non-Groundwater Supplies – Alternative WR Programs

Harquahala Project Status

- Due Diligence Ongoing Process Not an Event
- Additional Site Visits & Independent Water Quality Sampling
- Project Quarterback – Third Party Consultant
- ADWR – Transportation Decision and Order Pending
- CAP Discussions – Water Quality / Transportation
- Project Implementation – Phased Process/Decision Making
- Wet Water Timeline – 36 Months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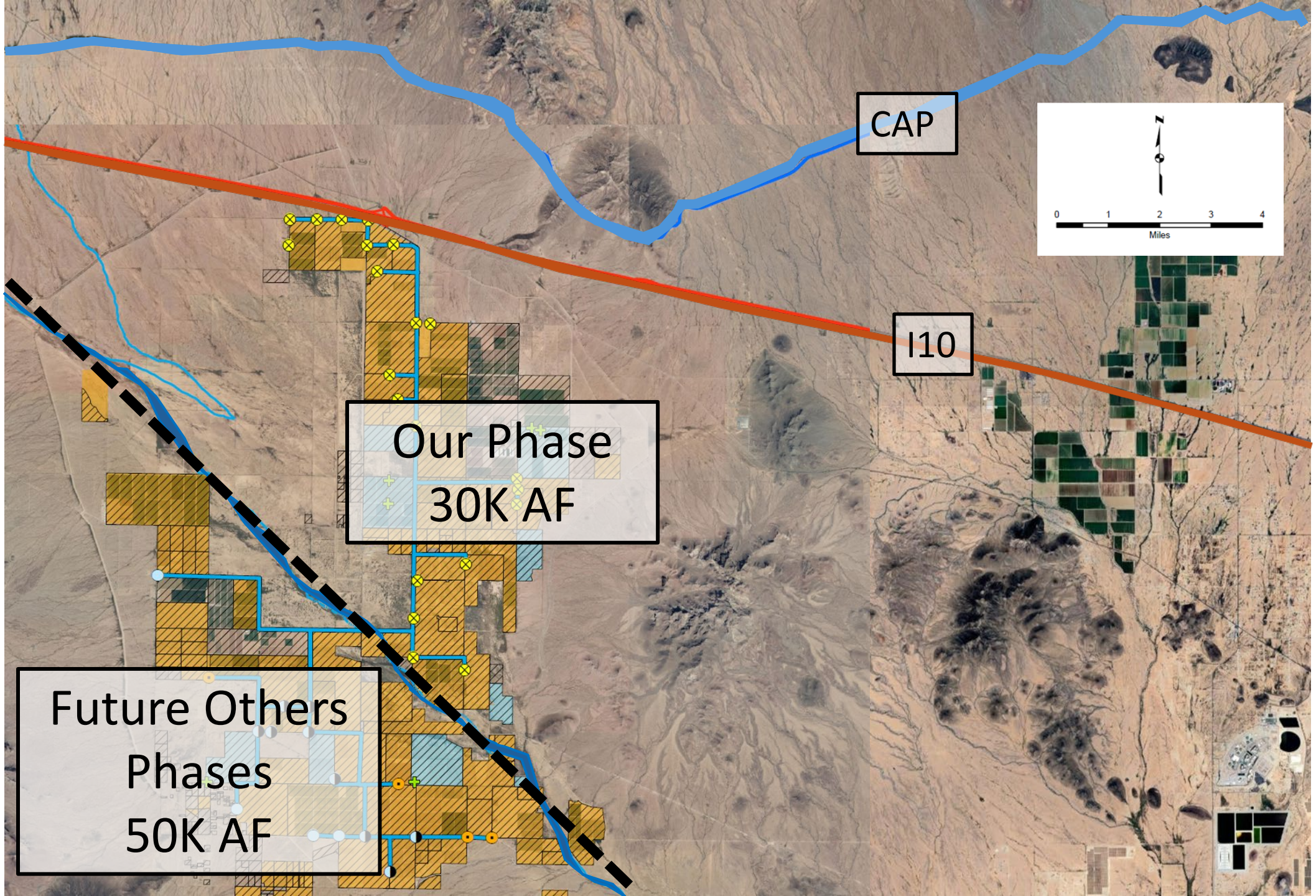
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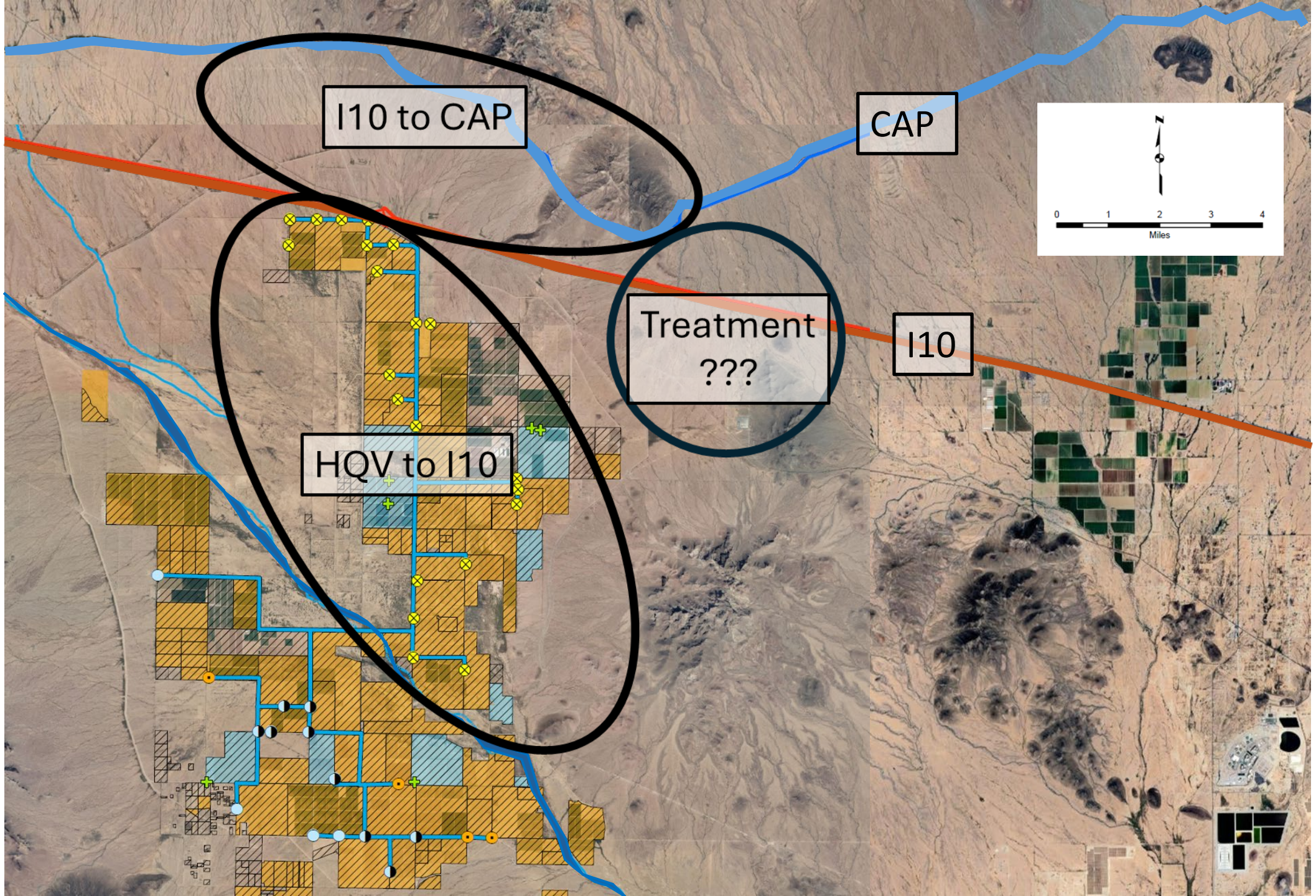
I10 to CAP
CAP
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Miles

Harquahala Project Overall Risk Profile

Project Due Diligence

Staff continues to Review and Analyze Water Transportation Options – It is anticipated that the Effort Will Be Iterative and Will Adapt to Approaches as More Information is Available

I10 to the CAP



Knowledge – Medium

Cost Risk - Medium

HQV to the I10



Knowledge – High

Cost Risk – Low

TREATMENT

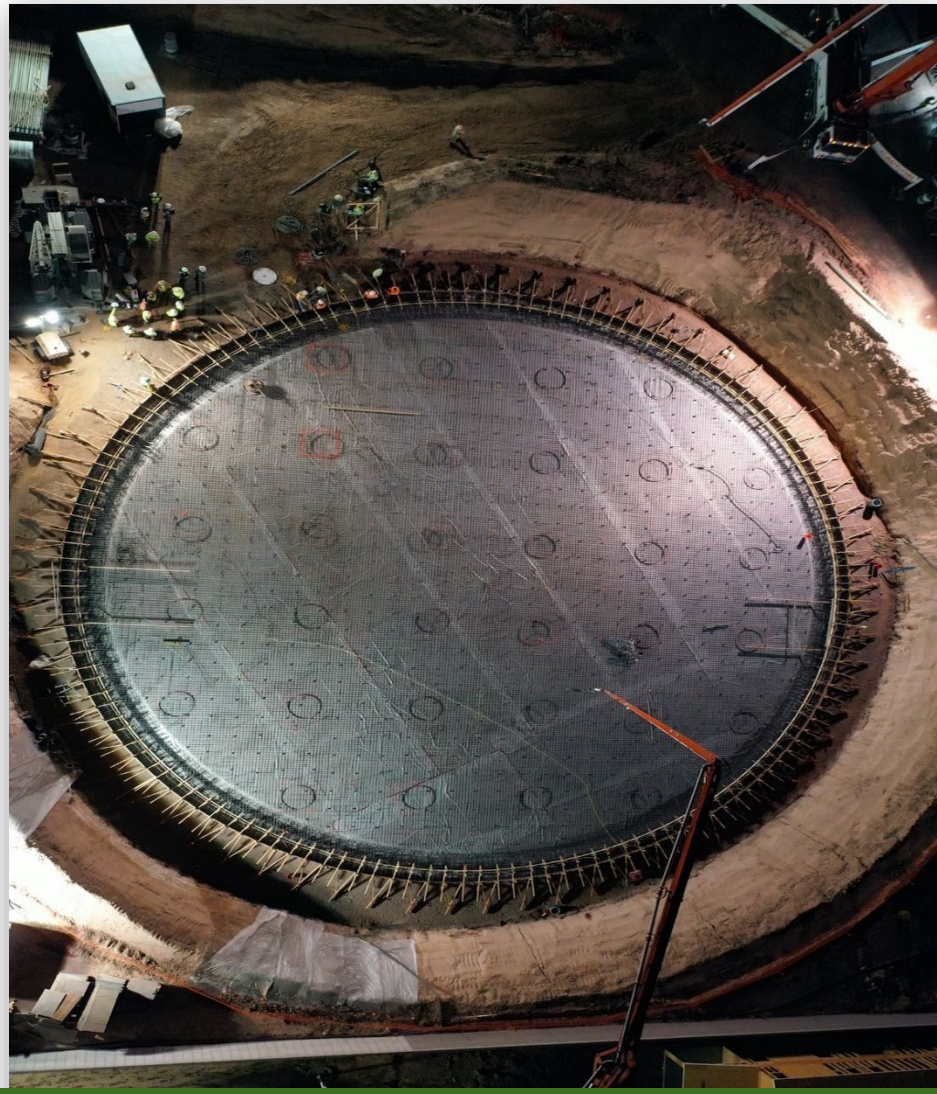


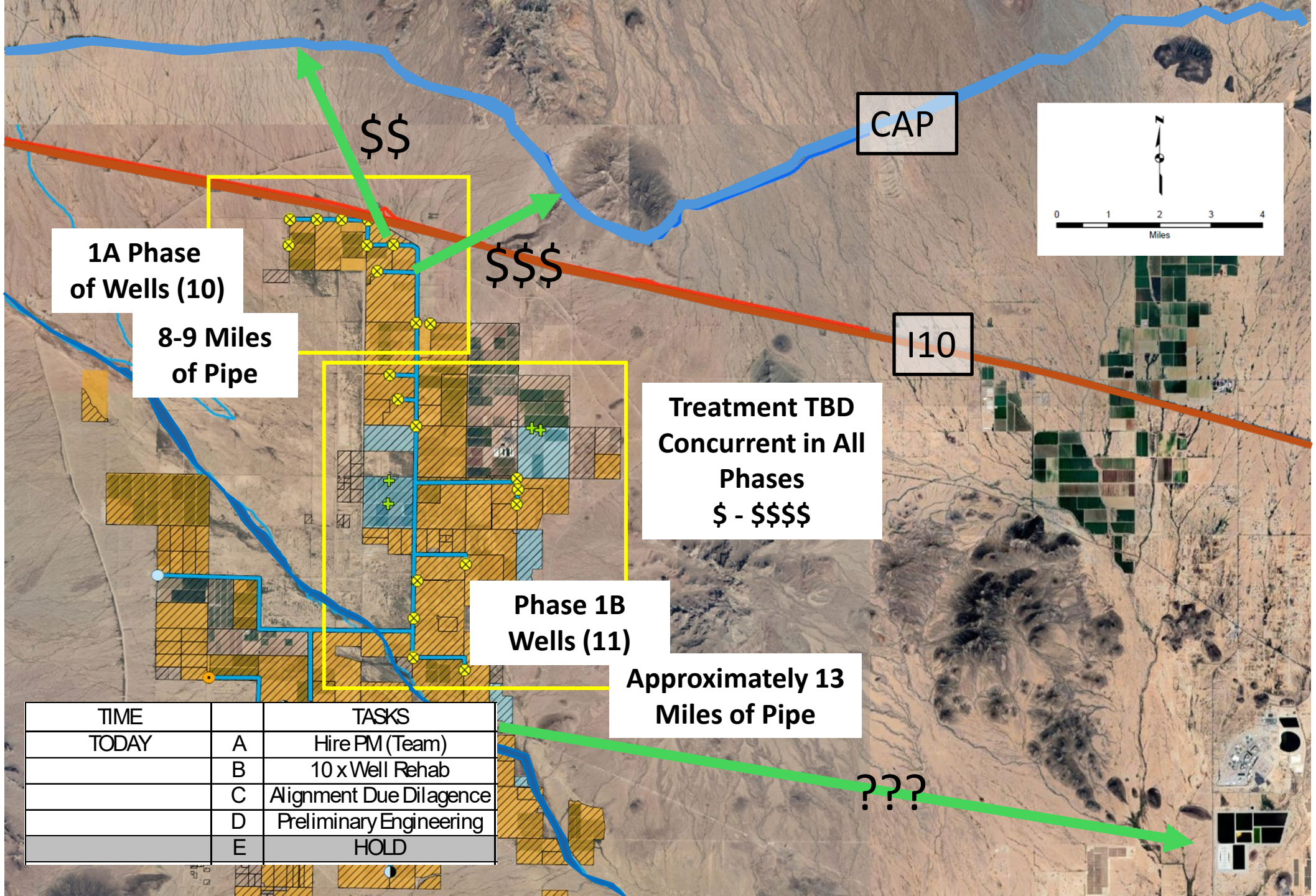
Knowledge – Low

Cost Risk – High

Incremental Project Approach

- Build Knowledge Base Over Time
- Tailor Approach to Best Available Information
- Maximize Construction and Cash Flow Efficiency
- Build In Decision Points into the Process





TIME		TASKS
TODAY	A	Hire PM (Team)
	B	10 x Well Rehab
	C	Alignment Due Dilagence
	D	Preliminary Engineering
	E	HOLD

Bartlett Sedimentation Project Status

- Feasibility Study Ongoing – TOQC Funding Partner
- NEPA Requirements – Multi Year Process
- 20 Plus Current Partners, Including SRP & US
- Current TOQC Allocation – 6K AF* of Assured Water Supply
- $2.6B - $3.7B Anticipated Project Cost
- Wet Water Available 10-15 Years

TOQC Designation / CAGRD Status

- Pre-Application With ADWR – November 2025
- Identification of a “New Water Source”
  - Harquahala, Treated Effluent, Tribal Water, or Other
- Discussions / Negotiations with CAGRD
- 2026 CAGRD Obligations – 2027/2028 Assessments
- Financial Ramp Up Balance – $$$ vs Credits
- 12 Month Process – 2026
- Q4 2026 – Q1 2027 Timeline

Critical Path of Activities and Decision Points Over the Next 24-36 Months

- Harquahala Project Implementation
  - NEPA – 24 Months
  - CAP Wheeling Agreement – 12 Months
  - Design Construction – 24-36 Months
- Designation / ADAWS
  - ADWR Application Process – 12 Months
  - New Water Identifcation – 12 Months
  - CAGRD Negotiations – 12 Months

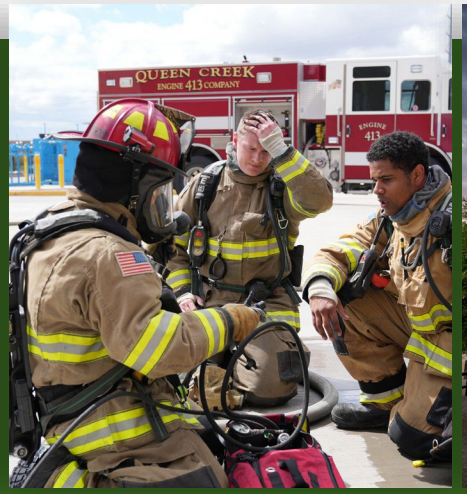
TOWN OF QUEEN CREEK ARIZONA

Questions?

TOWN OF QUEEN CREEK ARIZONA









Promoting Dialogue & Public Discussion In Our Town

Facilitated by Cary Pfeffer

January 30, 2026

The Dignity Index

- The Dignity Pledge



Guidelines for Dignity-Centered Public Meetings

Applying the Principles of Dignity to Strengthen Trust and Public Dialogue

Public hearings and comment sessions are vital spaces for democratic participation. While elected officials must safeguard free speech, they also hold responsibility for fostering an environment where community members feel heard, respected, and valued—even amid disagreement.

The following guidelines, based on Donna Hicks' 10 Elements of Dignity and the Dignity Index, provide practical ways to elevate dignity in public meetings.

1. Setting the Stage

Whenever possible, arrive early to meetings and take time to greet those who you recognize are there to provide public comment. Thank them for attending and let them know how important it is to have community engagement. Meeting people face to face, even in the midst of contentious issues, can often have a calming effect.

2. Acknowledge and Recognize

At the beginning of the public hearing or comment session, begin by affirming the importance of community voices. Be sincere. Acknowledge the effort people make to attend and speak. Also acknowledge that particular issues may be divisive, but as a governing body you are eager to hear all voices.

3. Listen with Respect

Legal considerations often dictate how elected officials can and cannot respond during a public hearing. However, there are ways to still engage and demonstrate dignity and respect for the speaker, even on contentious issues.

One of the most powerful ways is to practice active listening: attentive body language and eye contact signal genuine engagement. Take notes. If your board or council uses laptops to track your board agendas, put the laptop aside during public comment periods and take handwritten notes. When possible, summarize or reflect back key concerns to show that the speaker was heard.

4. Create Fair and Transparent Processes

Most public hearings have clear ground rules for time limits, respectful language, and turn-taking. Creating an atmosphere of dignity requires that the ground rules are applied equally to all. Explain the process at the outset so expectations are clear. Consider processes that ensure that those both for and against and issue are ensured turns speaking. Evaluate the time available for public comments to ensure that time limits are reasonable. Encourage the public to submit copies of comments of their remarks, especially when time limits prohibit extended comment.

5. Respond Without Defensiveness

Even when legal or policy limits prevent detailed responses, offer acknowledgment rather than silence: “We hear your concern. While we cannot deliberate here, this input will inform our decision-making.” Invite future follow-up conversations with staff or neighborhood focus groups. A SEVEN on the Dignity Index is an invitation to fully engage with others whose values and interests we may not share.

6. Foster Inclusion and Safety

Ensure all participants—especially those from marginalized groups—feel safe to contribute. Consider implementing guidelines that prohibit applause or other audible or visual displays of agreement/disagreement. On divisive issues where a majority of those present may speak on one side of an issue, it can be intimidating for someone or a smaller group to speak on the opposite side, especially when opinions on one side are met with applause and other audible or visual support. Intervene calmly but firmly if discourse crosses into personal attacks or threats.

7. Extend the Dialogue Beyond the Hearing

Provide pathways for follow-up: office hours, written responses, or facilitated conversations. It's important to not just invite follow-up, but to then actually follow up! Let citizens know how their input will be considered and when decisions will be communicated.

8. Model Dignity at All Times

Speak and act in ways that affirm the dignity of both citizens and colleagues, city staff, etc., regardless of tone or content of comments. Maintain engagement with the speaker. Refrain from visual expressions that may be seen as disdain or contempt (no eye-rolling!). Remember: modeling dignity under pressure is one of the most powerful tools for rebuilding trust.

Summary

Public hearings work best when officials pair legal safeguards with a commitment to dignity. By listening, acknowledging, and setting transparent processes, leaders can reduce tension, strengthen legitimacy, and foster a culture where disagreement becomes a catalyst for constructive problem-solving rather than division.



TOWN OF QUEEN CREEK ARIZONA

Questions and Comments

TOWN OF QUEEN CREEK ARIZONA

TO: **HONORABLE MAYOR AND TOWN COUNCIL**

THROUGH: **BRUCE GARDNER, TOWN MANAGER**

FROM: **MARIA GONZALEZ, MMC, TOWN CLERK, CONSTANCE HALONEN-WILSON, COMMUNICATIONS & MARKETING MANAGER**

RE: **DISCUSSION ON TOWN COUNCIL POLICIES AND PROCEDURES.**

DATE: **January 30, 2026**

Suggested Action:

N/A

Discussion:

Background on public comment, ceremonial items, and Council attire is provided below.

1. Public Comment

Currently, Arizona Open Meeting Law does not require that a public body offer a call to the public. The public has a right to attend meetings, not participate in meetings. Ariz. Att'y Gen. Op. 78-1. In addition, the public body may not discuss or take action on matters raised during the call to the public that are not specifically identified on the agenda, but may respond to criticism, ask staff to review a matter, or ask that a matter be placed on a future agenda. (AZ Ombudsman

Arizona Revised Statute § 38-431.01(I) "*a public body **may** make an open call to the public during a public meeting, subject to reasonable time, place and manner restriction, to **allow individuals to address the public body on any issue within the jurisdiction of the public body***".

Chapter 2, Article 2-5, Section 2-5-7(C) of the Queen Creek Town Code specifies *"Petitions, remonstrances, communications and comments or suggestions from citizens present at town council meetings shall be heard by the council. All such remarks shall be addressed to the council as a whole, and not to any member thereof. Such remarks shall be limited to three minutes, unless additional time is granted by the council. No person other than the individual speaking shall enter into the discussion without the permission of the presiding officer. No question shall be asked a councilmember except through the presiding officer"*.

Section XII Public Comment of the Town Council's Policies and Procedures (attached) also addresses:

A. Request to Speak on Agenda Items Which Allow Public Comment,
B. Request to Speak during Public Comment (on items not on the Agenda),
C. Other Request to Speak, and
D. Addressing the Town Council

In addition, the following practices from neighboring municipalities are provided for the Council's review and discussion.

City of Chandler

Anyone who chooses to speak before the Council must sign-up no later than 10-minutes prior to the start of the regular council meeting. A Comment Card is provided to the Clerk before the start of the

meeting.

In lieu of speaking, written comments may be submitted to the City Clerk prior to the start time of the meeting or submitted via an on-line form.

The City of Chandler's Rules of Conduct notes *"residents have the right to criticize policies, procedures, programs and services, but speakers must stick to the time limits and stay on topic. Be respectful and courteous to Council, Staff, other speakers, and those in attendance at the meeting. Behavior that fails to yield the floor when the speaker's time is concluded; is not relevant to the agenda item or city business; repeatedly interrupts a Councilmember; disturbs the order of the meeting; involves loud, threatening, hostile, abusive, vulgar or obscene language; and disrupts the council meeting is prohibited. Any speaker or audience member who engages in disruptive behavior may be subject to removal from the meeting. All Councilmembers shall enforce these rules"*.

City of Mesa
Members of the public can address their comments to the Council in the following ways:

- In-person by completing a Blue Speaker Comment Card and providing it to the Clerk prior to the reading of the Consent Agenda at the meeting. Each speaker must be present and is limited to 3-minutes, unless otherwise determined by the Mayor. Citizens may speak on any agendized items and comments should be relevant to the item being discussed. Citizens may speak during *"Items from Citizens Present"* to address the Council on more general issues. There is a limit of three (3) speakers, unless otherwise determined by the Mayor.
- On-line Comment Cards must be submitted prior to 2 p.m. on the day of the meeting to be provided to the Council and made available to the public via the City's website prior to the meeting. Late submissions will be provided to the Council and made available to the public with the City's website the following day.
- Emails to Council regarding agenda items or general issues are always accepted via a designated email address, however they are not published.

City of Tempe
Members of the public are welcome to speak during Public Appearances to address the Council on issues within their jurisdiction. There is a 3-minute limit per speaker. All speaker cards contain the name, city of residence, and the subject of the comment. They are submitted to the Clerk prior to the comment.

- In-person Speaker Cards submissions are required at least 2-hours before the Council Meeting and must indicate if it's a Public Hearing Item or reference the agenda item number. If an item is not listed on the agenda, the Council may not act on the information, but may choose to refer the matter to the City Manager for follow-up.
- Virtual speakers must submit their comments via an online form at least 2-hours before the Council Meeting. Their comments are not read aloud but are entered into the record.

At the conclusion of the Public Appearances portion of this meeting, individual members of the City Council may respond to criticism made by those who have addressed the Council, or may ask staff through the City Manager to review a matter, or place a matter on a future agenda. However, members of the City Council shall not discuss or take legal action on matters raised during Public Appearances unless the matters are properly noticed for discussion and legal action. Please refer to A.R.S. § 38-431.01(H) for more information.

The City of Tempe also notes in their Guidelines of Conduct at City Meetings that *"the City of Tempe is unaware of any legal exception that would provide protection to a speaker for comments made during a public meeting, if such comments constitute slander or defamation under Arizona Law. Members of the public are encouraged to consult their own attorney for further guidance"*.

Town of Gilbert
Members of the public can address the council in the following ways:

- In-person by completing a Comment Card upon arrival and submitting it to the Clerk prior to the start of the meeting.

- On-line Comment Card, however it is limited to Public Hearing Items Only to indicate support or opposition of a Public Hearing Item and must be received by Noon the day of the meeting. Late submissions will not be noted at the meeting.
- Emailing the Town Council by 5 p.m. the day before a Council meeting is held. Emails received by the deadline are shared with the Council but are not read during the meeting. Late submissions are disregarded and not included in the public record.

In summary, the above-referenced public bodies allow for public comment, and although they do not limit speakers to be residents, but do request/require that comments are limited to the public body's jurisdiction.

2. Ceremonial Items

Ceremonial Items can be requested for an upcoming Town Council agenda through a submission form on the Town's website, www.queencreekaz.gov. This form was introduced in April 2023 to streamline and enhance the ceremonial request process; previously, an online form was provided specifically for proclamation requests.

The ceremonial request form includes spaces for the requesting organization or individual to provide information about the type of recognition they are seeking, the number of individuals in attendance, any special requests, contact information, and any attachments (such as a proclamation) relevant to the request. The form provides guidelines indicating that requests must be submitted at least 30 days prior to the requested Town Council meeting and indicates that the Town Council has the ultimate approval authority.

Council support staff receive notices once a request is submitted online. Staff then reviews the application and provides a summary of the requested item in a memo. Memos are generated and provided to the Town Manager to review with Council members during briefings. At this time, Town Council Members have the opportunity to provide any feedback regarding ceremonial items.

If there is an internal request for a proclamation or ceremonial Item, Town staff have the option to complete the online form or contact council support staff to provide a summary. These items are also added to the memo for Council review.

Additionally, the Mayor or Town Council Members may receive external requests and forward them to Council support staff. If the Mayor or Town Council Member wishes to request a ceremonial item, they may ask the Town Manager or Council support staff to add an item to a future agenda, and it will be included in a memo for review at a future Council briefing, time permitting.

If an item is requested less than 30-days in advance and unable to be included in the ceremonial memo for Council, the item is discussed in briefings or discussed with the Mayor, if briefings have already occurred.

The Mayor has the ultimate authority to approve or decline a ceremonial item.

3. Council Attire

The Town Council typically wears business casual attire to Town Council meetings and is not generally bound to a specific dress code. Certain recognitions occurring during the ceremonial portion of the agenda may be affiliated with a specific color. Town Council Members are provided with ribbons and are often notified of the color of the available ribbons for these recognitions; in the event they would like to coordinate their attire.

The current availability of ribbons and their affiliated recognitions is included below:

- *Red*
    - February: Go Red for Women Month
    - October: Red Ribbon Week
- *Orange*
    - Available to be worn in memory of Preston Lord or other recognitions associated with

orange ribbons
- *Purple*
  - August: Drowning Impact Awareness Month
  - October: Domestic Violence Awareness Month
- *Purple & Teal*
  - September: Suicide Prevention Awareness Month
- *Pink*
  - Available to be worn in recognition of Breast Cancer Awareness or other recognitions associated with pink ribbons
- *Red, White & Blue*
  - September: Constitution Week
  - Available to be worn at events reflecting American holidays or remembrances, including the 9/11 ceremony

The Council is also provided with Town-branded attire for use at various events or activities. This includes, but is not limited to: Town-branded Council polos, t-shirts highlighting a Town facility or department (e.g., Queen Creek Recreation Center, Queen Creek State48 shirts), and accessories related to events (e.g., aprons for Pancake Breakfast, Santa hats for QC Hometown Christmas). The Town Council will also be requested to wear certain attire for various photos, including the Town Council holiday photo.

On occasion, Town Council Members have also requested that their fellow Council Members wear certain attire at Town Council meetings to support a specific cause or event. In those instances, the requesting Council Member shares the request with Council support staff, who then shares it with the Council.

Attachment(s):

1. Town Council Policies & Procedures (Rev. 03/2024)
2. Town Council Policies and Procedures.pptx

TOWN OF QUEEN CREEK ARIZONA

2024

Town Council Policies & Procedures



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I. COUNCIL MEETINGS – DATES, TIMES, LOCATIONS, ATTENDANCE BY THE PUBLIC

A. Regular Meetings

Consistent with Town Code Chapter 2, Article 2-5, Section 2-5-1, the Council will hold one regular meeting each month on the first Wednesday at 5:30 p.m. at the Community Chambers, 20727 E Civic Parkway, Queen Creek. A second meeting may be scheduled for the third Wednesday of the month at the same time and location.

B. Other Locations

The Council may, from time to time, elect to meet at other locations and upon such election, shall give public notice of the date, time and location of such meeting in accordance with all provisions of the Queen Creek Town Code and the Arizona Revised Statutes ("A.R.S.").

C. Location During Local Emergency

If, by reason of fire, flood or other emergency, it is unsafe to meet in the Town Hall, the meetings may be held for the duration of the emergency at such other place that may be designated by the Mayor, Vice Mayor or Town Manager.

D. Cancelled Meetings

When the day for any regular meeting falls on a legal holiday, the regularly scheduled meeting shall be held at the same hour on a day other than the legal holiday as determined by the Mayor, Vice Mayor or Town Manager. Council meetings may, from time to time, with adequate notice pursuant to state statutes, be cancelled due to conflicts with other scheduled meetings, events or circumstances. An example of this circumstance is the annual conference of the Arizona League of Cities and Towns. Notice of cancelled meetings will be posted at least 24 hours in advance at the Queen Creek Town Hall, and on the Town's website.

E. Special Meetings and Emergency Meetings

Special meetings and emergency meetings of the Town Council may be called and held from time to time consistent with Town Code Chapter 2, Article 2-5, Section 2-5-2 and the Arizona Revised Statutes.

F. Executive Sessions

Consistent with the Town Code Chapter 2, Article 2-5, Section 2-5-2 and A.R.S. §§ 38-431.02 and 38-431.03, upon a majority vote of the Town Council, the Council may meet in a closed executive session. The subject of the executive session must be noticed on the agenda, but the specific contents of the executive session are not generally subject to open meeting law or public records law as provided under Arizona law.

G. Attendance by the Public

Consistent with Town Code Chapter 2, Article 2-5, Section 2-5-3, and except as specifically provided by A.R.S. §§ 38-431 et seq. for executive sessions, all meetings of the Council shall be open to the public.

H. Norms for Public Participation and Attendance at Meetings

Except as otherwise provided under Arizona Law, meetings of the Council are meetings held in public, not with the public, and "all persons so desiring shall be permitted to attend and listen to the deliberations and proceedings". The Council, may, but is not required to, "make an open call to the public during a public meeting, subject to reasonable time, place and manner restrictions, to allow individuals to address the public body on any issue within the jurisdiction of the public body." In order to allow all members of the public to be able to attend and listen to meetings all persons in attendance shall:

1. Show respect for and civility to everyone in attendance.
2. Respect the opinions and political views of others.
3. Ensure any topic presented is within the jurisdiction of the Town.
4. Not attempt to intimidate any person.
5. Not disrupt the meeting in any way, or interfere with the Council's conduct of the Town's business, or another person's ability to speak, har or participate as appropriate.

Prohibited activities include, but are not limited to, display of signs, loud noises, shouting, foul language, threats, disruptive gestures or motions, celebration, clapping or booing, except as appropriate in support of ceremonial matters on the agenda or as invited or allowed by the Chair. After appropriate warning to a person or group violating any of these norms of conduct, the Chair may have an offending signs, other materials, persons or groups removed from the meeting.

II. NOTICES OF MEETINGS

Consistent with the Town Code Chapter 2, Section 2-6-8 and A.R.S. § 38-431.01, at least 24 hours in advance of any Council meeting the Agenda and Notice of Meeting will be posted at the Queen Creek Town Hall and on the Town's website.

III. QUORUM

Consistent with Town Code Chapter 2, Article 2-5, Section 2-5-4, a majority of the Council shall constitute a quorum for transacting business, but a lesser number may adjourn from time to time and compel the attendance of absent Council Members. In a body of seven members, four members constitute a quorum.

IV. DUTIES OF MAYOR

A. Chair

Consistent with Town Code Chapter 2, Article 2-2, Section 2-2-4, and Article 2-5, Section 2-5-7, the Mayor shall be the Chairperson of the Council and preside over its meetings. The Mayor may make and second motions and shall have a voice and vote in all its proceedings. The Mayor shall also have the authority to preserve order at all Council meetings, to remove any person from any meeting for disorderly conduct, to enforce the rules of the Council and to determine the order of business. The Mayor shall have the power to administer oaths and affirmations.

B. Absence of Mayor

The Vice Mayor shall act as Mayor in absence or disability of the Mayor.

C. Absence of Mayor and Vice Mayor

In the absence or disability of both the Mayor and Vice Mayor, the Council may designate another of its Members to serve as acting Mayor who shall have all the powers, duties and responsibilities of the Mayor during such absence or disability.

D. Mayor to Act as Council Ceremonial Representative

The Mayor has been delegated the responsibility to act as the Council's ceremonial representative at public events and functions. In the Mayor's absence, the Vice Mayor will assume this responsibility. In both the Mayor and Vice Mayor's absence, the Mayor will appoint another Council Member to act as Council ceremonial representative.

V. MINUTES

A. Summary Minutes

Pursuant to A.R.S. § 38-431.01(B), minutes of Council meetings will include the date, time, and place of the meeting, the Council Members recorded as either present or absent, a general description of the matters considered, and an accurate description of all legal actions proposed, discussed or taken, including a record of how each Council Member voted, the names of the Council Members who propose each motion and the names of the persons, as given, who make statements or present material to the public body and a reference to the legal action about which they made statements or presented material.

B. Council Minutes Approval

Minutes of meetings are generally submitted to the Council for approval at the next scheduled meeting.

C. Recordings of Meetings

Work Study and Regular Session meetings are video-taped. These videos can be accessed on the Town's website for a minimum of one (1) year after the date of the posting, in accordance with A.R.S. §38-431.01(J).

VI. RULES OF CONDUCT

A. Addressing Members of the Public and Staff

In general, when addressing members of the public or Town staff, Council Members will direct questions or comments through the Mayor, or the Chair, if the Mayor is absent, and will generally refer to persons as Mr., Mrs., or Ms., followed by their surname.

B. Council Deliberation and Order of Speakers

The Mayor has been delegated the responsibility to control the debate and order of speakers. Speakers are generally called upon in the order the Request to Speak cards are received.

6. With the concurrence of the Mayor, a Council Member holding the floor may address a question to another Council Member and that Council Member may respond.
7. Council Members will limit their comments to the subject matter, item or motion being currently considered by the Council.
8. Council Members will govern themselves as to the length of their comments.
9. Any Council Member wishing to speak must first obtain the floor by being recognized by the Mayor (Chair). The Council Member who seeks the floor when appropriately entitled to do so must be recognized.

C. Suspension of the Rules

As provided in Town Code Chapter 2, Article 2-5, Section 2-5-10, any rules may be temporarily waived or suspended by a majority vote of the Council Members present when it is deemed that there is good cause to do so provided such suspension is not contrary to state statutes.

D. Robert's Rules of Order

The Mayor may, but is not required to, use Robert's Rules of Order as a secondary guide in conduction meetings of the Council, and may seek advice from the Town Attorney as to the application thereof to the situation, but Robert's Rules of Order is a guide only and not in any way controlling.

VII. MOTIONS

Motions may be made by any Council Member, including the Mayor. Any member of the Council Member, other than the Council Member offering the motion, may second a motion.

A. Procedures for Motion

The following is the general procedure for making motions:

1. Before a motion can be considered or debated, it must be seconded.
2. Once the motion has been properly made and seconded, the Mayor shall open the motion for discussion by any Council Member.
3. Once the Mayor determines that the motion has been fully discussed and the Mayor calls for a vote, no further discussion will be allowed, except that Council Members may be allowed to explain their vote.

B. Motion Amendments

1. When a Council Member intends to propose an amendment to a motion or other action on a published agenda for a meeting, that Council Member shall strive to provide notice to the Town Manager at least forty-eight (48) hours prior to the meeting of the proposed amendment. Such notice shall include the text of the proposed amendment.
2. Staff, including the Town Attorney, may advise and assist the proposing Council Member in crafting and presenting the proposed amendment, including providing information concerning any procedural, legal, financial, and/or practical issues related to the proposed amendment.
3. Within a reasonable time, and to the extent reasonably possible following receipt of notice of the proposed amendment, Town staff shall provide notice of the possible proposed amendment to all other Council Members.
4. To the extent reasonably possible, a proposed amendment shall be included in the final published agenda and Council packet.
5. In accordance with Open Meeting Law requirements, discussion with or between a quorum of the Council on any proposed amendment is prohibited until the Council meeting at which the amendment is to be proposed.
6. Nothing in this procedure shall prohibit a Council Member from presenting a proposed amendment to an item on the published agenda at a properly noticed meeting of the Council.
7. When a motion is on the floor and an amendment is offered, the amendment shall be acted upon prior to acting on the main motion.

C. Motion of Direction

A Motion of Direction generally provides staff direction as to the Town Council's request for additional information, corrections/amendments to an Ordinance/Resolution or other such matters, to be presented at a future Council meeting.

D. Ordinances

Motions offering approval of ordinances are deemed to include waiver of full reading and title of the ordinance unless the Council, by a majority vote, requires reading in full (as provided in Town Code Chapter 2, Article 2-6, Section 2-6-23).

E. Voting

Any Council Member at a meeting when a motion comes up for a vote shall vote for or against the measure unless they are disqualified from voting and abstains because of that disqualification. If the vote is a voice vote, the Mayor shall declare the result. Any member of the Council Member or the Town Clerk may request a roll call vote either before or after a non-roll call vote is taken. All votes will be recorded in the minutes of the meeting.

F. Abstention

If a Council Member abstains because of a legal conflict, they are not counted as present for quorum purposes and are not deemed to be "voting" for purposes of determining whether there has been a "majority" vote of those Council Members present and voting.

When a Council Member abstains or excuses themselves from a portion of a Council meeting because of a legal conflict of interest, the Council Member must briefly state the nature of the conflict to be included in the public record.

G. Tie Votes

A tie vote results in the motion failing. Under this circumstance, any Council Member may offer a motion for reconsideration, pursuant to Section

(H) below.

H. Motions for Reconsideration

1. Motions for reconsideration of a matter may be made at the next regular or special meeting following the Council action.
2. For tie votes, to allow for reconsideration of the matter at a future Council meeting, two Council Members shall contact the Town Manager (one Council Member who voted on each side of the issue).
3. A proposed motion for reconsideration at the next succeeding Council meeting must comply with all notice requirements in A.R.S. §S 38-431 et seq.

4. Motions for reconsideration may only be made by a Council Member that voted with the majority of the Town Council on the action proposed to be reconsidered by the Council.

VIII. OPEN MEETING LAW VIOLATIONS

Consistent with Town Code Chapter 2, Article 2-5, Section 2-5-3, and except as specifically provided by A.R.S. §§ 38-431 et seq. for executive sessions, all meetings of the Council shall be open to the public.

Meetings that at any one time involve only a portion of a legislative body, but eventually involve a quorum are in violation of Arizona's Open Meeting Law. These meetings deprive the public the opportunity for meaningful contribution to the decision-making process.

These meetings may occur when Council Member A contacts Council Member B, B contacts C, C contacts D, and so on, until a quorum of the Council is involved and shares the comments of other Council Members in an attempt to reach consensus or determine the direction on an item that may appear before the Council. An elected official has the right to confer with another elected official about public business, but if and when a "collective concurrence as to action to be taken" is reached, there is an Open Meeting Law violation.

Council Members are encouraged to consider this possibility when discussing a matter that may lead to Council Action with another elected official. If the Council Member needs any clarification on a possible violation, they should contact the Town Attorney.

IX. CONFLICT OF INTEREST

Pursuant to A.R.S. §38-503 (A) and (B), a conflict of interest may occur when:

1. Any public officer or employee of a public agency who has, or whose relative has, a substantial interest in any contract, sale, purchase or service to such public agency shall make known that interest in the official records of such public agency and shall refrain from voting upon or otherwise participating in any manner as an officer or employee in such contract, sale or purchase.
2. Any public officer or employee who has, or whose relative has, a substantial interest in any decision of a public agency shall make known such interest in the official records of such public agency and shall refrain from participating in any manner as an officer or employee in such decision.

As defined by A.R.S. § 38-502(9), a "relative" includes:

1. The spouse, child, child's child, parent, grandparent, brother or sister of the whole or half blood and their spouses and the parent, brother, sister or child of a spouse.

   Whenever reasonably possible, the Town Attorney must be contacted prior to any meeting where a potential conflict of interest may occur.

X. PUBLIC HEARINGS

A. Public Hearing Procedure

Matters noticed for Public Hearing will be held in the order as posted and will continue until the Council has made a decision. Members of the public have a right to speak on all matters where a Public Hearing is required by state or federal law. These include, but are not limited to, zoning and rezoning of real property, budget approval and annexation hearings. Public Hearing items are marked as such on all Council agendas. The Council procedure for the conduct of a Public Hearing is generally as follows:

1. Staff presents its report.
2. Council Members may ask questions of staff.
3. The Mayor opens the Public Hearing.
4. The applicant has the opportunity to present comments, testimony or arguments to the Council.
5. The Mayor asks for public comment. Anyone wishing to speak must complete and present to staff a Request to Speak card.
6. The applicant is given an opportunity for rebuttal or concluding comments.
7. The Public Hearing is closed. No other public comment may be taken.
8. The Council deliberates on the issue and takes action.
9. The Mayor announces the final decision of the Council.

B. Continuance of Public Hearings

Any hearing being held or noticed to be held at a Council meeting, may be continued to a subsequent meeting upon a motion made by a Council Member and approved by a majority of those present and eligible to vote, or by a notice of continuance.

C. Public Discussion at Public Hearings

When a matter for Public Hearing comes before the Council, the Mayor will open the Public Hearing. Before any motion is considered, the Mayor shall ask the public in attendance if there are any persons who wish to speak on the matter.

1. Any person desiring to speak shall make his/her presence known to the Mayor by completing a Request to Speak card. The Mayor will call each person to speak in the order that the requests were received. No person may speak without first being recognized by the Mayor. All comments must be relevant to the issue being considered.
2. To avoid repetitious remarks from a large group, a designation of a spokesperson is encouraged. Additional time may be permitted for the spokesperson to address the Council.

3. Council Members may ask questions of the speakers or of each other, but only after being recognized by the Mayor. Discussion or comments with the speaker shall be limited to a question or questions, rather than ongoing dialogue.

D. Written Materials for Public Record

All persons interested in a matter noticed for Public Hearing shall be entitled to submit written comments. The Town Clerk will include all written comments submitted to the Town in the record. Written comments or petitions will be noted, read aloud or summarized.

E. Final Action

At the discretion of the Mayor (or Chair), unless published as a public hearing, Members of the public may address the Council prior to the Council taking final action on an item. Such final action may include approval of an ordinance or resolution, or a motion made and seconded, and voted upon by the Council.

XI. DISCUSSION OR DIRECTION

Public comment generally will not be taken on items that are placed on the agenda solely for Council discussion or for the purpose of obtaining direction to the staff, and which are not scheduled for Final Action. These items will be so noted on the agenda. No decisions or actions can be taken on these items until such time as they are posted for Public Hearing and/or Final Action.

XII. PUBLIC COMMENT

A. Request to Speak on Agenda Items Which Allow Public Comment

Individuals or groups wishing to speak on an agenda item where public comment is not otherwise allowed should fill out a Request to Speak card and specify on the card the agenda item they wish to provide public comment on, and provide that card to the Town Clerk.

B. Request to Speak during Public Comment (on items not on the Agenda)

Pursuant to A.R.S. § 38-431.01(H), the Town Council may not discuss, deliberate or vote on any matter raised during the Public Comment. The Council may however, request that an item be put on a future agenda for discussion and consideration. A Town Council Member may respond to a remark of criticism directed to that Town Council Member.

1. Comments in writing are accepted and will be kept as part of the record. A copy of the written comment will be provided to each Council Member if received prior to the meeting.
2. To avoid repetitious remarks for a large group, a designation of a spokesperson is encouraged. Additional time may be permitted for the spokesperson to address the Town Council.

These rules are not exhaustive and do not limit the inherent power and legal authority of the Town Council, or its presiding officer to govern the Town Council meetings.

C. Other Requests to Speak

Individuals or groups wishing to speak on an agenda item where public comment is not otherwise allowed should fill out a Request to Speak card and to specify on the card the matter they wish to discuss. The Mayor may, in their sole discretion, ask the Council if it wishes to suspend the rules and allow the individual or group to speak. If a motion is made, seconded, and approved by a majority of the Council present at the meeting to suspend the rules, the speaker will be allowed to address the Council.

D. Addressing the Town Council

All remarks should be addressed to the Council as a whole. Questions should be directed to the presiding officer who will determine whether or in what manner an answer will be provided.

XIII. COUNCIL MEETING AGENDA

A. Order of Agenda

The business of the Town Council at its meetings will generally be conducted in the following order:

1. Call to Order
2. Roll Call
3. Pledge of Allegiance
4. Invocation/Moment of Silence
5. Ceremonial Matters
6. Committee Reports
7. Public Comments
8. Consent Agenda
9. Public Hearings Consent Agenda
10. Public Hearings
11. Items for Discussion
12. Final Action
13. Adjournment

B. Ceremonial Matters

Special Awards, introductions and presentations are given at this time by the Town Council. Citizens may also make formal ceremonial presentations to the Town Council at this time.

Proclamations for presentation will be limited to the first Council meeting of the month, except when the first meeting is cancelled. Proclamations must be submitted via the Town's website at least 30-days in advance of the target Council meeting.

C. Committee Reports

This is the time that a Council Member or Committee Chair will make reports on conferences, committee meetings, events or other items that the Town Council may submit.

D. Public Comment

Members of the public may address the Town Council on items not on the printed agenda during this time; however, these items must be within the Town Council's jurisdiction. There is a three-minute time lime limit. Additional provisions and guidelines for public comment are addressed in Section XII above.

E. Consent Agenda and Public Hearing Consent Agenda

Items on the Consent Agenda are considered routine and are enacted by one motion and one vote. If Town Council or staff removes an item from the Consent Agenda, discussion on that item will take place after the vote on the remaining items on the Consent Agenda.

A member of the public may ask that a Public Hearing item listed on the Public Hearing Consent Agenda be removed for comment. A motion and vote will be required on any item pulled from the Public Hearing Consent Agenda.

F. Items for Public Hearing, Final Action or Discussion

In accordance with the Arizona Open Meeting Law, the Town Council may not discuss or take action on any item not posted on the agenda twenty-four (24) hours prior to the meeting.

G. Adjournment

After all items on the agenda are discussed and acted upon, the Mayor, or Chair, if the Mayor is absent, will adjourn the meeting.

XIV. AGENDA SETTING PROCESS

1. When the Council wishes to request specific items/issues be placed on the agenda for discussion/action, the Council may do so upon a request sent to the Town Manager by the Mayor or at least two Council Members.
2. Items may be placed on the agenda for discussion or deliberation, or for final action.

3. Agenda items that would change the Town Code or regulations will be agendized as an item for discussion at least one meeting prior to being agendized as an item for Final Action.
4. On the Thursday, two weeks prior to the week of the Town Council meeting, or on another day as determined by the Town Manager, an agenda setting meeting will be held for the purpose of placing items on the agenda. The Town Manager, Department Heads and Town Clerk attend this meeting. The Mayor may participate via the telephone or in person. The Town Attorney attends this meeting and reviews the agenda prior to the printing.
5. The agenda will be published on the Monday or the next Town Business Day one week prior to the week of the Town Council meeting.
6. When a request for an item to be placed on the agenda by the Mayor or at least two Council Members is received by the Town Manager after the agenda has been published, that item will be placed on the next following or later agenda, unless the item requires discussion and/or action at the currently agendized meeting (an "Emergency Item").
7. Notice of an emergency item will be given by the Town Manager or their designee to the Mayor and Council Members as soon as reasonably possible.

XV. COMMITTEES

A. Formation

Town Committees are formed on an as-needed basis and shall have a clearly defined purpose. The Town Council may appoint up to two Council Members to serve as non-voting liaison members. A Chair and Vice Chair shall be selected from the voting members on the committee. The selection of Chair and Vice Chair shall be ratified by the Town Council.

B. Powers, Duties, and Responsibilities

Town committees shall have the following powers, duties, and responsibilities:

1. At the start of each new fiscal year, every Town committee shall receive annual approval of its 12-month work program by the Town Council. A copy of the 5-year capital improvement plan (CIP) budget associated with items in the work plan shall be attached to the work program.
2. Committees, boards and commissions involved with any capital project, shall receive direction concerning developing scopes of work for projects from the Council prior to engaging in any planning, prioritization and/or community outreach efforts.
3. Committees shall keep and submit meeting summaries or minutes to the Town Council for information following an official committee meeting. Meeting summaries must be Included in the weekly packet.

4. Advise the Town Council on matters pertaining to the designated committee and work program approved by the Town Council.
5. Advise the Town Council on the status of its annual work program and achievement of various initiatives set forth by the Town Council for implementation.
6. Advise the Town Council on matters of public policy affecting the community at-large as it relates to the function and mission of the designated committee and its work program.
7. Advise the Town Manager on issues pertaining to operations and administration of the Town organization.
8. Committee members may only serve as a voting member on committee at a time, regardless of whether the committee is an internal or external committee. For example, a citizen may not serve as a Town Council- appointed member of a Town-created internal committee and a Town Council-appointed member/representative on a non-Town-created external committee at the same time.
9. The Town Council may, from time to time, appoint members of internal or external committees to serve on a task force based on their knowledge of the task force's specific objective. Serving on a task force does not preclude an individual from serving as a voting member of an internal or external committee.
10. When speaking or writing regarding a matter within the jurisdiction of a committee, members of the committee shall represent the official policies or positions of the board, commission or committee on which they serve to the best of their ability. When presenting their individual opinions and positions, committee members shall explicitly state that the opinions they are expressing are their own, do not represent the views or opinions of the Town of Queen Creek or a committee, board or commission of the Town, and shall not suggest that the opinion they are expressing is the opinion of the Town.

C. Council Member Appointments and Assignments

The Mayor appoints and the Town Council confirms Council Member assignments to outside agencies, committees, task forces and liaison roles.

D. Council Member Participation in Community Activities

From time to time, Council Members may choose to participate in community activities, committees, events and task forces. When a Council Member participates in these types of activities, the Council Member is acting as an interested party rather than acting on behalf of the Town Council. Acting or participating on behalf of the Town Council is limited to those instances when the Town Council has formally designated that Council Member as its representative for the matter.

XVI. ADMINISTRATIVE SUPPORT FOR COUNCIL

A. Mail

All mail addressed to Council Members, whether business related or personal, is delivered to the Management Specialist in the Town Manager's Office and distributed to their mailbox.

All mail should be addressed to:

Honorable Mayor and/or Council Member(s)
c/o Town of Queen Creek
22358 S Ellsworth Road
Queen Creek, AZ 85142

B. Mail Addressed to the Mayor

All mail addressed to the Mayor, whether business related or personal, is delivered to the Management Specialist in the Town Manager's Office. All mail addressed to the Mayor will be distributed to the Mayor's mailbox.

C. Council Correspondence

All correspondence to other government agencies or political subdivisions from Council Members written with Town resources (letterhead, staff support, postage, etc.) should reflect the position of the majority of the Town Council and not the individual Council Member's position. All correspondence using Town resources shall be copied to the full Town Council and the Town Clerk for public records purposes. Personal recommendations or thank you notes do not need to be copied.

D. Clerical Support

The Town Manager's Office will coordinate any support requested by a Council Member, including typing of correspondence or mailings. All correspondence prepared on behalf of Council Members will be on Town letterhead and shall reflect the majority opinion and/or position of the Town Council, and shall be copied to the full Town Council.

E. Personal Correspondence

Correspondence reflecting personal positions shall be prepared on personal stationary and sent at the Council Member's personal expense. When signing external correspondence, it is the personal responsibility of Council Members to ensure there is not a violation of Open Meeting Law with the signature of a majority of the Town Council.

F. Council Notification of Significant Incidents

The Town Manager will coordinate the notification to the Town Council of major crime, fire, or other incidents in the Town. This may be accomplished by telephone, pager, fax or any other electronic means.

XVII. COUNCIL/STAFF RELATIONS

A. General

1. There shall be mutual respect from both staff and Council Members of their respective roles and responsibilities.
2. The Town Council acknowledges and supports the Town Council/Manager form of government. Town staff shall acknowledge the Town Council's role as policy makers and the Town Council shall acknowledge the Town Manager's role of administering the Town Council's policies.
3. If a Council Member requests staff research on any issue requiring over eight hours of staff work, without first seeking approval of the entire Town Council at a public meeting, then the Town Council Member shall be notified of the need for more than eight hours of staff work by the Town Manager.
4. No Council Member shall request a written legal opinion from the Town Attorney without first seeking direction from the Town Council at a public meeting, which may include an executive session, except that requests for legal opinions regarding potential or actual conflicts of interest may be sent to the Town Manager, who will then send such requests to the Town Attorney without prior direction from the Town Council.
5. Information requested by a Council Member will be shared with the entire Town Council.

B. Litigation

When a claim is made or a lawsuit is filed against the Town and/or a Town officer, official or employee, it is critically important that communications are conducted in a manner that protects the Town's interests and privileges and guards against inadvertent violations of applicable conflict of interest and/or open meeting law.

To that end, when a claim is made or a lawsuit is filed against the Town, individual Council Members shall not communicate directly with any Town staff member regarding the litigation.

1. A Council Member who wishes to obtain information concerning the status of the litigation is authorized to discuss the inquiry with the Town Attorney. The Town Attorney may request that the question or concern be submitted in writing. In regard to case status, the Town Attorney will obtain current information, either from defense counsel or from Town records and/or staff. The information will be provided, to all Council Members.
2. A Council Member who has questions about the handling or a claim or lawsuit, or the involvement of one or more staff members in the litigation, is similarly authorized to discuss the inquiry with the Town Attorney, who may request that the question or

concern be submitted in writing. The Town Attorney will review the question or concern, and will recommend one of the following options to the Town Council:

a) That the Town Attorney undertakes an investigation of the matter. Such investigation may include, but shall not be limited to:

(1) Review of documents relating to the matter;

(2) Conference(s) with the attorney(s) representing the Town in the matter;

(3) Interview(s) of employees who were involved in the matter that gave rise to the lawsuit, or who may be called upon to participate in the lawsuit, whether by deposition, direct testimony, or otherwise; and

(4) Such other steps as the Town Attorney deems reasonably necessary to carry out the investigation.

b) That the Town Attorney refer the matter to an independent third party for investigation; or

c) The Town Attorney may respond directly to the inquiry.

1. After determining which option is most appropriate under the specific circumstances, the Town Attorney will recommend that option to the Town Council in writing. Upon receiving direction from the Town Council, the Town Attorney will take the steps necessary to investigate or otherwise respond to the matter, and provide the Town Council with an approximate date by which the Town Council will be informed of the outcome of the investigation, if any.
2. If any Council Member is not satisfied with the action taken by the Town Attorney, the Council Member may request that the Mayor schedule the matter for discussion by the Town Council. This discussion may occur in executive session, if necessary and appropriate.
3. When the investigation, if any, has been concluded, a summary will be provided to the Town Council.

C. Personnel Investigations by the Town Attorney

From time to time, questions may arise concerning whether certain procedural matters have been handled appropriately by Town staff. Because of the potential seriousness of such questions, the following process shall be followed when such questions or concerns arise:

1. In the event of a concern (or suspicion) that a Town employee has committed an act of misfeasance, malfeasance or nonfeasance (as further defined in this policy), or committed an illegal act, the concern or suspicion should be reported to the Town Attorney, who may request that the report be made in writing. All other personnel

matters are subject to investigation and disciplinary action, where warranted, as provided in the Town's Employee Handbook.

2. After reviewing the allegation, suspicion or concern, the Town Attorney will recommend one of the following options to the Town Council:

   a) That the Town Attorney undertake an investigation of the allegation, suspicion or concern. Such an investigation might include, but not be limited to:

      (1) Interview(s) of the staff member suspected of mishandling a matter, as well as other staff members who are aware of the matter;

      (2) Review of any documents relating to the allegation; and

      (3) Such other steps as the Town Attorney deems reasonably necessary to carry out such an investigation.

   b) That the matter be referred to the Town Manager's Office for investigation by that office (for example, when the allegation concerns a non-managerial employee, it may be appropriate for the employee's director to undertake the investigation, at least in the first instance);

   c) That the matter be referred to an independent third party for investigation; or

   d) That the Town Attorney responds directly to the allegation (where investigation is required).

1. After determining which option is most appropriate under the specific circumstances, the Town Attorney will recommend that option to the Town Council in writing. Upon receiving direction from the Town Council, the Town Attorney will take the steps necessary to investigate or otherwise respond to the matter, and provide Town Council with an approximate date by which the Town Council will be informed of the outcome of the investigation, if any.

2. If any Council Member is not satisfied with the action taken by the Town Attorney, the Council Member may request that the Mayor schedule the matter for discussion by the Town Council. This discussion may occur in executive session, if necessary and appropriate.

3. When the investigation, if any, concludes, a summary will be provided to the Town Council.

As used in this policy:

"Malfeasance" means wrongful conduct that the person has no legal right to do, and which affects, interrupts or interferes with performance of official duty.

"Misfeasance" means the improper performance of some act which the person may do, or obligated to do, lawfully.

"Nonfeasance" means the knowing failure to perform an act which ought to be performed, omission to perform a required duty at all, or total neglect of duty which is required by law.

XVIII. COUNCIL RELATIONS WITH OTHER GOVERNMENTS, COMMITTEES, AND GROUPS

1. Individual Council Members shall have the right to attend commission or board meetings but shall not speak or become involved in the meeting discussion unless the Council Member is the appointed liaison to that commission or board (meaning the Council Member may not participate in the ongoing dialogue of the commission or board). Council Members are allowed to address the commission or board as a citizen during public comment. If a Council Member appears before a commission or board as a citizen, comments must be relative to the issue being discussed and may not refer to their position as a Council Member in making comments.
2. If a Council Member appears before another government agency or organization to give a statement on an issue affecting the Town, and the Town Council has taken formal action related to an issue, the Council Member must first provide the majority position and opinion of the Town Council. Personal opinions and comments may be expressed only if the Council Member clarifies that the statements do not represent the position of the Town Council. and, where applicable, if there is a disclosure that the Town Council has not taken formal action on the matter. More specifically:
    a) If a Council Member desiring to provide a personal statement or opinion on a matter, whether or not the statement is made to an organization in Arizona or at the Federal level, then the Council Member shall identify that the statement is their personal opinion. The Council Member can use their title as "Council Member" in this communication. The statement shall be provided on personal stationary only, not Town-issued letterhead.
    b) A Council Member may provide a statement that represents the position of the Council as a whole, if that statement has been acted upon in a public meeting. Providing this communication can be done on Town letterhead, with the Council Member's title, and with the assistance of Town staff.
    c) A Council Member may provide their name and title on a petition or statement of support or opposition that is provided to a Council Member which is unrelated to Town business or matters which may come before the Town Council or other Town Committees.
    d) Council Members must also avoid having a majority of Council Members sign or have their names on any petitions or statements in support or opposition.
3. Nothing in this subsection shall be construed as limiting the Mayor's ability to act as the Town spokesperson in such situations where the Mayor serves as the official representative of the Town for regional issues, or for statewide issues as approved by

the Town Council with passage of the Legislative Guiding Principles and/or the Corporate Strategic Plan.

XIX. COUNCIL NORMAS AND PROTOCALS

A. Norms and Protocols

In order to guide current and future elected officials in interaction with each other, staff and the general public, the Council has adopted the Queen Creek Town Council Norms and Protocols attached as Exhibit A and incorporated herein.

B. Separate Amendment

The Queen Creek Town Council Norms and Protocols are meant to be a freestanding dynamic document that may be considered and amended by the Council separately from these Council Policies and Procedures.

Revision History

Resolution 270-02	01/16/2002	Adoption
Resolution 734-08	05/07/2008	Public Comment, Committee Appointments
Resolution 816-09	12/16/2009	Various Amendments
Resolution 860-10	11/03/2010	Tie Votes
Resolution 938-13	04/17/2013	Committee Appointments
Resolution 971-13	12/04/2013	Committee Appointments
Resolution 1052-15	05/20/2015	Meeting Start Time Agenda Format
Resolution 1067-15	08/05/2015	Litigation
Resolution 1066-15	09/02/2015	Personnel Investigations
Resolution 1233-18	10/17/2018	Committees
Resolution 1441-22	02/02/2022	Various Amendments
Resolution 1467-22	06/01/2022	Various Amendments
Resolution 1514-22	12/21/2022	Council Meetings – Dates, Times, Locations and Attendance by the Public, Council Normas and Protocals
Resolution 1583-24	03/20/2024	Agenda Setting Process

Discussion on Town Council Policies & Procedures



Public Comment



Ceremonial Items



Council Attire

TOWN OF QUEEN CREEK ARIZONA

TO: **HONORABLE MAYOR AND TOWN COUNCIL**

FROM: **CONSTANCE HALONEN-WILSON, COMMUNICATIONS & MARKETING MANAGER**

RE: **CONSIDERATION OF THE TOWN'S PARTICIPATION IN EVENTS RELATED TO AMERICA'S 250TH BIRTHDAY.**

DATE: **January 30, 2026**

Suggested Action:

Discussion Only

Discussion:

Discussion:
This staff report identifies opportunities for the Town to celebrate and participate in activities and events related to America's 250th birthday. These include ideas generated by staff after review of the national America250 initiative meant to engage Americans in communities across the country in celebrations for the semiquincentennial. Additionally, it provides information for consideration of participation in Global Youth Service Day.

Background Information:

Global Youth Service Day
Global Youth Service Day is the longest-running youth participation event in the world and will take place for the 38th year April 24-26, 2026. Global Youth Service Day is coordinated by Youth Service America, an organization with the goal of increasing youth involvement by encouraging young people, age 5-25, to engage in campaigns and events aimed at issues in their local communities.

Examples of projects that took place in 2025 in honor of Global Youth Service Day include: the Great American Cleanup, National Volunteer Week, National Week of Conversation, Earth Day, National Youth Violence Prevention Week, National Student Leadership Week and Kids to Parks Day.

There are many Global Youth Service Day projects that are planned in April that individuals and organizations can choose to participate in, or partners can develop their own service projects and register them on the national site.

This April, the Town is currently offering or participating in the following, and can look into registering one (or more) with the Global Youth Service Day organization:

April 22: service project for Earth Day with a local school and Grounds staff

April 4, 18 and 25: Water-Smart workshops

April 18: QC Recycles event

April 16: For Our Town meeting

April 9: annual volunteer appreciation dinner

April 22: emergency preparedness presentation

April 8: the East Valley Mayors' Prayer Breakfast

April 25: Queen Creek Rotary Club Run for Resilience (supported by Town nonprofit grant funds)

The two class projects for Citizen Leadership Institute will also be wrapping up in April. An opportunity may also exist to involve the Mayor's Teen Advisory Committee in hosting or participating in an already-existing service event.

America250
As the United States is celebrating its semiquincentennial in 2025, communities throughout the country are encouraged to recognize the anniversary and participate in and/or create their own celebrations and recognitions. The State of Arizona has initiated the Arizona America250 commission and neighboring municipalities are hosting events and activities in coordination.

Staff have identified unique opportunities for the Town of Queen Creek to highlight America's 250th birthday through a combination of already-occurring and newly-created events and activities throughout the upcoming year.

These suggested events and programs would include the following, which are a small collection of ideas that would involve participation from many Town departments. The proposal is to identify 25 items in honor of America250.

- Issue a proclamation at a Town Council meeting in honor of the semiquincentennial
- Light Town facilities red, white and blue in July
- Highlight America250 as part of council remarks throughout the year - State of the Town, Roots n' Boots, Chamber Dinner, veteran events in coordination with American Legion/San Tan Memorial Gardens
- Promote Queen Creek Library participation in Arizona Library Read250 program
- Host story times at the Queen Creek Public Library offered by Town Council Members and Town staff with books focused on US history
- Promote a health related activity (walk for 250 minutes, complete 250 laps, etc.) at the Recreation & Aquatic Center, or something similar
- Highlight America250 at the Fourth of July Splash Bash at the Queen Creek Aquatic Center
- Enhance the Town's celebration of Constitution Week, including issuing a prompt related to America250 for the student art and poetry contest
- As voter outreach is an initiative of America250, have Maricopa County and Pinal County representatives highlight this as part of a scheduled presentation to the Citizen Leadership Institute and offer representatives opportunities to table at community outreach events, including What's Poppin' in QC
- Invite Arizona America250 to table at community outreach events in 2026, including Pancake Breakfast
- Highlight America250 as part of the Founders' Day celebration in September
- Coordinate a lecture or activity for the Senior Program related to American history
- Work with Mayor's Teen Advisory Committee to hold a service project
- Host "Moments that Made Us," the on-demand exhibition that will be featured in organizations nationwide
- Collaborate with Town partners like the San Tan Historical Society to promote events/programs they are hosting in recognition of America250

Opportunities for promotion and engagement would include creating a landing page on the Town's website, social media posts, signage at facilities where events and programming are occurring and including information in Town materials like QC Current and Creek Peek e-newsletter. Events and activities specific to the Town may also be submitted to the Arizona America250 event calendar.

Fiscal Impact:

A fiscal impact has not been identified, as most opportunities identified tie into existing Town activities and events.

Attachment(s):

1. America250.pdf

Discussion on Town Participation in America250

- Global Youth Service Day
- QC's 25 for America250
  - CLI group projects
  - America's Potluck







TOWN OF QUEEN CREEK ARIZONA

TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: BRUCE GARDNER, TOWN MANAGER

FROM: DAVE LIPINSKI, PE, CIP DEPARTMENT DIRECTOR

RE: REVIEW OF NEW TOWN FACILITIES PROGRAMMED IN FY2027 AND FY2028.

DATE: January 30, 2026

Suggested Action:

This item is for discussion only.

Relevant Council Goal(s):

Superior Infrastructure - Capital Improvement Program

Discussion:

As the Town continues to grow, Town facilities, services and staff will continue to grow to meet the increasing demand for services. This presentation is a review of the new Town facilities that are preliminarily programmed in the upcoming CIP budget for FY2027.

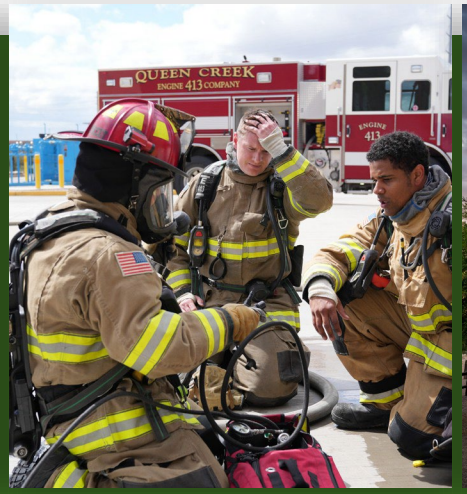
Attachment(s):

1. FY27 Town Facilities Presentation.pdf

TOWN OF QUEEN CREEK ARIZONA









Forecasted Town Facilities

Dave Lipinski PE, Capital Projects Director

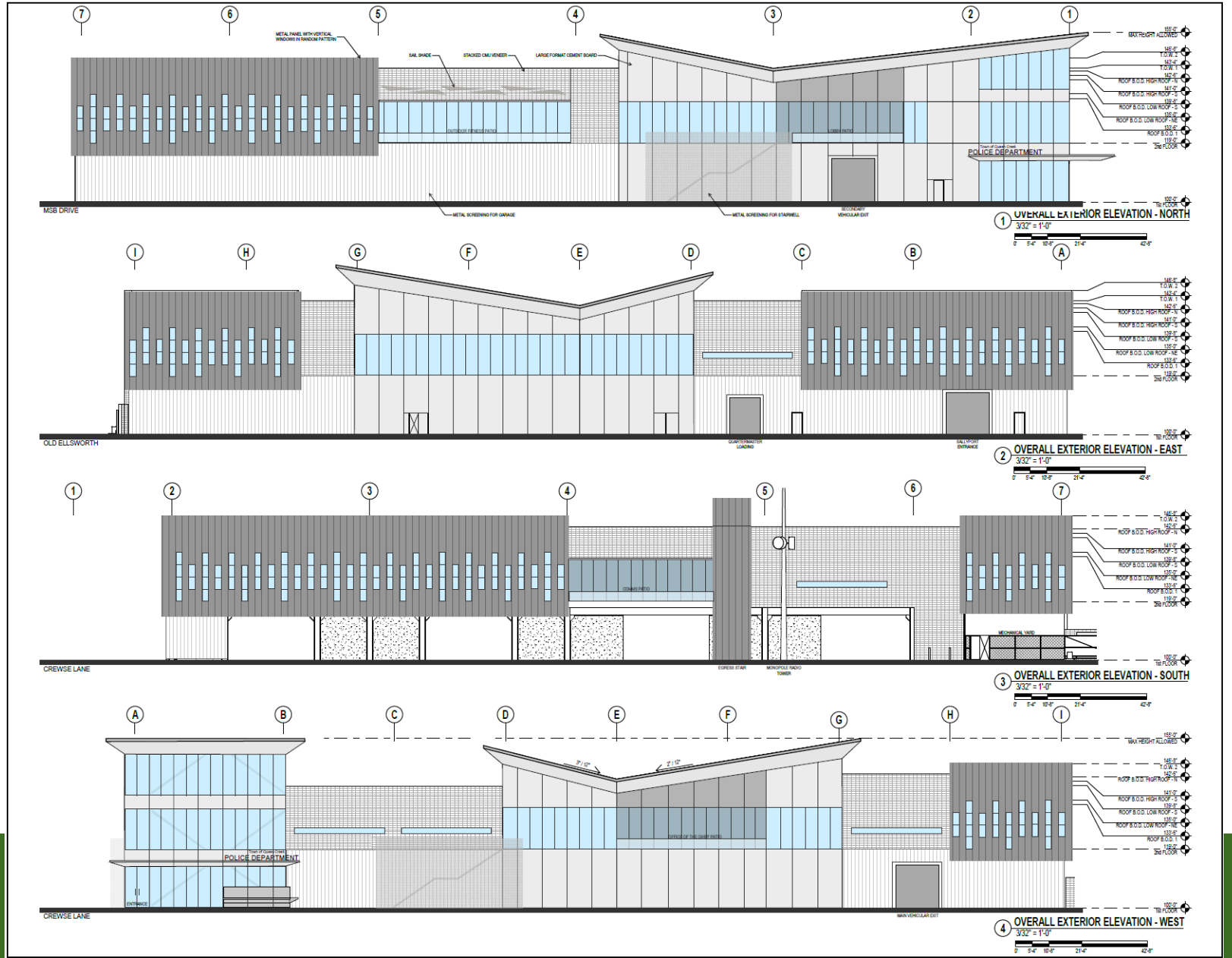
Town Facilities FY27

Proj. No.	Project	Budget
MF020	Police Department Headquarters	$96,000,000
MF026	FOF – New Fleet Building	$19,000,000
MF027	Fire Station #6	$27,166,162
	Total	$142,166,162

MF020 - Police Department Headquarters



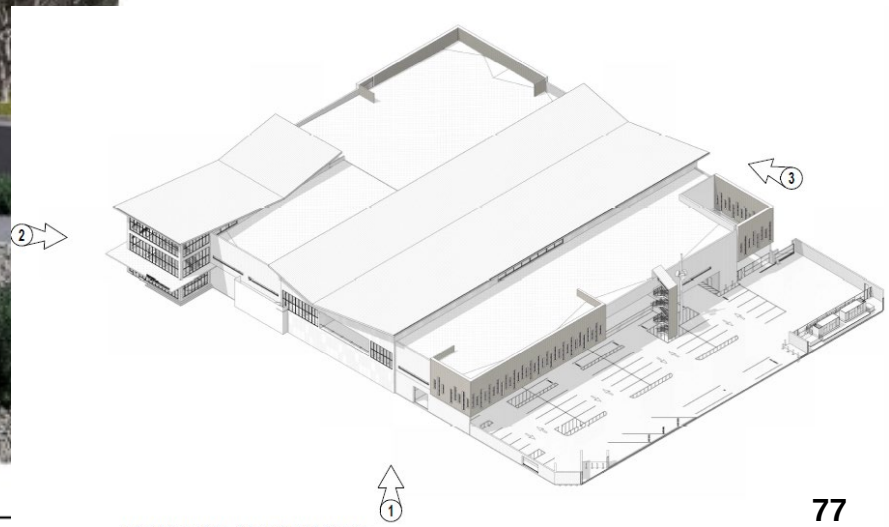
MF020 - Police Department Headquarters



MF020 - Police Department Headquarters



1 PERSPECTIVE VIEW - SOUTHWEST CORNER LOOKING NORTHEAST

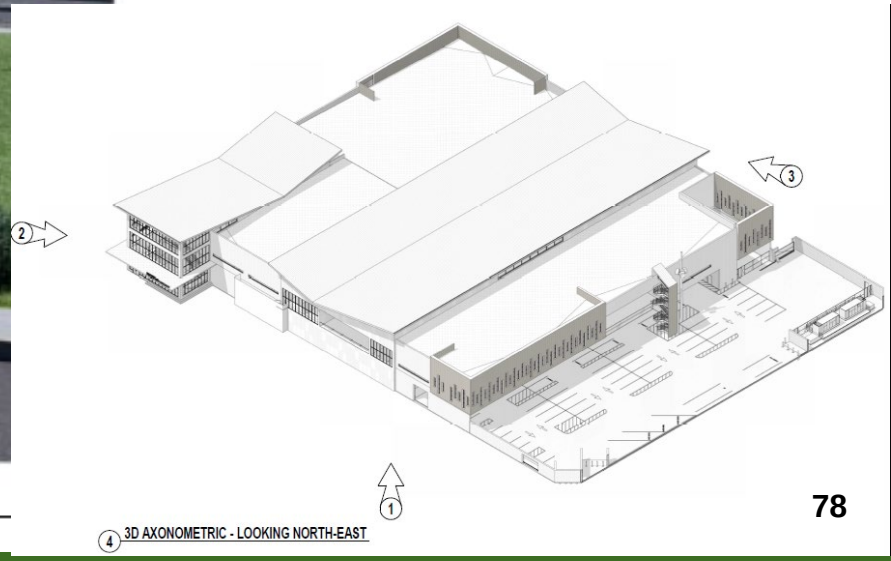


4 3D AXONOMETRIC - LOOKING NORTH-EAST

MF020 - Police Department Headquarters



2 PERSPECTIVE VIEW - NORTHWEST CORNER LOOKING SOUTHEAST

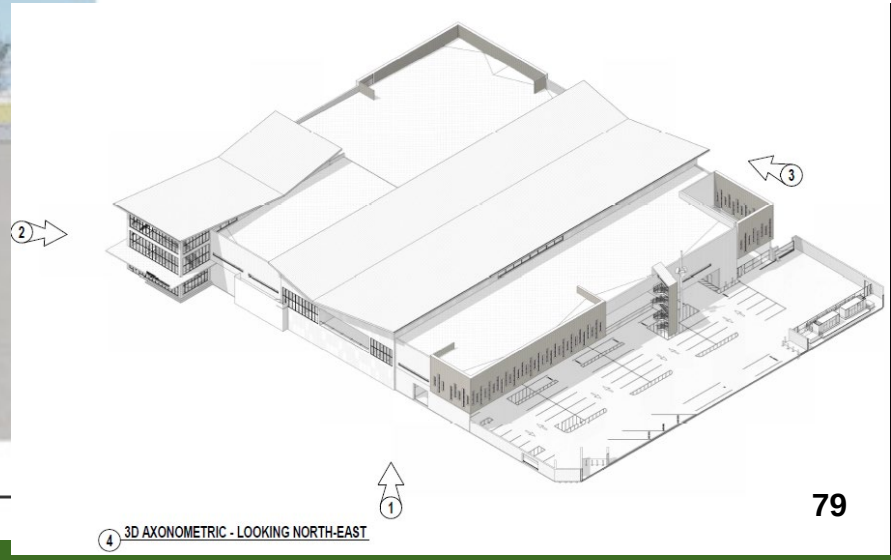


4 3D AXONOMETRIC - LOOKING NORTH-EAST

MF020 - Police Department Headquarters

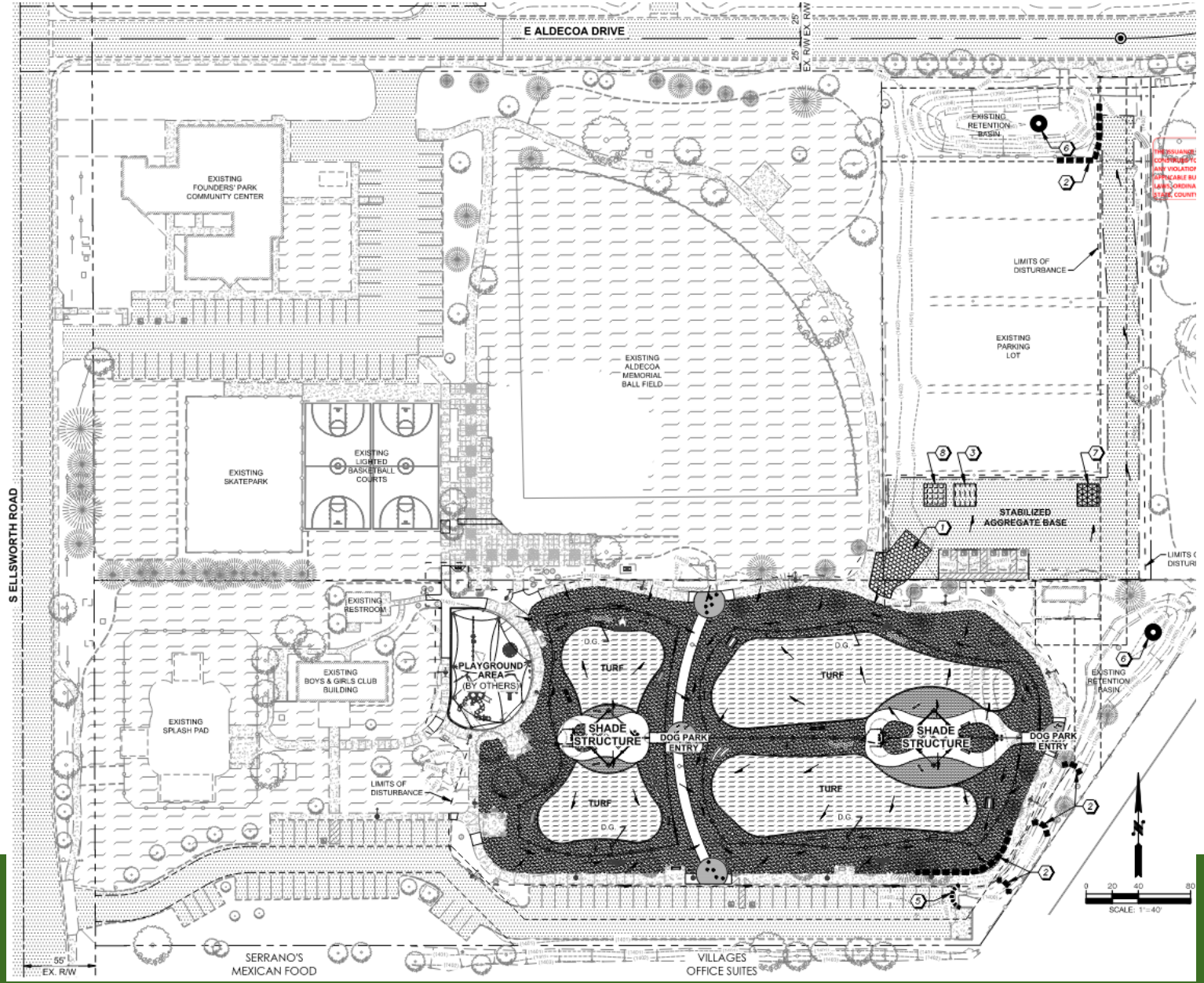


3 PERSPECTIVE VIEW - SOUTHEAST CORNER LOOKING NORTH ALONG OLD ELLSWORTH ROAD



4 3D AXONOMETRIC - LOOKING NORTH-EAST

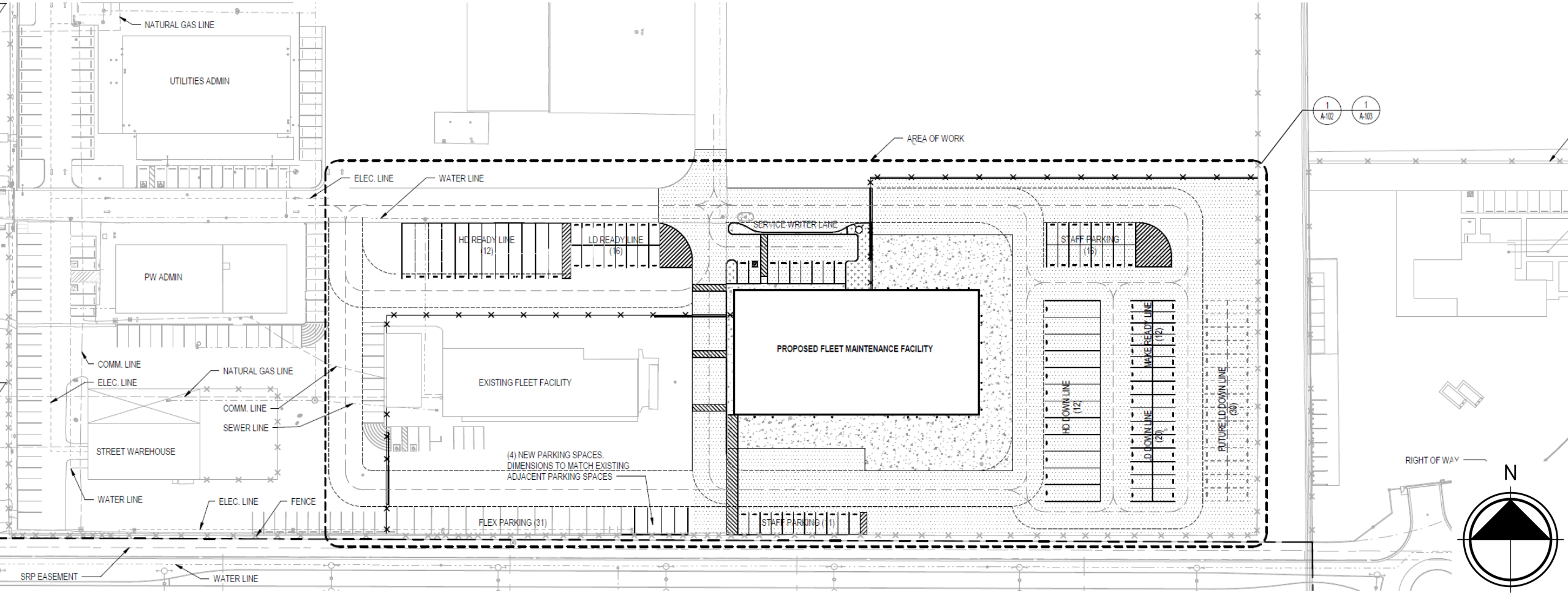
P0702 – Founders Dog Park Relocation



MF026 – FO F Fleet Building

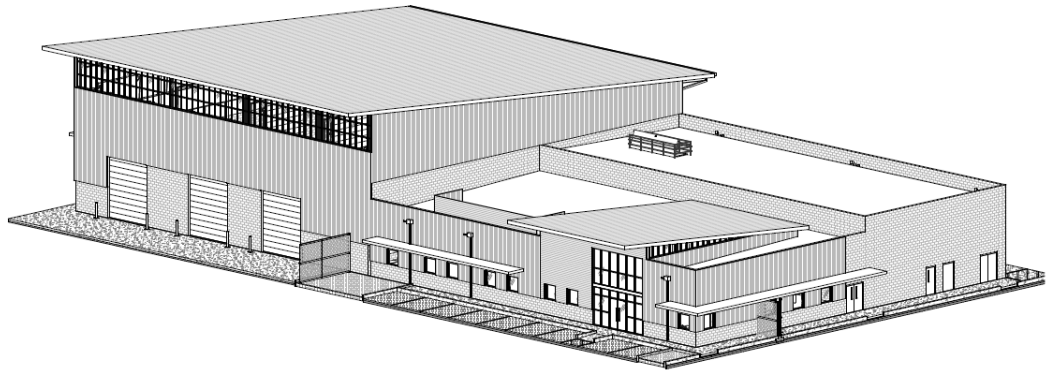


MF026 – FO F Fleet Building

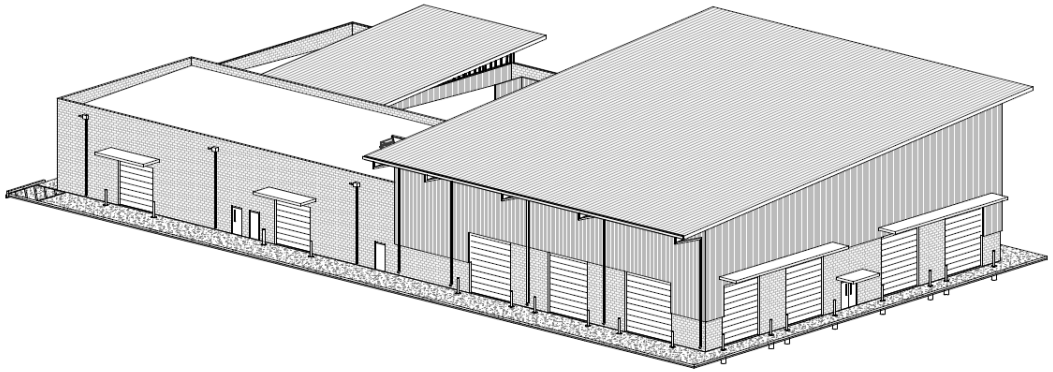


MF026 – FO F Fleet Building

TOWN OF QUEEN CREEK ARIZONA



1 3D AXONOMETRIC VIEW - NORTHWEST



2 3D AXONOMETRIC VIEW - SOUTHEAST

Arrington Watkins Architects

3003 North Central Ave, Suite 2400
Phoenix, Arizona 85012
Telephone: (602) 279-4373
Fax: (602) 279-8110

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PRELIMINARY NOT FOR CONSTRUCTION

CHASSE BUILDING TEAM

TOWN OF QUEEN CREEK FLEET DESIGN
19715 S 220TH ST, QUEEN CREEK, AZ 85142

KEY PLAN

NO.	REVISION	DATE

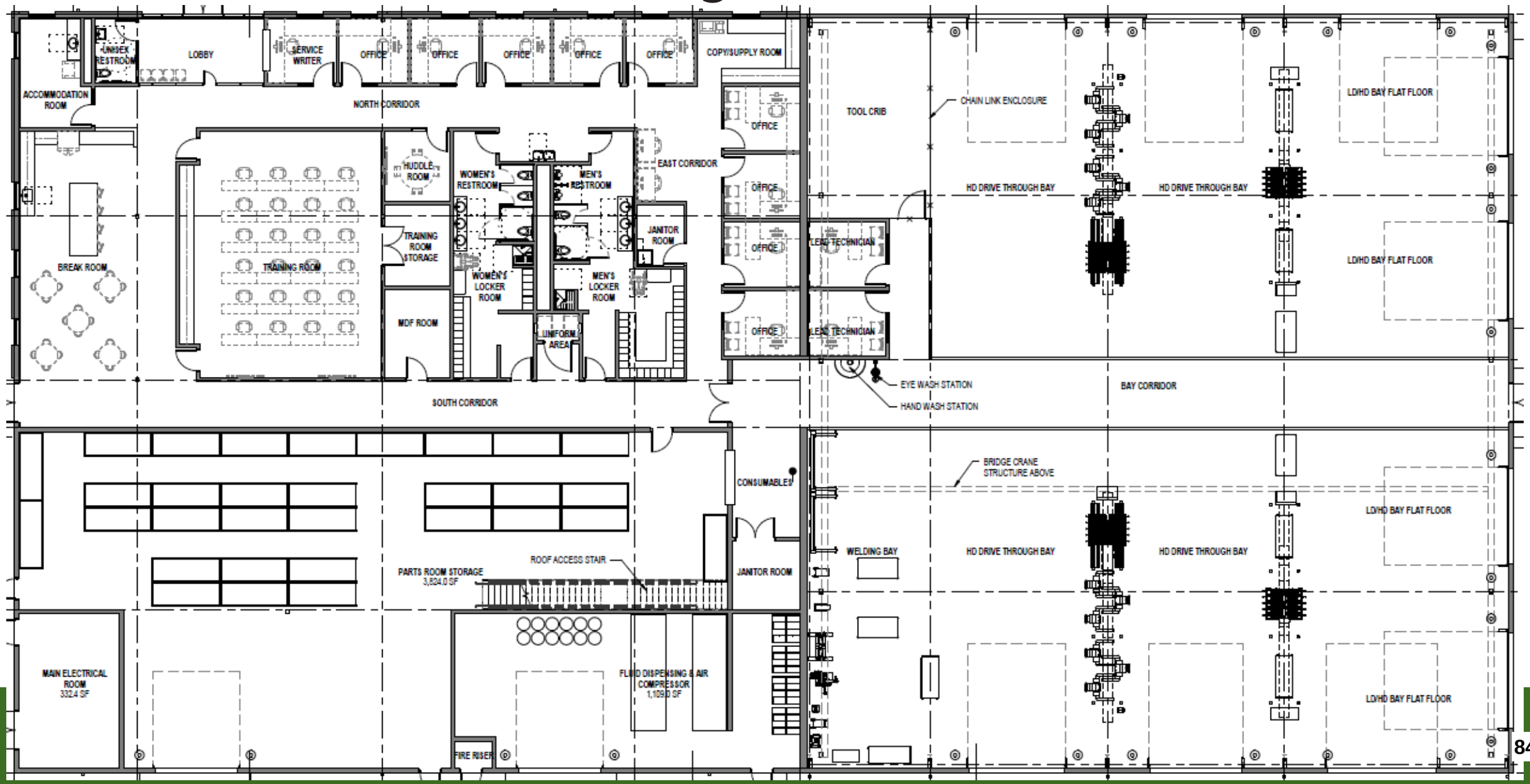
PROJECT NO.: 2023.006
DATE: 06/06/2025
DESIGNED BY: LH
DRAWN BY: CJ, SM
APPROVED BY: MG

SHEET TITLE:
QC FLEET BUILDING
ARCHITECTURAL
3D AXONOMETRIC - OVERALL VIEWS

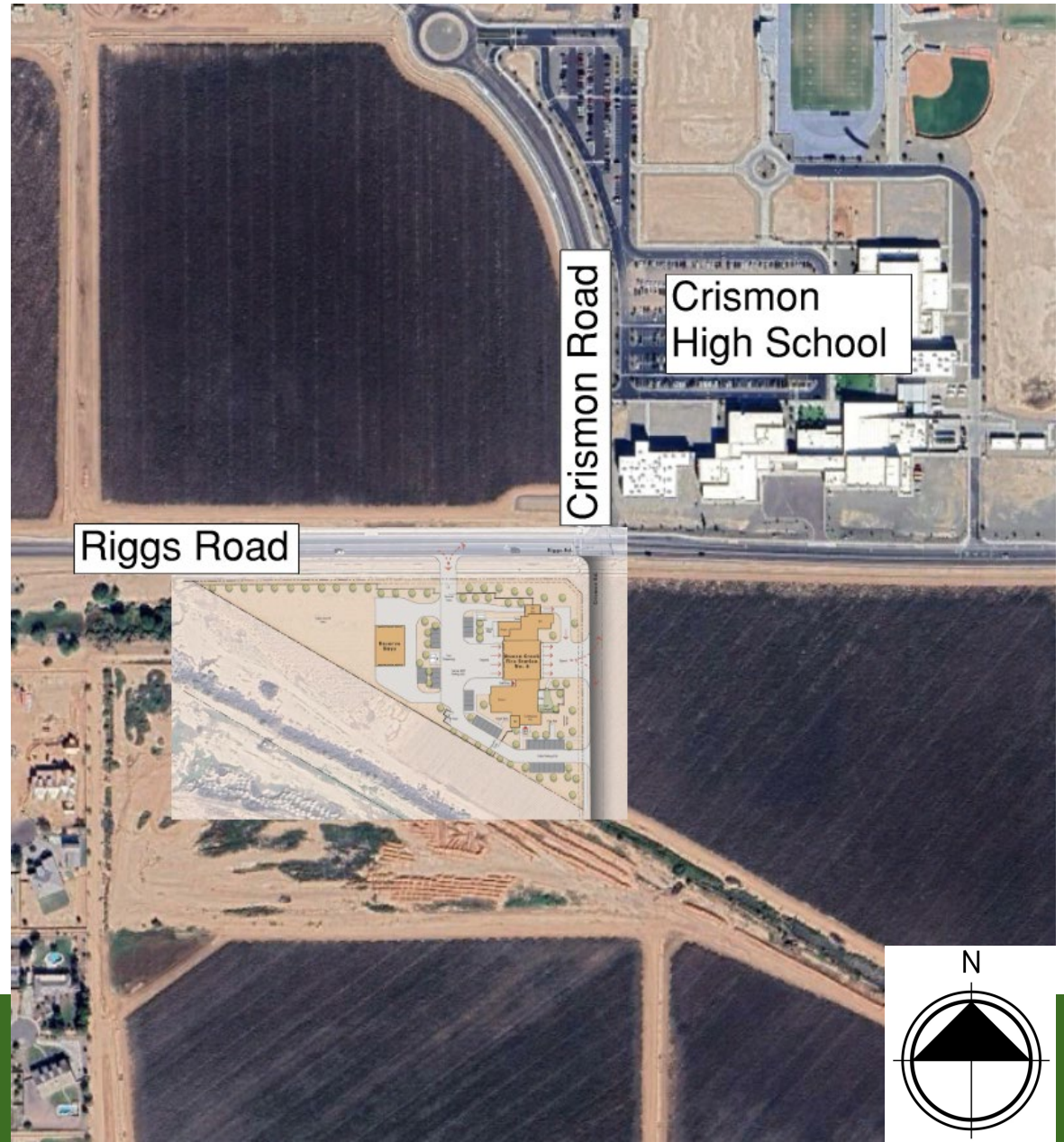
SHEET NUMBER:
A-405

SCHEMATIC DESIGN

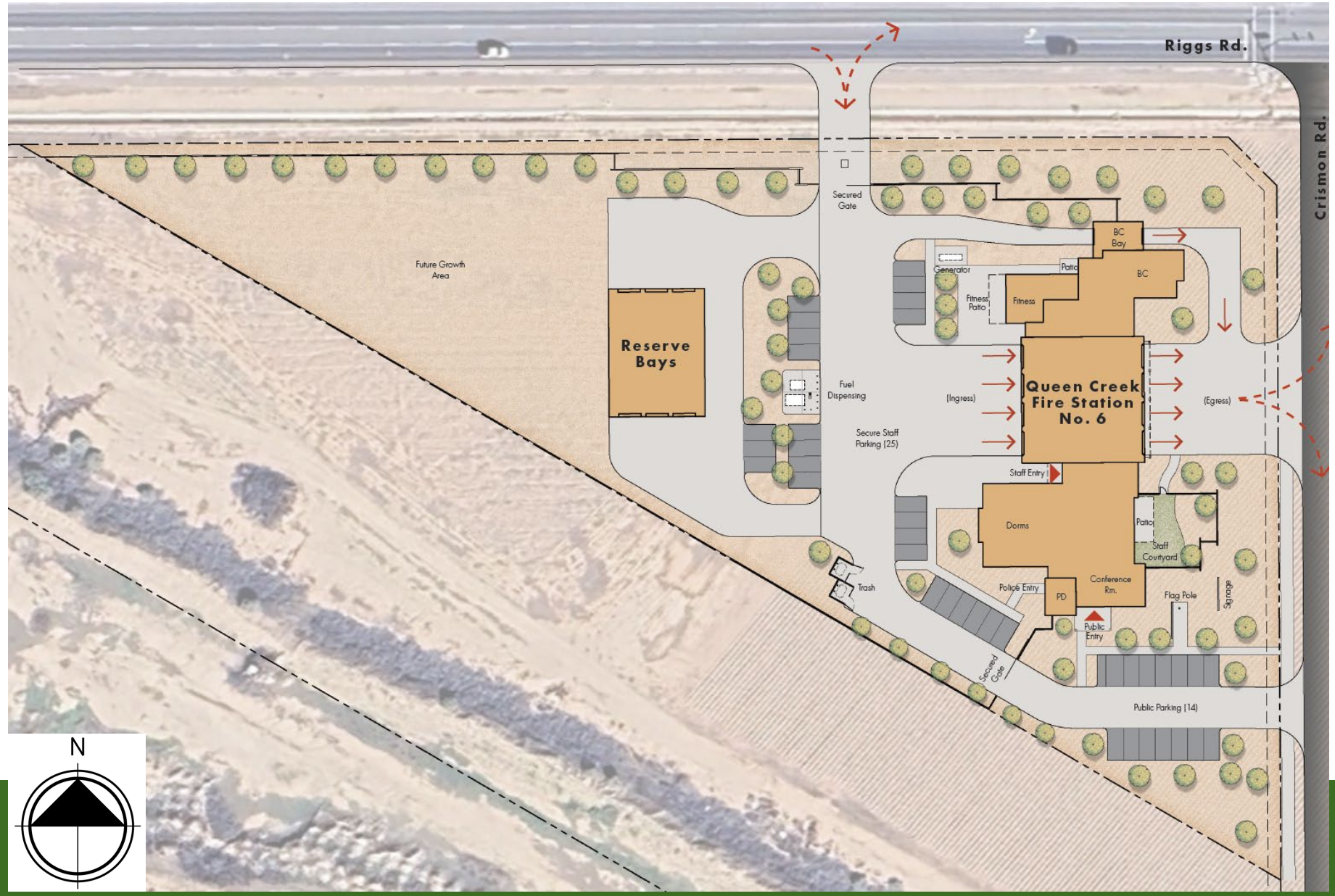
MF026 – FO F Fleet Building



MF027 – Fire Station # 6



MF027 – Fire Station # 6



MF027 – Fire Station # 6

TOWN OF QUEEN CREEK ARIZONA



Program	Area
Public / Training	1,380 sf
Police Office	450 sf
Fire Station Living	5,300 sf
Apparatus Bays	6,190 sf
Fitness & Wellness	1,080 sf
Support	1,385 sf
BC Living	1,895 sf
BC Bay	605 sf
Total	**18,285 sf**

Other Town Facilities in design FY27

Proj. No.	Project
MF018	Public Works / CIP Building
New	Fire Department Remodel
New	Community Chambers Building Remodel


Questions?

TOWN OF QUEEN CREEK ARIZONA

TO: **HONORABLE MAYOR AND TOWN COUNCIL**

THROUGH: **BRUCE GARDNER, TOWN MANAGER**

FROM: **RANDY BRICE, CHIEF OF POLICE**

RE: **DISCUSSION AND OVERVIEW OF QCPD PUBLIC SAFETY TECHNOLOGY, REAL-TIME INFORMATION CENTER (RTIC), AND S.P.E.A.R. OPERATING MODEL.**

DATE: **January 30, 2026**

Suggested Action:

Discussion and Overview of QCPD Public Safety Technology, Real-Time Information Center (RTIC), and S.P.E.A.R. Operating Model.

Relevant Council Goal(s):

1. Safe Community
2. Superior Infrastructure (Organizational Excellence and Innovation)

Discussion:

Purpose of this Item

This report is an overview of the key hardware, software, technology systems, and operational programs that the Queen Creek Police Department (QCPD) uses daily to keep the community safe and how those tools are intentionally integrated into the Department's operating model through the Real-Time Information Center (RTIC) and the S.P.E.A.R. (Stratified Proactive Enhanced Analytical Response) framework.

Rather than focusing on individual technologies in isolation, this report explains how these tools function together, why they were selected, what they do, and just as importantly, what they do not do. The intent is to ensure a shared understanding of how real-time and analytical technology supports officer safety, operational efficiency, accountability, and community trust.

Background

The Queen Creek Police Department has continued building foundational infrastructure and operational systems to support modern policing and a safe community, consistent with the Town's strategic direction for departmental infrastructure, workflows, technology, and reporting.

Operating Model: RTIC + S.P.E.A.R. (The "Why" Behind the Tools)

At the center of this effort is a clearly defined operating model. The Real-Time Information Center provides time-sensitive, actionable information during active and evolving incidents. The S.P.E.A.R. program provides the accountability structure and problem-solving framework that ensures information leads to prioritized action and measurable outcomes. Together, these systems ensure technology supports decision-making rather than replacing it.

What Is a Real-Time Information or Crime Center?

A Real-Time Information Center is not a surveillance hub and is not designed to passively monitor residents or public spaces. A modern RTIC is an event-driven operational support function that activates in response to specific calls for service, critical incidents, or identified public safety needs.

In practice, QCPD's RTIC functions as a decision-support resource for patrol officers, supervisors, and incident commanders, a coordination point for time-sensitive information during active incidents, and a force multiplier that allows officers in the field to focus on safety and resolution while trained specialists rapidly gather and organize relevant information. This model improves officer safety, shortens decision cycles, and reduces uncertainty during dynamic events, particularly in the first critical minutes of an incident.

Why Real-Time Technology Matters

Police work is increasingly time-sensitive. The difference between what officers know in the first two minutes versus the first ten minutes of an incident can directly influence outcomes for officers, victims, and the community. QCPD's real-time technologies are intended to reduce blind response, improve situational awareness prior to arrival, support safer approach and containment decisions, and enhance coordination across patrol, investigations, and command staff. These tools do not replace officer judgment. They reduce uncertainty, enabling more informed decisions under pressure.

Core Real-Time Technology Components (RTIC Focused)

The following technologies represent the core real-time capabilities that support the RTIC mission. Each component plays a specific role in reducing uncertainty during active incidents by providing timely information, visual context, and decision support to officers and supervisors. While each tool serves a distinct purpose, they are designed to operate together within the RTIC to create a shared operational picture, improve coordination, and support safer and more effective field operations.

Axon Fusus (Real-Time Situational Awareness Platform)

Axon Fusus provides RTIC personnel with the ability to rapidly organize and display relevant real-time information, primarily video and location-based resources, around active incidents. Use of Fusus is event-driven. RTIC staff access nearby Town-owned cameras and approved community camera resources only in response to specific calls for service or investigative needs. The platform creates a shared operational picture for supervisors and command staff without engaging in continuous monitoring. Fusus does not use facial recognition, does not independently collect data, and does not function as a surveillance system. Access is role-based, auditable, and governed by policy and procedure.

Town-Owned and Community Camera Resources

Town-owned and approved community camera resources provide visual context during active incidents and investigations. These resources support confirmation of suspect descriptions, direction-of-travel analysis, and safer response planning. These cameras are not used to monitor lawful daily activity. There is no biometric identification or continuous observation of individuals.

License Plate Reader (ALPR) Program

The License Plate Reader program captures license plate numbers, limited vehicle descriptors, time, and location data. It is a vehicle-based investigative tool, not a person-identification or tracking system. ALPR supports real-time response and investigative follow-up by identifying wanted or stolen vehicles and license plates, supporting Amber Alerts, Seek and Find Alerts, Turquoise Alerts, and missing or endangered-person alerts, providing direction-of-travel information shortly after an incident, and assisting in criminal investigations.

ALPR does not provide GPS tracking, does not identify drivers or passengers, and does not use facial

recognition or biometric identification. Linking a license plate to an individual requires a separate, lawful investigative step outside of the ALPR system.

Policy Guardrails for ALPR

Recognizing increased public concern and evolving best practices nationwide, QCPD has ensured that its ALPR policy provides specific limits and safeguards. The Department's policy does not expand ALPR capabilities. It reinforces governance, accountability, and transparency.

Key policy guardrails include an explicit prohibition on continuous tracking, generalized monitoring, and biometric identification, including facial recognition. Data retention is limited to a maximum of 30 days unless the data becomes evidence in a criminal investigation and is retained in accordance with evidence-handling requirements. Documentation and justification are required for all ALPR searches, including a case number, event reference, or legitimate law enforcement purpose. Role-based access controls are in place, with all access logged, auditable, and subject to review. Mandatory training and authorization are required prior to any use of ALPR systems. Annual audits are conducted at a minimum to ensure compliance with policy and identify misuse. Data sharing is restricted to legitimate, documented law enforcement purposes with command-level oversight. Public disclosure of ALPR data is prohibited except as permitted by law and policy.

Collectively, these safeguards ensure that ALPR is used as a focused investigative and public safety tool, not as a system for monitoring lawful activity or tracking individuals.

Live 911

Live911 allows officers and RTIC personnel to hear 911 calls in real time and view caller location information simultaneously with dispatch processing. This early access to information improves situational awareness and reduces delay during rapidly evolving incidents. Use of Live911 is governed by policy, limited to authorized users, and subject to auditing.

Axon Body 4 Cameras (Real-Time Support Role)

Body-worn cameras document officer interactions and may provide limited live streaming during critical incidents when activated. Live streaming is not continuous and is used selectively to support officer safety, supervision, and incident coordination. Video evidence is securely managed within the Department's digital evidence system and subject to established retention, access, and audit controls.

Drone as a First Responder (DFR) and Mission Specific UAV Operations

The Drone as a First Responder (DFR) program is a core component of QCPD's real-time response capability and is designed to improve situational awareness, officer safety, and response efficiency during active incidents. The Department's unmanned aircraft system operations consist of two complementary elements: the automated DFR program and mission-specific drone deployments. Together, these capabilities provide timely aerial support that enhances decision-making while operating within clearly defined policy and regulatory safeguards.

The DFR program enables a drone to launch immediately in response to qualifying calls for service, often arriving on scene within minutes and frequently before ground units. Live video is transmitted to responding officers, supervisors, dispatch, and the Real-Time Information Center, allowing the Department to assess conditions, identify potential hazards, and determine appropriate response strategies before officers arrive. This early situational awareness reduces uncertainty, supports safer approaches, and in some cases allows incidents to be resolved or de-escalated without requiring an in-person response.

The DFR system operates under strict supervision and in full compliance with Federal Aviation Administration requirements and Department policy. Deployments are event-driven and tied to specific calls for service. The program is not used for routine patrol or generalized monitoring. All

flights are logged, reviewed, and subject to audit to ensure accountability, transparency, and adherence to privacy and civil liberties protections.

In addition to the automated DFR capability, QCPD deploys drones for mission-specific operations when aerial support provides a clear operational benefit. These deployments are overseen by trained personnel and supervised in accordance with policy. Mission-specific drone operations support a wide range of public safety functions, including incident command situational awareness, search and rescue operations, missing or endangered person investigations, tactical overwatch, traffic and crowd management, perimeter security, scene documentation, and emergency response coordination. Drones may also be used to assist partner agencies or fire personnel by providing aerial perspectives or specialized imaging to support safe and effective operations.

QCPD is committed to transparency and responsible use of unmanned aircraft systems. All drone deployments are documented, reviewed, and made publicly available after incidents are resolved, recognizing that active incidents may involve sensitive information. The Department also engages the community through demonstrations and outreach efforts to explain how drone technology is used, the safeguards in place, and the public safety benefits it provides.

By integrating rapid aerial response through the DFR program with carefully governed mission-specific operations, QCPD leverages modern technology to enhance safety, improve response outcomes, and maintain community trust.

Closing the Loop: Data, Analysis, and the S.P.E.A.R. Program

Real-time awareness alone is not sufficient to address recurring public safety challenges or guide long-term improvement. To be effective, information gathered during incidents must be analyzed, evaluated, and translated into deliberate action. The S.P.E.A.R. program provides the structure that connects real-time information, crime analysis, and operational decision-making, ensuring that lessons learned from daily activity inform future priorities, deployments, and strategies.

What is S.P.E.A.R.

While RTIC focuses on what is happening now, S.P.E.A.R. focuses on what the Department does next and how those actions are prioritized, evaluated, and refined. S.P.E.A.R. integrates stratified policing principles with problem-oriented policing and intelligence-led strategies. It ensures resources are deployed at the appropriate level based on the complexity, duration, and impact of an issue.

Stratified Policing in Practice

Stratified policing recognizes that not all problems require the same response. Immediate or short-term issues are managed at the squad or supervisory level and typically last days or weeks. Medium-term problems are coordinated across units with analytical support. Long-term or complex issues are addressed through executive oversight, partnerships, and sustained strategies. S.P.E.A.R. assigns the right level of leadership, analysis, and resources to each tier.

Supporting Systems That Complete the Ecosystem

In addition to real-time response tools, QCPD relies on several supporting systems that extend situational awareness beyond the initial incident and reinforce accountability, transparency, and strategic planning. These systems provide the data, analytical capability, and evidence management necessary to evaluate outcomes, guide proactive efforts, and ensure that enforcement and problem-solving activities remain consistent, measurable, and aligned with community expectations.

Traffic Data Collection (Street Dynamics TDC2)

Traffic data collectors provide objective speed and volume data at fixed locations. This information allows QCPD to move from complaint-driven enforcement to data-driven deployment, supporting

both immediate traffic safety operations and longer-term planning. The system does not identify vehicles or individuals and collects only aggregate traffic data.

Peregrine (Integrated Data and Analytics Platform)

Peregrine integrates data from multiple public safety systems, allowing analysts and supervisors to identify trends, repeat locations, and emerging patterns. Within S.P.E.A.R., Peregrine supports daily mission prioritization, directed patrol planning, and proactive deployment strategies. The platform does not independently collect data or make enforcement decisions. Access is controlled, auditable, and tied to legitimate public safety functions.

Evidence.com (Digital Evidence Management)

Evidence.com serves as the Department's secure digital evidence management system. It ensures accountability, transparency, and lawful evidence handling while supporting training, review, and prosecution. The system does not conduct surveillance or analytics-driven enforcement and is governed by strict access, retention, and audit controls.

Strategic Considerations

This item supports Council's strategic planning efforts by outlining how QCPD is aligning technology, policy, and operations to meet current and future public safety needs. Key considerations include ensuring technology investments are integrated into a clear operating model, maintaining strong governance and accountability as capabilities evolve, designing systems that scale with community growth, and supporting officer safety while reinforcing public trust.

This discussion also provides context for future conversations related to dispatch operations, RTIC staffing, facility planning, and regional collaboration.

QCPD's approach to technology is intentional and disciplined. The Department deploys real-time tools to improve safety and efficiency, analytical systems to guide strategy, and strong policies to ensure accountability and transparency. This integrated ecosystem allows the Department to respond faster, act safer, deploy resources more effectively, and maintain the trust of the community it serves.

Fiscal Impact:

This item is for information and discussion only. No new funding action is requested. Existing technology platforms and programs discussed are funded through previously approved budgets, grants, or existing contracts. Any future budget considerations will be presented separately for Council consideration.

Alternatives:

This item is for discussion only. No alternatives are presented.

TOWN OF QUEEN CREEK ARIZONA

TO: **HONORABLE MAYOR AND TOWN COUNCIL**

THROUGH: **BRUCE GARDNER, TOWN MANAGER**

FROM: **VANCE GRAY, FIRE CHIEF**

RE: **PRESENTATION AND UPDATES RELATING TO THREE AREAS WITHIN THE QUEEN CREEK FIRE AND MEDICAL DEPARTMENT WHERE SIGNIFICANT INNOVATION OR TECHNOLOGICAL ADVANCES HAVE BEEN MADE.**

DATE: **January 30, 2026**

Suggested Action:

Staff will present and provide updates to the Town Council, for informational purposes only, three areas where significant innovation or technological advances have been made.

Relevant Council Goal(s):

KRA 9: Public Safety (Fire, Emergency Services, and Police/Sheriff)

Discussion:

Staff will present and provide updates focusing on three areas for the Queen Creek Fire and Medical Department that will showcase both innovation and technological advances. These include the Queen Creek Fire Department Records Management Specialist position, Personal Protective Equipment (PPE) cleaning system, and the drone program.

The Queen Creek Fire and Medical Department hired our first ever Records Management Specialist to assist us with producing better data through the development and implementation of better programs and processes that did not exist previously. These new or improved systems are proving to be very innovative and greatly support our people and the job they perform every day. This translates to a better service provided to Queen Creek. We will share some of the major successes with Town Council.

Firefighter health and wellness is a top priority for the Queen Creek Fire and Medical Department, and this is demonstrated by our commitment in many areas; fire station design and components, new and improved equipment carried on the fire trucks, and promoting health and wellness through annual physicals along with mental health programs. Another such innovation is by equipping our new Public Safety Support Facility with new technology and equipment to clean firefighter protective clothing to increase health and safety. We will demonstrate how this program places Queen Creek as a nationwide leader in how fire agencies clean and extend the lives of firefighters as well as the protective clothing they wear inside structure fires.

The Queen Creek Fire and Medical Department has operated a drone since about 2016. Technology has been slow in developing drone programs to adequately support emergency operations. Recently, with better advancements in technology along with energetic and forward-thinking staff within the fire and medical department our drone program has risen to a very high level. In fact, Queen Creek has received nationwide attention from both fire departments as well as a major drone company. These latest accomplishments will be explained during the presentation.

Fiscal Impact:

There is no applicable fiscal impact concerning this item.

Alternatives:

There are no alternatives for consideration as this is a presentation for informational purposes only.

Attachment(s):

1. QCFMD Tech Advancements.pdf











Queen Creek Fire and Medical Technology Advancements

- Drone Program
- Liquid Carbon Dioxide Turnout Cleaning
- Records Management




FIRE STATION NO. 1




20727















Drone 411

- AKA “Dorothy”
- Mounted on top of a QCFM vehicle
  - -can respond to a scene and be piloted from the scene or remotely.
- Only FD in the nation with this configuration
  - -IAFF Technology Group
  - -Product use feature with DJI
- 7 Pilots
- Queen Creek Fire & Medical benefits
  - -Increases safety to community and firefighters
  - -QCFM/News videos https://youtu.be/pRedHtoGhW8




FIRE STATION NO. 1




20727













Liquid Carbon Dioxide LCO2 Cleaning Technology

History

- 2020 the Queen Creek FMD updated our values to include “The Health, Safety and Security of our Members”.
- FY20 Town Council approved a supplemental for a second set of turnouts for each member
- FY21 Town Council approved a supplemental to replace all the seats in our fire apparatus to reduce exposure
- 2023 Advanced Cancer Screening initiatives put in motion
- FY26 Town Council approved the LCO2 Cleaning
- 2026 Every Fire Member will get advanced Cancer DNA screening











Liquid Carbon Dioxide LCO2 Cleaning Technology

Key components of the NFPA 1851-2025 standard include:

- **Preliminary Exposure Reduction:** this on-scene decontamination is required whenever PPE(Personal Protective Equipment) is exposed to products of combustion.
- **Cleaning Frequency:** Advanced cleaning must occur at least every six months
- **Advanced Inspection & Testing:** Must be conducted annually by a verified ISP(Independent Service Provider)
- **Record Keeping:** Detailed, traceable records of cleaning, repair, and inspection must be maintained for all PPE. PSTRAX
- **Retirement Criteria:** PPE must be retired 10 years from the date of manufacture, regardless of condition.
- **Enhanced Inspection Procedures:** Updated to focus on the increased risks of carcinogen contamination and updated with new decision-making flow charts.
- **Specialized Decontamination:** New focus on decontaminating gear from lithium-ion battery incidents.













Liquid Carbon Dioxide LCO2 Cleaning Technology

- Innovative Cleaning Technology that removes 99% of contaminates
- No “Down the Drain” waste and closed loop process recycles 99% of the LCO2
- 84% efficiency on removal of heavy contaminates such as Lithium ion, PFAS(forever chemicals), Asbestos
- Less invasive on turn out materials, police garments (revenue from outside agencies)
- Less out of service time
- **Queen Creek is the only municipality in the United States to have this advanced cleaning capability**









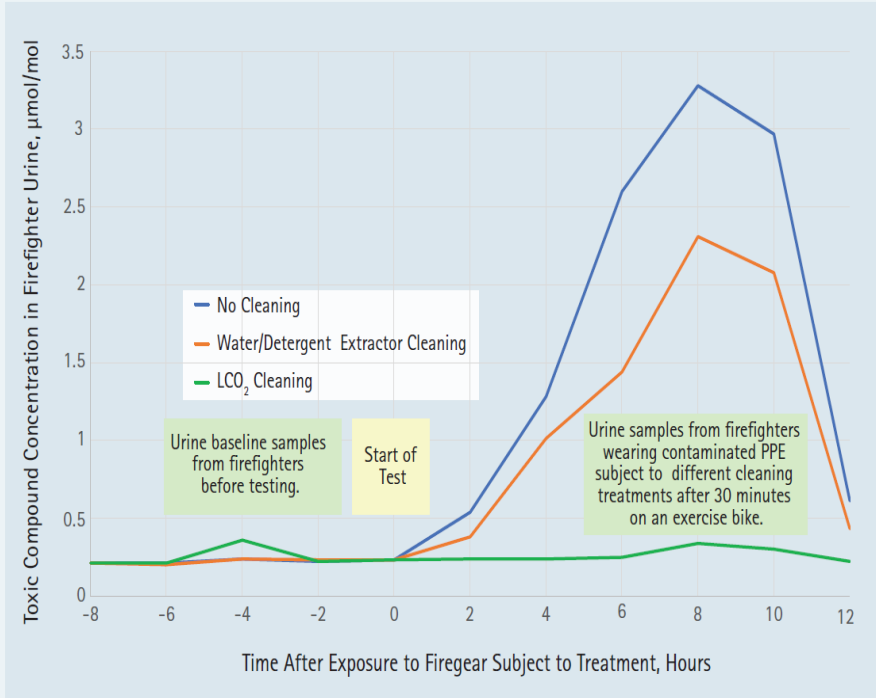




Liquid Carbon Dioxide LCO2 Cleaning Technology

- ***Number one benefit to QCFMD Firefighters is the reduction of exposure to harmful contaminants.***

Figure E3. Biomonitoring of Firefighter Toxic Compound Levels in Urine from Contaminated PPE Subject to Different Treatments



Records Manage System (RMS) Highlights

ImageTrend

NERIS

National Emergency Response Information System for Fire Incident Reporting

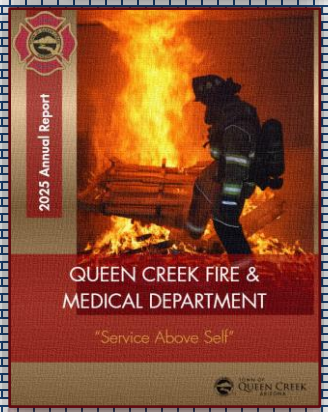
Successful implementation on 01/01/2026 0000 Hours

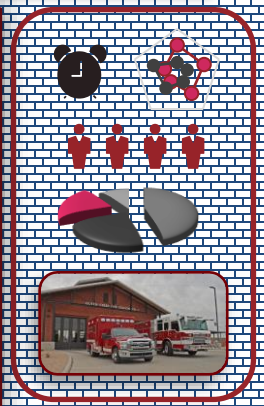


Annual Report

With RMS advancements towards data analytics, the QCFMD 2025 Annual Report is in the works.

"Service Above Self"





RMS Trainings

- Device Reconfigurations
- Patient Care, Fire Incidents, and Fire Inspections Reporting Streamlined
- Checklists and Tracking



















Questions

2.A

TOWN OF QUEEN CREEK ARIZONA

TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: BRUCE GARDNER, TOWN MANAGER

FROM: SCOTT MCCARTY, DEPUTY TOWN MANAGER/CHIEF FINANCIAL OFFICER

RE: PREVIEW OF FY 26-27 BUDGET

DATE: January 30, 2026

Suggested Action:

None. For discussion only.

Relevant Council Goal(s):

- Effective Government

Discussion:

The intention of this agenda is to provide an overview of the major policy issues that will be addressed in the FY 26-27 Budget.

The first attachment is the draft FY 26-27 Corporate Strategic Plan. It is a redline version showing the proposed changes. Town staff has made this a point of emphasis, adding to the front end of the budget preparation process.

The attached presentation provides an introduction and overview of the FY 26-27 budget. Priorities include the continued aggressive construction of infrastructure (i.e. new roads, a new Police Department headquarters, and a water acquisition and delivery infrastructure). The construction of this infrastructure will be paid for via a combination of cash funding and debt financing.

Within the Operating Budget, we are expecting population growth to slow in the near-term, which will result in our revenues growing at a slower rate. We are no longer projecting "hyper growth".

Fiscal Impact:

None. This is intended to be an introduction and overview only.

Attachment(s):

1. Draft FY 26-27 Corporate Strategic Plan (Redline Version)
2. Presentation

Strategic Priority	Goal		Department
Effective Government	**Strategic Priority #1: Effective Government** An effective local government is aware of citizens' needs and provides the services that residents want. This can be achieved by managing the price of government, introducing innovative business practices, using new technology, hiring quality employees and leveraging Town partnerships to save resources.		
	1.1	FINANCIAL STABILITY: Maintain a stable long-term cost and revenue structure that ensures intergenerational equity and an appropriate allocation of costs.	Finance
	1.2	FINANCIAL STABILITY: Update key financial policies to maintain adequate financial reserves.	Finance
	1.3	FINANCIAL STABILITY: Continue to monitor and update employee benefits strategies and evaluate trends.	Human Resources
	1.4	FINANCIAL STABILITY: Continue progressive strategies to attract and retain high-performing staff.	Human Resources
	1.5	FINANCIAL STABILITY: Maintain staffing levels that are consistent with the community's goals.	Human Resources
	1.6	INTERGOVERNMENTAL RELATIONS: Cultivate relationships with the state, counties, local, regional, and statewide partners to: encourage other levels of government to work collaboratively with the Town on issues of mutual interest; protect self-determination; enhance opportunities to improve the Town's economic sustainability; and secure existing revenue to provide for public safety and needed infrastructure development.	~~CIP/~~ Intergovernmental Relations
	1.7	COUNCIL ~~LEADERSHIP ROLES~~ PROFESSIONAL DEVELOPMENT: Continue to strengthen the effectiveness of the Town Council through professional development training opportunities and strategic planning sessions.	Town Council
	1.8	FINANCIAL STABILITY or STEWARDSHIP: Realizing the Council's vision through responsible stewardship of public resources, ensuring high-quality services for residents, leading personnel management, and fostering intergenerational equity.	Town Manager
	1.9	TECHNOLOGY: ~~Integrate Advanced Traffic Management System (ATMS) principles to enhance traffic flow, reduce congestion, and improve safety across our transportation network.~~ Enhance mobility, safety, and travel reliability by deploying smart transportation systems and data-driven operations that actively manage congestion and maximize the performance of the Town's roadway network.	Public Works
	1.10	TECHNOLOGY: Provide contracted services for a Facility Condition Assessment Evaluation of facility assets based on a thorough inspection to provide for more accurate capital replacement forecasting, streamline the Town's preventative maintenance program, and generate a predictive maintenance program.	Public Works

	1.11	TECHNOLOGY: Leverage innovative technologies—including AI-assisted recycling inspections—to reduce contamination and hot-loads, enhance operational safety, and expand community outreach that supports responsible recycling behavior and long-term environmental stewardship for the Town of Queen Creek.	Public Works
	1.12	FLEET: Increase employee training in safety and operational best practices to promote a clean and safe work environment, supporting high fleet availability, cost-effective service delivery, and strengthening the Town of Queen Creek's reputation as a valuable and desirable place to work.	Public Works
Safe Community	**Strategic Priority #2: Safe Community** Queen Creek has low crime rates and strives to meet adopted standards for police and fire services. Residents continue to rate their interactions with public safety personnel highly in community surveys. As our Town grows, ensuring the safety of the public continues to be among our highest priorities. This means hiring and training quality first responders and finding innovative ways to maintain and improve delivery of emergency services. Queen Creek is committed to maintaining a safe community through low crime rates, high-performing police and fire services, and well-maintained infrastructure and public spaces. As the Town grows, coordinated efforts across public safety, public works, and parks and recreation will ensure emergency readiness, safe mobility, and secure community spaces.		
	2.1	PUBLIC SAFETY QCFMD: Proactively work to provide fire services to areas of Queen Creek where response time gaps have been evaluated and identified as part of the 2020 Fire Master Plan and to expand the Town's fire district, where applicable, within the remaining municipal planning area.	Fire & Medical
	2.2	PUBLIC SAFETY QCFMD: Continue expansion/support efforts with the Emergency Transportation Services (ETS) program and providing patient transportation services (ambulance services) to Queen Creek.	Fire & Medical
	2.3	PUBLIC SAFETY QCFMD: Continue and update the Emergency Operations Plan (EOP) for response capabilities and community preparedness and Community Emergency Response Training (CERT) classes. ~~The QCFMD has established a goal of certifying ten percent of Queen Creek's population by 2026 in CPR, including "hands-only" CPR~~. The QCFM continues the goal of offering group certification courses in CPR, including 'hands-only' CPR.Continue efforts in training and developing plans to better prepare Queen Creek when responding to and mitigating hostile events, such as active shooters. With the exponential growth in Queen Creek, Fire Prevention activities such as business inspections along with public outreach and education will be a focus.	Fire & Medical
	2.4	PUBLIC SAFETY QCFMD: ~~Complete Construction of a support services building for fleet services, warehousing and skills training.~~ Monitor and evaluate operations at the new Public Safety Support Facility in the three major areas; training, fleet maintenance, along with warehousing activities and make needed adjustments for effectiveness.	Fire & Medical

	2.5	PUBLIC SAFETY QCPD: ~~Continue to build and expand critical infrastructure, including essential facilities, programs, and technology necessary to maintain low victimization rates, improve traffic safety, and minimize the fear of crime~~. Promote a Safe Community - QCPD will enhance public safety by expanding proactive policing activities, strengthening intelligence-led strategies, increasing traffic safety efforts, deepening regional collaboration, and coordinating emergency preparedness.	Law Enforcement
	2.6	PUBLIC SAFETY QCPD: ~~Continue efforts to improve trust, transparency, and overall community support through specific engagement, outreach, education, and feedback efforts. This includes the implementation and expansion of technology, staffing, reporting, and specialized programs.~~ Strengthen Community Engagement, Trust, and Transparency - QCPD will build meaningful partnerships, expand communication, and enhance transparency to deepen public trust and support shared problem-solving with the community.	Law Enforcement
	2.7	PUBLIC SAFETY QCPD: Enhance Operational Efficiency Through Innovation and Data-Driven Practices - QCPD will embrace new technologies, improve processes, and expand analytics to provide efficient, transparent, and accountable police services.	Law Enforcement
	2.8	PUBLIC SAFETY QCPD: Build a Skilled, Supported, and Resilient Workforce - QCPD will support employee development, strengthen leadership, and promote wellness to enhance service to the community.	Law Enforcement
	2.9	PUBLIC SAFETY PARKS & RECREATION: Continue the Park Ranger Division's role in promoting safe, enjoyable, and environmentally responsible use of the town's parks by strengthening patrol operations, expanding educational outreach, safeguarding natural resources, and fostering strong community partnerships to support sustainable recreation.	Parks & Recreation
	2.10	PUBLIC SAFETY PARKS & RECREATION: Utilize structured recreation and aquatic opportunities to support the development of swim lesson and water safety programs that prioritize water survivability for all residents and reduces water-related deaths	Parks & Recreation
	2.11	PUBLIC SAFETY PUBLIC WORKS: Develop a Transportation Safety Action Plan that prioritizes the safety of all users and ensures that all residents arrive home safely.	Public Works
Secure Future	**Strategic Priority #3: Secure Future** Securing Queen Creek's future involves strengthening the Town's financial condition by implementing strong management strategies within the organization, and by increasing the number of employment opportunities available to residents. This priority also relates to securing our water supply for the benefit of future residents. Securing Queen Creek's future involves strengthening the Town's financial condition by implementing strong management strategies within the organization and increasing the number of employment opportunities available to residents. This priority focuses on ensuring uninterrupted and high-quality utility services and long-term water reliability while promoting a strong culture of conservation.		
	3.1	ENVIRONMENT: ~~Establish a diversified water resource portfolio, including non-groundwater sources.~~ Provide a secure and more reliable and locally controlled water resource portfolio to promote Queen Creek's water self sufficiency.	Utilities

	3.2	ENVIRONMENT: ~~Provide uninterrupted utility services to all of the Town's water and wastewater customers~~. Provide quality and resilient utility services to all of the Town's water and wastewater customers.	Utilities
	3.3	ENVIRONMENT: ~~Continue to implement a water conservation program, for residential, commercial and industrial customers~~. Promote and implement a culture of water conservation stewardship and practice for residential, commercial and industrial water users with a goal to reduce overall consumption.	Utilities
	3.4	LAND USE & ECONOMIC DEVELOPMENT: Plan for an economically sustainable build-out.	Development Services
	3.5	LAND USE & ECONOMIC DEVELOPMENT:Continue partnership with the State Land Department, proactively plan for the development of State Trust Lands: Increase speed to market for employment uses and advanced manufacturing opportunities	Development Services/ Economic Development
	3.6	LAND USE & ECONOMIC DEVELOPMENT: Continue evaluating potential annexations of lands that support the Town's strategic priorities.	Development Services
	3.7	LAND USE & ECONOMIC DEVELOPMENT: Generate more economic synergy within the Town Center and Downtown Core; enhance the sense of place, and attract additional investment through implementation of the Town Center Plan and the Downtown Core Art and Placemaking Master Plan.	Economic Development
	3.8	LAND USE & ECONOMIC DEVELOPMENT: ~~Implement strategies outlined in the Economic Development Strategic Plan~~ Update the Economic Development Strategic Plan and continue to implement the strategies outlined to attract private investment and foster job creation by focusing on product development; Town center development; business attraction/retention; entrepreneurship/innovation; and marketing/communication.	Economic Development
	3.9	LAND USE & ECONOMIC DEVELOPMENT: ~~Continue to implement and evaluate the vision, character and goals of the Town's General Plan.~~ Continue to implement and evaluate the vision, character and goals of the Town's General Plan, while also managing the development of the 2028 General Plan update.	Development Services
	3.10	LAND USE & ECONOMIC DEVELOPMENT: Implement the strategies and objectives outlined in the Horseshoe Park & Equestrian Centre (HPEC) Five Year Strategic Plan designed to decrease the gap between HPEC's operating expenses and revenues, and add new revenue streams to support growth of the facility.	Economic Development

	3.11	COMMUNITY INVOLVEMENT: ~~Develop and implement a~~ Continue to build and expand the comprehensive teen program that offers a variety of activities and events tailored to the interests of Queen Creek teens. These programs will foster social connections, promote positive youth development, and provide opportunities for skill-building and leadership development.	Parks & Recreation
	3.12	STEWARDSHIP: Building a resilient, future-ready organization by strategically managing resources, aligning investments with community priorities, and adapting services to meet the demands of growth for current and future residents.	Town Manager
Superior Infrastructure	**Strategic Priority #4: Superior Infrastructure** With the growth of residential and nonresidential development comes the challenge of satisfying public demand for quality streets, lights, utilities and parks. The construction and maintenance of a high-quality public infrastructure is a priority. Queen Creek is committed to planning, building, and maintaining a high-quality, resilient, and connected infrastructure system that supports growth, mobility, public safety, and quality of life. As residential and nonresidential development continues, the Town will take a proactive approach to infrastructure investment that balances current needs with future demands.		
	4.1	CAPITAL IMPROVEMENT PLAN: Develop a collaborative Capital Improvement Program (CIP) with the counties and adjacent communities for construction of the regional network of roads, and ensure the Town's arterial roads are prioritized for connecting within the region, notably ADOT, Gilbert, Mesa, Apache Junction, Florence, San Tan Valley, Maricopa and Pinal Counties, and State Lands.	CIP
	4.2	CAPITAL IMPROVEMENT PLAN: Use data-driven asset management programs to ensure the investments in pavement and traffic infrastructure are maintained to the highest possible standard while eliminating the need for frequent, extensive repairs.	Public Works/ CIP
	4.3	ENVIRONMENT: ~~Identify and implement strategies aimed at increasing trail and multi-use pathway connectivity to adjacent trail networks (neighboring jurisdictions, country trail networks)~~. Establish a connected system of bicycle lanes, walkways, multi-use paths, and trails to provide residents with safe and convenient ways to recreate, explore, and enjoy their neighborhoods and adjacent networks (neighboring jurisdictions, county trail networks).	Parks & Recreation/ Public Works
	4.4	CAPITAL IMPROVEMENT PLAN: Ensure long-range financial plans are in place to adequately build, maintain, and replace needed infrastructure.	Finance
	4.5	CAPITAL IMPROVEMENT PLAN: ~~Substantially complete construction of the Public Safety Complex #1~~. Begin construction of the Queen Creek Police Department Headquarters.	CIP

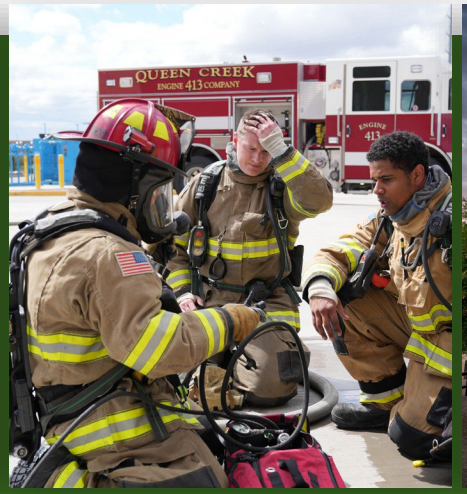
	4.6	TECHNOLOGY: Continue to work with technology providers to provide services Town wide (cell, internet, fiber, etc).	Information Technology/Inter-governmental Relations
	4.7	TECHNOLOGY: Implement recommendations and strategies of the FY 2026-27 Information Technology Strategic Plan (ITSP).	Information Technology
	4.8	PUBLIC WORKS: Continue to improve the transportation network by prioritizing projects identified in the updated Transportation Master Plan.	Public Works
	4.9	FINANCIAL STABILITY: Improve the Town's bond rating to 'AAA' (the highest possible rating) in order to lower borrowing costs. Evaluate options for refinancing and/ or defeasance of existing debt.	Finance
	4.10	CAPITAL IMPROVEMENT PLAN: Fully encumber the funding for design and construction and ~~substantially~~ complete the construction of projects included in the Fund Grant Agreement with Pinal County. This funding is from the American Rescue Plan Act for groundwater recharge and water projects.	CIP
	4.11	CAPITAL IMPROVEMENT PLAN: Substantially complete the construction of Power Road from Chandler Heights to Riggs Road.	CIP
	4.12	CAPITAL IMPROVEMENT PLAN: Complete a comprehensive update of the Parks and Recreation Master Plan to establish levels of service standards for park acres, amenities, facilities and programs. Leverage this planning process to guide the active evaluation, acquisition, and development of new park and trail assets throughout the next two years.	Parks & Recreation
Quality Lifestyle	**Strategic Priority #5: Quality Lifestyle** Queen Creek will leverage its strong image as a tight knit, family friendly community to encourage more residents to participate in public events, attract new businesses and further establish our reputation as one of the best destinations in Arizona. We will seek to enhance this unique lifestyle through our commitment to investing in necessary infrastructure, new recreational opportunities, cultural events and public art.		
	5.1	IMAGE & IDENTITY: Continue the Town's volunteer program by engaging members of the community to donate their time and talents to Town projects and activities.	Communications & Marketing

	5.2	IMAGE & IDENTITY: ~~Successfully transition the planning, execution, and oversight of the Queen Creek Holiday Festival and Parade to a Town-led event called "Queen Creek Hometown Christmas." Over the next five years, expand this event into a multi-week celebration featuring diverse holiday-themed activities and events through partnerships, coalitions, and creative programming.~~Continue the evolution of the Queen Creek Hometown Christmas event into a seasonal celebration by expanding this event into a multi-week celebration featuring diverse holiday-themed activities and events through partnerships, coalitions, and creative programming.	Parks & Recreation
	5.3	ENVIRONMENT: ~~Preserve and enhance the Town's natural resources with a focus on recreational activities (I.e., washes and San Tan Mountains).~~ Preserve and enhance the Town's natural resources with a focus on planning, development, and stewardship of washes, San Tan Mountains, and open space.	Parks & Recreation
	~~5.4~~	~~IMAGE & IDENTITY: Establish a connected system of bicycle lanes, walkways, paths, and trails to provide residents with safe and convenient ways to recreate, explore, and enjoy their neighborhoods.~~	~~Public Works~~
	5.4	~~COMMUNICATION~~ COMMUNITY INVOLVEMENT: Continue to provide opportunities for residents to stay informed and engaged with the Town through an effective website, relevant social media platforms and outreach events.	Communications & Marketing
	5.5	COMMUNITY INVOLVEMENT: ~~Expand and diversify recreational offerings to attract a greater number of youth participants, promoting physical activity, social engagement, and skill development.~~ Through the process of updating the Parks and Recreation Master Plan, expand and diversify recreational offerings to attract a greater number of youth participants, promoting physical activity, social engagement, and skill development.	Parks & Recreation

TOWN OF QUEEN CREEK ARIZONA









FY 26-27 Budget Overview

Town Council Strategic Planning Session

January 31, 2026

Introduction

1. Focus on Alignment with Corporate Strategic Plan

2. Addresses Citizen Survey Results (i.e. Transportation)

3. “Hyper Growth” is No Longer Expected …. Yet Buildout of Infrastructure and Public Safety Services Continues

“We Don’t Know . . .” Similar to Last Year

1. Economic Uncertainty
   - Federal Policy, Inflation, Mortgage Rates, and Unemployment
2. Development of Single-Family Subdivisions Without Assured Water Supply
3. Financial Impact of LGES to the Operating Budget
4. ~~$50M LGES Interim Loan Due June 2027~~
5. Potential Financial Impacts of New State Legislation
6. Recreation and Aquatic Center Revenues and Expenses
7. Increasing ASRS Unfunded Pension Liability
8. Impacts of San Tan Valley Incorporation
9. New Streets Identified in Updated Transportation Master Plan
10. Water and Wastewater Revenue Requirements / Rates and Capacity Fees

Priorities

1. **Managing Total Budget Amount (It will Increase Due to the CIP)**

   - FY 25-26 Budget: $627.7M

   - CIP Budgets
     - FY 25-26 Budget: $300M
     - FY 26-27 Budget (Working): $400M (+$100M)

Priorities (continued)

TOWN OF QUEEN CREEK ARIZONA

2. Infrastructure and Financing Needs (CIP)

- **Transportation: ~$80M Total (Major Projects Below)**
  - Riggs Road– Ellsworth to Crismon: $24M
  - Sossaman– Sonoqui Wash to Chandler Heights: $15M
  - Hawes Road – Ocotillo to Rittenhouse: $12M (Total $19M)
  - Chandler Heights – Sossaman to Hawes: $11M
  - Hawes - Chandler Heights to Ocotillo: $5M (Total $35M)

Priorities (continued)

TOWN OF QUEEN CREEK ARIZONA

2. Infrastructure and Financing Needs (CIP) (continued)

- **Utilities: ~$170M Total (Major Projects Below)**
  - Harquahala
    - Water Purchase #2: $110M
    - Infrastructure: $5M ($105M Total)
  - Gravel Pit Recharge: $6M ($12M Total)
  - WW Treatment Plant Expansion: $3M ($90M Total)

Priorities (continued)

2. Infrastructure and Financing Needs (CIP) (concluded)

- **Public Safety: ~$100M Total (Major Projects Below)**
  - PD HQ / Parking Garage: $79M ($96M Total)
  - Fleet Expansion: $17M ($19M Total)
  - Fire Station #6: $3M ($27M Total)
  - Fire Office: $1M ($10M Total)

- **Other ~$50M Total (Major Projects Below)**
  - Parks Land: $32M
  - FOF Expansion: $2M ($31M Total)

Priorities (continued)

3. Update Utility Rates and Fees

- Monthly Bills
  - Water, Wastewater, and Solid Waste / Recycling
- Water Capacity Fees
- Water Resource Fee (January 2027)

Priorities (continued)

4. Operating Budget

- Population
  - Lower Rate of Growth Expected
    - Mortgage Rates, Housing Supply Impacted by Water Availability / Buildable Single-Family Lots

- Revenues
  - Lower Rate of Growth (Sales Taxes)
  - Property Tax Freeze
  - Food Tax for Home Consumption
  - LGES Impact

Priorities (concluded)

4. Operating Budget (concluded)

- Expenses
  - New Debt Service for New Infrastructure (PD HQ, Roads)
  - Growth of Police and Fire Departments
  - Continue to “Right Size” Department Budgets

- Use of Reserves
  - PAYGO and Debt Management Reserve: ~$50M
  - Available Savings: ~$30M
    - ASRS Unfunded Pension Liability


Thank You

TOWN OF QUEEN CREEK ARIZONA

TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: BRUCE GARDNER, TOWN MANAGER

FROM: SCOTT MCCARTY, DEPUTY TOWN MANAGER/CHIEF FINANCIAL OFFICER

RE: COMMUNITY FACILITY DISTRICT OVERVIEW

DATE: January 30, 2026

Suggested Action:

None. For discussion only.

Relevant Council Goal(s):

- Effective Government

Discussion:

The intention of this agenda is to introduce the Town Council to an option to pay for new infrastructure related to a specific area. Town staff feels this option could be, under the right circumstances, applicable to both Box Canyon and State Lands.

The option is a Community Facility District (CFD). Eastmark in Mesa, directly north of the Town, used several CFDs to construct its infrastructure.

The attached presentation is only and overview and introduction – no decision is being asked at this time – just providing education and awareness.

Fiscal Impact:

None. This is intended to be an introduction and overview only.

Attachment(s):

1. Presentation.pdf

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TOWN OF QUEEN CREEK

OVERVIEW OF COMMUNITY FACILITIES DISTRICTS

Paul Gales | pgales@gtlaw.com | 602.445.8404

What is a Community Facilities District (CFD)?

- A.R.S. §48-700 et seq.



- A.R.S. §48-708(B) – "On its formation, the district is a special purpose district for purposes of article IX, section 19, Constitution of Arizona, a tax levying public improvement district for the purposes of article XIII, section 7, Constitution of Arizona, and a municipal corporation for all purposes of title 35, chapter 3, articles 3, 3.1, 3.2, 4 and 5. A district that distributes or sells groundwater is a private water company only for purposes of title 45, chapters 2 and 3.1. Except as otherwise provided in this section, a district is considered to be a municipal corporation and political subdivision of this state, separate and apart from the municipality or county."

- Separate political subdivision with broad powers to tax, lien, issue debt and foreclose.

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Brief history of CFDs

- Arizona Community Facilities District (CFD) Legislation passed in 1988 with A.R.S Title 48 Chapter 4, Article 6 (amended in 1991, 2002, 2003, 2017, 2018 and 2021)
- The Act authorized local governments to create CFDs for the purpose of selling bonds to fund public infrastructure
- The Act was a response to growth within communities around the State
- Legislative changes to allow CFDs in Counties in 2006 (removed schools as "eligible infrastructure" in 2006 as well) and with regards to Board member composition in 2017 (and 2021)
- 24 Cities/Towns and 1 County have CFDs to date:
  - Apache Junction
  - Avondale
  - Benson
  - Buckeye
  - Carefree
  - Casa Grande
  - Coolidge
  - Florence
  - Fountain Hills
  - Glendale
  - Goodyear
  - Litchfield Park
  - Marana
  - Mesa
  - Peoria
  - Phoenix
  - Prescott
  - Prescott Valley
  - Scottsdale
  - Sahuarita
  - Show Low
  - Surprise
  - Tempe
  - Youngtown
  - Pima County
- Of the CFD bonds that have been issued to date, approximately 65% of them have been sold as general obligation bonds

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Public Infrastructure Eligible for CFD Financing

- Highways, streets, roadways and public parking facilities
- Landscaping
- Sewer and drainage
- Flood control
- Water Systems
- Streetlights and signals
- Pedestrian malls, parks, recreation facilities (other than stadiums) and related open space areas for assembly or entertainment use
- Lighting systems
- Civic buildings
- Public Safety and Fire Facilities





All public infrastructure construction must comply with public bidding requirements (A.R.S. Title 34)

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CFD Highlights

- A CFD is a special purpose, tax levying public improvement district which may only be located within the corporate boundaries of a city or county
- CFDs allow municipalities to deal with the costs of new growth through public financing mechanisms that assess landowners that benefit from the specific improvements
- Financing options include General Obligation Bonds, Revenue Bonds or Assessment Bonds
- CFDs most often associated with new Master Planned communities or urban commercial areas
- The city/town does NOT bear a contingent liability to pay debt service on CFD Bonds
- Bonds typically non-rated, sold exclusively to sophisticated investors and have limited liquidity

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CFD ADVANTAGES AND DISADVANTAGES

Advantages	Disadvantages
➢ Similar to ID financing, the debt service would be borne by the persons in the CFD	➢ Can be complicated, expensive and time consuming to structure
➢ Contributes to the effort of cities and towns trying to have growth pay for itself	➢ Requires at least 25% of the property owners within CFD to submit petition to create
➢ Preserves general tax revenues for improvements and services of general public benefit	➢ Rating agencies may be concerned with additional overlapping debt
➢ Public infrastructure and improvements that can be financed is extensive	➢ Can significantly add to financial burden of homeowners

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Municipal Considerations regarding a CFD

- Can be viewed as an economic development tool
- Enhanced Infrastructure within and around the master-planned community
- Accelerated Completion of Infrastructure
- Ability to deal with infrastructure on a more regional and comprehensive basis
- Typically work well for large master-planned communities, 2,500 or more homes/lots or over 600 acres in larger metropolitan areas
- Intended to reimburse developer during the years of active development
- Have historically not been as successful or widely used in rural communities
  - Primarily because the sales activity is not as robust
  - Rural communities tend to be a little more price sensitive
- Impact on Future Municipality Debt Elections
- Impact on Municipality's Debt Rating and Financing Costs (**should be none**)
- Impact on City Staff and resources

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CFD Financing Options

- **General Obligation Bonds**
  - Strongest credit (relatively speaking)
  - Most well understood by investors
  - Requires waiting for development to occur and show up in the form of property value increases (for Arizona CFDs)
- **Special Assessment Bonds**
  - Becoming much more common in Arizona
  - Weaker credit versus the general obligation bond
  - Allows for funding on the front end of the construction cycle
- **Revenue Bonds**
  - Have been used on a limited basis to this point
  - `Potential for future issues

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CFD Details

Description	Revenue Bond	General Obligation Bond	Special Assessment Bond
Typical Use	Enterprise	Raw Land	Raw Land
District Type	Acquisition of Revenue Generating Facility (Typically)	Construction / Acquisition	Construction / Acquisition
Security	Revenue stream from Enterprise	Ad valorem property tax on taxable property within the District	▪ Specific $ assessments on District property benefiting from improvement ▪ 10% reserve fund
Bond Sizing	Based on revenue stream from Enterprise; coverage requirements, etc.	▪Assessed value of property and target tax rate ▪Developer Subsidy Payment Agreement	▪ Bulk – wholesale appraised value of property ▪ Financial strength of property owner
Timing of Funds	▪ Commensurate with Revenue Generation	▪ Tied to growth in assessed value ▪ Over build-out of project ▪ Reimbursement (typically)	▪ Accelerated as compared to general obligation bonds ▪ Phase by phase ▪ Construction and/or reimbursement (typically)

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CFD Details

Description	Revenue Bond	General Obligation Bond	Special Assessment Bond
Responsible for Repayment	Users of the facilities	Land owners within the boundaries of the District (Note: If a land owner fails to pay taxes, burden transfers to other remaining land owners in form of higher tax)	▪ Land owners benefiting from constructed improvements ▪ Land owners are only responsible for their special assessment lien
Ability to prepay	Unlikely	No	Yes
Billing	Municipality or District	Property tax bill	Current –Semi annual billing by City or Town or collected on property tax bill through IGA between District and County
Superiority of lien	No lien on revenue generating asset typically	Collected with general property taxes	First position behind existing property taxes but ahead of mortgage holder(s)
Property lender consent required to form CFD?	Yes	Yes	Yes

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TOWN OF QUEEN CREEK ARIZONA

TO: **HONORABLE MAYOR AND TOWN COUNCIL**

THROUGH: **BRUCE GARDNER, TOWN MANAGER**

FROM: **DOREEN COTT, ECONOMIC DEVELOPMENT DIRECTOR**

RE: **OPTIONS FOR MODIFYING THE TOWN'S BANNER PROGRAM**

DATE: **January 30, 2026**

Suggested Action:

Staff requests Council direction on the preferred option. If Council elects to expand the program, staff will return with updated guidelines, standards, and an implementation plan. If Council chooses to maintain the current program, staff will formalize existing guidelines to ensure consistency and clarity moving forward.

Discussion:

The Town currently manages three primary banner display programs. The program originated in 2011, when the Town expanded its marketing opportunities through the Economic Development Department to include Schnepf Farms, Queen Creek Olive Mill, and the Barney Family Sports Complex (the Chamber of Commerce and Cultural Foundation were already partners at that time).

In 2013, the Ellsworth Loop underpass banner program was further formalized, establishing a priority-based system with three tiers:

- **First Priority:** Town-produced or Town-sponsored events
  (e.g., Passport to Discovery, Trunk or Treat, Shop Queen Creek for the Holidays, Roots N' Boots)
- **Second Priority:** Marketing partners
  (Queen Creek Olive Mill, Schnepf Farms, Barney Family Sports Complex, Queen Creek Performing Arts Center, Chamber of Commerce, Old Town Queen Creek Alliance)
- **Third Priority:** Town partner agencies
  (Friends of Horseshoe Park, Maricopa County Sheriff's Office, Library, MAG, etc.)

Over the past 12–14 years, Town-produced events have evolved, marketing partners have expanded, and Town partner agencies have changed. Marketing partners are now more commonly referred to as **agritainment and tourism destinations**, generally evaluated based on visitor volume and economic impact. In practice, the Town has worked with the marketing partners to cross promote events and activities.

In addition to the underpass banner program, the Town has installed two over-the-street banners on Ellsworth Road and streetlight pole banners along select roadways in downtown Queen Creek.

Current Banner Program

The Town's existing banner opportunities follow the established priority-based framework, with Town use as the first priority, followed by agritainment and tourism partners.

1. **Underpass Banners (Ellsworth Loop and Rittenhouse)**
    - Primarily used for Town-related events, programs, and public safety messaging.
    - Also accommodates agritainment and tourism partners that support Town-approved destination marketing or economic development priorities.
    - Space is limited, and scheduling is managed to ensure timely rotation and relevance.
    - Installation and storage are managed by a third-party contracted vendor.
2. **Over-the-Street Banners**
    - Operate under guidelines similar to the underpass banners.
    - Placement is based on availability and prioritized for Town events, Town-partnered programs, and signature community initiatives.
    - Installation and storage are managed by a third-party contracted vendor.
3. **Streetlight Pole Banners**
    - Used for Town events, seasonal or holiday messaging, and destination marketing partners.
    - While smaller and more flexible, these banners are the most expensive option due to the volume required for printing and installation.
    - Installation and storage are managed by a third-party contracted vendor.

All three banner options are currently available to Town events and programs, agritainment/tourism partners, and Town partners. Recently, the over-the-street banner program has also been used for limited, unique opportunities (e.g., select events through For Our Town and the Giving Machine).

Considerations for the Town's Banner Program

The current program prioritizes Town events and programs first, followed by agritainment/tourism partners, and then Town partners. There are opportunities to expand eligibility to include nonprofit organizations and/or businesses; however, such expansion would require careful consideration of:

- Scheduling demand and space limitations
- Direct and indirect costs
- Brand control and content restrictions
- Operational and administrative capacity

All options below maintain Town programs and events as the first priority and agritainment/tourism partners as the second priority.

Option 1: Maintain Current Program (Status Quo)

Pros:

- No additional installation costs
- Full control over messaging
- Predictable scheduling
- No added administrative burden
- Continues prioritization of Town programs, agritainment/tourism partners, and Town partners

Cons:

- Limited visibility opportunities for nonprofits and businesses
- Reduced potential for broader community engagement

Option 2: Expand Eligibility to Nonprofit Organizations

(Nonprofits included in third-priority)

Pros:

- Maintains Town priority while expanding access
- Strengthens community partnerships
- Provides increased visibility for nonprofit causes

Cons:

- Increased indirect costs related to scheduling, coordination, and content review
- Increased direct installation costs
- Risk of perceived Town endorsement of nonprofit messaging
- Limited banner availability
- Need to establish eligibility criteria, prioritization, and guidelines (may require policy or resolution updates)

Option 3: Expand Eligibility to Nonprofit and Business Organizations

(Included in third priority)

Pros:

- Maintains Town priority while expanding access
- Strengthens community and business partnerships
- Provides visibility opportunities for nonprofits and businesses

Cons:

- Increased indirect costs for scheduling, coordination, and review
- Increased direct installation costs
- Risk of perceived Town endorsement of nonprofit and business messaging
- Limited banner availability and specifically for Town purposes
- Need for clear eligibility, prioritization, and content guidelines (may require policy or resolution updates)

Option 4: Allow Nonprofit Use of Streetlight Pole Banners Only

Pros:

- Provides nonprofits with a defined visibility opportunity
- Strengthens community partnerships
- Lowest operational impact on the overall program

Cons:

- Nonprofits may prefer higher-visibility banner locations
- Streetlight pole banners are the most expensive option and may be cost-prohibitive for nonprofits
- Need for clear eligibility, prioritization, and content guideline (may require policy or resolution updates)
- Increased indirect costs for scheduling, coordination, and review
- Increased direct installation costs
- Risk of perceived Town endorsement of nonprofit messagin g

Option 5: Eliminate the Program

Pros:

- Eliminates all direct costs associated with banner installation, storage, and vendor coordination
- Eliminates indirect staff time related to scheduling, coordination, content review, and program

management
- Removes any risk of perceived Town endorsement of external organizations or messaging

Cons:

- Loss of a visible and established tool for promoting Town events, programs, and public safety messaging
- Reduced marketing support for agritainment and tourism destinations that contribute to the local economy
- Decreased ability to highlight community initiatives, partnerships, and seasonal messaging in high-traffic locations
- May require the Town to identify alternative communication or marketing strategies to replace banner visibility
- Potential perception of reduced community engagement or support for local partners

Fiscal Impact:

Under the current program:

- The Town pays for banners associated with Town programs and events.
- Agritainment/tourism partners and Town partners are responsible for their banner design and production costs.
- The Town pays a vendor for the installation for all banner types. This ensures consistency and optimizes staff time.

Expansion of the program would result in additional direct and indirect costs, as noted in the options above. The Town could consider cost-recovery mechanisms, such as application fees or installation reimbursement, to offset these impacts.

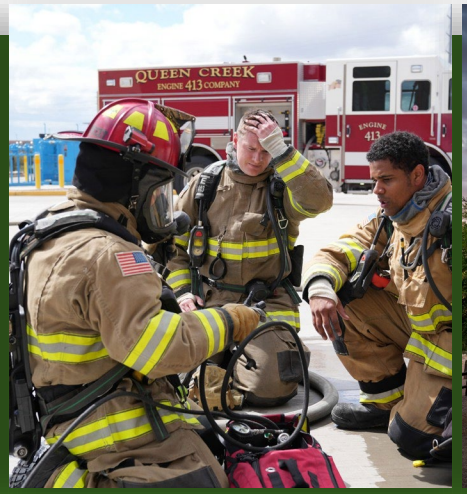
Attachment(s):

1. Town Banner Program.pdf

TOWN OF QUEEN CREEK ARIZONA









Town's Banner Program

Options to Modify

Background

The Town currently manages **three** primary banner display programs. The program originated in 2011, when the Town expanded its marketing opportunities through the Economic Development Department to include Schnepf Farms, Queen Creek Olive Mill, and the Barney Family Sports Complex (the Chamber of Commerce and Cultural Foundation were already partners at that time).

In 2013, the Ellsworth Loop underpass banner program was further formalized, establishing a priority-based system with three tiers:

- **First Priority:** Town-produced or Town-sponsored events
- **Second Priority:** Marketing partners
- **Third Priority:** Town partner agencies

Availability

All three banner options are currently available to Town events and programs, agritainment/tourism partners, and Town partners.

Recently, the over-the-street banner program has also been used for limited, unique opportunities (e.g., select events through For Our Town and the Giving Machine).





TOWN OF QUEEN CREEK ARIZONA

Current Banner Program

Underpass Banners at Ellsworth Loop and Rittenhouse

Over-the-Street Banners (Old Ellsworth Road)

Streetlight Pole Banners

Banners



Underpass



Over-the-Street



Streetlight

Considerations

The current program prioritizes Town events and programs first, followed by agritainment/tourism partners, and then Town partners. There are opportunities to expand eligibility to include nonprofit organizations and/or businesses; however, such expansion would require careful consideration of:

- Scheduling demand and space limitations
- Direct and indirect costs
- Brand control and content restrictions
- Operational and administrative capacity

Option 1 - Maintain the Current Program

Pros:

- No additional installation costs
- Full control over messaging
- Predictable scheduling
- No added administrative burden
- Continues prioritization of Town programs, agritainment/tourism partners, and Town partners

Cons:

- Limited visibility opportunities for nonprofits and businesses
- Reduced potential for broader community engagement

Option 2 - Expand Eligibility to Nonprofits

Pros:

- Maintains Town priority while expanding access
- Strengthens community partnerships
- Provides increased visibility for nonprofit causes

Cons:

- Increased indirect costs related to scheduling, coordination, and content review
- Increased direct installation costs
- Risk of perceived Town endorsement of nonprofit messaging
- Limited banner availability
- Need to establish eligibility criteria, prioritization, and guidelines (may require policy or resolution updates)

Option 3 - Expand Eligibility to Nonprofits & Businesses

Pros:
- Maintains Town priority while expanding access
- Strengthens community and business partnerships
- Provides increased visibility for nonprofits and businesses

Cons:
- Increased indirect costs related to scheduling, coordination, and content review
- Increased direct installation costs
- Risk of perceived Town endorsement of nonprofit and business messaging
- Limited banner availability/specifically for Town purposes
- Need to establish eligibility criteria, prioritization, and guidelines (may require policy or resolution updates)

Option 4 – Allow Nonprofit Use of Streetlight Pole Banners Only

Pros:

- Provides nonprofits with a defined visibility opportunity
- Strengthens community partnerships
- Lowest operational impact on the current program

Cons:

- Nonprofits may prefer higher visibility banner locations
- Streetlight pole banners are the most expensive option and may be cost prohibitive for nonprofits
- Need for clear eligibility, prioritization, and content guidelines (may require policy or resolution updates)
- Limited banner availability/specifically for Town purposes
- Increased indirect costs for scheduling, coordination, and review
- Increased direct installation costs
- Risk of perceived Town endorsement of nonprofit messaging

Option 5 – Eliminate the Program

Pros:

- Eliminates all direct costs associated with banner installation, storage, and vendor coordination
- Eliminates indirect staff time related to scheduling, coordination, content review, and program management
- Removes any risk of perceived Town endorsement of external organizations or messaging

Cons:

- Loss of a visible and established tool for promoting Town events, programs, and public safety messaging
- Reduced marketing support for agritaintment and tourism destinations that contribute to the local economy

Option 5 – Eliminate the Program (cont.)

Cons:

- Decreased ability to highlight community initiatives, partnerships, and seasonal messaging in high-traffic locations
- May require the Town to identify alternative communication or marketing strategies to replace banner visibility
- Potential perception of reduced community engagement or support for local partners



Fiscal Impact

Current Program

- The Town pays for banners associated with Town programs and events
- Agritainment/Tourism and Town partners are responsible for their banner design and production costs
- The Town pays a vendor for installation of all banner types.



Fiscal Impact

Expanded Program

- Additional indirect and direct costs
- Town could consider application fees or installation reimbursement to offset impacts
- If Council elects to expand/change the program, staff will return with updated guidelines, standards and an implementation plan



Thank You

We look forward to your direction on this item

Underpass Banner





Over-the-Street Banner



Streetlight Pole Banners





TOWN OF QUEEN CREEK ARIZONA

TO: **HONORABLE MAYOR AND TOWN COUNCIL**

THROUGH: **BRUCE GARDNER, TOWN MANAGER**

FROM: **MOHAMED YOUSSEF, PUBLIC WORKS DIRECTOR**

RE: **TOWN OF QUEEN CREEK COMPREHENSIVE TRANSPORTATION RESPONSE TO LOCAL AND REGIONAL GROWTH**

DATE: **January 30, 2026**

Suggested Action:

This item is for discussion only.

Relevant Council Goal(s):

Superior Infrastructure - Capital Improvement Program

Discussion:

To address escalating traffic congestion associated with rapid local and regional growth, Town staff is continuing to advance a comprehensive, multi-layered transportation strategy. This approach integrates long-range planning, capital investment alignment, regional advocacy, operational optimization, and targeted infrastructure improvements. Collectively, these actions are intended to improve mobility, reliability, and safety across the Town's street network.

It is important to note that, if traffic engineering efforts were solely focused on accommodating traffic generated by Queen Creek's resident population, the strategies implemented to date—combined with projects currently programmed and planned—would be sufficient to manage congestion at an acceptable level of service. However, the lack of comprehensive transportation planning and infrastructure delivery in Pinal County, coupled with the unprecedented growth occurring in San Tan Valley and surrounding areas, has created substantial external traffic pressures. These regional dynamics introduce volumes well beyond what the Town's arterial network was originally designed to accommodate, resulting in a "tsunami" of commuter traffic entering Queen Creek daily.

Town staff will present on recent efforts related to 1) Organizational Structure & Alignment, 2) Strategic Planning and Capital Improvement Program Alignment, 3) Regional Transportation Planning & Advocacy, 4) Advanced Traffic Management, and 5) upcoming Transportation Safety Action Plan. In addition, Town staff would like to discuss with Council two complimentary, near-term strategies to add roadway capacity and optimize existing roadway conditions. Specifically, Staff sees an opportunity to explore a more proactive approach to "scalloped streets" within the Town as well as opportunities to make improvements to existing intersections based on observed traffic behavior.

Scalloped Streets

What is a scalloped street? A "scalloped street" refers to roads with inconsistent or incomplete development, featuring missing sidewalks, curbs, landscaping, or varying widths due to staggered development, annexation of undeveloped land, or "parcel hold-outs." The inconsistent or incomplete development of the roadway can negatively impact roadway capacity and traffic flow. Addressing the

Town's inventory of "scalloped street" is critical to unlocking full corridor capacity.

- Operational Impact: These gaps function as bottlenecks, forcing the entire corridor to operate at the capacity of its narrowest segment and creating stop-and-go, accordion-style traffic flow.

- Strategic Benefit: Advancing the highest-priority scalloped segments restores continuous capacity, improves emergency response, and completes pedestrian and bicycle facilities. Town-led delivery provides immediate congestion relief while preserving the ability to pursue

- Discussion: Typically, development is responsible for paying its fair share of growth which includes adjacent roadway improvements to accommodate new development. Should the Town take a more proactive role in advancing roadway improvements in key corridors to avoid/fix a "scalloped street" condition?

Targeted Intersection & Median Improvements

Staff is interested in evaluating traffic conditions and driver behavior at key intersections to determine whether there are opportunities to optimize traffic flow with strategic improvements. The goal of this effort would be to deliver near-term congestion relief. Some examples may include:

- Turn Lane Extensions: Median upgrades and additional left-turn storage are underway at Ellsworth Loop Road & Ocotillo Road and Rittenhouse Road & Ocotillo Road to prevent queue spillback into through lanes.

- Ellsworth Loop Road Corridor Improvements:
  - Queen Creek Road & Ellsworth Road: Widening of the west leg to increase capacity.
  - Walnut Road & Ellsworth Loop Road: Addition of a westbound right-turn lane to improve egress and allow more green time for heavy north–south traffic.
  - Rittenhouse Road & Ellsworth Loop Road: Addition of a southbound right-turn lane to reduce queuing and improve overall intersection performance.

Attachment(s):

1. TOQC Comprehensive Transportation MANAGEMENT STRATEGY.pptx



TOWN OF QUEEN CREEK

COMPREHENSIVE TRANSPORTATION MANAGEMENT STRATEGY

Regional Traffic Reality

Queen Creek	Under locally generated traffic conditions, planned and programmed improvements are sufficient. Queen Creek's arterial network was not designed to absorb regional commuter volumes.
Pinal County	Significant congestion pressures are driven by external regional growth with Lack of comprehensive transportation planning and external infrastructure planning in Pinal County compounds the issue.
San Tan Valley	Daily inbound commuter traffic creates a 'tsunami' effect on Town arterials.

The Landscape & Our Strategy

Queen Creek is experiencing escalating congestion due to rapid local and regional growth.

Staff is continuing to execute a comprehensive, multi-layered transportation strategy.

The approach integrates planning, capital investment, operations, safety, and regional advocacy.

Comprehensive Multi-layered Transportation Strategy Framework

- Strategic planning and Capital Improvement Program (CIP) alignment.
- Regional connectivity and external corridor advocacy.
- Advanced traffic management and operational optimization.
- Targeted safety and intersection improvements.

2025 Transportation Master Plan (TMP)



TMP update reflects revised growth forecasts and regional development patterns.



Includes Queen Creek, San Tan Valley, and Pinal County growth considerations.



Forms the foundation of the Town's congestion management strategy.

Capital Improvement Program Alignment

TMP recommendations directly informed the Town's 10-Year CIP.

Projects are sequenced based on forecasted demand, not reactive congestion.

Ensures fiscally responsible and data-driven investment decisions.

Transportation Investment Summary

Past 5 Years

Town invested $155 million in transportation projects. This supported the rapidly growing community.

Additional $187 million in funding is forecasted. This will address mobility, capacity, and safety needs.

Next 5 Years

Total CIP Funding

$315.2 million has been allocated to transportation projects. This reflects project costs from FY 2017-2026.

$248.5 million has been invested in transportation. This includes projects from FY 2016-2026.

Invested to Date

Expenditures:	
Total Actual 2017-2024	219,284,440
Total Budget 2025-2026	95,881,749
GRAND TOTAL EXP	**315,166,189**
Sources:	
Federal Grants	112,499
Other Non-Town Sources	66,570,607
Town Sources	248,483,083
GRAND TOTAL SOURCES	**315,166,189**

10-year CIP Recommendations

Examples of Recommended Projects for 10-Year CIP

Project Name	From/At	To
Riggs Rd Widening	Ellsworth Rd	Crismon Rd
Queen Creek Rd Widening	212th St	Signal Butte Rd
Hawes Rd Widening	E Ocotillo Rd	E Rittenhouse Rd
Old Ellsworth Rd Roadway Reconfiguration	Walnut Rd	Ellsworth Loop Rd
Ellsworth Loop Rd ITS Corridor	Hunt Hwy	Germann Rd
Sossaman Rd Widening	Rittenhouse Rd	Ryan Rd
Chandler Heights Rd Widening	S Sossaman Rd	S Hawes Rd
Hawes Rd Widening	E Chandler Heights Rd	E Ocotillo Rd
Riggs Rd Trail	Meridian Rd	Hawes Rd
Ocotillo Rd ITS Corridor	Rittenhouse Rd	Ironwood Rd
Ellsworth Loop Rd/Rittenhouse Rd Intersection Improvements	Ellsworth Loop Rd & Rittenhouse Rd Intersection	
Riggs Rd and Signal Butte Rd Traffic Signal	Riggs Rd at Signal Butte Intersection	
Rittenhouse Rd/Ocotillo Rd Intersection Widening	Rittenhouse Rd at Ocotillo Rd Intersection	



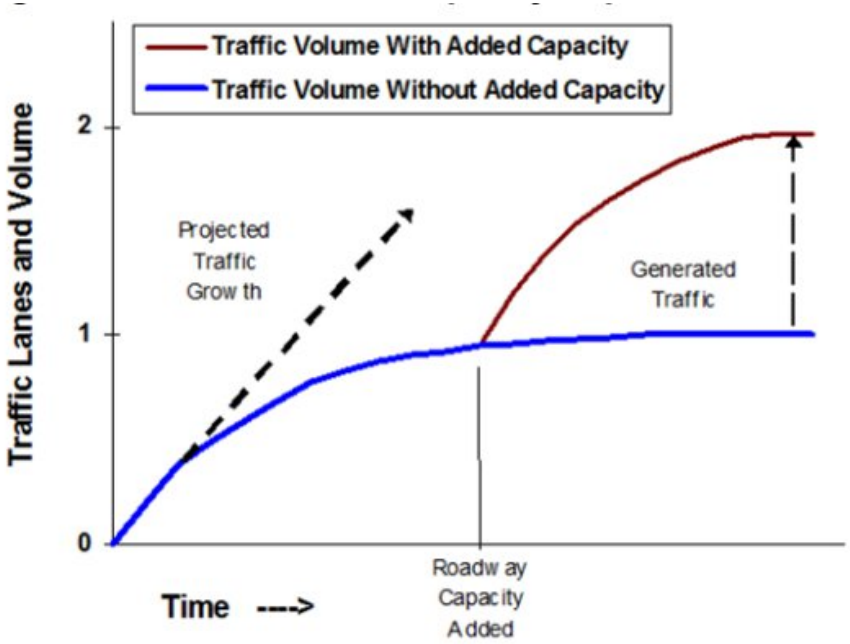








How Road Capacity Expansion Generates Traffic



Traffic grows when roads are uncongested, but the growth rate declines as congestion develops, reaching a self-limiting equilibrium (indicated by the curve becoming horizontal). If capacity increases, traffic grows until it reaches a new equilibrium. This additional peak-period vehicle travel is called “generated traffic.” The portion that consists of absolute increases in vehicle travel (as opposed to shifts in time and route) is called “induced travel.”

Regional Connectivity: SR 24 & Pinal Parkway



SR 24 Extension and Pinal Parkway are critical regional relief corridors.



Town provides technical support and sustained policy advocacy.



Progress is slower than anticipated, but engagement remains ongoing.





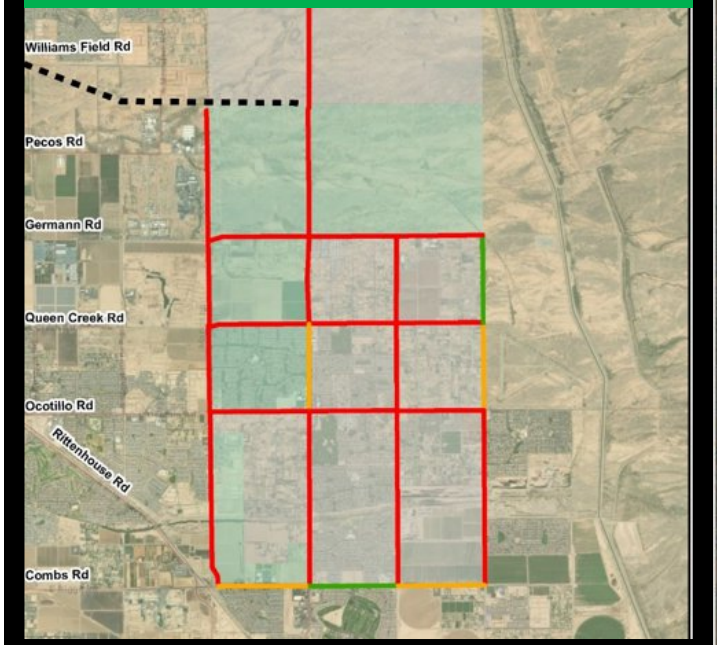




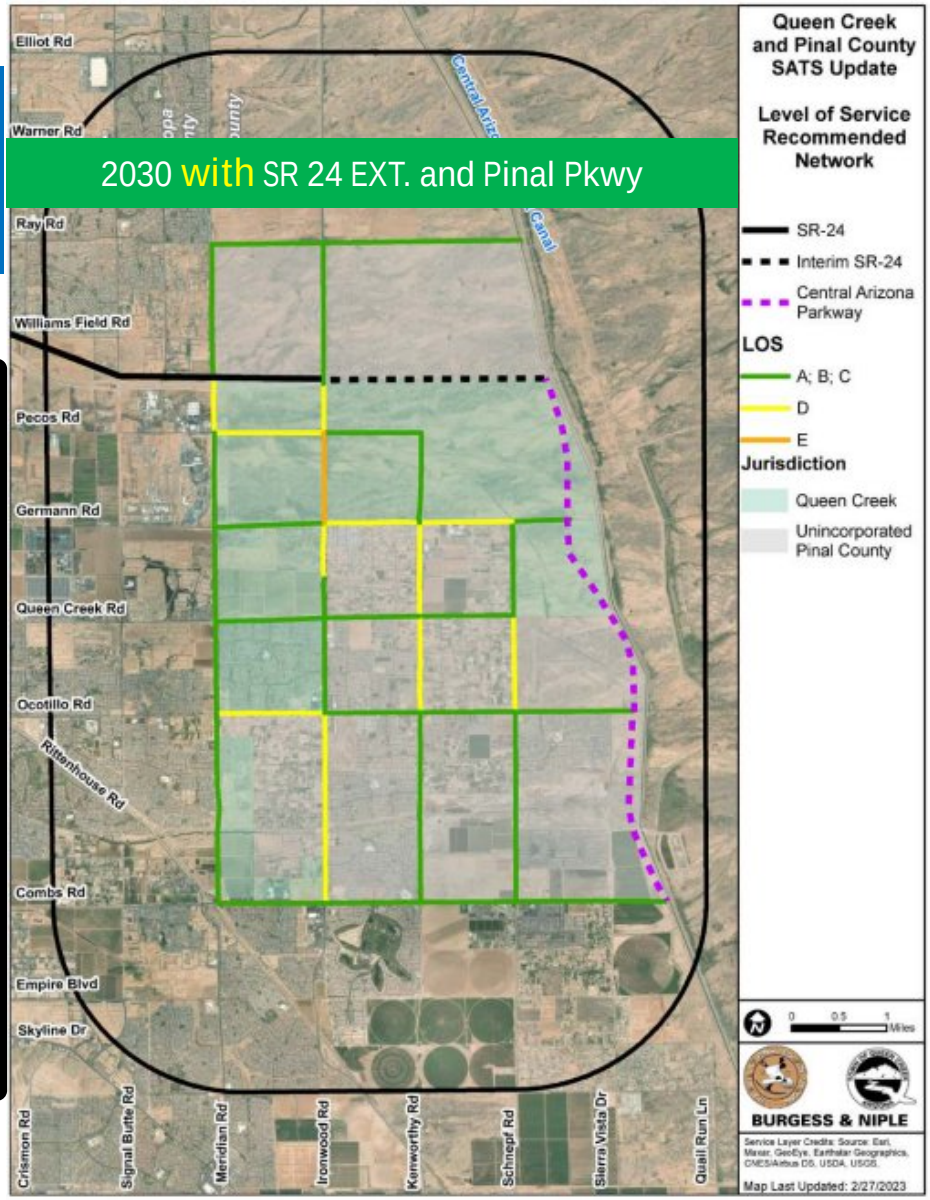


2030 Level of Service 2.0

2030 without SR 24 EXT. and Pinal Pkwy



2030 with SR 24 EXT. and Pinal Pkwy



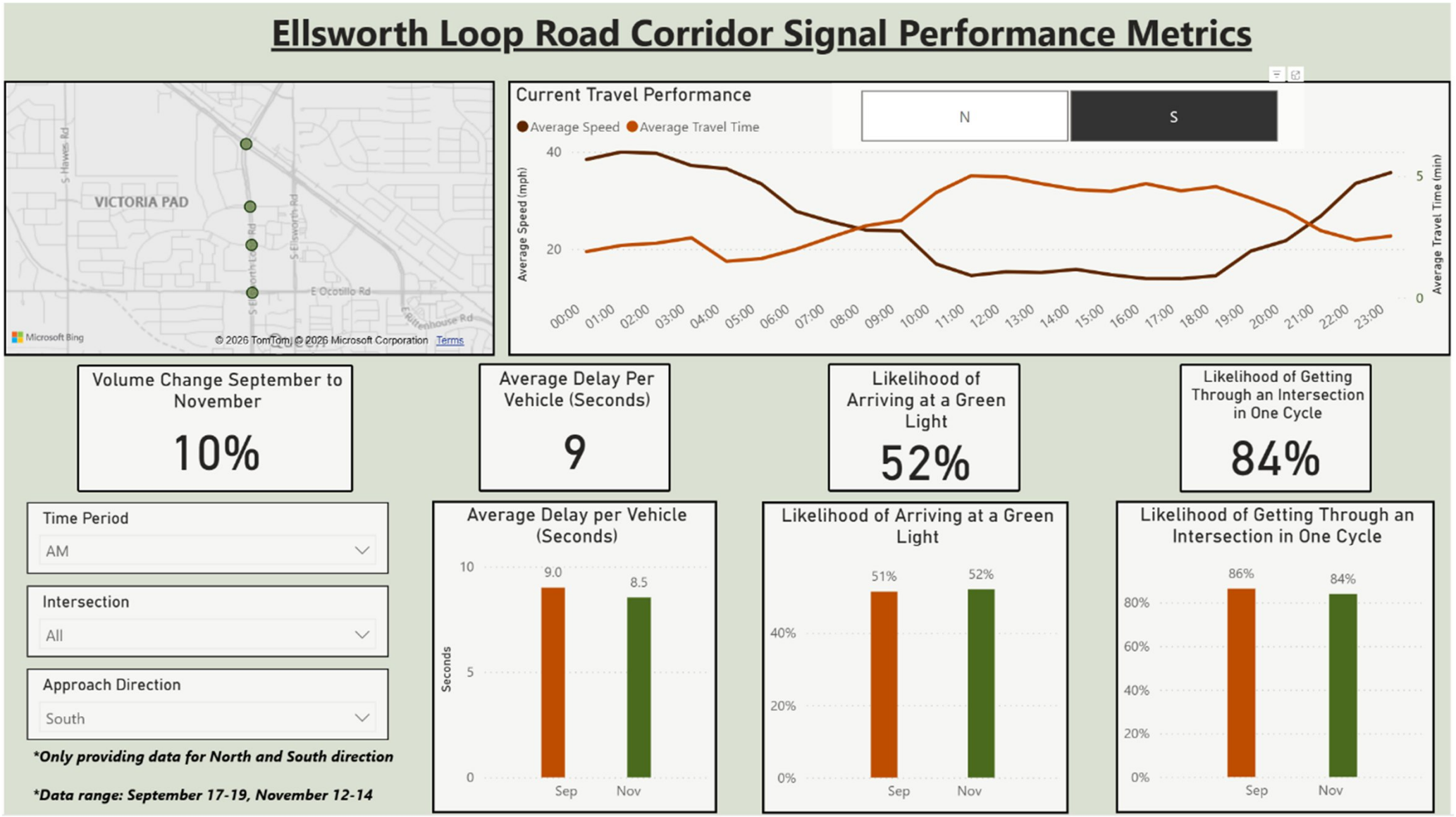
Advanced Traffic Management & Signal Optimization

Town-wide traffic signal hardware and software upgrades completed.

MAG funding and Council investment supported these improvements.

Signals are actively retimed for seasonal, school, and special event conditions.

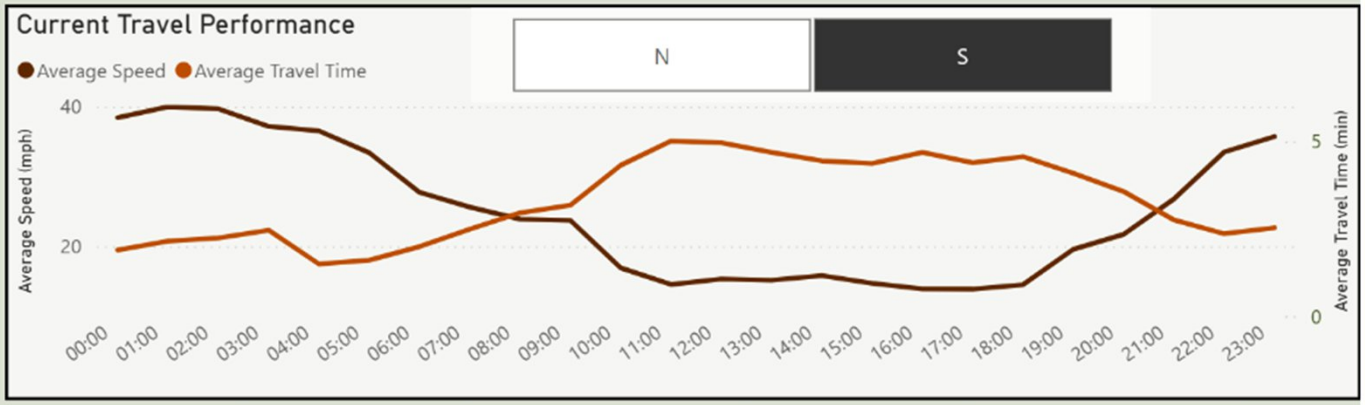
Ellsworth Rd: Southbound in the Morning (AM):



Ellsworth Rd: Southbound in the Afternoon (PM)

Ellsworth Loop Road Corridor Signal Performance Metrics





Volume Change September to November

20%

Average Delay Per Vehicle (Seconds)

16

Likelihood of Arriving at a Green Light

40%

Likelihood of Getting Through an Intersection in One Cycle

84%

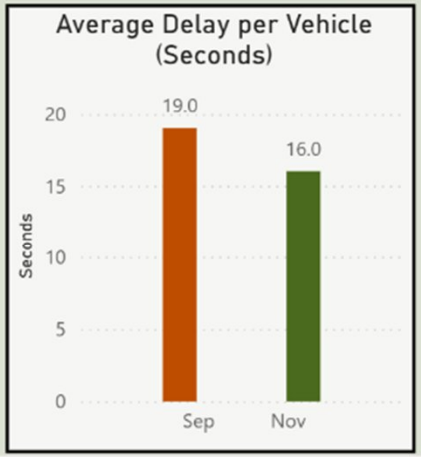
Time Period: PM

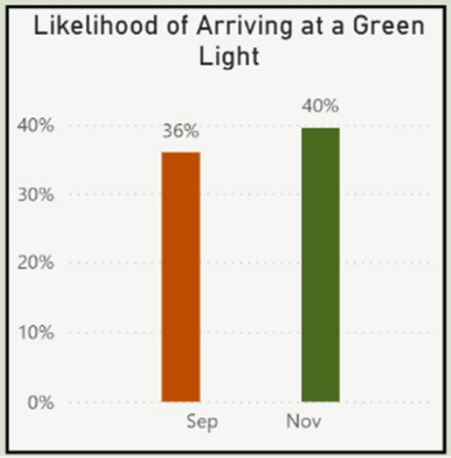
Intersection: All

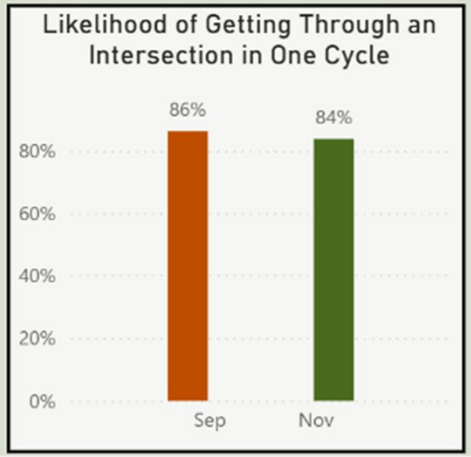
Approach Direction: South

***Only providing data for North and South direction**

***Data range: September 17-19, November 12-14**





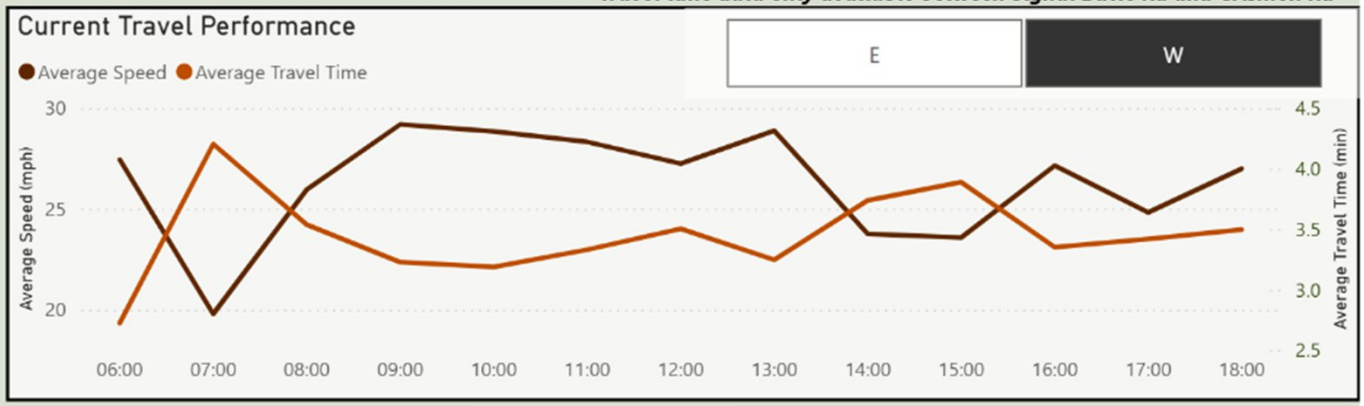


Ocotillo Rd: Both Directions, All Day

Ocotillo Road Corridor Signal Performance Metrics

**Travel time data only available between Signal Butte Rd and Crismon Rd*





Volume Change Week 1 Dec 25' to Week 2 Dec 25'	Average Delay Per Vehicle (Seconds)	Likelihood of Arriving at a Green Light	Likelihood of Getting Through an Intersection in One Cycle
0.81%	4	51%	95%

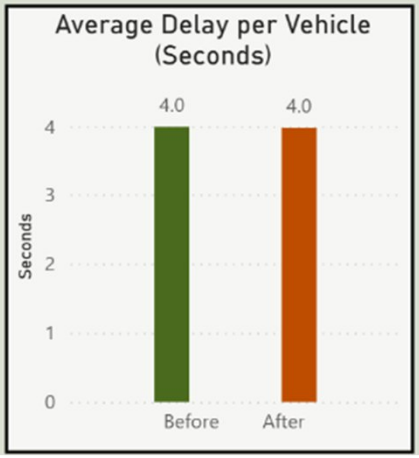
Time Period: All

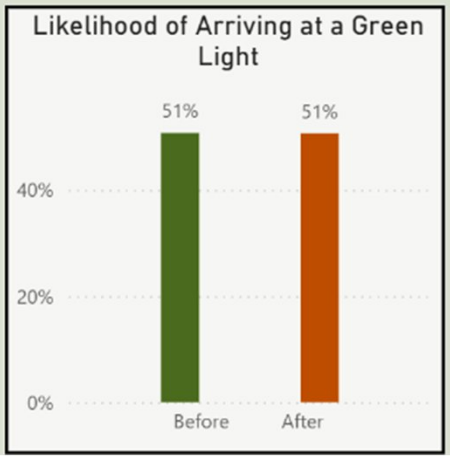
Intersection: All

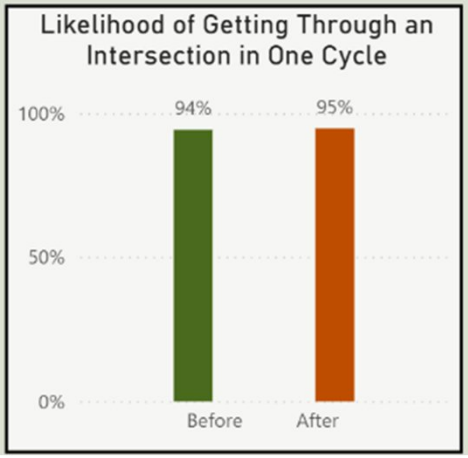
Approach Direction: All

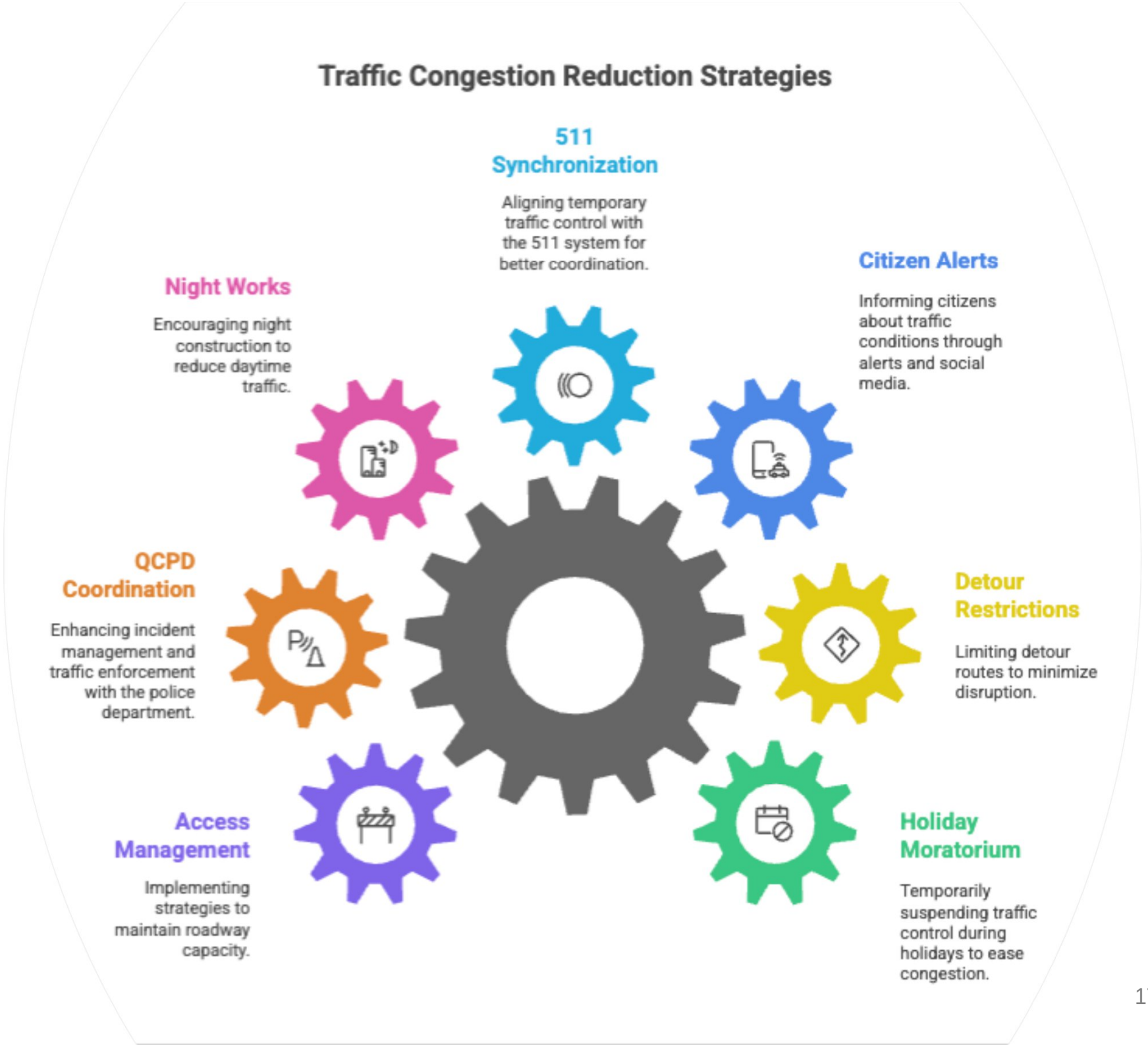
Only providing data for East and West direction

***Data range: December 01-07, December 08-14**








Traffic Congestion Reduction Strategies
511 Synchronization
Aligning temporary traffic control with the 511 system for better coordination.
Night Works
Encouraging night construction to reduce daytime traffic.
Citizen Alerts
Informing citizens about traffic conditions through alerts and social media.
QCPD Coordination
Enhancing incident management and traffic enforcement with the police department.
Detour Restrictions
Limiting detour routes to minimize disruption.
Access Management
Implementing strategies to maintain roadway capacity.
Holiday Moratorium
Temporarily suspending traffic control during holidays to ease congestion.

Safety Action Plan Implementation

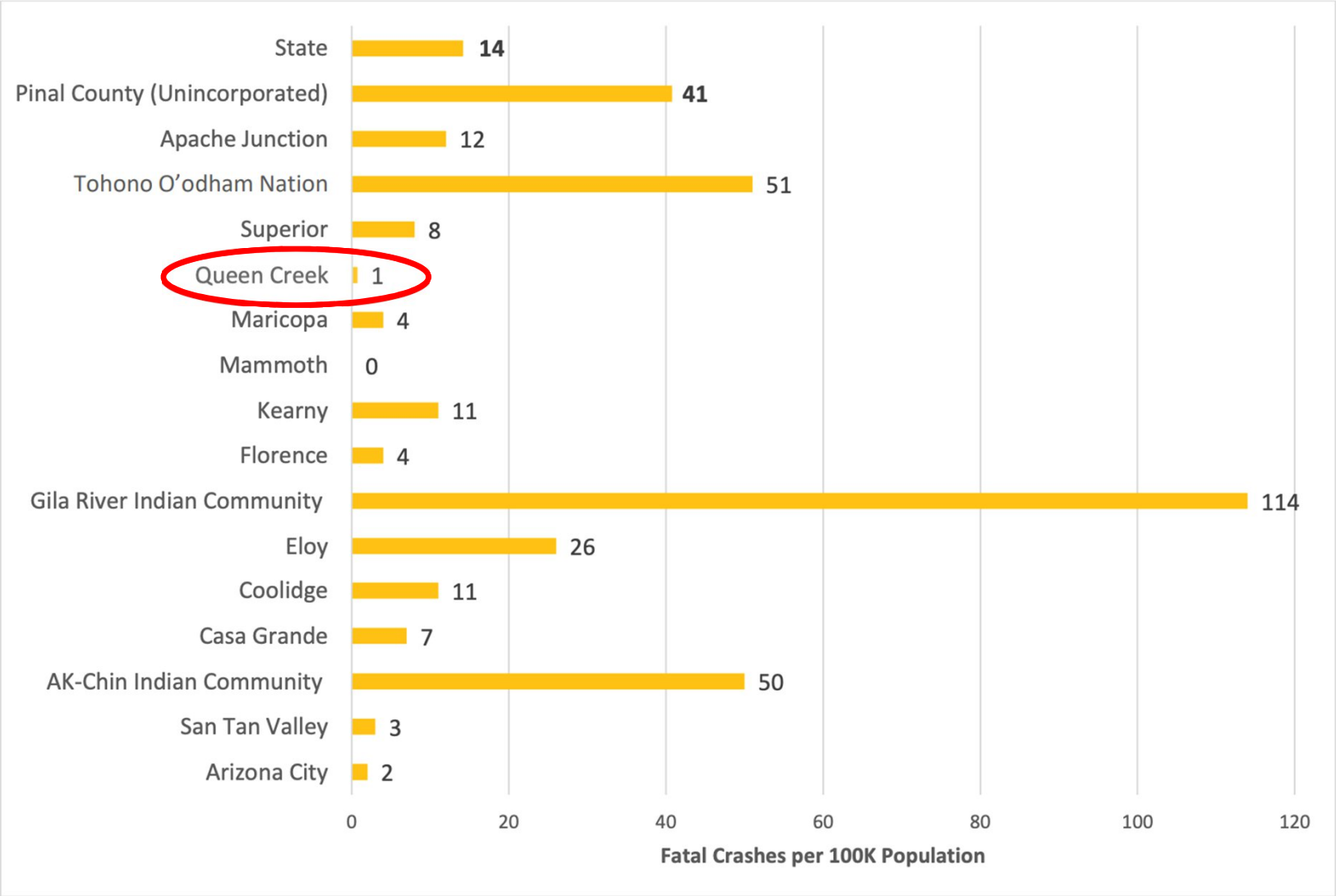
Safety and congestion are directly linked.

Federal Highway Administration approval received.

Study underway and scheduled for completion by December 2026.

Average Annual Fatal Crash Rate per 100,000 Population

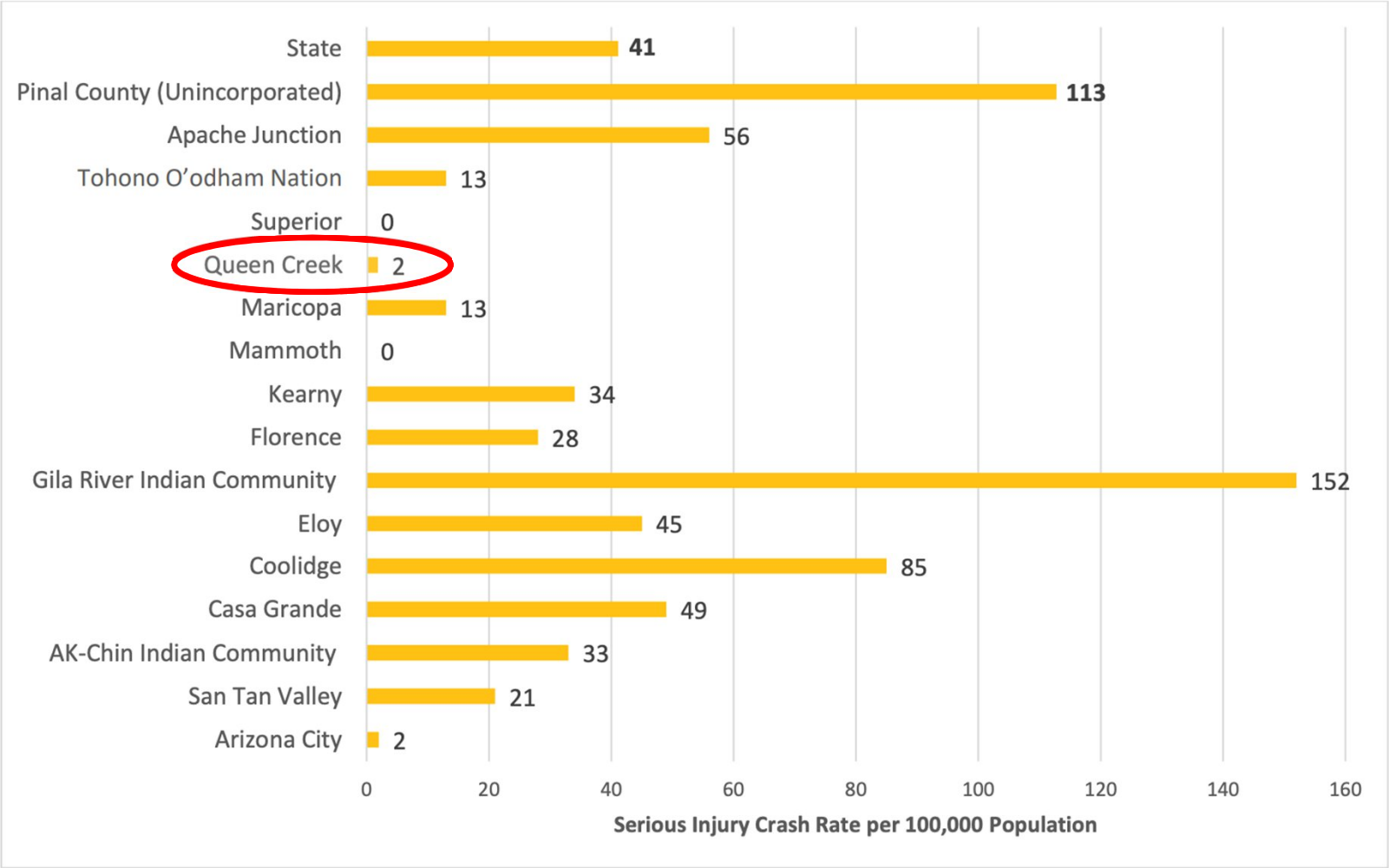
PINAL COUNTY
WIDE OPEN OPPORTUNITY



Source: Pinal County Strategic Transportation Safety Plan

Average Annual Serious Injury Crash Rate per 100,000 Population

PINAL COUNTY
WIDE OPEN OPPORTUNITY



Source: Pinal County Strategic Transportation Safety Plan











The Safety Action Plan will incorporate the **Safe Systems Approach**, which is now the industry standard for transportation safety.



Safe System <u>Principles</u>:

- Death and Serious Injuries are Unacceptable
- Humans Make Mistakes
- Humans Are Vulnerable
- Responsibility is Shared
- Safety is Proactive
- Redundancy is Crucial











The Safety Action Plan will incorporate the **Safe Systems Approach**, which is now the industry standard for transportation safety.



Safe System <u>Objectives</u>:

- Safer People
- Safer Roads
- Safer Vehicles
- Safer Speeds
- Post-Crash Care

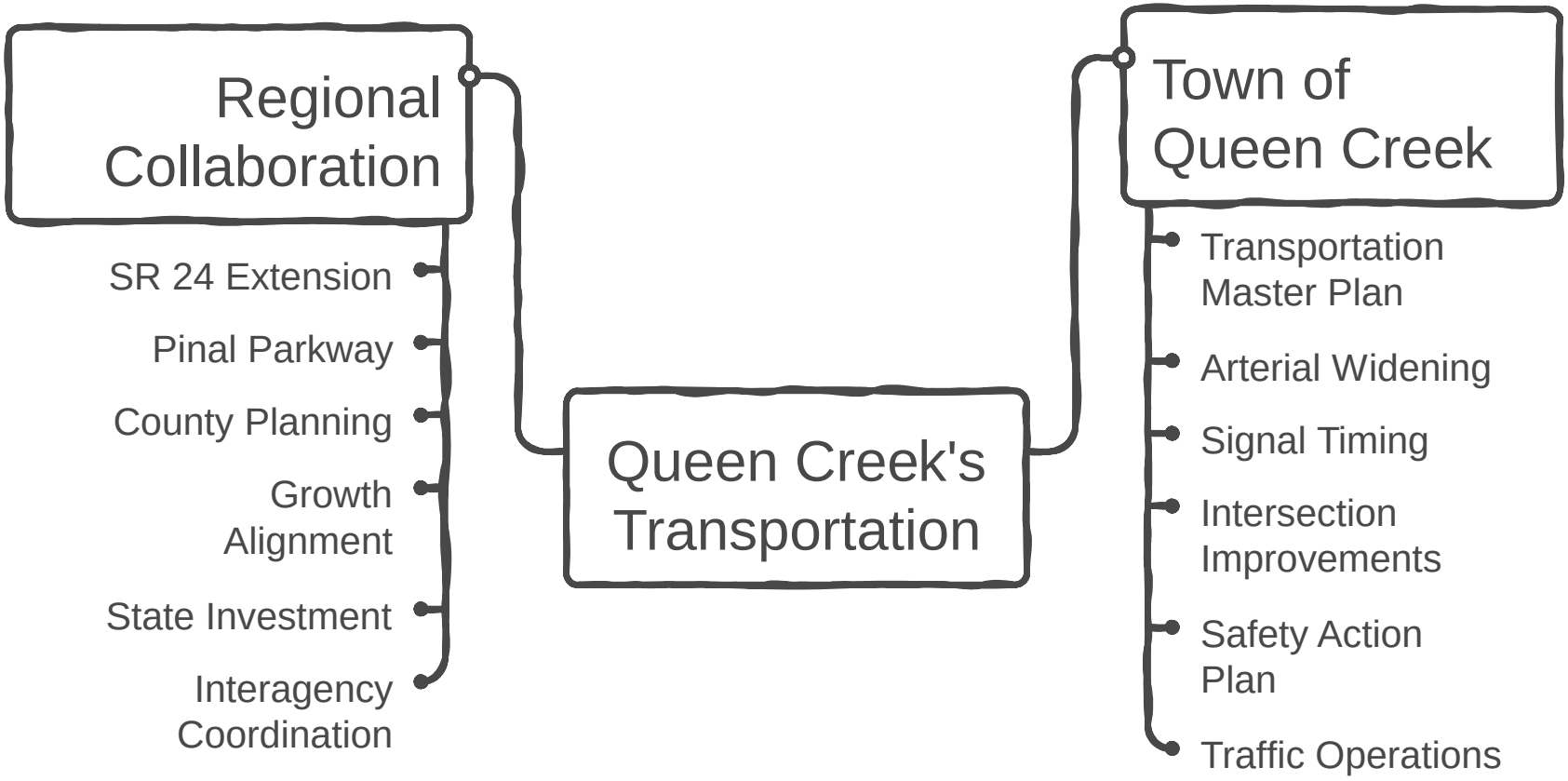
The Synergy of Safety Action Plan Components



Queen Creek's traffic strategies range from local to regional impact



Queen Creek's Transportation and Regional Collaboration



Executive Overview & Strategic Roadmap

Queen Creek has taken proactive, data-driven action to manage congestion.

Internal strategies are effective for locally generated traffic.

Long-term relief depends on regional infrastructure delivery and planning.

Additional Transportation Enhancement Options

- Targeted Intersection and Median Enhancements
  - Focus on known bottlenecks where turn lane deficiencies and median constraints reduce capacity.
  - Strategic turn lane extensions and median modifications prevent queue spillback into through lanes.
  - Low-cost, high-impact improvements deliver near-term congestion relief without full corridor widening.

- Addressing “Scalloped” Roadways
  - Occur where development has resulted in intermittent improvements, leaving four-lane arterials constricted to two lanes.
  - These gaps force the entire corridor to operate at the capacity of its narrowest segment.
  - Resulting stop-and-go, accordion-style traffic degrades mobility and reliability.

Targeted Intersection & Median Enhancements

Turn lane extensions at key bottlenecks prevent queue spillback.

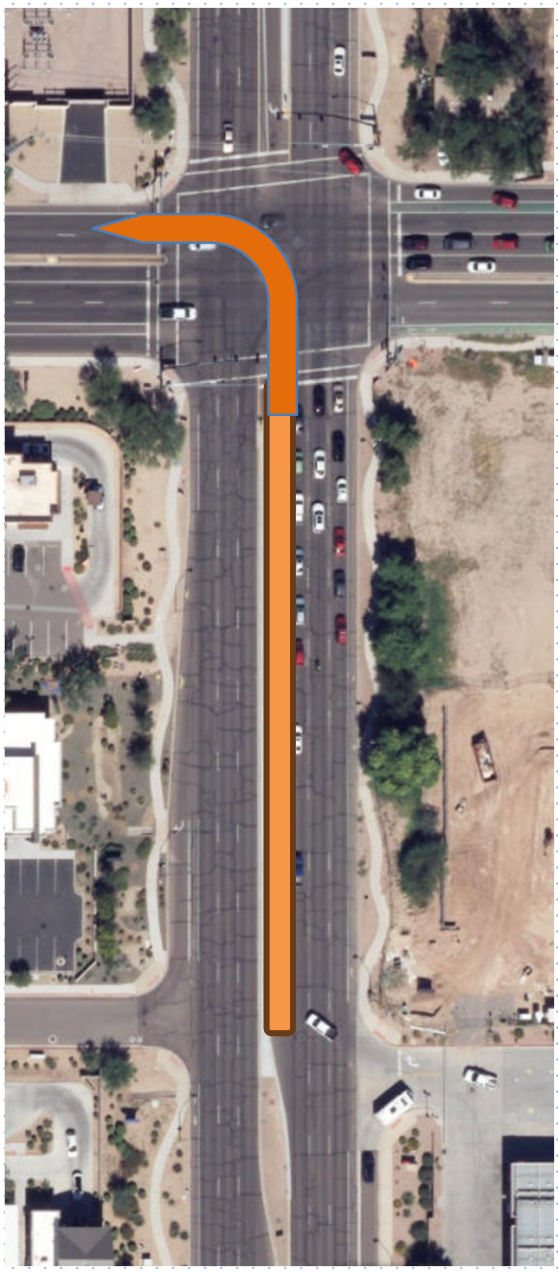
Ellsworth Loop Road and Ocotillo Road corridors prioritized.

Improvements focus on near-term congestion relief.

Example: Turn lane extensions at key bottlenecks prevent queue spillback “Ellsworth Loop Rd at Ocotillo Rd”



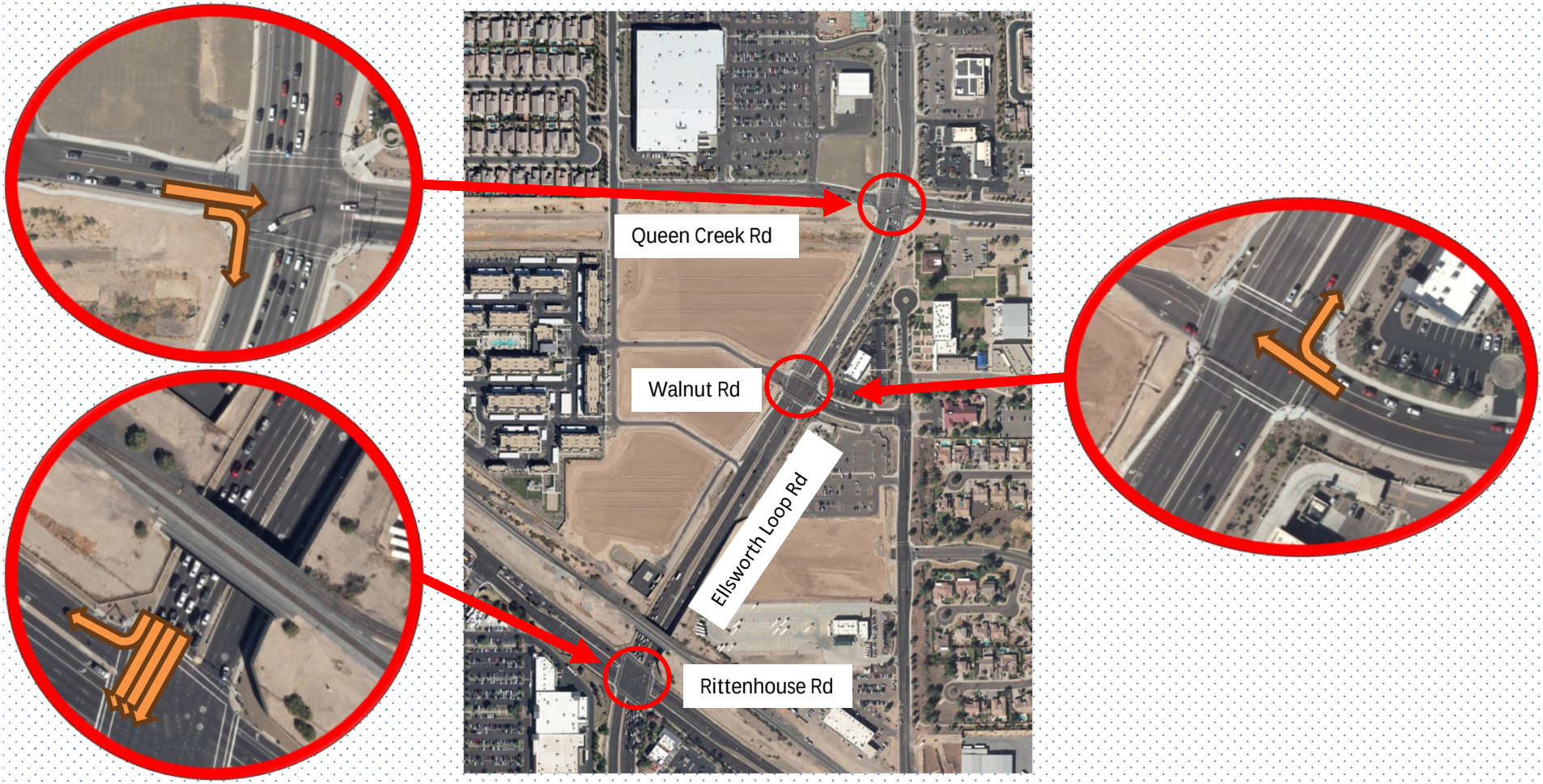
N



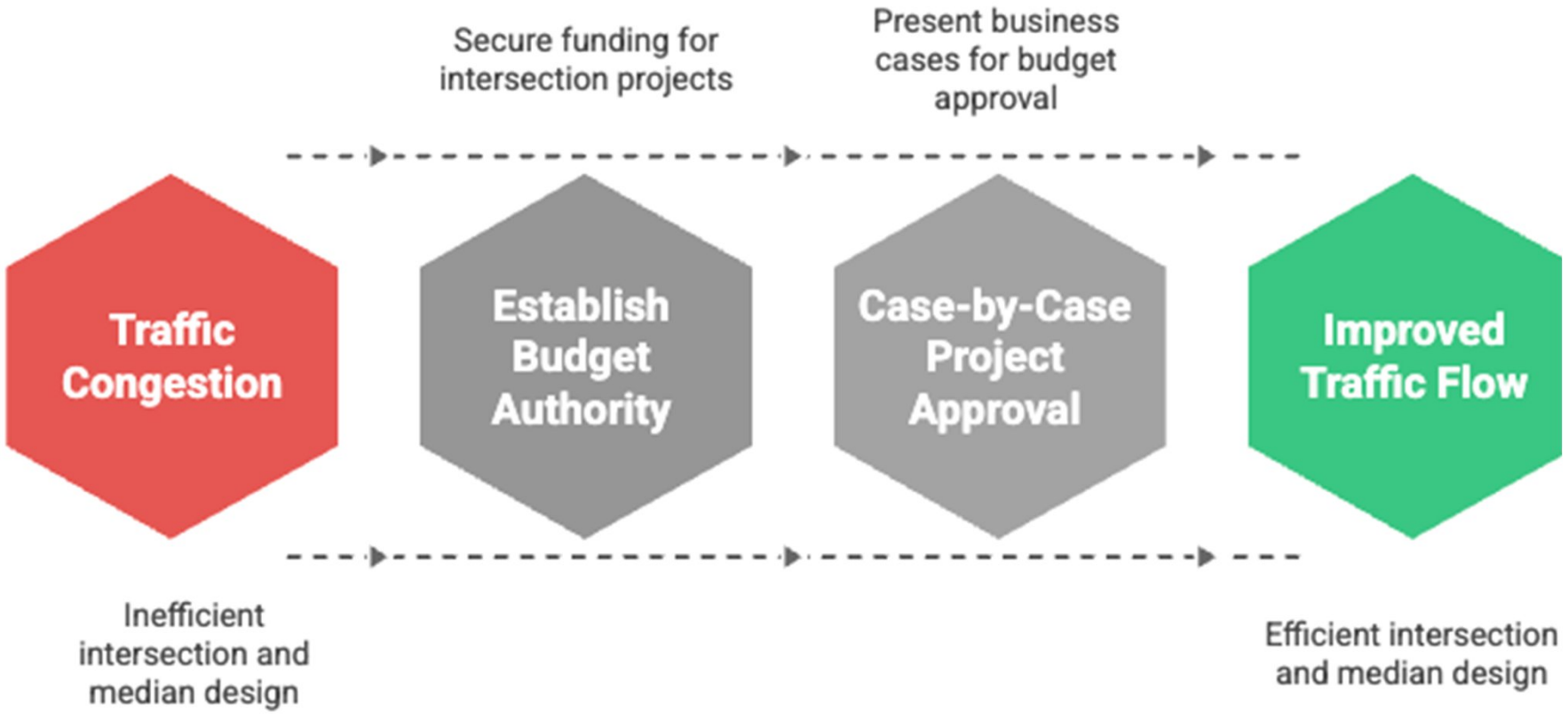
Before

After

Improvements focus on near-term congestion relief.



Enhancing Intersections for Improved Traffic Flow





"Scalloped Streets"



Addressing 'Scalloped' Streets

Efficient Emergency Response

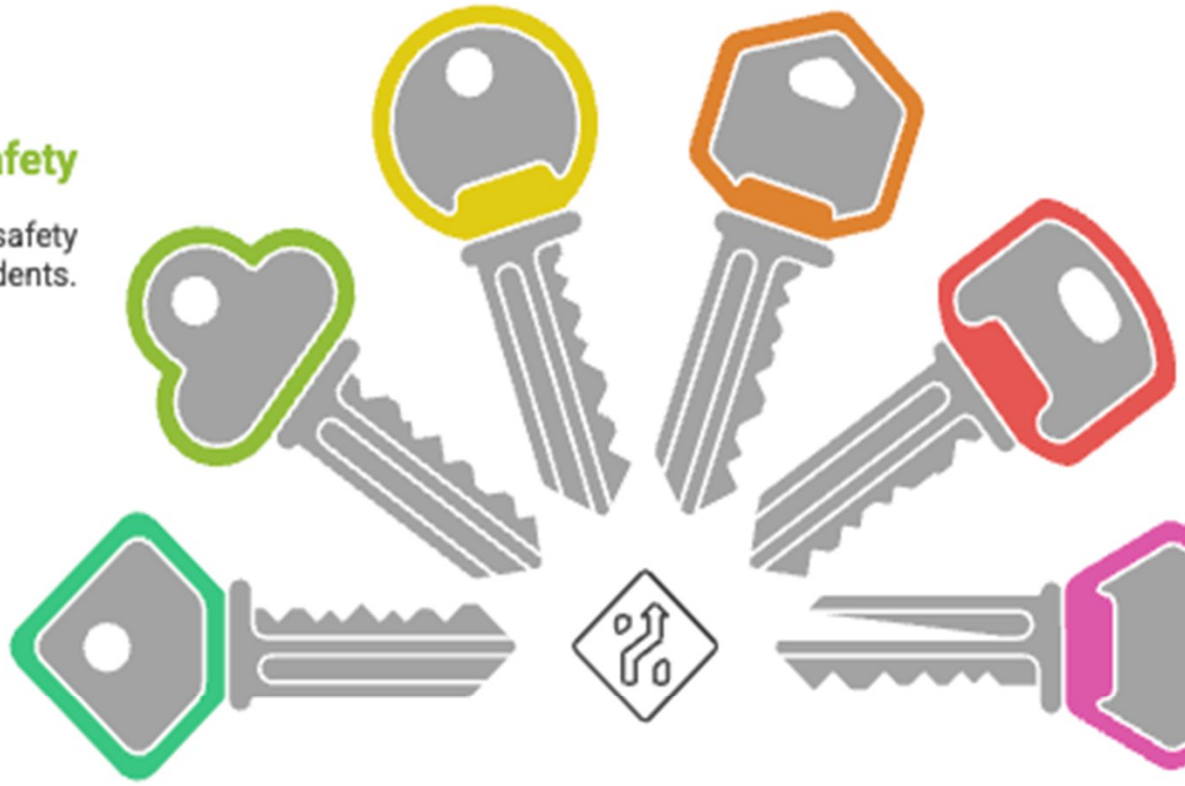
Ensures timely and effective emergency services.

Roadway Capacity

Expands roadway capacity to accommodate growth.

Enhanced Safety

Increases road safety and reduces accidents.



Construction Mitigation

Minimizes disruption during infrastructure projects.

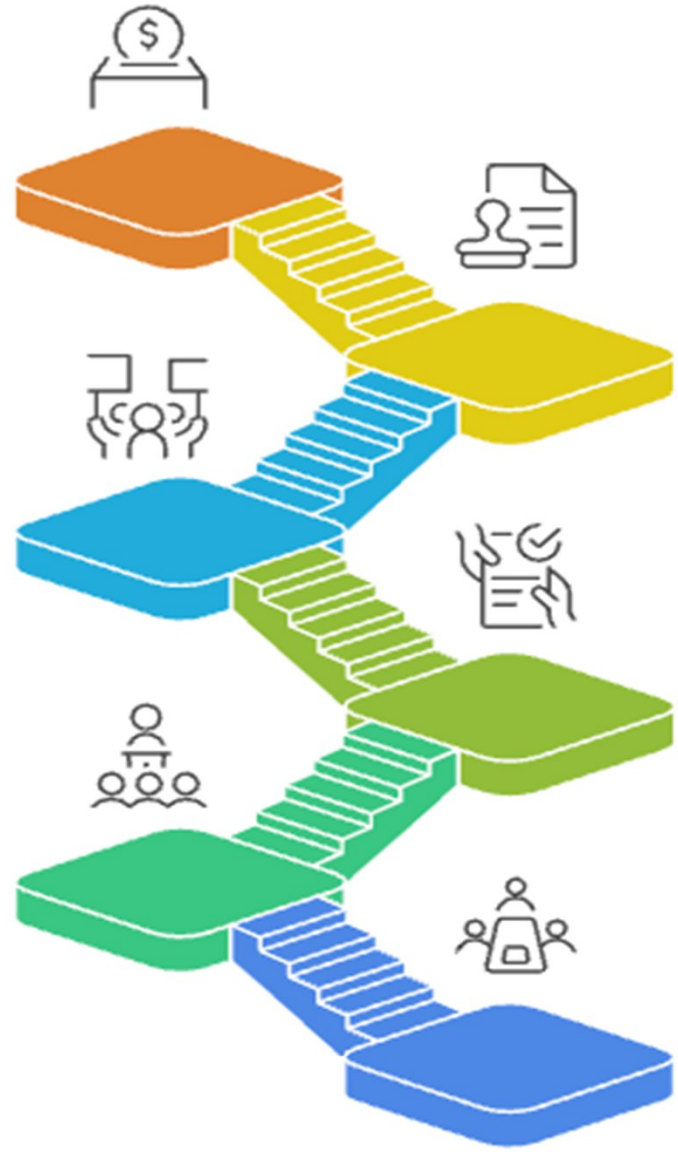
Improved Traffic Flow

Enhances mobility and reduces congestion on roadways.

Cost-Effectiveness

Optimizes roadway investments for long-term value.

Town Of Queen Creek Transportation Improvement Process



6 Assessment Collection

Assessments are collected at the time of development.

5 Recording Resolution

The adopted resolution is recorded in public records.

4 Public Hearing & Adoption

A final public hearing is held, and the resolution is adopted.

3 Resolution of Intention

The Town adopts a resolution expressing its intention to proceed.

2 Public Hearing

The Town holds a public hearing with notice to property owners.

1 Planning & Zoning Meeting

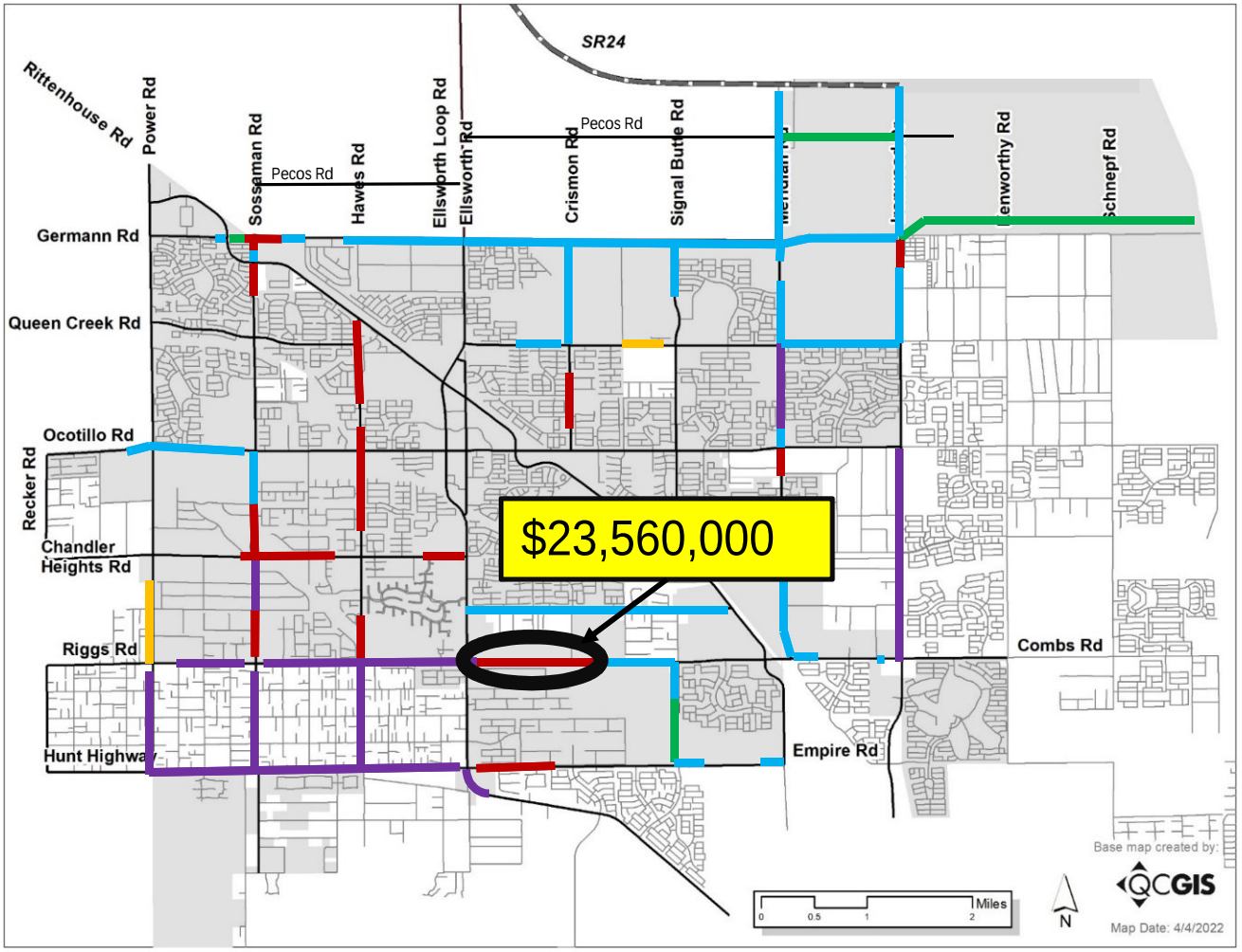
The Planning & Zoning Commission reviews and recommends the project.

* A.R.S. 9-243 & Town Code Article 14-4

Property owner involvement ranges from opposition to cooperation.



Townwide Scalloped Streets & Roadway Widening Needs



Key

- Under Construction
- Future Roadway
- Scalloped (Private Dev't)
- Scalloped (TOQC)
- Future Widening

Rev. 2026-01.07




FIRE STATION NO. 1




20727





TOWN OF QUEEN CREEK ARIZONA

TO: **HONORABLE MAYOR AND TOWN COUNCIL**

THROUGH: **BRUCE GARDNER, TOWN MANAGER**

FROM: **RANDY BRICE, CHIEF OF POLICE**

RE: **DISCUSSION AND REVIEW OF A PROPOSED LIMITED MUNICIPAL COURT PILOT FOR CIVIL CODE ENFORCEMENT, JUVENILE CURFEW VIOLATIONS, AND POSSIBLY CIVIL TRAFFIC VIOLATIONS.**

DATE: **January 30, 2026**

Suggested Action:

Discussion and Review of a Proposed Limited Municipal Court Pilot for Civil Code Enforcement, Juvenile Curfew Violations, and possibly civil traffic violations.

Relevant Council Goal(s):

1. Safe Community (Public Safety)
2. Superior Infrastructure (Operational Foundations)

Discussion:

Purpose

The purpose of this item is to provide Town Council with an overview and discussion of a proposed limited municipal court pilot focused on civil Town code violations, civil code enforcement cases, potential civil traffic violations, and juvenile curfew ordinance violations. This concept aligns with the Police Department's long-term operational planning and reflects elements previously identified in the Police Department Master Plan as foundational components of a fully mature local law enforcement system.

The proposed pilot is intentionally narrow in scope and designed to be phased. This approach allows the Town to evaluate effectiveness, cost, staffing needs, enforcement mechanisms, and community impact prior to any consideration of permanent expansion or additional court authority.

Background

Municipal courts are authorized under Arizona law and are commonly used by cities and towns to adjudicate violations of local ordinances. At present, the Town relies on contracted court services for the adjudication of municipal code violations, including juvenile curfew cases. While this model provides basic adjudication, it has not produced meaningful accountability or compliance outcomes in juvenile matters.

The Town's juvenile curfew ordinance has historically been underutilized, not due to a lack of enforcement activity by the Police Department, but due to structural limitations within the contracted court model. Juvenile law is highly nuanced, particularly during the penalty, compliance, and post-disposition phases. The contracted courts lacked the practical tools, authority, and operational focus to address non-compliance by juveniles or parents once a case entered the court system.

In most curfew cases, when a juvenile failed to appear for court or failed to comply with court-ordered diversion or sanctions, no further action was taken. The court did not routinely issue compliance hearings, enforce parental involvement, or escalate consequences. Without enforceable accountability at this stage, the curfew enforcement process became largely ineffective and failed to achieve its intended public safety and early-intervention goals.

Juvenile curfew violations represent a critical opportunity for early intervention, family engagement, and corrective action. These outcomes require a court structure that can mandate parent participation, monitor compliance, and respond proportionally when non-compliance occurs. A locally managed municipal court provides the Town with direct control over compliance mechanisms, enforcement tools, and graduated responses that are not available under the current contracted court structure.

The Police Department Master Plan previously identified a municipal court as a long-term component of a future public safety complex. This pilot approach allows the Town to address identified enforcement gaps immediately, test legally supported accountability mechanisms, and evaluate workload impacts before committing to a permanent court model.

Pilot Court Scope

The proposed pilot municipal court would be limited to the following case types:

- Civil Town code violations
- Civil code enforcement cases
- Juvenile curfew ordinance violations
- Related parent or guardian permitting violations, enforced through civil remedies
- Potential inclusion of civil traffic violations, subject to staffing capacity and workload evaluation

The pilot would not include:

- Criminal misdemeanor jurisdiction
- Jail or detention authority
- Serious juvenile delinquency cases

Traffic enforcement is proposed as a potential expansion area within the pilot rather than an automatic inclusion. The Police Department currently issues approximately 4,000-5,000 civil traffic citations annually, with projected annual increases of 10 to 15 percent due to growth and traffic volume. As part of the pilot review, staff will assess whether limited court staffing can absorb this volume without negatively impacting code enforcement and juvenile compliance functions.

Juvenile Case Handling and Compliance Framework

Under the pilot model, juvenile curfew cases would be handled as formal municipal court proceedings supported by a structured compliance framework. The focus is not punishment, but early intervention, enforceable accountability, and parent engagement.

At the initial court appearance, parent or guardian attendance would be required. The court would issue a written compliance order outlining diversion requirements, deadlines, review dates, and consequences for non-compliance. This creates a clear record and enforceable expectations from the outset.

If a juvenile fails to comply with diversion requirements or fails to appear for court, the process would not end. Instead, the court would follow a graduated response model:

- Written notice of non-compliance
- Mandatory compliance hearing with parent and juvenile present

- Judicial determination of whether non-compliance was willful or due to hardship

If non-compliance is determined to be willful, the court may impose escalated civil sanctions such as additional community service, expanded educational requirements, or revised compliance orders. Continued non-compliance may result in referral for juvenile court action or other legally appropriate escalation.

Parent Accountability and Sanctions

An essential component of the pilot court is enforceable parental accountability. While the existing curfew ordinance addresses parental permitting of violations, the pilot court requires additional authority to address parent non-compliance during the court process itself.

Parents would be required to appear at disposition and compliance hearings unless excused for good cause. The court would have authority to issue parental responsibility orders requiring parents to take specific actions to support compliance, such as ensuring attendance, enrolling juveniles in diversion programs, or participating in parent education.

If a parent fails to comply with a court order or fails to appear as required, the court may impose civil sanctions directly against the parent. These may include:

- Civil administrative fines
- Mandatory parent education or counseling
- Community service alternatives
- Graduated civil penalties for repeated non-compliance

Criminal enforcement would remain a last-resort option and would be reserved for willful and repeated defiance after civil remedies have been exhausted.

To implement this framework, Town code updates would be required to explicitly authorize parent-required appearances, parental responsibility orders, and civil sanctions tied to court-process non-compliance.

Failure to Pay Fines and Financial Compliance

The pilot court would prioritize compliance through flexible, non-punitive mechanisms. Payment plans and alternatives would be offered at disposition.

If fines are not paid, the court would follow a structured process that includes notice, opportunity to cure, and an ability-to-pay hearing. If nonpayment is determined to be willful, the court may impose civil enforcement remedies such as entry of judgment, additional compliance conditions, or show-cause hearings.

Failure to Appear

Failure to appear would be addressed through a structured and enforceable process rather than case abandonment. Initial failures would result in notice and rescheduling when appropriate. Repeated or willful failures to appear may result in issuance of a warrant for appearance only, designed to compel court participation rather than impose detention.

Warrant Authority Without Jail or Detention

Although the pilot court would not exercise jail or detention authority, it would retain the ability to issue warrants necessary to compel appearance and enforce court orders. These warrants would be used solely to bring individuals before the court so compliance issues can be addressed judicially.

Escalation to Criminal Charges

Escalation to criminal prosecution would occur only under clearly defined circumstances, such as willful and repeated failure to appear, refusal to comply with court orders, or conduct that independently constitutes a criminal offense. These matters would be referred to the appropriate court or prosecutorial authority.

Staffing, Workload, and Operational Impact

The compliance-focused model described above requires active case management rather than passive docket processing. Unlike the contracted court model, the pilot court would:

- Track juvenile and parent compliance
- Issue notices and compliance hearings
- Coordinate diversion services
- Monitor deadlines and follow-up actions
- Prepare escalation or referral documentation

These functions represent a significant workload that justifies the proposed staffing model.

The pilot court would operate with three dedicated full-time equivalents, supported by contracted judicial services:

- Court Administrator
- Court Clerk
- Diversion Coordinator / Case Manager

Each role supports a distinct but interconnected function: court operations, case processing, and compliance management. Without dedicated staff, the accountability and enforcement mechanisms central to the pilot would not be sustainable.

Preliminary Fiscal Considerations, Budget Context, and Staffing

As part of the discussion regarding a limited municipal court pilot, staff has developed a preliminary, high-level estimate of potential staffing and contractual costs associated with operating the court. This information is intended to provide Council with general context regarding the order of magnitude of costs that may be associated with a pilot program, rather than a finalized or fully vetted budget.

As previously mentioned, the three dedicated full-time positions will function effectively in a compliance-focused model. Together, these roles support court operations, case processing, compliance monitoring, parent engagement, diversion coordination, and enforcement follow-up. Unlike a traditional contracted court model that primarily schedules hearings, the proposed pilot court emphasizes active case management, which requires dedicated staffing.

Using mid-range Arizona salary estimates and standard benefit assumptions, the combined annual cost for these three positions is preliminarily estimated to fall in the range of approximately $265,000 - $300,000 per year. These figures are intended for planning purposes only and reflect conservative assumptions appropriate for a startup program.

Judicial services for the pilot court would be provided through contracted judges or commissioners, rather than full-time judicial appointments. Based on prevailing Arizona municipal court rates, the annual cost for contracted judicial services is expected to vary depending on docket frequency and case volume. For a pilot operating one docket day per week, estimated annual judicial contract costs may range from approximately $46,000 - $84,000. If the pilot expands to additional docket days, particularly to accommodate civil traffic matters, judicial contract costs would increase accordingly.

Staff has also identified the potential need for an outside consultant to assist with pilot court

development and implementation. Consultant support may include court process design, ordinance alignment, compliance framework development, system selection assistance, staff training, and post-launch evaluation. If utilized, consultant costs would be limited to the initial implementation period and are preliminarily estimated to range from approximately $75,000 - $150,000 as a one-time expense.

It is important to note that all fiscal information presented at this stage is preliminary in nature. These figures have not been fully developed, vetted, or refined through a formal budget process, nor do they account for potential revenue offsets, long-term efficiencies, or alternative staffing models. The purpose of this information is to support conceptual discussion and policy direction only.

If Council wishes to explore the creation of a limited municipal court pilot further, staff will return with a comprehensive and detailed budget proposal. That proposal would include refined cost estimates, revenue assumptions, staffing justifications, implementation phasing, and long-term financial impacts for Council consideration and approval.

Phased Implementation Timeline

- 2 Months: Budget development and Council presentation and authorization, including evaluation of whether to retain an outside consultant to assist with pilot court design, implementation planning, and early operational setup.
- 4 Months: Legal coordination, ordinance updates, and stakeholder engagement. An outside consultant, if retained, may assist with ordinance alignment, process mapping, and best-practice validation during this phase.
- 4 to 6 Months: Staffing, systems selection, and intergovernmental coordination. An outside consultant may support case management system selection, workload modeling, and interagency coordination.
- 4 to 6 Months: Procedure development, training, facility preparation, and full system and software implementation. Consultant support may include development of court procedures, compliance workflows, training materials, and launch readiness.
- 6 Months: Performance evaluation and Council review following pilot launch, including consultant-assisted evaluation and recommendations if applicable.

Evaluation Metrics

During the pilot period, staff would track and report on:

- Case resolution timelines
- Juvenile diversion completion rates
- Repeat curfew violations
- Parent compliance rates
- Failure-to-appear rates
- Civil traffic workload impact
- Staffing workload
- Cost per case

Clarification of Court Jurisdiction, Jail Responsibility, and Cost Allocation

As part of the discussion regarding the proposed limited municipal court pilot, it is important to clearly distinguish between municipal court responsibilities and the statutory responsibilities of Justice Courts, Superior Court, and the County. This clarification is necessary to ensure a shared understanding of what the proposed pilot court would and would not assume, particularly with respect to state criminal cases and jail-related costs.

Under Arizona law, Justice Courts and Superior Court are responsible for adjudicating state criminal offenses by statute. Justice Courts have jurisdiction over state-law misdemeanors, and Superior Court has jurisdiction over felony offenses and other assigned criminal matters. These responsibilities exist

by operation of state law and apply regardless of whether a town operates a municipal court or not. Municipalities do not control, fund, or contract for Justice Court or Superior Court adjudication of state crimes.

The proposed municipal court pilot would be limited to municipal matters, including civil Town code violations, code enforcement cases, juvenile curfew ordinance violations, and potentially civil traffic violations if staffing capacity allows. The pilot court would not adjudicate state-law misdemeanors or felony offenses. Those cases would continue to be handled by Justice Court or Superior Court, consistent with existing statutory requirements.

Similarly, responsibility for jail custody and jail-related costs for defendants committed on state charges rests with the County. Once a defendant is committed to jail by a Justice Court or Superior Court on a state offense, that individual is a county inmate for custody and care purposes. Municipalities are not responsible for funding Justice Court judges, Justice Court staff, Superior Court operations, or jail care costs associated with state criminal cases.

It is important to note that there are limited circumstances in which the Town may be financially responsible for jail-related costs. When an individual is arrested and incarcerated on a misdemeanor or criminal Town code violation, including violations prosecuted through a municipal court, the Town may be responsible for associated booking fees and housing costs while the individual is held. This responsibility arises from the municipal nature of the offense and is distinct from state-law criminal cases. However, as previously discussed, misdemeanor criminal enforcement and detention authority are not within the scope of the proposed pilot court, and therefore these potential costs are not anticipated as part of the pilot program.

This distinction is important in the context of the proposed pilot court because the Town is not seeking to shift or absorb responsibilities that are statutorily assigned to other governmental entities. The pilot court is designed to address municipal ordinance enforcement gaps, particularly in civil code enforcement and juvenile curfew compliance, where the Town currently lacks effective accountability mechanisms under the contracted court model.

The creation of a limited municipal court pilot does not expand the Town's financial responsibility for state criminal adjudication or jail operations. Instead, it allows the Town to more effectively manage municipal cases that are already the Town's responsibility, while state-law cases continue to follow existing statutory pathways through Justice Court, Superior Court, and the County jail system.

By clearly maintaining this separation of responsibilities, the pilot court reduces the risk of unintended cost exposure, jurisdictional confusion, or duplication of services. It also ensures that the Town's investment in a municipal court pilot is focused exclusively on improving outcomes for municipal code compliance, juvenile accountability, and community-level public safety objectives, rather than assuming functions assigned by law to other courts or governmental entities.

Fiscal Impact:

Discussion only. The pilot staffing and enforcement model reflects a deliberate shift from passive adjudication to active compliance management and is designed to limit upfront costs through contracted judicial services, shared facilities, and lean staffing. Any actual purchasing/procurement, the addition of FTEs, or any future expansion would require separate Council approval and budget consideration.

Alternatives:

Discussion only. Alternatives include maintaining the current contracted court model, expanding the scope of the pilot, pursuing a full municipal court model, or delaying implementation pending future facility development.

Attachment(s):

1. Presentation_Police_Court Pilot_final.pdf

LIMITED MUNICIPAL COURT PILOT PROPOSAL



TOWN OF QUEEN CREEK ARIZONA

WHAT IS THE NEED?



Alignment with **long-term operational planning** as foundational component of a fully mature local law enforcement system.



Town's Curfew ordinance has been ineffective due to **structural limitations** within the contracted court model (e.g., lack of practical tools, authority, & operational focus).



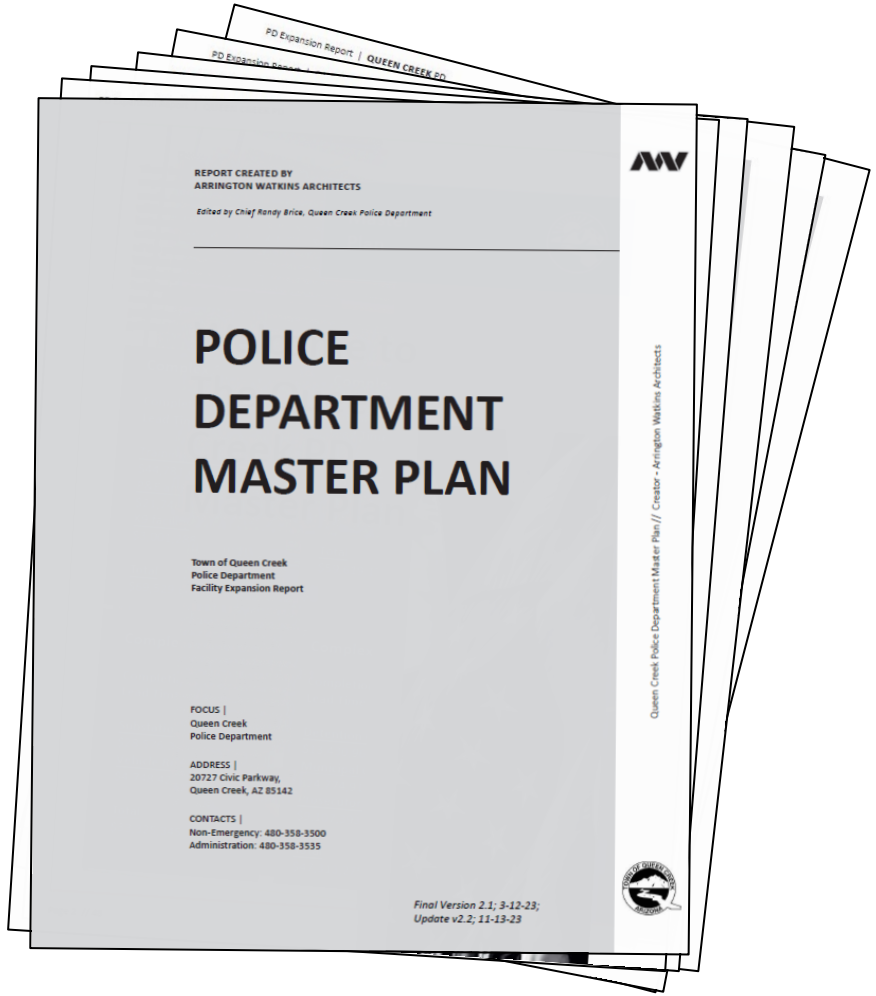
Civil Town Code enforcement requires **timely, local adjudication** to meet community needs and expectations.



Civil traffic enforcement plays a central role in the Town's traffic safety efforts, and a **localized operational focus** may improve effectiveness and outcomes.

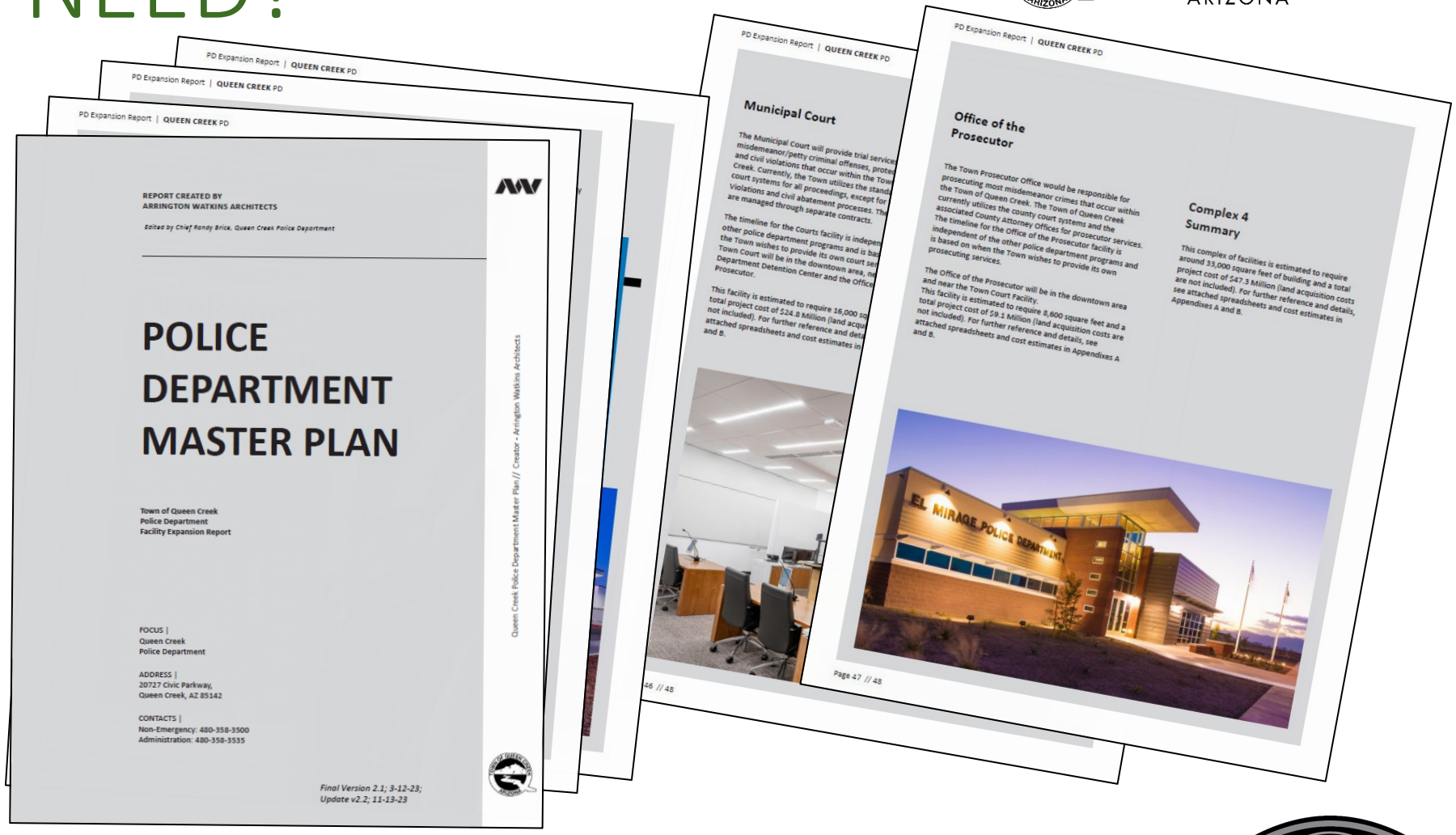
WHAT IS THE NEED?

Alignment with **long-term operational planning** as foundational component of a fully mature local law enforcement system.



WHAT IS THE NEED?

Alignment with **long-term operational planning** as foundational component of a fully mature local law enforcement system.



WHAT IS THE NEED?

TOWN OF QUEEN CREEK ARIZONA



Alignment with **long-term operational planning** as foundational component of a fully mature local law enforcement system.



Town's Curfew ordinance has been ineffective due to **structural limitations** within the contracted court model (e.g., lack of practical tools, authority, & operational focus).



Civil Town Code enforcement requires **timely, local adjudication** to meet community needs and expectations.



Civil traffic enforcement plays a central role in the Town's traffic safety efforts, and a **localized operational focus** may improve effectiveness and outcomes.

QUEEN CREEK AZ POLICE DEPARTMENT

JUVENILE CURFEW CASES

The contracted courts lacked the practical tools, authority, and operational focus to address non-compliance by juveniles or parents once a case entered the court system.

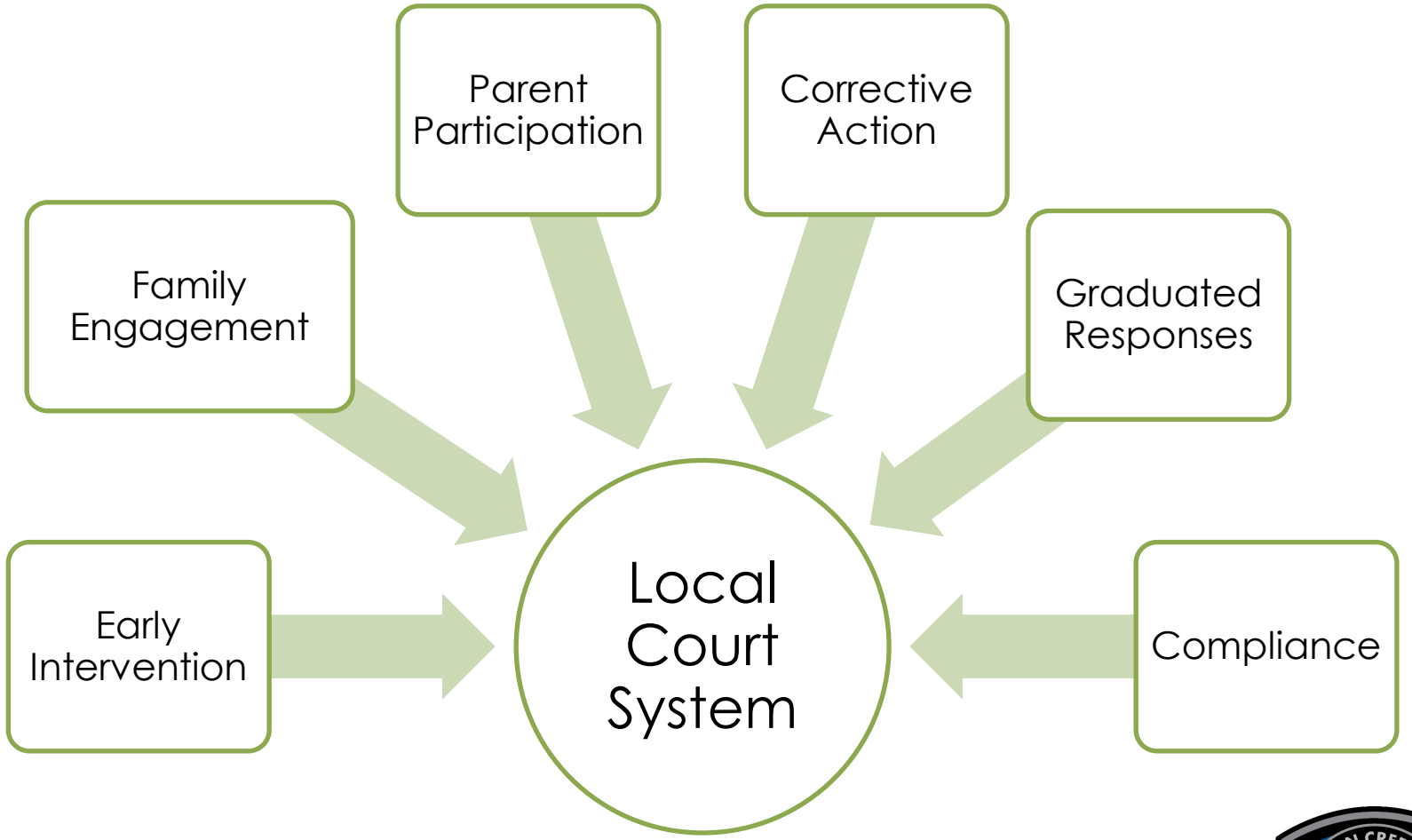
In most curfew cases, when a juvenile failed to appear for court or failed to comply with court-ordered diversion or sanctions, **no further action was taken.**

The court did not routinely issue compliance hearings, enforce parental involvement, or escalate consequences.

Without enforceable accountability, the curfew enforcement process became largely **ineffective and failed to achieve its intended public safety and early-intervention goals**.

JUVENILE CURFEW CASES

In the past four years we have seen only 10-30 Curfew Cases per year



JUVENILE CONTACTS/ROLES

IN POLICE CONTACTS 2025



20.1%

Roles	Adult	Juvenile	Total	% Juvenile
ARRESTEE	1,049	413	1,462	28.2%
DEFENDANT FOR CIVIL PROCESS	38	7	45	15.6%
DRIVER	1607	339	1,946	17.4%
INVESTIGATIVE LEAD	181	51	232	22.0%
INVOLVED OTHER	3,833	1,310	5,143	25.5%
MISSING PERSON	37	189	226	83.6%
OFFICER VICTIM	2	0	2	0.0%
OWNER	917	2	919	0.2%
PASSENGER	415	351	766	45.8%
PEDALCYCLIST	13	8	21	38.1%
PEDESTRIAN	9	3	12	25.0%
PLAINTIFF FOR CIVIL PROCESS	31	0	31	0.0%
REPORTING PARTY	2,899	76	2,975	2.6%
SUMMONED TO COURT (CIVIL TRAFFIC)	25	12	37	32.4%
SUSPECT	546	154	700	22.0%
VICTIM	1,550	396	1,946	20.3%
VICTIM/ARRESTEE	21	13	34	38.2%
VICTIM/SUSPECT	32	19	51	37.3%
WITNESS	651	144	795	18.1%
TOTALS	13,856	3,487	17,343	20.1%

WHAT IS THE NEED?



Alignment with **long-term operational planning** as foundational component of a fully mature local law enforcement system.



Town's Curfew ordinance has been ineffective due to **structural limitations** within the contracted court model (e.g., lack of practical tools, authority, & operational focus).



Civil Town Code enforcement requires **timely, local adjudication** to meet community needs and expectations.



Civil traffic enforcement plays a central role in the Town's traffic safety efforts, and a **localized operational focus** may improve effectiveness and outcomes.

CODE ENFORCEMENT



40-50 citations annually

At least 2 Code Hearings per month

$40-50K annually on Hearing Officers

WHAT IS THE NEED?



Alignment with **long-term operational planning** as foundational component of a fully mature local law enforcement system.



Town's Curfew ordinance has been ineffective due to **structural limitations** within the contracted court model (e.g., lack of practical tools, authority, & operational focus).

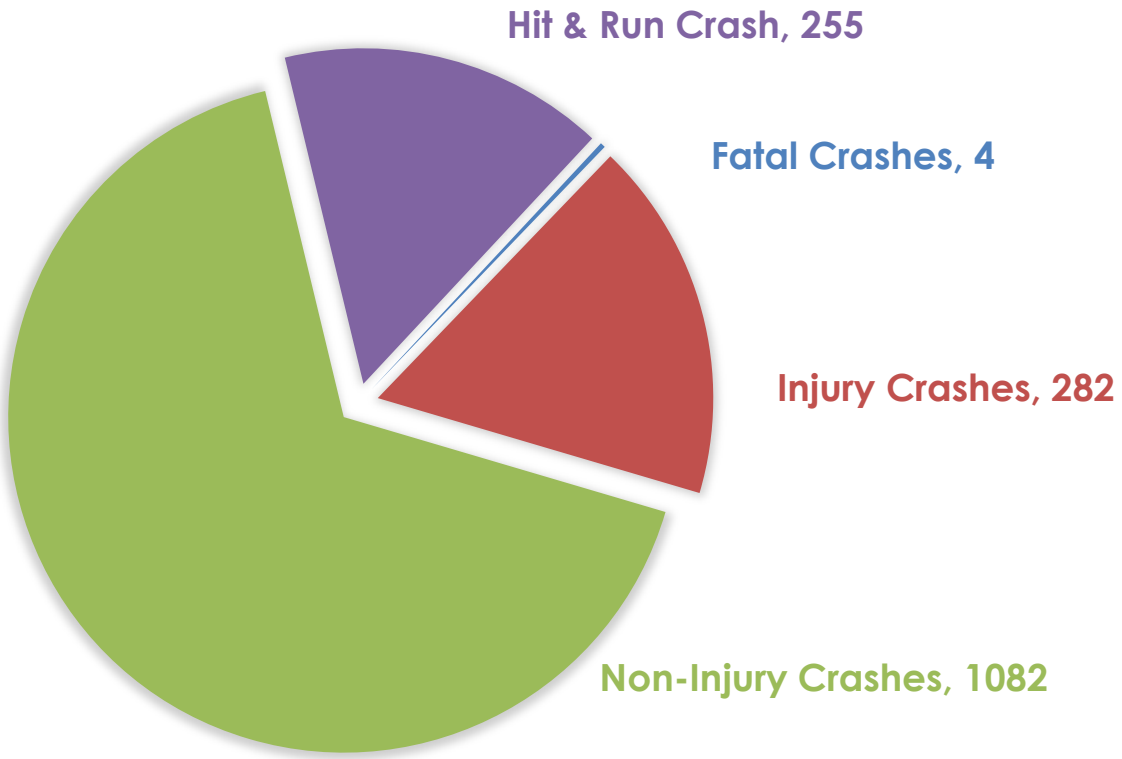


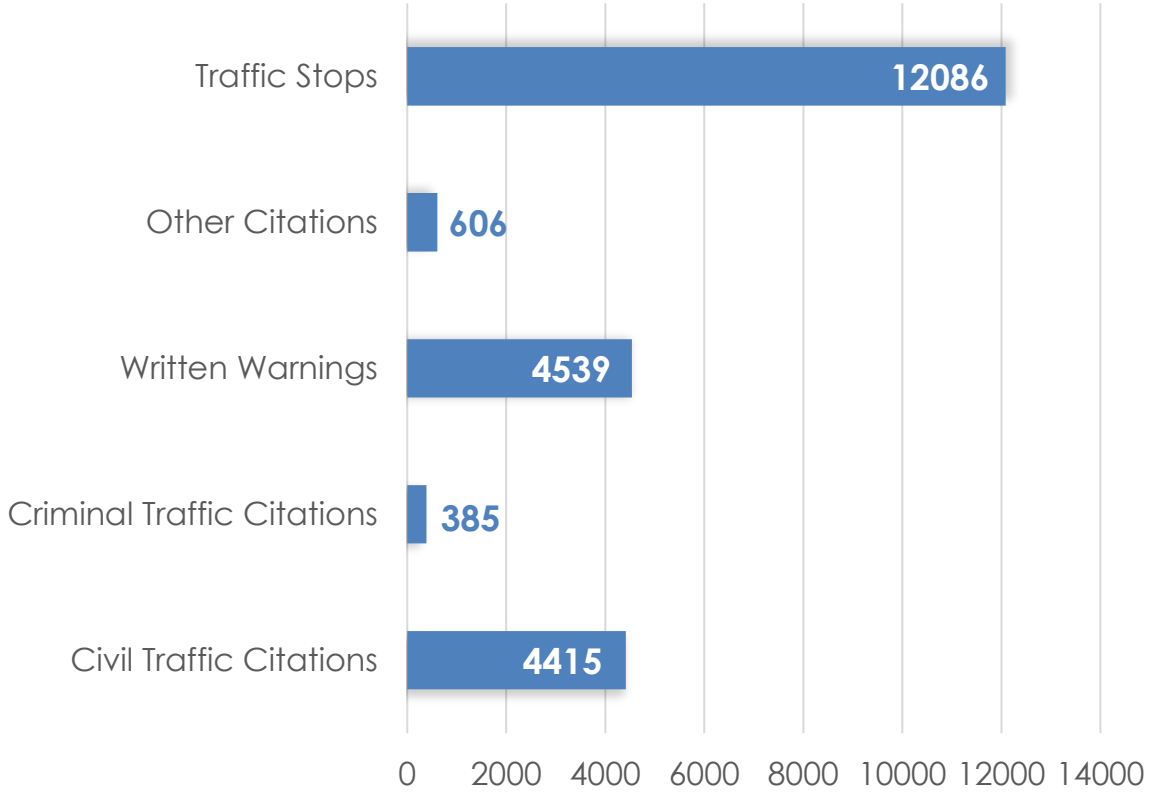
Civil Town Code enforcement requires **timely, local adjudication** to meet community needs and expectations.



Civil traffic enforcement plays a central role in the Town's traffic safety efforts, and a **localized operational focus** may improve effectiveness and outcomes.

CITATION AND CRASH DATA - 2025





PILOT COURT SCOPE

TOWN OF QUEEN CREEK ARIZONA

Would Include

- Civil Town code violations
- Civil code enforcement cases
- Juvenile curfew ordinance violations
- Related parent or guardian permitting violations, enforced through civil remedies

- Potential inclusion of civil traffic violations, subject to staffing capacity and workload evaluation

Approximately 13,000-14,000 civil traffic citations issued by QCPD per year with a projected annual increase of 10%-15%

Would NOT Include

- Criminal misdemeanor or felony cases
- Jail or detention authority
- Juvenile delinquency cases (except curfew)
- Incorrigible juvenile cases

PILOT COURT SCOPE

TOWN OF QUEEN CREEK ARIZONA

Allows the Town to address identified enforcement gaps immediately

Test legally supported accountability mechanisms

Evaluate workload impacts before committing to a permanent court model

COURT JURISDICTION, JAIL RESPONSIBILITY, & COST ALLOCATION



Under Arizona law, Justice Courts and Superior Court are responsible for adjudicating state offenses by statute.



Municipalities are not responsible for funding court operations or jail costs associated with state criminal cases.



The Town will be responsible for booking and housing costs when an individual is incarcerated on a criminal Town Code violation (or a state criminal case prosecuted through a future municipal court).



Cases and detention authority outside the scope of the pilot court will continue to be handled by other courts through statutory authority or intergovernmental agreements.

JUVENILE CASE HANDLING
AND COMPLIANCE FRAMEWORK

Under the pilot model, juvenile curfew cases would be handled as formal municipal court proceedings supported by a structured compliance framework. **The focus is not punishment, but early intervention, enforceable accountability, and parent engagement**.

At the initial court appearance, parent or guardian attendance would be required

The court would issue a written compliance order outlining diversion requirements, deadlines, review dates, and consequences for non-compliance.

This creates a clear record and enforceable expectations from the outset.

JUVENILE CASE HANDLING
AND COMPLIANCE FRAMEWORK

If a juvenile fails to comply with diversion requirements or fails to appear for court, the process would not end. Instead, the court would follow a graduated response model:

Written notice of non-compliance

↓

Mandatory compliance hearing with parent and juvenile present

↓

Judicial determination of whether non-compliance was willful or due to hardship

If non-compliance is determined to be willful, the court may impose escalated civil sanctions such as additional community service, expanded educational requirements, or revised compliance orders. Continued non-compliance may result in referral for juvenile court action or other legally appropriate escalation.

PARENTAL ACCOUNTABILITY
AND SANCTIONS IN JUVENILE CASES

TOWN OF QUEEN CREEK ARIZONA

An essential component of the pilot court is **Enforceable Parental Accountability**.

Parents would be required to appear at disposition and compliance hearings unless excused for good cause.

The court would have authority to issue parental responsibility orders requiring parents to take specific actions to support compliance, such as **ensuring attendance, enrolling juveniles in diversion programs, or participating in parent education.**

If a parent fails to comply with a court order or fails to appear as required…

- Civil administrative fines
- Mandatory parent education or counseling
- Community service alternatives
- Graduated civil penalties for repeated non-compliance

Criminal enforcement would remain a last-resort option and would be reserved for willful and repeated defiance after civil remedies have been exhausted.

COMPLIANCE IN JUVENILE CASES

Prioritize compliance through flexible, non-punitive mechanisms

Failure to Pay Fines & Financial Compliance

Escalation to Criminal Charges

These matters would be referred to the appropriate court or prosecutorial authority.

Failure to appear would be addressed through a structured and enforceable process rather than case abandonment.

Failure to Appear

Warrant Authority Without Jail or Detention

Ability to issue warrants necessary to compel appearance and enforce court orders (not jail or detention authority)

STAFFING, WORKLOAD, & OPERATIONAL IMPACT IN JUVENILE CASES

The compliance-focused model described above requires active case management rather than passive docket processing. Unlike the contracted court model, the pilot court would:

- Track juvenile and parent compliance
- Issue notices and compliance hearings
- Coordinate diversion services
- Monitor deadlines and follow-up actions
- Prepare escalation or referral documentation

PRELIMINARY FISCAL CONSIDERATIONS

BUDGET CONTEXT & STAFFING

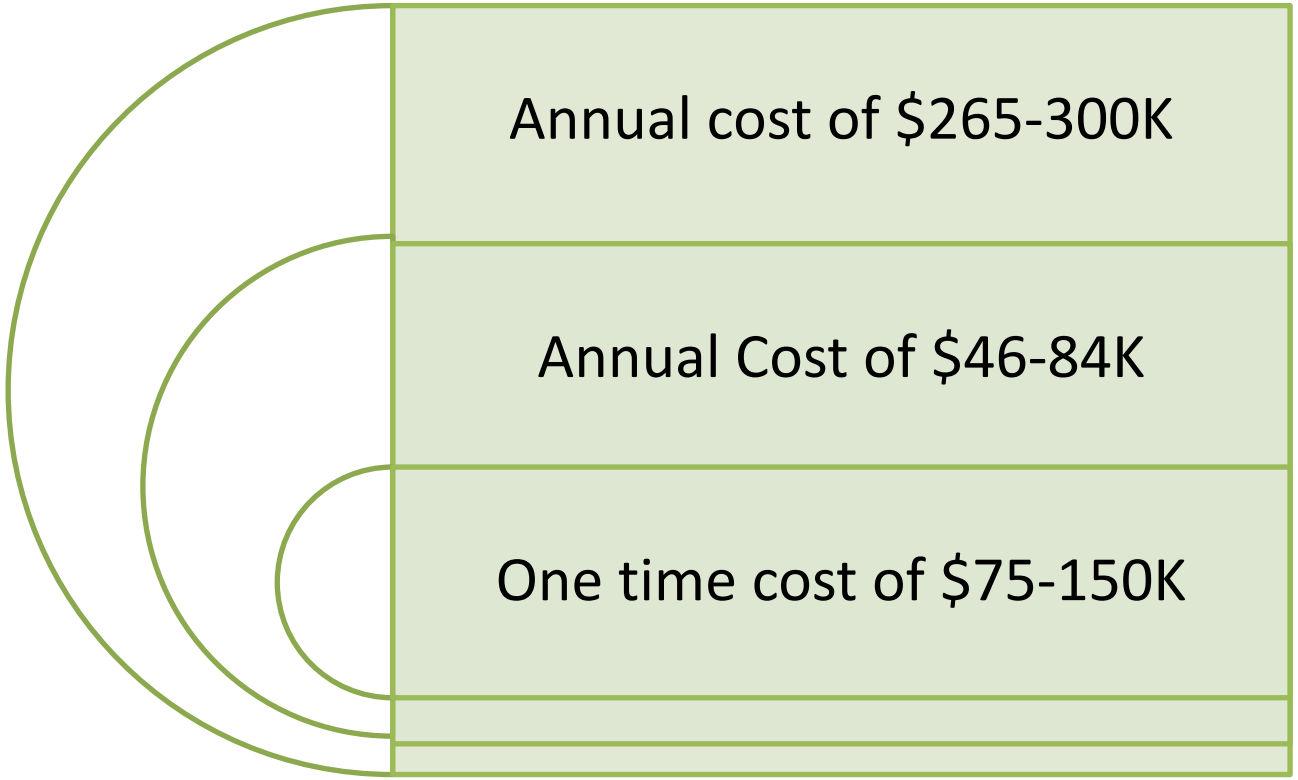
Preliminary, high-level estimate of potential staffing and contractual costs associated with operating the court includes three (3) dedicated full-time positions

- Court Administrator
- Court Clerk
- Diversion Coordinator / Case Manager

Together, these roles support **court operations, case processing, compliance monitoring, parent engagement, diversion coordination, and enforcement follow-up**. Unlike a traditional contracted court model that primarily schedules hearings, the proposed pilot court **emphasizes active case management**, which requires dedicated staffing.

PRELIMINARY FISCAL CONSIDERATIONS

BUDGET CONTEXT & STAFFING



- 3 Full Time Positions
- 1-Day Docket per Week – Contract Judge
- Consultant (if Needed)

These figures have not been fully developed, vetted, or refined through a formal budget process, nor do they account for potential revenue offsets, long-term efficiencies, or alternative staffing models.

SUGGESTED IMPLEMENTATION TIMELINE

TOWN OF QUEEN CREEK ARIZONA

2 Months

Budget development and Council presentation and authorization, including evaluation of whether to retain an outside consultant to assist with pilot court design, implementation planning, and early operational setup.

4 Months

Legal coordination, ordinance updates, and stakeholder engagement. An outside consultant, if retained, may assist with ordinance alignment, process mapping, and best-practice validation during this phase.

4 to 6 Months

Staffing, systems selection, and intergovernmental coordination. An outside consultant may support case management system selection, workload modeling, and interagency coordination.

4 to 6 Months

Procedure development, training, facility preparation, and full system and software implementation. Consultant support may include development of court procedures, compliance workflows, training materials, and launch readiness.

6 Months

Performance evaluation and Council review following pilot launch, including consultant-assisted evaluation and recommendations if applicable.

QUEEN CREEK AZ POLICE DEPARTMENT

IMPLEMENTATION – EVALUATION METRICS

During the pilot period, staff would track and report on the following (at a minimum):

- Case resolution timelines
- Juvenile diversion completion rates
- Repeat curfew violations
- Parent compliance rates
- Failure-to-appear rates
- Civil traffic workload impact
- Staffing workload
- Cost per case



TOWN OF QUEEN CREEK ARIZONA

TO: **HONORABLE MAYOR AND TOWN COUNCIL**

THROUGH: **SHEA JOACHIM, ASSISTANT TOWN MANAGER**

FROM: **BRETT BURNINGHAM, DEVELOPMENT SERVICES DIRECTOR**

RE: **SCENARIO 2.5 VISIONING UPDATE - TOWN OWNED PROPERTY (NORTH OF MSB)**

DATE: **January 30, 2026**

Suggested Action:

No action is required.

Discussion:

In mid-2024, Planning Staff engaged Sargent Town Planning as a consultant to evaluate potential development options for the vacant 6.25-acre Town owned property located between Aldecoa Drive and Munoz Street, extending from Ellsworth Road to Ellsworth Loop Road (reference slide 1 in the attached). The consultant evaluated the site, as well as current improvements and constraints, and working closely with Planning staff provided three conceptual development density scenarios with each option increasing in density (slide 2 provides a side-by-side comparison). As a reminder, the site is broken into three "development blocks" based on existing/planned north-south connections and block perimeter standards (1,600 ft.). As the three development scenarios (scenarios 1, 2, 3) were presented and evaluated during the Planning Session, Council requested that staff work with the consultant to provide “Scenario 2.5”. This memo is an update to that effort. As a reminder, the below outlines the three original scenarios, as well as Scenario 2.5.
It is important to note the following development standards and land uses representative of the Downtown Core (DC) zoning district in which the Town owned property is located within:

- Building heights up to 55-feet are permitted when not adjacent to residential uses (30-feet when abutting residentials uses);
- Up to 100% lot coverage is allowed;
- Specialty retail, commercial retail, open space, and residential uses are permitted; big box, suburban shopping centers, and drive-thrus are prohibited.

Scenario 1: "Suburban" Downtown Core (reference slide 2 in the attached)

- Development limited to 1-story retail
- Buildings are primarily oriented along the edge perimeter of the east/west downtown streets allowing for all parking to occur internal to the site.
- All required parking is provided on site.
- Approximately 55,000 SF of development
- This development type could be completed in a single phase
- Similar in design and scale to QC District, Heritage Square

Scenario 2: "Small-Scale Traditional" Downtown Core (reference slide 2 in the attached)

- Mix of uses occupying 2-story structures.
- Retail would be located on the ground floor and office uses would utilize the second floor.
- Buildings primarily located along the edge of the downtown streets, however are also internalized to the site and placed along north/south street frontages.
- This development scenario would be completed in phases

- Minimal parking would be provided onsite for the development
- Approximately 178,000 SF of development
- Current conceptual plans provided in the Town Center Plan is a hybrid between scenarios 1 and 2.

Scenario 3: "Mixed-Use" Downtown Core (reference slide 2 in the attached)

- Development between 2 and 4 stories.
- Increase in building footprint eliminates surface parking
- Pedestrian plazas and gathering spaces are provided (with eliminated surface parking)
- Phase 3 of the development (adj. to Ellsworth Loop) anticipates a parking structure to be wrapped by development.
- Residential uses could be provided on the upper floors.
- Off- site parking would be required.
- Approximately 345,000 SF of development

UPDATE Scenario 2.5: "Traditional Town Center"(reference slides 3 thru 9 in the attached)

- Development predominant 2-3 stories with an option for some 4 story elements
- Pedestrian plazas and gathering spaces provided (minimal on-site parking)
- Phase 3 of the development (adj. to Ellsworth Loop) anticipates a parking structure to be "wrapped" by development.
- Residential uses could be provided on upper floors – no residential allowed on first floor.
- Combination of on and off- site parking would be necessary
- Approximately 280,000 SF of development

2.5 Design Elements

During the Planning Session, Council provided feedback with varying degrees of support for the development scenarios presented, resulting in the request to evaluate a "2.5" option which would provide a higher level of density while maintaining some semblance of the Town's history recognizing that downtown developments usually incorporate higher density developments within their core. The proposed "2.5" maintains some elements of higher density (3-4-story internal to site adjacent to Summers Pl) with a majority of 2-3 stories along Ellsworth Loop Rd., Munoz St. and Aldecoa Dr.; 1-2 story elements are contemplated at the northwest corner of Aldecoa Dr. and Ellsworth Rd. Conceptual provisions are provided for limited on-site surface parking and drive aisles, which incorporates a blend of scenarios 2 (some on-site surface parking) and scenario 3 (no on-site surface parking, but turnaround/back-of-house delivery areas); however, a parking structure is still proposed adjacent to Ellsworth Loop Road consistent with scenario 3. Please note that in scenarios 2, 2.5, and 3 it is anticipated that additional off-site parking will ultimately be necessary at buildout. For refence, there are approximately 470 public parking stalls within 1,500 feet (~1/3 mile) of the subject site; industry standard for off-site parking is a walking distance of ¼ mile (1,320 feet).

Approximately 280,000 SF of development is contemplated: scenario 2 contemplated 178,000 SF, scenario 3 contemplated 345,000 SF. For refence, Costco, Ashley Furniture, Hobby Lobby and the inline shops along Ellsworth Road represents a combined square footage of approximately 270,000 SF. As previously mentioned, building heights can be in upwards of 4-stories, however to address building massing and street appearance upper stories are proposed to "step back" from the 1-2 story wall plane, conceptual designs are provided for building frontages along Munoz St. showing how pedestrian engagement can occur (see slide 12), a central plaza element is provided, and development phasing options are provided. It is important to note that all exhibits are conceptual in nature on how scenario 2.5 could develop. Based on feedback provided by Council, Staff will then work with the consultant to develop additional design standards on future development of the site.

In an effort to provide staff with direction, it is requested that the Council give consideration to the below questions and provide feedback regarding the scenario 2.5 (please note some of the details are only provided in the staff report and full presentation). The received feedback will allow staff to continue to refine the project scope and allow for greater clarity when discussing development options with potential developers. The presentation is purely conceptual so there are a number of options on how this area within the downtown could look. Staff welcomes all feedback. Below are a

few prompting questions.

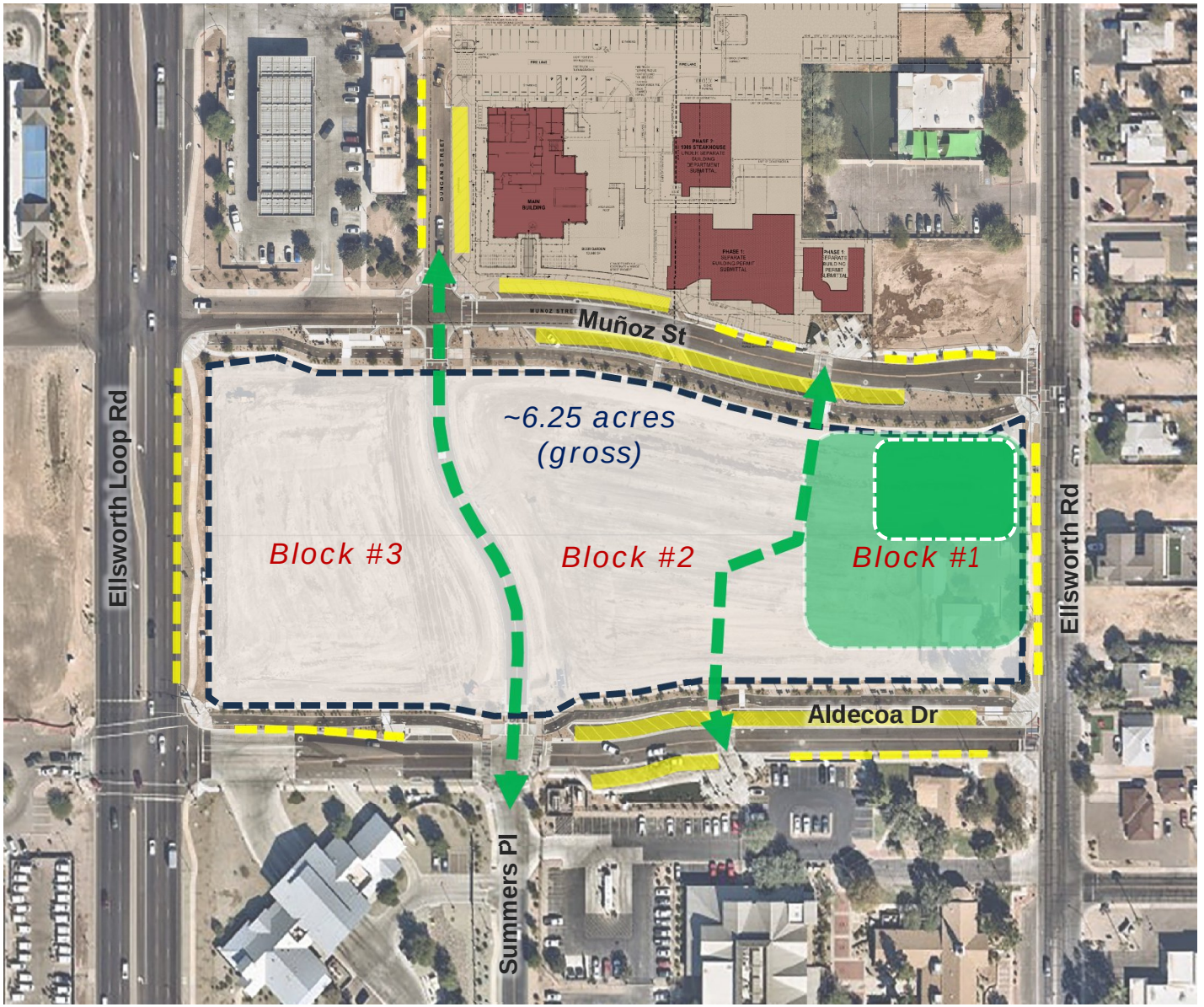
- What do you like about the updated 2.5 conceptual scenario? What don't you like?
- Any particular architectural elements that you do or don't like? (e.g. recessed arcades, use of brick, recessed 2/3 stories, 4th story elements, archways, consistent with the MSB)
- Should architectural design be organic and developer driven, or should staff work on refining design standards for the downtown?
- Are there any uses that you feel staff should focus on? Any that should be prohibited? (This can either be accomplished through a zoning effort or development agreement)
- Thoughts on the use and allocation of public space and connections? (Town green concept)
- Thoughts on parking in the downtown (should staff evaluate structured parking options, shared parking allowances, reduced parking ratios for the downtown?)

As a reminder, Staff is also working with the consultant on design standards, parking requirements, and permitted uses in the DC zoning district. Feedback related to the scenario 2.5 will be incorporated into the other updates that are currently being refined.

Attachment(s):

1. CSPS 2.5 FINAL.pptx

TOWN CENTER
PROPERTY



PREVIOUS TOWN CENTER CONCEPTS

SCENARIO #1
"SUBURBAN" TOWN CENTER



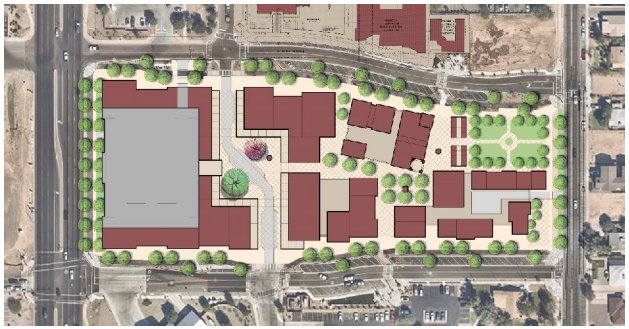
- **55,000 SF of new development;**
- **1-story retail.**
- **All parking provided within site** *(275 spaces)*
- **20,000 SF of Public Open Space** (Town Green and Pocket park)

SCENARIO #2
SMALL-SCALE TRADITIONAL TOWN CENTER



- **178,000 SF of new development;**
- **2-story mixed-use** *(assumes primarily office over retail)*
- **3-Phase development strategy providing on-site parking in Phases 1-2;** *off-site parking required in Phase 3*
- **40,000 SF of Public Open Space** (Town Green and Plazas)

SCENARIO #3
MIXED-USE DOWNTOWN DISTRICT



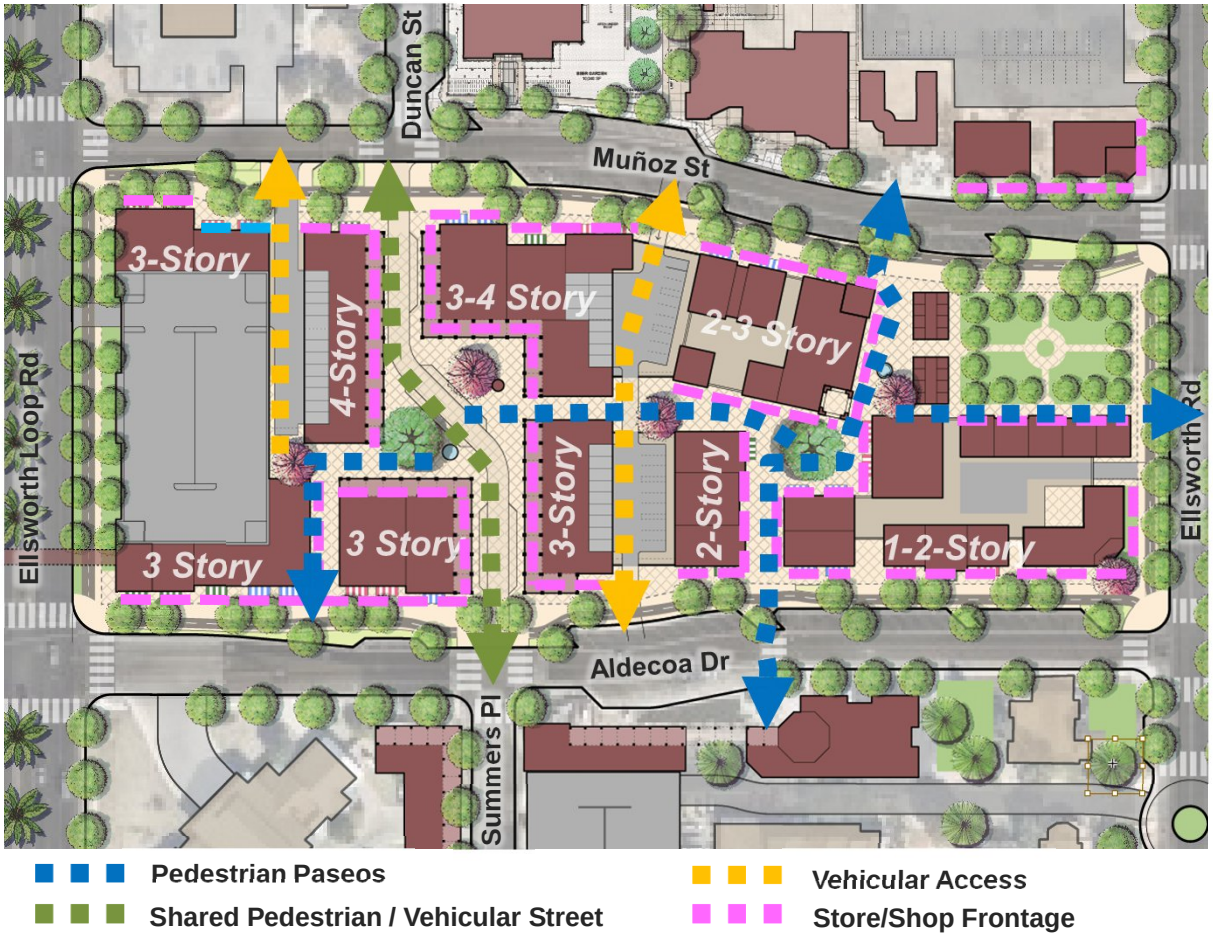
- **345,000 SF of new development;**
- **2-4-story mixed-use** *(includes potential for office and/or 200+ residential units on upper floors)*
- **Phase development strategy providing on-site parking in Phases 1-2;** *off-site parking required in Phase 3*
- **40,000 SF of Public Open Space** (Town Green and Plazas)

“SCENARIO 2.5” – Traditional Town Center

CONCEPTUAL SITE PLAN

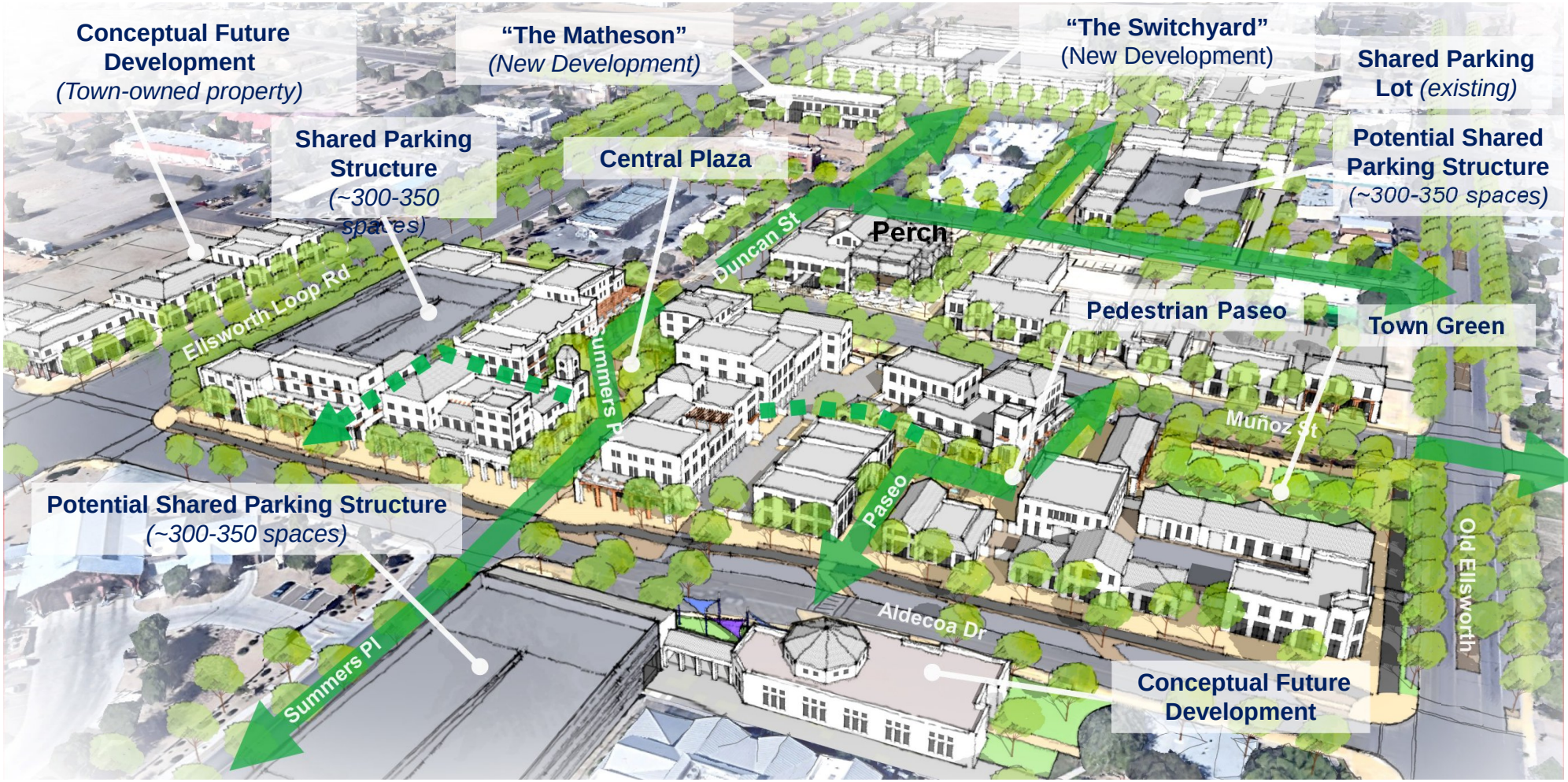
Key Attributes:

- **Predominantly 2-3 story building scale** – with small amounts of 4-story.
- **Increased connectivity & frontage –** smaller building footprints provides increased circulation & connectivity, and much more ground-floor frontage & activation.
- **Development Potential:** ~280,000 S.F (gross) total development potential
  - ~87k SF on Ground Floor;
  - ~35k SF on 4th Floor (13%)
- **Reduced Parking Structure Size:** ~320 spaces on 4 levels (3-story mass);



SCENARIO "2.5" – Traditional Town Center

CONCEPTUAL SITE MASSING DIAGRAM



“SCENARIO 2.5” – Traditional Town Center

BUILDING SCALE AND CHARACTER PRECEDENTS













SCENARIO “2.5”

BIRDS-EYE VIEW OF CONCEPTUAL OLD ELLSWORTH TOWN GREEN





“SCENARIO 2.5” – Traditional Town Center

CONCEPTUAL PUBLIC FRONTAGE ILLUSTRATION





Town Center Scenario “2.5”



“SCENARIO 2.5” – Traditional Town Center

CONCEPTUAL SITE PLAN

Key Attributes:

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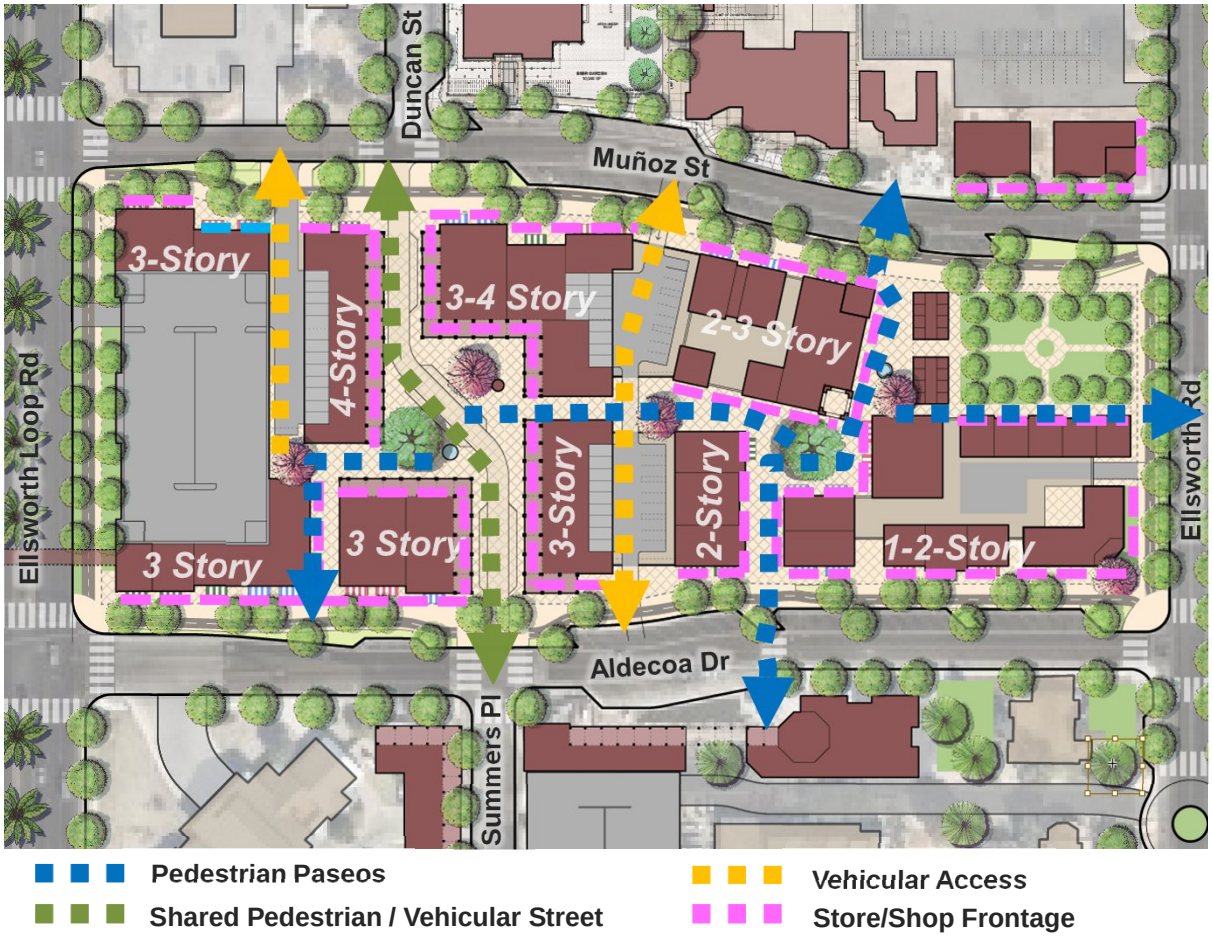

DISCUSSION

SCENARIO #1 – SUBURBAN DOWNTOWN CORE

- 55,000 SF of new development;
- 1-story retail
- All parking provided within site
- 20,000 SF of Public Open Space (Town Green & Pocket park)



SCENARIO #2 – SMALL SCALE TRADITIONAL DOWNTOWN CORE

- 178,000 SF of new development
- 2-story mixed-use *(assumes primarily office over retail)*
- 3-Phase development strategy providing on-site parking in Phases 1-2
- 40,000 SF of Public Open Space (Town Green & Plazas)



SCENARIO #3 – MIXED-USE DOWNTOWN CORE

- 345,000 SF of new development
- 2-4-story mixed-use *(includes potential for office and/or 200+ MF units on upper floors)*
- Phase development strategy providing on-site parking in Phases 1-2
- 40,000 SF of Public Open Space (Town Green & Plazas)



- Queen Creek was ranked the best place to live in Arizona by US News
- QC was ranked the second safest city in Arizona by SafeWise
- QC was ranked the number one Boomtown in Arizona, and third in the Nation by Go Banking Rates

Capital Improvement Projects

The CIP department consolidates all of the Town's construction activities under one Department. CIP manages all public infrastructure and building construction projects for the Town including roads, utilities, parks, public safety facilities, and other Town buildings.
The Capital Improvement team completed new and on-going construction projects, progressed through design and commenced construction on several projects, and initiated design on several new projects.

Construction projects completed or substantially completed in 2025 include:

- Queen Creek Recreation and Aquatic Center
- Crismon Road improvements from Cloud Road to Riggs Road including roundabout and extension to Cloud Road
- Permanent traffic signals at the following intersections:
  - Riggs Road and Harvest Lake Drive
  - Queen Creek Road and 220th Street
  - Ironwood Drive and Pecos Road
- State Land Improvements Phase 2 Utilities including:
  - 24" waterline in Germann Road from Kenworthy Road to Schnepf Road.
- State Land Improvements Phase 1 Roadways including:
  - Ironwood Drive from Germann Road to SR24
  - Pecos Road from Ironwood Drive to one half mile east
- Schnepf Road Waterline Improvements Phases 2B and 3A from Combs Road to Pima Road
- Wales Ranch transmission waterline from Kenworthy Road to Schnepf Road
- Kenworthy Road waterline from Red Fern Alignment to Chandler Heights Road
- Kenworthy Road sewer from Queen Creek wash to Combs Road
- Mansel Carter Oasis Park Drainage Infiltration Facilities
- Recreation Annex Amphitheater Drainage Infiltration Facilities
- Public Safety Support Services Building
- Community Recycle Center relocation
- Municipal Services Building Chiller Plant replacement
- Relocation of CIP Department into leased building
- Cubicle furniture remodel on the Municipal Services Building second floor
- Relocation of the Town's monument entry sign at Ellsworth Road and Germann Road
- Ellsworth Loop Road and Munoz Street left turn diverter
- Town-wide fiber network assessment
- Library flooring replacement
- Fleet Building climate control improvements

Projects that progressed under construction in 2025 include:

- Water storage tank and booster pump station at Wales Ranch Ridge
- Water storage tank and booster pump station at Main Plant
- Pocket Park for Pups relocation
- HPEC electrical site evaluation and repairs
- Founders Park Playground equipment replacement

- HPEC marquis sign

Projects that commenced, progressed or completed design in 2025 include:

- Kenworthy Road Water Transmission Line Chandler Heights to Germann
- Chandler Heights Road improvements from Via del Arroyo to Hawes Road
- Power Road improvements from Chandler Heights Road to Riggs Road
- Power Road improvements from Riggs Road to Hunt Highway
- Hawes Road improvements from Rittenhouse Road to Jude Drive
- Sossaman Road and Germann Road intersection improvements (In conjunction with City of Mesa and Maricopa County)
- Sewer Rehabilitation under UPRR facilities
- Via del Jardin at Sonoqui Wash crossing improvements
- Queen Creek Wash Trail from Rittenhouse Road to Meridian Road
- Town Fleet Maintenance Building design
- Town Public Works Administration Building design
- Traffic signals at:
  - Riggs Road and 206th Street
- Ocotillo Road and Rittenhouse Road intersection improvements conceptual review
- Queen Creek Wash Trail at Ellsworth Road Bridge relocation study
- Riggs Road from 194th Street to Hawes Road stormwater debris mitigation study
- Germann Road and Ellsworth Road intersection improvements (In conjunction with the City of Mesa)
- Water transmission main in Pima Road from Meridian Road to Ironwood Drive
- Water transmission main in Schnepf Road from Pima Road to Germann Road
- Water transmission main in Schnepf Road from Ocotillo Road to Queen Creek Wash
- Queen Creek Police Department Headquarters design
- Meridian Road Water Recharge Facility design
- Lime Road waterline improvements from Riggs Road to Hunt Highway
- San Tan Boulevard and Sossaman Road sewer improvements, Riggs Road to Hunt Highway
- Schnepf Road waterline from Skyline Road to Rolling Ridge Road
- Rolling Ridge waterline from Schnepf Road to Camino Largo
- Meridian Recharge Facility Raw Water Delivery Pipeline
- San Tan Boulevard sanitary sewer from Lime Road to Power Road
- Schnepf Road waterline from Mountain Springs Pass to Stagecoach Pass
- State Land Wastewater Capacity Study
- Sierra Vista Road waterline from Rolling Ridge Road to Beehive Road

Development Services

Permitted an estimated $1,060,438,846 in construction value, ensuring quality and safe development that provides housing, residential and non-residential options for the community.

- Issued 1,244 single family residential building permits.
- Reviewed 388 business licenses.
- Processed over 4,690 applications, while maintaining current staffing levels and meeting expected customer turnaround times for permit issuance.
- Development Services staff continually attend LG plant construction meetings, every other week to ensure the project is meeting all the Town requirements and the project is staying on task. In addition, staff are attending meetings with multiple Korean engineers to gain a comprehensive

understanding of the processes and production equipment proposed to be installed in the LG plant. Staff are reviewing the production equipment from various countries that will be imported and installed in the LG plant. Performed same day turn-around on many critical project reviews.

Reclassification of five Development Services staff

- Lisa Buczek - Management Analyst to Sr. Management Analyst
- Sarah Clark - Senior Planner to Principal Planner
- Anthony Heet – Building Inspector to Sr. Building Inspector
- Sue Williams - Permit Technician to Sr. Permit Technician
- Luis Munoz – Engineering Inspector to Sr. Engineering Inspector

Engineering Division

- Box Canyon Drainage. The Engineering Division has been closely coordinating with the Box Canyon Civil Engineering Consultant to establish the initial parameters and design requirements for the future development of Box Canyon as it relates to a unique and complex drainage terrain.
- Switch Yard and Harvest Commercial (Safeway). The Engineering Division has been working closely on reviewing the Civil Design for both major projects as well as reviewing & issuing permits and field inspections for the site civil work.
- Google Fiber has been very active in 2025. The Engineering Division has been working closely with Google Fiber Team on reviewing and issuing right-of-way permits as well as working closely with the field installation teams to complete the rapid installations of new fiber facilities in the Town's right-of-way.
- Crown Castle. The Engineering Division continues to actively work with the Crown Castle Team on reviewing, permitting and field inspecting the installation of "Rapid Connect 2.0 Fiber" as well as the new 5G small cell towers predominately installed on a special design street light pole which will improve the 5G services to the Town and its residents.
- “San Tan West” and “Queen Creek / East Mesa” Area Drainage Master Plans (ADMP). Both of these projects are being led by the Flood Control District of Maricopa County, and the Engineering Division continues to actively represent the Town both of the regional drainage studies.

Planning Division

11 text Amendments (to the Zoning Ordinance and Town Code)

- Updated Enforcement language
- Screening of parking on residential lots
- Requirement for business license for group homes
- Allowance for medical/offices in Employment districts
- Increased lot coverage allowance for large lots
- Removed CUP requirement for banks
- HB2447 Text amendment - admin approval of plats, etc
- SB1644 Text amendment - AG to Urban bill
- Utility Buffering
- Middle Housing (pre-emptive language)
- Wireless Communications Update

Notable Projects Underway

- The Perch
- The Switchyard
- Bosma (Olea Groves starting soon)
- 30 acres purchased for park (Bosma)
- 2028 General Plan kick-off
- Mountainside Fitness (this completes the Vineyard development)
- Matheson Medical approved
- D & D Mini-Farms

General Numbers

- 1035 Single-Family Residential Permits
- 176 various applications reviewed
- 29 Site Plans
- 18 Temporary Use Permits
- 3 Comprehensive Sign Plans
- 51 Pre-Applications
- 11 Conditional Use Permits

Code Compliance

- Fully staff Division with three FTE's
- Updated civil citation language and format for a more efficient process for staff and residents.
- Certifications received in 2025
  - Code Compliance Manager appointed to the National Board of Directors (AACE),
  - Code Compliance Manager and Sr. Code Compliance Officer appointed to the Arizona Code Enforcement Association Board of Directors

Stats

- 466 Violation Notices
- 108 Citations Issued
- 45 Civil Hearings

Building Safety

- Completed 2,158 building safety plan reviews
- Issued 3,810 building permits
- Completed 31,795 inspections on commercial and residential buildings
- Processed 47 new standard plans
- Renewed 199 expired permits
- Building Safety staff completed numerous International Association classes as well as classes through Arizona Building Officials, Simpson Strong Tie and International Code Conference (ICC).
- The Plan Review team currently holds 42 ICC professional certifications, and the Inspection team holds 42 ICC professional certifications.
- 100%, performance of next day building inspections

2025 Town of Queen Creek Accomplishments (by department)

Economic Development

- LG Energy Solution's manufacturing facility is under construction and is scheduled to begin production in summer 2026. Hiring will ramp up in 2026 for all positions. LGES has hired its seed group of employees. As of December, construction of the facility is 70% complete.
- At its Fall Forum conference, the Arizona Association for Economic Development (AAED) awarded the QC Economic Development Team with the Golden Prospector Award in the Marketing Brochure category for the department's inaugural economic development annual report.
- Staff responded to numerous requests from ACA and GPEC for employment projects interested in the State Land site as well as industrial zoned sites in the Town's northern tier.
- Staff participated in the Interbattery Show in Seoul, Korea along with representatives from ACA, GPEC, and SRP to talk to companies interested in the U.S. specifically Arizona for expansion projects in the battery industry.
- Staff created and shared the 2nd economic development annual report available at https://investtheqc.com/economic-development-annual-report/ The annual report has been translated into Korean to better share this impactful data with Korean business audiences.
- Staff hosted an event "Level Up" geared towards small business owners and entrepreneurs that provided valuable information on small business resources, and networking opportunities.
- Doreen Cott, Economic Development Director, was awarded one of AZ Big Media's Most Influential Women in Arizona Business, 2025.
- Bridgette Blair, Economic Development Specialist, was awarded AAED Economic Development Distinguished by Excellence (EDDE) Award for Member of the Year, 2025.
- Marissa Garnett, Economic Development Project Manager, was awarded Development Counsellors International and Jorgenson Pace, Inc. 40 Under 40 in Economic Development, 2025.
- Jennifer Lindley, Downtown Development Manager, was elected as President of the Arizona Association for Economic Development, Arizona's unified voice for responsible economic development through professional education, public policy, and collaboration.
- The Pointe at Power Marketplace, which delivered in May 2024, near Power and Germann Roads, anticipates being fully leased at the 92,000 square foot speculative development, by the close of 2025.
- Phase I of the Town's largest speculative industrial development, Germann Commerce Center has secured three tenants this year, and has several other potential tenants evaluating the space. Phase II offers an additional 42 acres to build out.
- Many **new businesses** opened, offering great new dining and shopping options, including: Target, The Sacred Pint, Zaxby's, Ono Hawaiian BBQ, Marco's Pizza, J.Crew Factory, Slick City, Better Buzz Coffee, Queen Creek BBQ, Culver's, First Watch, BJ's Brewery, Eggstasy, Switch Brews, Sneaky Bird, Peach Cobbler Factory, Amici Pizza, Busy Bees Daycare, The Pit House and The Surf Experience at Pecan Lake Entertainment.
- Two of the Town's newest large commercial retail centers became fully-leased this year. QC Crossing at Ellsworth and Queen Creek Roads (over 400,000 square feet, and anchored by Costco), and Vineyard Towne Center at Gantzel and Combs Roads (260,000 square feet, and anchored by Target) are both developed by Vestar.
- The Switchyard, a $120 million mixed-use development project in downtown, featuring retail, office, luxury multifamily, and anchored by popular dining destinations including Postino's, Shake Shack, and Snooze broke ground in the spring of 2025.
- There is currently $200M and 230,000 square feet of commercial investment in Downtown Queen Creek. This is 57 times more square feet of commercial square footage under construction than in 2023. Businesses/developments under construction include: Homewood Suites, QC Accounting, The Perch, Circle K, The Switchyard, Rusty Buckle Saloon and more.

- Selected holiday decorations, lighting and "Elfsworth theme" for the downtown area lit up the holiday season and included an extra holiday decoration sponsored by LG Energy Solution.
- Staff is working on a Downtown Growth Marketing campaign that will be rolled out in early 2026 that will hopefully help ease frustration during the construction of several exciting downtown projects.
- Staff has worked to activate the Town owned land between the two new downtown core connectors, with the weekly food truck Feastival and special pop up events including a family market and Vintage & Vino.
- Jennifer Lindley, Marissa Garnett and Bridgette Blair were recertified as a Arizona Economic Development Professionals (AZED Pros) by the Arizona Association for Economic Development (AAED)
- The International Economic Development Council (IEDC) reaccredited the Town of Queen Creek as an accreditation economic development organization (EDO), and this is valid for three years.
- Staff launched a steakhouse campaign on LinkedIn and Facebook during Economic Development Week, May 12-16 called "Rare Opportunity", asking residents on their wants for a steakhouse or quality sit-down restaurant. The campaign is still on-going as the team focuses on reaching out to key developers and brokers in a continued effort to attract a steakhouse or quality sit-down restaurant. The team has also created a dedicated page on the Economic Development website showcasing potential sites for a future steakhouse.https://investtheqc.com/steakhouse-dining-opportunities/
- The Town Council approved Queen Creek's first Tourism Strategic Plan in August 2025. This two-year Tourism Strategic Plan is a roadmap to guide the Town toward a thriving future in tourism.
- In April, the Arizona Commerce Authority (ACA), alongside Pinal County, Central Arizona College, and LG Energy Solution, marked a milestone in strengthening Arizona's workforce with the grand opening of the battery-focused Future48 Workforce Accelerator in Pinal County, Arizona. Located at Central Arizona College's Superstition Mountain Campus in Apache Junction, the 19,850-square-foot Accelerator is providing workforce training for LGES' Queen Creek facility, focused on the manufacturing process of cylindrical batteries used for electric vehicles and other applications.

Horseshoe Park & Equestrian Centre

- 30 new barn stalls were added: bringing HPEC's stall count to 420
- HPEC hosted over 199,480 people in 2025 and over 10,627 horses.
- In 2025 HPEC has a total of 47 Park Sponsors.
- Chapman Automotive Group was the highest bidder at the public auction for the naming rights of Arena 1 and signed a 5-year contract for $135,000 per year with the option to extend for another 5 years.
- A new Marquee Sign was installed along Riggs Road. The title sponsor for the sign is Earnhardt Automotive Group. Other major sponsors are WSM Auctioneers, American Hat Company, Bonanza Steel, Heart Cry Church, Ruggiero's Ace Hardware, and Power Tags Titles and More.

Finance

Water Strategy

In the current year, The Town completed the acquisition of water rights for 5,000 acre feet a year over the next 100 years, totaling 500,000 acre feet at a cost of $38.6 million. The Town is currently pursuing the purchase of additional renewable supplies of Harquahala water, participating in the study to raise Bartlett Dam, using all of the Town's treated effluent, and developing two additional recharge sites. In achieving these objectives, the Town will minimize its reliance on the Central Arizona Groundwater Replenishment District (CAGRD) to meet the groundwater replenishment requirements of the Arizona

Groundwater Management Act. Minimizing reliance on the CAGRD will ultimately reduce fees paid by the water utility customers.

Groundwater Replenishment Fees
Over the last several years, the Town Council has been very aggressive in reducing the fees our water customers are required to pay to replenish groundwater into the aquifer. In FY 24-25, the policy resulted in these fees being reduced by the maximum amount possible. Specifically, fees were reduced by $9.2 million, or 62%, from $13.7 million to $4.5 million. Over the eight years since the policy was enacted, the cumulative fee reduction is approximately $45.1 million. This reduction is possible because of the large purchases of water assets the Town has made over the last several years.

Debt Refinancing
Refinanced an $85 million interim short-term variable-rate loan that was originally secured in 2021. Proceeds of the original interim loan were used for water & wastewater infrastructure projects and the first tranche of Harquahala water. The new loan is a fixed-rate short-term debt for $69.8 million that is expected to be refinanced again in five years. The reduced refinanced amount was the result of paying off the remaining debt balance related to wastewater infrastructure.

Water Rates
Implemented a 15% water rate increase to cover increased costs of water operations.

Wastewater Capacity Fees
Completed an update to the Town's wastewater capacity fees and implemented the new fees with an effective date of January 5, 2026.

Development Impact Fees
Completed an update to the Town's development impact fees and implemented the new fees in May 2025.

Property Tax "Freeze"
Effective FY 23-24, the Town Council enacted a five-year property tax "freeze". FY 24-25 represented the second year of the "freeze" which resulted in property taxes being $2.7 million (16%) lower than if the freeze was not in place. Without the freeze, property taxes would have been $16.6 million but were $13.9 million as a result of the freeze. The cumulative savings over the five years is expected to be approximately $20 million. The freeze ensures an existing property pays the same property tax amount each year, over the five years, even though the assessed value increases by 5% annually. This is accomplished by a corresponding reduction in the levy rate.

Invested Sinking Fund
The Town started setting aside cash to be used to economically defease the Town's $50 million Series 2023, Subordinate Lien Excise Tax and State Shared Revenue Obligations. The balance as of fiscal year end was $19.7 million. This loan was a "bridge loan" associated with the construction of infrastructure in the State Land area.

Infrastructure Replacement and Debt Management Reserve
The Town revamped the infrastructure reserve it had created to pay for future infrastructure projects. In fiscal year 2024, the Town added a Pay as you Go (PAYGO) Infrastructure Reserve that sets aside all sales tax revenues above $10 million that are generated from the Town's General Fund sales tax rate on

prime contracting activities ("construction sales tax") as a separate reserve to provide resources for future infrastructure projects and debt reduction. The balance of this PAYGO Infrastructure Reserve, along with PAYGO funding that had been sitting in the Drainage and Transportation Fund, and an additional reimbursement from Development Impact Fees to reimburse project costs, were combined and moved into the newly established Infrastructure and Debt Management Reserve. As of June 30, 2025 this balance was $50.4 million.

Bond Ratings

In April 2022, the Town's bond rating was upgraded to AA+ from AA, with a stable outlook, by both S&P Global Ratings and Fitch Ratings. In November 2025, both rating agencies have affirmed the Town's ratings and cited the Town's revenue growth, strong financial management policies and practices, strong budgetary performance, and strong budgetary flexibility and liquidity as key reasons for the rating.

Fire & Medical

- The department successfully implemented Vector Scheduling, improving staffing efficiency, coverage accuracy, and operational coordination, in coordination with the transition to the Town's payroll system, Executime.
- Assumed internal responsibility for Arizona Department of Health Services–required Ambulance Revenue Cost Report (ARCR) reporting, ensuring compliance and reducing costs associated with contracted services.
- Improved wireless connectivity and GPS connection to Mesa Regional Dispatch Center by replacing all in vehicle devices to Firstnet Nextivity. This product also assists us with our electronic patient care reporting by giving our mobile devices better network signal.
- The department successfully upgraded all portable radios. These new portable radios automatically switch to LTE when we are out of range of the TRWC system. This helps us in small pockets of the Town that have low signal strength from the system. QCFMD portable radios were instrumental in our recent mutual aid deployment to Show Low. These radios connected seamlessly outside the TRWC system, providing our crews with continuous communication to the Mesa Regional Dispatch Center.
- QCFMD is on the forefront of UAS deployment models. The department became the first Public Safety agency in the Nation to successfully deploy a remote piloted UAS that is mounted on a vehicle. This unit will be permanently mounted to the Battalion Chief vehicle for use at any emergency that it is needed.

Human Resources

- Successfully launched Civil Treatment Training in 2025, achieved full participation by all full-time employees, certified two internal trainers, and integrated the training into required onboarding for all new hires.
- Led department-level focus group discussions to review employee engagement survey results, identifying key strengths and areas of opportunity and translating feedback into actionable insights to support improved engagement and departmental effectiveness.
- Hired the Town's first in-house Attorney and supported the launch of the new Town Attorney's Office, providing end-to-end recruitment, onboarding support and assisting with staffing additional attorney positions.
- For the sixth consecutive year we received a Platinum level "Healthy Worksites Award" in recognition of our Employee Wellness Program. The Healthy Arizona Worksite Program is a statewide public health initiative designed to support employers who are making evidence-based efforts to improve the health and well-being of their employees and families.

- Expanded the Town's Mentorship Program by increasing mentor/mentee pairings from 10 to 12 in 2025, reflecting strong engagement and growing interest. The program provides employees with meaningful opportunities to connect and learn from one another as mentees clarify career goals, develop action plans, and leverage available resources.
- Rolled out the new Supervisor Academy, delivering four targeted training sessions—two for new leaders and two tailored to the sergeant level—to strengthen leadership skills and support career growth across the organization.
- Hired and onboarded a total of 375 new employees in 2025, which includes 128 full-time and 247 part-time employees.
- Participated in several community events and job fairs, enhancing the Town's visibility among potential candidates. Events and job fairs included What's Poppin in QC, Pancake Breakfast, Public Safety Day, Arizona@Work and Elevate for Tomorrow.
- For another consecutive year, there was no insurance premium increase for employees for medical and dental insurance.

Information Technology

- To better serve our community's emergency services, our IT team has established a new Public Safety Support Division. This dedicated group will provide specialized technical assistance to our Fire & Medical and Police departments, ensuring they have the tools and support needed to operate efficiently and effectively in the field.
- The IT team has developed a comprehensive Governance Plan to guide technology decision-making, ensure alignment with the Town's strategic goals, and promote accountability. This plan is essential in IT as it helps manage risk, optimize resources, and ensure consistent, secure, and efficient delivery of technology services across the organization.
- With assistance and input from multiple departments, the IT team has developed a formal Artificial Intelligence (AI) Policy to guide the responsible use of AI technologies within the organization. This policy is important because it helps ensure transparency, data privacy, security, and fairness in how AI tools are implemented and used. It also supports innovation while minimizing risks and aligning AI practices with organizational values and goals.
- The IT team deployed various software applications in conjunction with the opening of the Recreation and Aquatic Center. These include a Teen Room with a gaming area and café, occupancy sensors, Reach devices to improve communication throughout the facility, Neptune radios for the fitness centers and campus recreation areas to encourage a positive and energetic atmosphere with customized messaging, a Silver Sneakers program, and a makerspace to foster creativity.
- The IT team implemented enhancements to the Accela software for Development Services, improving reporting capabilities, streamlining the review process for expedited plan review fees, utilities plan review fees, and updated impact fees. Additionally, they enhanced internal procedures to increase overall efficiency.
- The IT team continued to enhance the Cartegraph program to support the expansion of well sites and the traffic division, including the streamlining of citizen reports through SeeClickFix
- The IT team has expanded the use of Executime by incorporating Parks and Recreation staff, including the implementation of a new time clock to support part-time and multi-position employees. Additionally, the Fire Department will be transitioning to Executime to further consolidate applications.
- The IT team created a new Fiber Network program and hired the Town's first Fiber Network Manager to oversee the Town fiber optic network infrastructure. A new fiber management software has also been acquired to better document the location and details of the Town's fiber assets, and to assist with the maintenance and improvement of the Town's fiber network.

- The IT team has worked with the Town's Legal team to create Non-Disclosure Agreements and Terms and Conditions that will allow internet providers to lease portions of the Town's fiber infrastructure in an effort to improve overall communications infrastructure within the town.
- The IT team has been making efforts to improve the Town's Geographic Information Systems by upgrading software, databases and public facing applications like the new "Queen Creek Development Projects" map, the updated "Do I live in Queen Creek?" map and the newly revamped "Traffic Alerts" map with alert data that has been integrated into the AZ511.gov Traveler Information map.
- The IT team has helped the Utilities Department improve staff communications around water meter and fire hydrant statuses and conditions for installation by providing interactive maps that show staff when meters or hydrants can be set and if there are any outstanding items that need to be addressed.
- The IT team has worked with the Town Manager's office to resolve mail delivery issues that affected Town owned buildings and some Town businesses.

Parks & Recreation

- Queen Creek Recreation and Aquatic Center has welcomed over 120,000 visitors since its grand opening on March 29, with 1,600 visits over the opening weekend
  - The Recreation and Aquatic Center Grand Opening included 60 volunteer hours, 4 vendor booths, 8 demos and 2 sponsors
  - Nearly 200 part time seasonal staff have been hired for the Queen Creek Recreation and Aquatic Center operations
    - 80 of those with on the Recreation side with 120 lifeguards for Aquatics being hired, trained and certified
  - 12,600 total memberships were sold
  - 33,800 day and guest passes were sold to residents
  - Child Watch has seen over 11,000 check-ins since opening
- Special interest classes reached over 17,000 participants and generated $454,000 in revenue. This represents a 163% increase in participation
- Youth and adult sports thrived with hundreds of participants across basketball, volleyball and softball leagues, while the fitness program expanded to offer 54 diverse group classes. Engagement was further bolstered by the successful launch of new specialty offerings, including a fully booked cooking series and varied teen camps ranging from Esports to fishing

Aquatics Center

- The Queen Creek Aquatic Center celebrated its grand opening on May 24 attracting 4,550 visits over Memorial Day weekend
- River walking was popular with a total of 890 participants averaging 52 participants per river walking session (17 days) and a highest attendance day of 140 participants
- The Aquatic Center was opened for limited programming in March
- Swim lesson sessions ran May through August, with sessions filling quickly and long waitlists, serving a total of 1,034 swimmers (unique registrants)
- Family swim concluded first summer in September with strong attendance
- Special events included the 4th of July Splash Bash with 400+ attendees and Spooky Splash in October with 36 participants on a rainy afternoon
- Staff received the Aquatics International Award for "Best of Lifeguard Recruitment"
- Staff hosted Arizona Aquatics Symposium with 70+ attendees
- Participated in Hometown Christmas Parade to promote lifeguard hiring opportunities

Customer Service

- Ramada rentals totaled 2,200 and facility rentals reached 3,300 generating rental revenue of more than $645,000
- Customer service surveys for facility rentals revealed a 91% satisfaction rate for both the facilities and the rental process for the year
- Staff participated in recreation and lifeguard customer service training

Advisory Committees

- Mayor's Teen Advisory Committee (MTAC) volunteered 319 hours
- The Mayor's Teen Advisory Committee was highlighted at the State of the Town in February and attended its first conference in August
- The Mayor's Teen Advisory Committee planned and executed their first Teen Drive In Movie
- Parks and Recreation Advisory Committee (PRAC) volunteered 115 hours

Partnerships

- Official youth sports partners engaged 696 volunteers who collectively contributed more than 70,000 volunteer hours
- Partnered youth sports programs served 3,314 participants
- Queen Creek Little League and Queen Creek Heat advanced to state tournament play
- Four former STYFL athletes signed to play college football, including:
  - Tait Reynolds — Clemson University
  - Bryce Greer — Northern Arizona University
  - Tait Ammon Alexander — Stanford University
  - Mason Lewis — Vanderbilt University

Marketing

- 427 total Facebook posts published
- 4,547 new Facebook page followers gained throughout the year
- The QC Parks and Recreation Facebook page posts received 3.44 million impressions and 1.33 million engagements throughout the year
- Staff began tracking link clicks in September; from September through December 10, Facebook posts generated 5,350 link clicks to program and event webpages
- Recreation staff participated in 89 marketing and outreach events, reaching more than 8,500 attendees
- Distributed 100 Valentine's Day cards to the public featuring a QR code linking to the *Spring Into QC* website
- Frontier Family Park named East Valley Favorite by Independent News Media
- Staff promoted the Recreation & Aquatic Center and new trail connections at the League of Arizona Cities and Towns Conference
- Staff participated in the QCUSD Business Partner Breakfast and Chamber of Commerce Business & Education Summit to strengthen community partnerships

Special Events and Permit

- Special Events hosted twelve diverse gatherings, welcoming more than 16,725 participants and utilizing over 1,975 volunteer hours to bring the community together. Large-scale celebrations like QC Hometown Christmas, Founders' Day and Spring Into QC served as the year's anchors, drawing thousands of attendees and securing significant sponsorship funding. The calendar was rounded out

by a variety of targeted activities, including the Love Bug Dance, the Not So Spooky Halloween Party and several creative workshops, all of which contributed to steady revenue and community engagement
- Staff issued 45 permits for special events across parks and facilities
- The Food Truck Program launched with spots at Frontier Family Park and the Queen Creek Aquatic Center. Revenue from June through October was $8,600

Systems and Software Implemented
- Ten new systems were implemented to improve operational efficiency, enhance the guest experience and expand programming at the Recreation and Aquatic Center

Senior Program
- Total attendance for the year was over 4,400
- There were over 220 volunteers throughout the year with 460 volunteer hours
- The program welcomed over a 100 new participants throughout the year
- Senior fitness programs included chair yoga, chair Zumba, chair volleyball, table tennis and participation in a breast cancer awareness walk
- Participants had a great time creating crafts, including Kente cloth paper weaving, clay sculpting and painting, heart picture frames, Easter canvas and egg painting, tissue paper flowers, birdhouse painting, sugar scrub making, flower pot painting and planting and canvas painting
- Participants enjoyed a year full of fun celebrations, including Valentine's Day, St. Patrick's Day, Easter, Cinco de Mayo, Mother's Day, Father's Day, Senior Appreciation Month and Halloween with a costume contest, as well as festive Thanksgiving and holiday luncheons
- Participants and activities included human bingo, Friendly Feud, Musical Ball, disco bingo and sing-alongs with dancing to hits from the 1950s–1970s

Administration
- A Management Support Technician and a Data Analyst, Senior were hired
- New Cancellation and Refund policy were finalized for memberships, day passes and new league programming
- IBCCES site visit to certify Frontier Family Park, Mansel Park Phase 2 and the Recreation and Aquatic Center
- Produced monthly infographics showing QCRAC visits, memberships, day passes and additional data for programming and rentals
- Coordinated with Parks Maintenance to Install a dedicated memorial bench for Thomas Wright Rye, former member of the Queen Creek Town Council

Parks Maintenance
- Supported the Earth Day event with MCOP, DMP, Downtown and Town staff coordinating tree donations, tools and youth participation
- Completed 2025 storm cleanup totaling 104 staff hours and relocation of 75 sand loads (approximately 643 tons)
- Capital Improvements & Enhancements
  - Park Amenities: Artificial turf, fencing and storage upgrades
  - Playgrounds: Safety audits, shade structures and equipment replacements
  - Irrigation Systems: Controller replacements, audits, backflow inspections and repairs
  - Splash Pads: Repairs, repainting, drainage improvements and feature replacements
  - Security: Camera installations and storage additions

  - Lake Maintenance: Wet well and pump intake dredging
- Completed 1,248 playground safety inspections
- Performed annual turf management across all parks, including aeration, top-dressing, fertilization, laser leveling and replacement of 3,500 sq. ft. of infield sod
- Completed 40 major irrigation system repairs
- Groomed 3.6 miles of equestrian trails for the Poker Trail Ride Event
- Installed 20 tons of riprap along horse trails
- Repaired Founders Park Splash Pad affected by sand infiltration
- Spread 50 tons of granite at Mansel Park
- Renovated Desert Mountain Park hardscape areas with irrigation upgrades, planting and decomposed granite
- Completed Downtown and Founders Park work including irrigation valve rebuilds, granite installation, graffiti removal, pressure washing and removal of damaged benches

Park Rangers

- Staff completed AZ Game & Fish UTV Side-by-Side Certification (3-day OHV laws and field skills course) provided by the QCPD
- Community Engagement
  - Led the 2025 Point-in-Time Count for homelessness; identified eight individuals
  - Participated in multiple school and community events:
    - Staff spoke to NBJHS AVID class about careers with the Town, attended QCUSD Café, sharing ideas on how to support students and "Ready, Set, Hire" event at ASU
  - Staff showcased their vehicles at the Town's Public Safety Day and "Wheels Night" at Cortina Elementary
  - Staff participated at Career Day at Faith Mather Sossaman Elementary by reading to first graders about the importance of park rangers
- Reading Program Spotlight
  - Park Rangers actively participated in the "Books and Badges" program at Queen Creek Library, reading park ranger-themed books and sharing Jr. Ranger badges
- Partnerships & Projects
  - Hosted AZ Park Ranger Coalition Meeting at the Recreation & Aquatic Center
  - Collaborated with AZ Game & Fish and Desert Flycasters to install 40 fish habitats at Frontier Family Park Lake
  - Community Events included "Cops and Bobbers" fishing event and Pancake Breakfast outreach

Police Department

- Appointed the department's first Assistant Chief of Police, providing strategic leadership during a period of significant operational growth and innovation.
- Soft-launched and operationalized the Real-Time Information Center (RTIC), integrating crime analysis, intelligence, and DFR capabilities to enhance real-time response and officer safety.
- Advanced public safety technology by launching and fully deploying the Drone as a First Responder (DFR) program, achieving over 80% town coverage, completing nearly 900 missions, and achieving full NIST pilot certification.
- Became one of the first agencies nationwide to deploy BRINC Responder drones.
- Completed the department's first comprehensive Strategic Plan, establishing a unified, data-driven roadmap for future growth.
- Launched Phase II of the S.P.E.A.R. program, embedding stratified, data-driven policing practices supported by RTIC analytics and dashboards.

- Earned the Police Fleet Innovations Award.
- Completed an AZDPS ACJIS compliance audit, receiving commendations for professionalism and data security practices.
- Strengthened traffic safety and enforcement efforts by securing $80,000 in Governor's Office of Highway Safety grants to support STEP and DUI enforcement initiatives.
- Graduated six new motor officers and two instructors, hosting regional motorcycle officer training schools.
- Deployed 16 additional Street Dynamics traffic data collectors to enhance traffic safety analysis and long-term planning.
- Modernized training and officer safety by fully transitioning to TASER 10 technology and expanding VR-based scenario, de-escalation, and accountability training platforms.
- The Special Assignments Unit and Special Victims Unit were honored by the Arizona Anti-Trafficking Network for their role in the recovery of a trafficked juvenile.
- Earned designation as an Arizona Address Confidentiality Program Application Assistant Agency to better support crime victims.
- Launched the Community Action Team (CAT) to address quality-of-life concerns, juvenile issues, and targeted enforcement needs.
- Expanded recruitment and professional excellence by hosting the department's first recruitment open house with over 100 attendees and over 200 applicants.
- Officer Kuhn and Obi placed 2nd in Explosives Detection at the K-9 trials.
- Strengthened community engagement through initiatives such as the first Cops & Bobbers event and a community shred-a-thon in partnership with the Maricopa County Attorney's Office.
- Maintained exceptionally high community satisfaction rates of 95-97% through sustained engagement and service excellence (based on Power Engage feedback).
- Completed the inaugural Partners in Policing Academy, graduating 22 participants, establishing a PIP alumni program, and conducting a second academy that expanded volunteer involvement and community engagement pipelines.
- Graduated 13 students from the Summer Youth Academy, strengthening leadership development and youth-police relationships.

Public Works

Traffic Engineering

- The Town expanded and modernized its transportation network by adding four new Intelligent Transportation System (ITS) signal assets, bringing the total to 93 managed assets. These include 88 signalized intersections, four Fire Department Flashing Indicator Systems, and one High-Intensity Activated Crosswalk (HAWK). New signalized intersections were activated at Riggs Road and Harvest Lake Drive, Queen Creek Road and 220th Street, Ryan Road and Signal Butte Road, and Ironwood Road and Pecos Road—improving safety and traffic flow at key growth corridors.
- Queen Creek also delivered its first collector-to-collector roundabout at Cloud Road and Crismon Road, enhancing operational efficiency and reducing conflict points.
- To safely support construction and development activity, Traffic Engineering reviewed 634 temporary traffic control permit applications and issued 397 permits, with additional reviews for time extensions as needed. These permits supported franchise utilities, Town utilities, Public Works and Capital Improvement Projects, private development, and community events—ensuring work proceeded safely while minimizing impacts to motorists and pedestrians.
- Roadway lighting reliability remained a priority. More than 638 lighting issues were repaired during the calendar year, including those reported by residents through SeeClickFix and those identified

proactively through the Town's inspection program. Traffic Engineering staff also resolved 331 resident service requests related to traffic concerns, signals, and pavement markings.

- Significant progress was made toward energy efficiency and visibility. All illuminated street name signs were converted from fluorescent to LED technology, improving wayfinding, reducing maintenance needs, and generating long-term energy savings. Additionally, 340 roadway lighting fixtures were upgraded from high-pressure sodium to LED technology along arterial and residential corridors. Since the program began in 2024, nearly 700 fixtures—approximately 11 percent of the Town's lighting inventory—have been modernized.

Pavement Preservation

- The Pavement Preservation Program continued to protect and extend the life of Queen Creek's roadway network. Preventive maintenance was performed on 109 lane miles of asphalt roadway, representing approximately 14 percent of the Town's system. In addition, more than 883 linear feet of concrete were placed to repair ADA ramps, sidewalks, and drainage infrastructure—enhancing accessibility and safety throughout the community.

Street Maintenance

- Street Maintenance crews delivered exceptional service levels across daily operations, emergencies, and storm response. More than 9,500 work orders were generated during the year, with 95 percent completed within 24 hours. Crews logged 624 hours responding to storm events and addressed 177 emergency service calls.
- The Division conducted extensive asset and infrastructure maintenance, including crack sealing in residential neighborhoods and parking lots, sidewalk inspections and repairs, pothole repairs, vegetation management, and debris removal. Crews maintained thousands of stormwater assets—pipes, basins, inlets, outlets, and culverts—and completed hundreds of preventive inspections and system cleanings to ensure reliable stormwater conveyance.
- Street Maintenance also managed nearly 12,000 signs and over 8,400 sign supports town-wide, performing inspections and repairs to maintain compliance and safety. In addition, the Division supported more than 290 internal and interdepartmental work orders related to traffic control, grading, concrete work, special events, and Town projects.

Facility Services

- With a team of nine full-time employees, Facility Services delivered comprehensive preventive maintenance, custodial, life-safety, and building support services across the Town's facilities. The Division maintained approximately 650,000 square feet across 57 structures, including public safety buildings, fire stations, parks facilities, utilities sites, and historic Town assets.
- Facility Services successfully managed approximately 2,000 work orders while administering a robust preventive maintenance program. The team played a critical role during the CrowdStrike network outage, working alongside Police, Fire and Medical, and Information Technology to restore building systems and ensure continuity of critical operations.
- The Division also supported major capital projects, including Frontier Family Park, from design through closeout, and completed lighting upgrades at Desert Mountain Park and the Library—improving safety, aesthetics, and energy efficiency while securing long-term cost savings. Staff further strengthened departmental capacity by earning professional certifications in aquatic operations, emergency planning, and incident management.

Environmental Services

- Queen Creek's Environmental Services Division received statewide recognition in 2025 with the Arizona Forward Crescordia Award for Environmental Education and Communication, highlighting the Town's leadership in sustainability and public engagement.
- The Division celebrated the opening of the new, expanded Recycling Center, increasing capacity and improving service to residents. Environmental Services also achieved full compliance with Arizona Department of Environmental Quality requirements through successful MS4 stormwater sampling and reporting, protecting local waterways and public health.
- Through education, events, and partnerships, the Division diverted significant material from the landfill, including hazardous household waste, glass, recyclables, and specialty materials. Recycling events, community outreach at major Town events, volunteer clean-up efforts, and family-friendly educational programming reinforced Queen Creek's commitment to environmental stewardship and community involvement.

Fleet Services

- Fleet Services continued to support Town operations with a highly reliable and well-maintained fleet of 729 assets. The fleet maintains a 97 percent vehicle availability rate, ensuring essential services are delivered without interruption. Preventive maintenance compliance, scheduled work performance, and rapid turnaround times reflect disciplined asset management and operational excellence.
- The Division earned national recognition in 2025, ranking among the NAFA 100 Best Fleets and receiving multiple honors from Government Fleet Magazine, the American Public Works Association, and NAFA. Staff training, workforce development partnerships, and a successful internship program further strengthened the Division's long-term capacity and resilience.

Utilities

- The Towns Blue Stake team successfully processed a remarkable 27,652 tickets in 2025, demonstrating exceptional efficiency and dedication in managing utility locate requests. This high volume of processed tickets was crucial in preventing damage to underground infrastructure and ensuring the safety of excavation projects across the service area.
- The Utilities team has completed and added a 2 MGD concrete water tank to the system. This is a major part of the Town's strategy for water needs. This is allowing our system to function better by helping to pressurize the upper and lower zones in that part of the system.
- In the current year, approximately 49 miles of new water line infrastructure and 20 miles of new sewer line infrastructure have successfully been installed and inspected. This total represents an increase over the 2024 data, indicating sustained growth within the service area and a busy operation time for our staff.
- To ensure a sustainable water supply, the Utility department is developing recharge sites, including the one at Meridian Road and the Queen Creek Wash; Staff addressed a major hurdle by procuring a contractor to clear off the inert debris from years of dumping. The site is now cleared and prepared for the design of a functional recharge facility, making a key step in water resource management.
- The successful completion of Phase 1 of our Well Site Security efforts, which covers 10 critical water well sites. This marks a significant milestone in ensuring the long-term resilience and safety of our regional water supply and identifying potential contamination risks and delineating protection areas to safeguard against environmental threats.
- Completed required Customer Lead & Copper sampling – all results were within EPA's Drinking Water Standards. Participating customers were notified of their results. 99.99% of the Town service line materials have been verified as non-lead. Eleven unknown sites remain and are on schedule to be completed by the end of 2026.

- In June 2025, the Town purchased 500,000 AF of Harquahala groundwater and received the first ever Decision and Order for Transportation Authority from ADWR. This water will diversify the Town's water portfolio, offset local groundwater pumping, and allow the Utility to apply for an Alternative Designation of Assured Water Supply (ADAWS).
- The Town was influential in getting the AG to Urban legislation passed, which allows landowners to relinquish groundwater rights and pledge them to Assured Water Supplies. This was the first major addition to the Arizona water codes since 2006.
- Completed field accuracy testing all 741 of our 1 1/2" & larger landscaping and high consumption meters this year and started testing commercial meters. Testing of these meters minimizes water loss and ensures accurate billing and reporting. We were also able to convert all large effluent Endress-Hauser meters to totalizer reads instead of pulse reads, now ensuring much more accurate reads.

Town Clerk's Office

The Town Clerk's Office implemented a new public records request portal to easily track and respond to public records requests.

Town Manager's Office

Intergovernmental Relations

- Passage of Senate Bill 1611, the Agricultural-Urban Conversion Program, during a key transitionary time while the Town purchases Harquahala water, controlling our own water future and ultimately becoming an assured water provider.
- Passage of House Bill 2653, ensuring protection of witnesses' information whom aid law enforcement in the pursuit of criminal justice.
- Expanded the Town's broadband options for residents by working on agreements with fiber providers, such as Google Fiber.

Communications & Marketing

Website

Website traffic continues to increase with residents and visitors using it as the primary source of Town information. In 2025, 2.4-million-page views with the following top three pages:

1. Home Page
2. Pay Your Bill
3. Recreation & Aquatic Center

Social Media

- In 2025, the top post across Town platforms (Town specific, excluding Fire, PD, Rec, etc.) was of the Queen Creek Wash flowing. It had more than 300,000 total views and nearly 16,000 engagements.
- In 2025, the Town's social platforms had more than 3.9 million impressions (11.8% increase from 2024), more than 151,000 engagements, and nearly 5,000 net follower growth (19.5% increase from 2024).

Events & Outreach

- Constitution Week: artwork and essay contest, community concert and activities at Founders' Day
  - The 2025 Town of Queen Creek Constitution Week was held from Sept. 13 - 23. Highlights included an art and poetry contest, a Constitution Concert & Celebration and an activity booth at Founders' Day.

2025 Town of Queen Creek Accomplishments (by department)

- QC Neighborly Week Award - Encanterra won, but here are the overviews from each submission:
  - Encanterra neighbors captured the spirit of giving by collecting more than 1,500 toys and $6K in gift cards and cash to donate to the Pinal County Toys for Tots program last holiday season during their Holiday Stroll & Toys for Tots Drive.
  - In Bellero Estates, when going through tough times, you don't have to face it alone. Recently, a neighbor experiencing a major surgery was flooded with well wishes digitally and also when returning home with signage and home-cooked meals.
  - Ironwood Crossing planted seeds of kindness and connection which was on display in their community common area to encourage neighbors to share small acts of kindness. Paper leaves reflecting these acts of kindness were displayed on the bulletin board.
- Coordinated the annual Pancake Breakfast - the event was held at Horseshoe Park & Equestrian Centre, highlighting the Town's equestrian heritage. The event was well received by residents and our largest yet, with more than 1,000 pancakes served and nearly 2,000 people in attendance.
- Organized and hosted the third annual "What's Poppin' in QC" - an event with an estimated 250-300 participants came- to engage residents and inform them about Town programs and services.
- Coordinated and hosted the 2025 Citizen Leadership Institute - 26 individuals graduated
- QC Hometown Christmas - this two-day holiday event led by recreation on Friday, Dec. 6 and Saturday, Dec. 7 was supported by CM staff through marketing collateral and promotion through print and digital channels. Additional support from the CM team was provided through the planning process to ensure road closures and a "Know Before You Go" news release and social media communications. Coordination with Council, Town floats and photography and videography was provided as well.
- Ellsworth Lane was transformed into "Elfsworth Lane" this holiday season and featured fun elf characters throughout the holiday decor along Ellsworth Road. An OTS banner and A-frame signs were created to highlight this new feature. A GIS map was created by the Chamber to showcase the points of interest along the roadways.
- The Star Students program recognized 11 students from local elementary, middle and high schools during three Town Council meetings this spring and five teachers, link to
- Coordinated the Town's Citizen Survey. Through the RFP process, a new company was selected. The minimum number of participants was reached the first weekend the survey was live (383), with a total of 699 respondents. Results indicated that residents are still overwhelmingly pleased with Town programs and services.
- Assisted with customer outreach related to the Town's historic water investment and strategy to become water self-sufficient. Efforts included a focus group, public informational meeting, information across the Town's communication channels, presentation assistance and media coordination.
- Assisted with customer information related to the Town's first water rate increase in 15 years. Efforts included information across the Town's communication channels, presentation assistance and media coordination.
- Coordinated the Ribbon Cutting for the Recreation & Aquatics Center
- Streamlined the Town's Internal Communications, creating an updated weekly email newsletter and refreshed intranet.
- Coordinated a ceremonial ribbon cutting ceremony for the Town's first collector roundabout
- Coordinated the Town's showcase booth at the Arizona League of Cities and Towns annual conference highlighting parks, trails and recreation.

Volunteers

- 2,007 volunteers served the Town in 2025. They contributed 81,484 hours dedicating their time, talents and knowledge. Volunteers provided vital support for Town programs, events and services, and attended valuable training sessions. In 2025, the National Value of Each Volunteer Hour was $34.79. A total benefit to taxpayers of $2,834,828 (hours x $34.79).

Highlights of the 2025 volunteer program include:

- The Town partnered with Greater Phoenix Urban League to train three teen interns with the Public Works Streets Division over the summer. The interns worked 100 hours in four weeks. Greater Phoenix Urban League paid them $15 p/hr.
- The Town partnered with the East Valley Institute of Technology (EVIT) for two Fleet internships. These internships were unpaid and fulfilled school requirements for the students.
- One college intern completed 124 hours of service with the Police department. The internship fulfilled academic credit for the student's criminal justice degree program.
- Fire department volunteers offered nine emergency preparedness presentations educating 48 residents. The department also launched a new cadet program as part of workforce development with 26 cadets. Lastly, the Town onboarded 40 new volunteers as part of emergency communications, seven new smoke detector maintenance volunteers, three volunteers for commercial fire inspections, and two new car seat inspectors. In total, the Fire department has 125 volunteers.
- Police department volunteers have grown to a total of nine volunteers this year with volunteers supporting fleet, victim services, staff support and chaplaincy for officer wellness.
- Parks and Recreation opened new opportunities for volunteers including lobby ambassadors/tour guides, child watch area staff support, teaching kitchen and fishing clinic assistants, family swim, and teen outreach in local high school help in addition to their opportunities with the senior program and special events.
- The Town hosted several days of service in 2025. On Jan. 10, 22 members of the QC Heat Softball Little League painted the sidewalk diamonds at Desert Mountain Park. On Earth Day 4/22, 20 students from Katherine Mecham Barney Elementary School planted donated trees with the grounds staff at Mansel Carter Oasis Park. On Nov. 1, six volunteers helped Park Rangers clean up litter and debris on Ellsworth Road between Old Ellsworth & Ellsworth Loop Bridge.
- The Town hosted four volunteer social gatherings and 12 volunteer orientations, supported four events at Horseshoe Park & Equestrian Centre (Monster Trucks, weekly Summer Riding Series, Creek Bash Rodeo, and the Horseshoe Harvest Hangout), and recognized 44 volunteers at the annual appreciation dinner with Town Council on April 24, 2025.
- Ten nonprofit organizations benefitted from in-kind and monetary grant awards from the Town. These grants support the following: senior services, equine-facilitated learning scholarships, a local veterans' assistance office, assistance of Title 1 students via the Family Resource Center, Dignity Health's chronic disease self-management program, substance abuse treatment center events for families, support of Queen Creek high school students, mental health awareness and services, and important community events including Run for Resilience, Mental Health Fest, Compassion Clinic Queen Creek, and the Kids' Annual Holiday Car Show & Toy Drive.

Water Conservation

- To expand our water conservation efforts, the Town was awarded a grant provided by the Water Infrastructure Finance Authority's (WIFA) Water Conservation Grant Fund

(WCGF) with a purpose to conserve Arizona's water supply by facilitating projects that reduce water use, increase water use efficiency, and improve water reliability. With this, we were able to launch the Water Efficient Technology Incentive & Assessment and Residential Turf Conversion Incentive Programs. 41 residents and 3 organizations applied to participate. Applicants were selected on a first come, first serve basis, and 100% of funding was awarded.

Recycling

- Diverted over 6.26 tons of hazardous materials from households and the landfill, compared to 5.932 tons last year through a continued partnership with the Town of Gilbert for the Household Hazardous Waste program.
- Each year, the Environmental Services team holds 3 drive-through recycling events in January, April, and November where residents can conveniently drop off batteries, construction materials, paper to shred, paint, electronics, appliances, metals, tires, and textiles. This year, 1,158 residents participated and over 63.855 tons of materials were diverted from the landfill.
- The Environmental Services Division held its annual Cardboard Box Car "Drive-in" Wild Robot Movie with consistently positive resident feedback. Residents made box cars, planes, tractors, and spaceships out of cardboard boxes and other recyclable materials for this free event. A total of 75 residents attended the event.
- The glass recycling pilot program at the QC Recycling Center features a wrapped roll-off container designated for glass only. The wraps feature specific messaging to help residents place their glass inside of the container. Nearly 31.05 tons of glass has been diverted from the waste stream and recycled this year. This is an increase of over 1 tons compared to last year.
- The grand opening of the new Recycling Center took place on Wednesday, Oct. 1. The expanded location offers significantly more space to accommodate growth and increased recycling capacity. Residents will continue to be able to recycle glass, common household recyclable items, and used cooking oil at the new location. To celebrate the opening, a ribbon cutting ceremony was held, welcoming the community to the new location.
- The Town of Queen Creek Environmental Services Division was selected from twelve outstanding finalists to receive the 2025 Arizona Forward Crescordia Award for Environmental Education and Communication. This prestigious honor, presented at Arizona Forward's 43rd Annual Environmental Excellence Awards, affirms our leadership in advancing environmental awareness and sustainability. The award highlights the meaningful impact of our initiatives and reflects the dedication and collaboration of our team, partners, and community in promoting long-term environmental stewardship.

Town Attorney's Office

The Queen Creek Town Council appointed Cliff Mattice as the first in-house attorney. Since the Town incorporated in 1989, it has been contracting legal services; earlier this year the Council made the strategic decision to create an in-house Town Attorney Department. The decision to create an in-house Town Attorney Department reflects the Town's continued growth, increasing complexity of operations, and evolving service needs. Transitioning to the internal department increases accessibility and allows for more proactive legal planning.

COUNCIL STRATEGIC PLANNING SESSION
SUMMARY ACTION PLAN
January 24 and 25, 2025

Legend:
Green = Completed
Yellow = In Process

Action Plan Status Report			
What needs to be done?	**Who will do it?**	**By when will it be done?**	**Status/Disposition**
Discussion on the Parks and Trails Master Plan and a driving tour of future parkland properties with a walking tour of the Public Safety Building and Queen Creek Recreation and Aquatic Center.	Town Manager	2/19 Public Hearing; 3/5 Final Approval	*Completed (03/05/25): The Council unanimously approved (6-0; Council Member Padilla was absent) Resolution 1635-25, renaming the portion of Pima Road between Meridian Road and Ironwood Drive to Queen Creek Road.* Staff will investigate renaming Pima Road to Queen Creek Road within the Town's planning area.
Discussion on the Utilization of Town-owned property for low-cost recreational uses.	Parks & Recreation	11/5 Items for Discussion for prep for FY 26/27 budget process	*Pending: The process for updating the Parks and Recreation Master Plan is outlined below:* • *The Parks and Recreation Department will submit a supplemental budget request to update the master plan.* • *If approved, staff will begin an RFP/RFQ process to select a master plan vendor.* • *The entire process is expected to take approximately 18 months.* • *The goal is for the Council to adopt the approved plan in spring 2028.* *Evaluation of low-cost recreational uses will be deferred for the master plan process, as it would involve extensive public input on the Town residents' desires for park space use. Some general ideas that could be pursued include:* • *Disc golf is a relatively low-cost recreational activity that requires a lot of space, though not always.* • *BMX track in an area already featuring some natural shaping, such as hills and pits (e.g., San Tan Mountain Regional Park).* • *Landscaped walking paths, possibly on the Barnes's property, covering around 10 acres.*

Action Plan Status Report			
What needs to be done?	**Who will do it?**	**By when will it be done?**	**Status/Disposition**
			• *Future Park sites will be less heavily programmed and more cost-effective per acre.* Staff will return with ideas for park programming before the public input process for the Parks and Recreation Master Plan update. • Evaluate refreshing the Master Plan every five years.
Evaluation of the Pocket Park for Pups, Revamp of Founders' Park, and Future Dog Park Planning and Strategy.	Parks & Recreation	2/5 Consent for Dog Park relocation and Founders improvements. TBD for Recycling Center	*Completed (02/03/25): The Town Council approved the design of the Founders Park Dog Park and a budget adjustment to fund its relocation (approved 6-1, with Council Member Padilla dissenting).* *Completed (10/01/25): Queen Creek's expanded recycling center was moved from Ellsworth Road to Ryan Road.* Further evaluation of the recycling center is needed for locations other than Fire Station 2. The location should follow residential density. • Staff will identify the number of residents vs non-residents using the current location.
Discussion on Sponsorship Opportunities for Queen Creek Recreation and Aquatic Center.	Parks & Recreation/ Communications & Marketing	5/7 during the Council Briefings for draft sponsor options	*Completed (05/07/25): Staff concluded that the return on investment for the types of sponsorship described is not beneficial for the Town. The time staff would spend developing the program, recruiting and managing sponsors, and fulfilling all requirements would outweigh the monetary benefits. As the Town considers expanding its social media promotion of the recreation center, staff will reevaluate the situation to determine whether the value has increased*

Action Plan Status Report			
What needs to be done?	**Who will do it?**	**By when will it be done?**	**Status/Disposition**
			enough to make revenue exceed costs and will report back to Council as needed. There was strong Council opposition to naming rights and concern about selling out the facility with excessive advertising. Support for sponsorships at the recreation and aquatic center was limited to minimalistic circumstances (such as television programming, amenity naming, etc.). Staff should be mindful of the return on investment (expenses versus staff time). The staff will return with a draft policy for the Council review.
Presentation on Budget Forecast and Related Policy Issues.	Finance	2/19 for Water Rate recommendation, 9/3 for tax structure discussion	*Completed (08/27/25): The Town Council unanimously approved (7-0) Resolution No. 1641-25, which increases water rates by 15%. The increase was authorized after a public hearing at the Council meeting on July 16, 2025, with the new rates taking effect on August 27, 2025.* Staff will recommend a method for assessing the Town's tax structure, with emphasis on the fiscal year 2027 budget and beyond. Staff will propose a 15% increase in water rates for the Council's consideration. • Communicate how the Town has saved its customers money through strategic water purchases. • The Council initially supported bifurcating the rates.

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Updates on Water Resources and LG Energy Solution/State Land Needs	Utilities	8/30 in prep for the next legislative session	*Completed; The Advanced Treatment Facility (ATF) can qualify, but extending the Title 42 cap is necessary, and Queen Creek would be limited by the final state construction sales tax contributions of LG Energy Solution Arizona, Inc.* Staff will investigate whether Title 42 could apply to the future ATF.
Status Update on CIP Project #A0904 - Sossaman Road and Germann Road Intersection.	Public Works/CIP	07/2025 This deadline requires UPRR cooperation.	*Completed 06/03/25): The Surface Transportation Board (Board) couldn't reach a majority decision on whether the Union Pacific Railroad (UPRR) violated Section 110(k) of the National Historic Act. They also stated they wouldn't decide on Section 110(k) at that time and would continue with the Section 106 process while considering UPRR's petition. The Town Manager notified the Council of this update via email on June 5, 2025, and mentioned that there is no estimated timeline for when the Board will finish its review.* *The Sossaman and Germann intersection reached the 90% design milestone in December 2025. Council will be briefed on the project status in January 2026, prior to any submittals to the Arizona Corporation Commission.* The Town will wait for UPRR to formally respond to the design. Regroup promptly to discuss Queen Creek's strategy for taking ownership, engaging neighboring elected officials, and exploring alternative designs.
Update on State Route 24.	Intergov Relations/Public Works		Information only; no action is required.

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Update on Traffic Signal Optimization (Improving Traffic Flow Efficiency Through Investments in Infrastructure, Technology, and Innovation).	Public Works	12/2025	*Pending (01/31/26): The staff continues to actively manage signal optimization across the three corridors. A transportation update, including data on the Ocotillo Road corridor, will be shared during the 2026 Council Strategic Planning Session.* Staff will continue to focus on the identified corridors and refine the dashboard to demonstrate progress. Staff will produce an updated dashboard for the Ellsworth Road corridor and new dashboards for Ocotillo and Rittenhouse.
Between Thanksgiving and Christmas Holidays, Traffic Control Moratorium.	Town Manager's Office/Public Works	Notice provided summer of 2025	*Completed: Holiday lane closure restrictions are in effect from November 27 through January 2 in observance of the holiday season.* • *All lane closures on high-volume arterial streets and routes serving major commercial centers or event venues within the Town of Queen Creek limits. Designated roads with lane closure restrictions and exceptions available on the Town website at Holiday Lane Closure Restrictions.* The Council is interested in establishing a permanent moratorium. Staff should provide adequate notice to all interested parties.
Discussion and review of the Police Department's Master Plan and Future Communications Center.	Police Department	4/16 as part of the budget presentation	*Completed (04/16/25): For the FY 28-29 budget, staff estimated annual operating expenses of +$6 million to initiate PD Dispatch Services.* Staff will continue to assess a dispatch center's impact and timing and incorporate it into a five-year plan.

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What needs to be done?	**Who will do it?**	**By when will it be done?**	**Status/Disposition**
Presentation and updates on the Emergency Transportation Services (ambulance) program and the current Fire Master Plan.	Fire & Medical		Information only; no action is required.
Review of Town-wide space needs for the next five to ten years and build-out years.	CIP		Update only; no action is required.
Discussion on Artificial Intelligence and Emerging Technologies: Strategies and Guidelines for Use.	Town Manager's Office/IT/PD	08/2025	*Completed (10/15/25): The Town Council adopted Resolution 1648-24 amending the Town of Queen Creek Administrative Policies and Procedures Manual to include a Policy on Artificial Intelligence with an effective date of 11/14/2 (Consent Agenda approved unanimously 5-0).* Staff will develop a comprehensive policy for artificial intelligence.
Visioning and Transaction Strategy - Town-owned Property (north of MSB).	Development Services/ Economic Development	09/2025	*Completed (11/20/25): Staff provided the Council with a follow-up "Scenario 2.5" for the Town Center; additional feedback from the Council on the preferred density and development style for the 6-acre Town-owned property was requested.* The Council prefers a design concept that combines elements from Scenarios 2 and 3 while excluding multi-family unit options. Staff will continue refining the design concept and proposing updates to the zoning code to address prohibited uses, design preferences, and related issues.
Downtown land sale transaction strategy.	Economic Development	This item will be reviewed periodically throughout the year and then carried forward.	Staff will maintain the current approach while strategically focusing on the market.

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In-house attorney transition plan.	Town Manager	2/19	*Completed (10/06/25): The Town Attorney's Office staffing started with the appointment of the first Queen Creek Town Attorney in October 2025. Three more hires and onboarding are scheduled to be completed by February 2026. A revised agreement with Dickinson Wright has been finalized, reducing outside legal services by 66% monthly as of December 2025.* The Council will discuss the in-house attorney transition plan at a future executive session.
Discussion on the 2025 Council meeting schedule.	Town Council/ Town Manager		The Council directed staff to cancel the following meetings in 2025: • First meeting in January • First meeting in July • Second meeting in August Due to uncertainty about extended breaks, the Town Manager was asked to assess business needs and notify the mayor about the necessity of holding the second meetings in March, June, and December, following the Town's traditional schedule.

True Colors

Town Council and Key Staff Results

Town Council

Last Name	First Name	Position	Brightest	Second	Third	Palest
Benning	Robin	Council Member				
Brown	Jeff	Council Member				
Martineau	Leah	Vice Mayor				
McClure	Bryan	Council Member				
Oliphant	Dawn	Council Member				
Padilla	Travis	Council Member				
Wheatley	Julia	Mayor				

Staff

Last Name	First Name	Position	Brightest	Second	Third	Palest
Black	Mike	Information Technology Director				
Bosley	Carrie	Human Resources Director				
Brice	Randy	Chief of Police				
Burningham	Brett	Development Services Director				
Cott	Doreen	Economic Development Director				
Gardner	Bruce	Town Manager				
Gonzalez	Maria	Town Clerk				
Gray	Vance	Fire Chief				
Gunter	Missy	Executive Assistant				
Joachim	Shea	Assistant Town Manager				
Lipinski	Dave	Capital Improvement Projects Director				
Mattice	Clifford	Town Attorney				
McCarty	Scott	Finance Director				
Robinson	Adam	Parks & Recreation Director				
Skocypec	Marc	Utility Services Director				
Wilkey	Heather	Intergovernmental Relations Director				
Wilson	Constance	Communications & Marketing Manager				
Womer	Sam	Public Information Specialist				
Youssef	Mohamed	Public Works Director				