

# Appendix A

## Citizen-Driven Strategic Planning Process

The Town of Fountain Hills Citizen-Driven Strategic Planning Process began in the early fall of 2004, when about 40 citizens met openly to discuss the idea. Participants generally favored the idea of creating a strategic plan, and Town officials appointed a committee of volunteer citizens to design and oversee the process.

The volunteers—who became the Technical Advisory Committee<sup>2</sup>—developed a citizen participation plan outlining key events that would seek out opinions of the Town’s citizenry. The Town Council approved the citizen participation plan on December 16, 2004. In late January 2005, the Town contracted with a project manager,<sup>3</sup> and in February, it contracted with a communications company<sup>4</sup> to help educate the public and get out the word about the strategic planning events.

Key events in the citizen-driven strategic planning process include:

- An analysis of the Town’s strengths, weaknesses, opportunities and threats, started by Town citizens in October 2004.
- A January 2005 kick-off event involving about 200 citizens to discuss the process and build volunteer lists.
- In-depth interviews with about 35 community leaders in February and March.
- Presentations to 18 community groups to educate them about the strategic planning process from February through May.
- A Youth Visioning Institute in March, involving 50 high school students who envisioned the future of their town, and communicated their visions through multi-media presentations.
- An April report, *Where We Are Now*, outlining current conditions in a number of areas: population, housing, economy, finances, physical plan, amenities, public safety environment, transportation and neighboring jurisdictions (available at [www.fh.az.gov/ourtownourchoices/](http://www.fh.az.gov/ourtownourchoices/)).
- Town Hall 1, involving over 250 citizens in brainstorming to delineate their vision and values for the town, and key strategies to make their vision and values a reality, in April.
- A series of *Informed Choices* workshops on key topics: long-term Town finances, charter government, commercial architecture and view corridor regulation, and parks and recreation, in July and August.
- An August report, *Strategic Choices*, organized issues in 10 focus areas with 31 scenarios (goals). Policies, programs and projects—with estimated annual costs per household—described how to implement the scenarios. A two-page worksheet highlighted 44 key decision points, or strategic choices (also available at [www.fh.az.gov/ourtownourchoices/](http://www.fh.az.gov/ourtownourchoices/)).
- Town Hall 2, in August, involved 190 citizens and others in stating ways to deal with Town financing issues, selecting strategic choices to analyze, and developing implementation plans.

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<sup>2</sup> Janice Abramson, Curt Dunham, Peggy Fiandaca, Jim Hamblin, Henry Leger, Civic Association President Roger Riggert, and Mike Tyler are principal citizen volunteers. Councilmember Ed Kehe represents the Town Council. Town Manager Tim Pickering is a member, and staff member Shaunna Williams provides administrative services.

<sup>3</sup> Blackerby Associates, Inc.: Phillip Blackerby, Project Manager, and Lynne Brown, Facilitator.

<sup>4</sup> Image Weavers: Francesca Carozza, Project Manager, and Charlotte McCluskey.

Additional activities are also planned around the strategic planning process:

- A scientific, random-sample *survey* will be sent to selected Fountain Hills adults in late September and early October, to measure how the general public feels about a list of decision items based on the one presented to the Town Hall 2 participants.<sup>5</sup>
- Input from all information sources, including both the survey and Town Hall 2, will be incorporated in a *draft strategic plan* in late October. That draft will be available to Fountain Hills residents for review and comment.
- The Town Council will hold a *work session* on the draft strategic plan in November.
- The Town Council will *consider adoption* of the strategic plan in early December,

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<sup>5</sup> The survey administrator is ETC Institute, Chris Tatham, Vice President and Principal Investigator.

## Appendix B

### Verbatim Responses to Town Government Financial Stability Questionnaire

**Response A: Increase the Town sales tax by about 0.2¢ per dollar, from 2.6% to 2.8%.**

#### Why did you choose A?

‘A’ is relatively painless & easy to administer, while also providing a natural ‘cap’ on future increase &/or wasteful spending.

The sales tax allows all people to pay for services they receive – street construction, etc.

Short term only; stop building that makes us pay for more infrastructure – growth is costly; look at LA! We are running out of water and other resources.

‘A’ because it limits ability of town management to continue to increase a property tax. If town is promoted as a destination center revenues will exceed property tax.

I choose ‘A’ because I think it is the lesser of three choices we have available, and the tax can always be reduced in the future.

We can develop an ‘economic engine’ thru the build-out of our mostly empty commercial/business district. The central business/commerce center must be further developed and built-out as quickly as possible – through incentives, if necessary, that will eventually provide sales tax revenue increases.

We can capture \$’s from all those who visit in winter and who attend the Fairs.

Better & equal cost sharing.

A 0.2% increase is easy to absorb.

It gives the residents a choice.

I like an equal collection of taxes. All citizens are not property owners. Sales tax allows those who can afford to buy more pay more than those on limited budgets.

In addition to citizens, the visitor will have to pay.

Everyone pays – tourists, visitors, residents. Does not increase the cost to homeowners.

Assumed that it would attract income from outside the community.

Pay as you go. Pay for what you get! Visitors will help finance.

Lower property taxes are always a plus to me. It will give us an option to increase property taxes in the future if dire circumstances occur. The increase in sales tax is more subtle & less 'painful.'

A sales tax. People won't notice the difference.

I believe that the sales tax will be spread out to all residents and will include visitors who enjoy our town & its amenities.

'A' because 2 prior votes on a new property tax failed. How could we expect it to pass now? The 300 people here are not representative of the Town population.

*One questionnaire had no explanation.*

**Response B: Levy a new *primary* property tax of about 28.5¢ per \$100 valuation, or about \$66 per year for the median home worth about \$248,000.**

### Why did you choose B?

Because it is very important to our stability and to our future.

The only way to keep us viable in the future is the establishment of a long term stable source of revenue based on property values. This should be done as quickly as possible, as it will be a long fight to convince the uninformed citizens of this Town.

I chose 'B' (despite the fact it will be unpopular) because we don't need to make it harder for businesses to survive here, & we as citizens do need to participate more as in the end it will increase our home value & make our quality of life better.

It appears to me to be the least of 3 evils – We want to encourage spending in F.H. – We certainly don't want to reduce Town services @ this time of growth/expansion.

Because we don't have one, like other communities, it would replace the revenue loss from construction build out and it would be a guarantee instead of the uncertainty of sales tax. Also it would be fair system. The people that live here, whether full or part time would help pay for services we all use.

Most immediate income to make the changes we are planning for.

We need to be financially responsible today to protect tomorrow. It's like saving for retirement, if you postpone it becomes very difficult in the future. Property tax can be predictable.

Would be a continued source of revenue.

Our sales tax is already very high and affects small business owners whom we want to keep and attract. The services we have are necessary. Homeowners have high incomes in Fountain Hills and can easily afford \$66 per year (basically \$5.50 per month).

This is most important for us to pay for what we need.

We need to address the deficit ASAP.

If we build our coffers now we will be able to increase this in the future by borrowing to get things done as far as capital improvements; if the town remains fiscally still responsible to not overspend, I believe this number will have to be increased over time, to meet deficits and to do improvements. As a small town we need to work smarter! And combine any recourses that we can. 'Mixed uses.'

Sales tax is too high. We need services.

(1) Provides steady stream of income. (2) As property values increase income goes up (3) Taxes those with ability to pay. (4) Sales taxes are too unpredictable & cyclical (5) Part time residents do not pay share, if based on sales tax. (6) Increase of sales tax makes local sources less competitive.

Revenues will come from a vitalized downtown of retail business. Also the old city adm. bldg will soon be a revenue provider as well – so it's not all doom & gloom.

Common sense and good judgment.

Will probably have to increase services. For the obvious reasons, a stable inflow of capital so that services can be maintained.

Primary property tax is an equitable manner to raise the revenues. I do not support increased sales taxes because it decreases business opportunities.

A fairer, more stable tax base. Less prone to the boom/bust sales cycle.

Property taxes are much more stable as opposed to sales tax.

Planning ahead is important.

I cannot see cutting services, and increasing the sales tax is not an option in my mind.

It is not fair to increase sales tax as it penalizes the poor & those on fixed incomes. I vote Plan 'B.'

Funding consistency is an important objective.

Best of the three!

Sales tax is already too high. Property tax is fair (based on property values) and appropriate.

Property tax should be used to fund all town infrastructure as a first priority. It's part of maintaining the value of my property by maintaining the supporting infrastructure. Actually, the rate is too low. Should be much higher.

It's the only sure way to cover any deficit!

Easier to budget; more appropriately proportioned according to population.

I fear that if sales taxes are too high, people will reduce shopping in Fountain Hills. People must pay for all that they wish. Often they want all kinds of services but do not wish to increase

property taxes. This is unrealistic. It is difficult to reduce services once people have enjoyed or depended upon them.

‘A’ would hurt business. ‘C’ would hurt Town image. That leaves ‘B.’

If Town Council can not use this at their will. It will be reserved to accomplish plan. I do not mind a reasonable property tax if it is safeguarded for the intended purpose.

This seems like a small price to pay to stay out of debt and maintain what has been achieved so far. A sales tax increase may chase small business away.

Most stable, also out-of-staters who own condos/homes they only use 3+ months of the year would share in the financial well-being of our community.

Fairest way to continue Town operations for citizens. Directly related to the services needed: fire – police – parks – roads, etc.

Would prefer to contribute to a longer view of the growth of Fountain Hills. Emergency and catch-up plans turn out to be more costly and less effective. Once caveat: the cost of the primary property tax must start out clear and remain clear to the taxpayers.

Uncertainty of sales tax growth/stability. Concerns are stability, & lack of increase in state shared revenues. Voter approval req'd. Even w/ this, current sales tax rate of 2.6% must continue. Sales tax increase wld. still be available if needed. No voter approval req'd.

Tax should be levied but a max should be set.

It's the only choice that makes sense. Come on!

I wouldn't want to see Town service reduced.

Logic.

Would include part time residents. Build out – sales tax becomes stagnant.

Only positive source of income. Can not stand added sales tax.

Sales taxes are above average, while property taxes are very low (compared to other areas of the country). Higher sales tax would discourage businesses and encourage town residents to make purchases outside the town.

Would be a more fair tax than sales tax that would allow ‘snow birds’ to pay their fair share for city services such as police, fire & streets.

Stability of future income. Increasing sales tax could discourage sales. Need to maintain the city.

It must require public vote – discussion will be very helpful and valuable. It may result in ‘lower’ sales tax plus increasing business resulting with greater income.

Less impact on \$ amount assessed. Get pro-active not re-active. Interest earned in the interim – increasing \$. Legally prohibit Council from spending funds before it is needed – not just the honor system from raiding the cookie jar.

Primary tax revenue is more dependable than sales tax revenue.

Best alternative, *i.e.*, sales tax is already too high, services (Town) should grow – not diminish.

Vote of people.

This is inevitable, but the amounts should be more carefully calculated. Many costs on worksheet are unrealistic and inflated.

Let’s get started now, waiting could be very costly.

Costs need to be spread over a larger base of ‘users’ of the town’s services & amenities. This will be a huge uphill battle until you can get better, fully-developed communication & understanding by residents & town officials. Also must (re-) establish trust (or controls) that our officials will manage our financial resources prudently.

Logical choice.

Waiting for another day to pay!

Best way to provide the dollars needed!

A property tax is more stable and more fair to all constituencies.

‘B’ because we need taxes to pay for police & fire which protects property. Also businesses would then be paying their share.

1. Greater economic stability will create opportunities for significant future planning. 2. Equity: ability to pay fairly spread based on property evaluation.

Property tax is fair.

Let’s quit kidding ourselves: services are not free. Option ‘A’ is fine, too. Option ‘B’ is more stable.

Part-time residents do not contribute fair share towards services.

Prefer 'B' for 2 primary reasons: (1) Let's plan ahead & NOT take undue larger hit down the road. (2) Property tax more equitable; sales tax increase more burdensome to lower income people.

This option would effect each household equally. Increased sales tax would cause people going out of Ftn. Hills to shop & buy.

This is the fairest way to solve this problem provided the sales tax is not raised for other reasons.

We need to share the cost of keeping and growing our services. A new primary property tax will allow that to happen and take the burden off of our current small businesses.

Bite the bullet.

I don't like our dependence on sales tax. Part-time property owners need to pay their full-share. Are there Town services that can be reduced? If we add a primary property tax, we need to consider a sales tax decrease.

Seems fair.

Not other valid feasible choice – we're up against a 'rock and a hard place' – already sales tax is TOO! high.

It's the only 'real' choice.

I think Fountain Hills is out of line with how most cities/towns finance their operations by not having a primary property tax. It is the fairest, most equitable way for residents (full- and part-time) to pay for the services and assets that they consume.

Everywhere we have lived has had a property tax. We think it is a sensible way to go.

Stable, dependable income that spreads cost across all citizens of Fountain Hills. Sales tax burden only a section of the population. Town services are already scarce. We cannot afford to reduce them – Town services need to grow. Fountain Hills property taxes are already lower than many communities in the Valley.

Have to plan for build out and meeting town needs at present population.

Probably the most equitable.

Bite the bullet now. Property is the chief asset in Fountain Hills.

Confirmed steady revenue stream. Forces part time owners to pay for town services (they get benefit of town services in home appreciation). I would have liked an option to start a property tax and reduce, somewhat, the current sales tax.

I like to shop in town and want others to shop here. If the taxes on merchandise are too high some will shop elsewhere. Alternatively events such as concerts in the park could produce revenue for the Town.

The city must provide the infrastructure for the part time population, yet the 'part-timers' do not contribute fairly to the city coffers. A municipal property tax would bridge this gap. I also feel the sales tax for construction should be increased to be more in proportion w/ other communities.

'B' – So all households – (includes finally part-time residences) pay equally. 'B' – reduce Town sales tax to be commensurate with other cities.

'B' – So out-of-state commercial properties must pay taxes as well as the snowbirds. Live in Fountain Hills and share the burden/enjoyment through prop. taxes.

Sales tax hurts middle & lower class. High end part timers should pay share.

We need a tax base to work off for the future.

As we develop downtown more residents will be filling their needs in town as well as drawing outsiders.

Important to start property tax now & begin training snow birds to expect to pay for the services year round that make FH such as terrific winter home. Plus we owe this to future generations & residents of FH. Our current property taxes are very low compared to other areas such as California, Colorado, etc. Have we considered a 'real estate transfer' tax on property re-sales as a way to supplant the loss of construction sales tax?

*Eight questionnaires had no explanation.*

## Response C: Don't increase revenues; instead, reduce these Town services: \_\_\_\_\_.

### Why did you choose C?

Be fiscally conservative in all services – no new capital projects nor required to operate Town. 40% of population (55+) is on (or will be soon) fixed income – property tax is unrealistic to support 'frill' nice-to-have programs. Sales tax is already too high.

Unable to predict the future due to Wal-Mart, the new movie theater, & also if construction stopped there is still a lg. amt. of re-modeling. So I'm a little unsure!

Delay until we have to pay with property tax.

Stop spending money on skate park, etc.

Reduce services (*i.e.*, construction inspectors if no more building). Alternative graduated property tax based on home valuation.

Instead seek viable commercial projects, namely business/commercial to increase coffers – as well as possible new land acquisition for future building fees. By broadening base of revenues we will increase revenues. I chose 'C.'

Be careful to account for economies realized by the decreasing need for development services as FH approaches build out (example: 10 position \* an average burdened salary of \$60,000 per year = \$600,000 savings per year). Once 'C' has been evaluated I choose 'B,' but with the assumption it will be significantly less.

Wait until we need to actually have the revenues. We need a charter gov't. to have more say.

Put off decision till deficit becomes a reality.

Increase revenues, not tax rates. Because we are NOT focusing on revenue generation, but tax rate increases.

*One questionnaire had no explanation.*

## Response D: Put off taking any action until the deficit actually occurs.

### Why did you choose D?

There are too many variables in our town government to make decisions now.

I chose 'D' because I feel we must look further into options rather than allowing a 'blanket' taxing.

I am not convinced the basic assumptions & arguments are valid. Time will prove it one way or the other; why increase taxes ahead of time? Never heard such as approach; just gives town council a blank check for 'pet projects.'

We have no assurance revenue collected now will not be spent, not saved. That will actually increase the expenditure cliff and the deficit gap, when it opens.

Postpone decision until shortfall begins.

Too many variables now.

'A' and 'B' are action be suggested to be taken soon. 'C' is not. Nobody is offering to reduce town services soon. The issue may occur in 20 years. We cannot predict from year to year, why are we asking to spend money prematurely?

There is a high likelihood that our property taxes will go up significantly due to property values increasing. They are increasing faster than services. Hopefully, this translates to increased 'shared' funds.

We don't know how much we'll need; current population is services by current revenues – future population should pay for the services as they use them – if we start collecting now, the funds may not be saved to be used as planned.

Delay raising taxes until needed. However reduce sales tax a little & begin a small property tax. There should be a balance of income from sales & property taxes + the income tax sharing provided by the State.

## Other responses

### Why did you choose Other?

*Some respondents either chose multiple options, or chose no option but provided comments. This section reports on those responses.*

*[ B and  C.]* Of the three choices the primary property tax is most likely to tax those who can most afford it. BUT – the town needs to trim costs whenever possible & be creative in coming up with new revenue sources such as parking fees for the fair and other events, bed tax. Attract clean businesses, such as resorts.

*[No response checked.]* Need more information; more choices!

*[ B and  C.]* Strongly against options which propose single solutions. Believe property tax is needed; but, not sure all current services are necessarily needed at current levels.

*[ A and  B.]* I love this town and want it to stay focused on character we have developed.

*[ A,  B and  C.]* Commercial development is required in the 2 sq. miles to be annexed into our town for additional revenue. Thank you.

*[ B and  C.]* Truly believe we can get more for less. Levy a smaller tax, and sharpen our budget projection & increase efficiency to do more for less. It's easy to establish a budget & then raise taxes. Let's stop this 'government' practice of spending, before we have the dollars in sight. Tighten our belts. Do we have a preliminary projected budget? If not, how can we project a 'shortfall?' Did you just use the \$950,000 for year one X 20?

*[ A (2) and  C (1).] [...reduce these Town services:]* low income housing, senior center, teen center, new parks, arts & cultural activities. Property & sales taxes are too high. If taxes must be increased a sales tax of .2¢ is not as great a burden to individuals. Looking at the new initiatives I suggest we forego all of these ideas & build our tax capital to pay for expected future deficits.

*[No response checked.]* I think our taxes are high enough. I'm not sure if additional monies is there it won't be spent for other things.

*[ A and  B.]* I believe in paying for what you want, desire, or receive. This presupposes that my payments are correctly, judiciously, cost-effectively, and conscientiously applied.

*[No response checked.]* Other: create viable businesses who would increase sales tax revenues. This way sales tax would not need to increase nor property tax instituted. We have plenty of room for 'select' business expansion – which meets requirements of an artisan-based small town.

*[No response checked.]* None. Assumptions are inaccurate and misleading. Poor document to baseline decisions for future financial planning. Key element should include state trust land

reform to allow town opportunity to acquire land. Selectively speculating is disenfranchising to a concerned citizenry.

*[ A,  B and  C.]* I checked all three, town services should be cut to help make up the difference along with a small increase on sales tax and a small increase on property taxes, don't put the whole burden on business owners or property owners.

*[ A and  B.]* Split (50% - 50%) between 'A' & 'B' – the most fair.

*[No response checked.]* I believe you may want to wait until the town decides on their future plan & look @ a variety of options. At that point I would raise sales tax, and set aside.

*[No response checked.]* Lower tax to bring in more businesses; revenues will eventually increase.

## Appendix D

### Developing the Town Hall 2 Implementation Plan

In the afternoon sessions, participants again met in their small groups to consider just the list of the 11 most important issues identified in the morning sessions. Each small group worked toward a consensus to assign each issue into an implementation phase: Phase I items are to be implemented in the first three years of the Strategic Plan. Phase II items are in years 4-6. Phase III in years 7-10. Groups could also assign items to a holding area to implement in year 11 or later.

Each group produced a poster showing which items they would implement in each phase, and which items they would assign to the holding area. This implementation plan showed the estimated annual cost per household, and the totals for each phase. The estimated annual household costs for Phase I carried forward to Phase II, and the Phase II costs—including the estimated costs of Phase I—carried forward to Phase III. The costs of holding area items were ignored.

Near the end of the day, the facilitators briefly presented each group's plan to the entire assembly. Participant were given a sticker with which to vote for the plan that followed their personal preferences most closely, which may or may not be the same as their small group's consensus. An afternoon count showed 153 participants, and 150 people voted on the implementation plans.

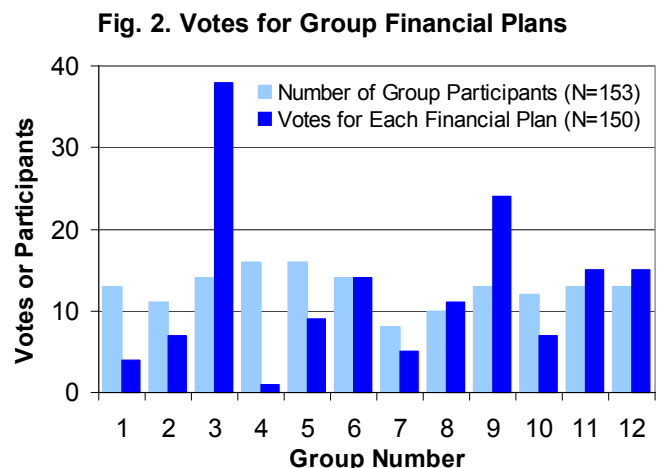
Figure 2 shows the results of this vote. The most popular plan was Group 3's, which received 38 votes, or 25% of the 150 votes cast. Group 9's plan was second, with 24 votes (16%). Groups 11 and 12 each received 15 votes, (10%). and Group 6 attracted 14 votes (9%), Together, these five plans garnered 71% of the votes cast.

Group 12's report is somewhat different than the other groups' reports. Group 12 put eight of the 11 items into Phase I, and appended caveats saying:

1. Here are our initiatives in Phases;
2. No one agrees with all of the programs or projects within each initiative; and
3. All of us agree that the "budgets" for each initiative could be scaled back with further review and deliberation by staff and the Town Council.

With these caveats, calculating the total costs of Group 12's proposed implementation phases would be inappropriate. A reasonable assumption is that many of the people who voted for Group 12's plan were also concerned about the total costs of each item.

Appendix D contains a narrative analysis of the small groups' implementation plans, showing in detail how the plans were consolidated into a single Town Hall 2 implementation plan.



Appendix E contains a table summarizing all 12 groups' implementation plans, with one phase on each page and the holding area designations on the fourth page. The five groups receiving the highest number of votes are in **boldface** type, to facilitate comparisons. The number of votes for each plan is shown above the group number. It

Appendix E also shows, for each item:

- The *number of groups* that designated an item in that phase
- The *phase score*, which weights each item according to the number of votes each plan received for including the item in that phase or a higher phase. Ranging from 0 to 150, phase scores add up the number of participants who voted for a plan that put the item in a given phase or a higher phase. The phase scores are cumulative, so Phase II scores include Phase I scores, and Phase III scores include both Phase I and Phase II scores. Holding Area scores do not include scores earned in higher phases.

Appendix E also shows the implementation plan supported by a majority of the participants at the Town Hall 2, based on the phase scores.

Appendix F shows each of the 12 implementation plans, including additional notes and caveats that several groups appended to their reports. It also shows the number of votes for that plan.

## Phase I

The total costs of the 12 Phase I plans ranged from a low of \$103 for Group 10, to a high of \$322 for Group 4; neither of these extremes received a significant number of votes. The plan with the most votes, Group **3**, totaled \$146 in Phase I (ranking 5<sup>th</sup>), and the second-place plan, Group **9**, totaled \$133 in Phase I (ranking 4<sup>th</sup>). Group **11** totaled \$180 and Group **6** totaled \$229 in Phase I, both ranking near the upper end of the range (8<sup>th</sup> and 10<sup>th</sup>, respectively).

All 12 groups put item 10.F., *Annex State Trust Land*, into Phase I, and it was the only item put into Phase I by all 12 groups. It is the only item that received a perfect Phase I score of 150. In comments accompanying the group implementation plans, Group 7 noted that zoning controls should be in place before the land is sold.

Ten groups put strategic choice 2.A., *Attract businesses to meet local residents' needs*, into Phase I, including four of the top five vote-getters (groups **3**, **6**, **11** and **12**); the item's Phase I score is therefore high at 121. In appended comments, Group 4 noted that some of the marketing studies proposed for this item are a waste of money. Group **6** observed that the item was confusing, complex and poorly written.

Seven groups recommended funding the *multi-generational aquatic center* (item 7.A.3) in Phase I. This item had the third-highest Phase I score, at 105, because it was designated a Phase I project by four of the top five popular plans (Groups **3**, **6**, **9** and **12**). This item has the highest annual cost, at an estimated \$84 per household. In accompanying comments, Group 10 noted that Fountain Hills Unified School District should share the risk in financing this facility, if it is intended to be used for school activities. Group 4 indicated that Town planners should locate and purchase the land for this facility in Phase I, but that actual construction might be delayed.

Eight groups put item 10.A., *Enforce the current General Plan and zoning ordinance*, into Phase I, including three of the top five vote-getting groups (9, 11, and 12), earning a Phase I score of 87. All four groups that did not assign it to Phase I (1, 3, 6 and 10) put it in the holding area. Three groups (3, 4 and 6) expressed confusion about this item, expecting that the General Plan and zoning ordinance are already enforced. If this item were adopted, the Town Council would never approve any changes to or variances from these documents, effectively limiting the Town's population to projected levels of about 30,700. The estimated \$8 per household cost is for a study of vacant developable land to improve population projections, so they could be considered in evaluating proposed developments.

Eight groups also put item 4.A., *Strengthen the community's small-town identity*, into Phase I, scoring 77, just more than half the voting participants. In accompanying comments, Group 7 said that this scenario should be accomplished at a reduced cost. The estimated \$32 annual cost per household, is for expanding Town events and celebrations, partnering with Ft. McDowell, mentoring new residents, creating a one-stop information center, and adding new fountain features.

No other item had a total score greater than 75 in Phase I, meaning that plans with other items in their Phase I attracted fewer than a majority of the votes from participants.

### Summary of Phase I

The items that most Town Hall 2 participants voted to be in Phase I are:

<b>Phase I Strategic Choice Item</b>	<b>Est. Cost per Household per Year</b>	<b>Phase I Score</b>
10.F. Annex the State Trust Lands.	\$ 0	150
2.A. Attract businesses to meet local residents' needs.	35	121
7.A.3. Build multi-generational aquatic center.	84	105
10.A. Enforce the General Plan and zoning ordinance.	8	87
4.A. Strengthen the community's small-town identity.	<u>32</u>	77
<b>Subtotal, Phase I</b>	<b><u>\$159</u></b>	

If this general plan had been proposed by one of the groups, it would have ranked between 7<sup>th</sup> and 8<sup>th</sup> out of 12, in total cost for Phase I.

### **Phase II**

The total amounts of the Phase II plans range from \$153 (Group 8, which added no new items in its Phase II) to \$363 (Groups 4 and 5). One of the top five vote-getters, Group 9, was also in the low end of this range at \$228 (3<sup>rd</sup>), Groups 6 and 11 were in the middle at \$288 (6<sup>th</sup>) and \$290 (7<sup>th</sup>), respectively, while the top vote-getter, Group 3 was near the top of the range, at \$314 (8<sup>th</sup>).

Seven groups put item 6.A., *Enhance dedication to stewardship of the natural environment*, into Phase I, but it earned a Phase I score of only 62. Four more groups put this item in Phase II, including three of the top five vote-getters (Groups 3, 9 and 11); bringing its Phase II score up to a strong 146. In accompanying notes, Groups 2, 4 and 10 noted that the project list for this scenario should be reviewed for effectiveness and funded at a lower level. Group 3 suggested organizing a clean-up day as a community participation event.

Item 7.C., *Add new amenities to the Parks & Recreation system*, was supported by four groups in Phase I, scoring just 69, even though the four groups included three of the top vote-getters, Groups 3, 11 and 12. This item was supported by five additional groups in Phase II—including high vote-getters, Group 6 and 9—for a Phase II score of 127. In appended comments, Group 7, which put this item into the Holding Area, said, “Programs, Yes! Policies and Projects, No!” The Programs had to do with additional concerts and movies in Fountain Park, and activities to integrate people with different ages, incomes and cultural backgrounds. The Policies and Projects included: amending the Wash Ordinance (by vote) to allow environmentally-sensitive trails; pedestrian-friendly paths and trails connecting greenbelts and parks; expanded bike lanes networked with hike-and-bike trails. Group 10 also commented that the washes should be preserved. Thus, while most participants designated this item for Phase II, some controversy remains about amending the Wash Ordinance for environmentally-sensitive trail development.

Just four groups designated item 9.A., *Create lifelong learning opportunities for residents of all ages*, for Phase I, scoring just 62. These groups were joined by three more groups for Phase II—including high vote-getters, Groups 6 and 9—for a total Phase II score of 102. In appended comments, Group 3 suggested that existing facilities, such as Fountain Hills High School or the Community Center, be used for learning. Group 7 recommended that the Town should not create additional computer workstations; rather it should focus on courses such as smoking cessation, conflict resolution; college courses, and CEU credit courses.

Item 7.B.1., *Acquire, develop, operate & maintain 15 acres of new community park*, won the support of just three groups for Phase I, with a low score of 23. In Phase II, three additional groups supported this initiative, including high vote-getters, Groups 3 and 12, generating a Phase II score of 85. In appended comments, Groups 6 and 7—both of which put this item into their Phase III plans—suggested that additional community parkland be made a condition of development for the State Trust Land annexation. Group 7 further questioned the need for 15 more acres.

### Summary of Phase II

The items that most Town Hall 2 participants voted to be in Phase II are:

<b>Phase II Strategic Choice Item</b>		<b>Est. Cost per Household per Year</b>	<b>Phase II Score</b>
6.A.	Enhance dedication to stewardship of the natural environment.	\$ 68	146
7.C.	Add new amenities to the parks & recreation system.	17	127
9.A.	Create lifelong learning opportunities for residents of all ages.	10	102
7.B.1.	Acquire, develop, operate & maintain 15 acres of new community park.	<u>68</u>	85
	<b>Subtotal, Phase II Items</b>	<b><u>\$163</u></b>	
	<b>Carry-Forward, Phase I</b>	159	
	<b>Total Cost, Phases I and II</b>	<b><u>\$322</u></b>	

If this general plan had been proposed by one of the groups, it would have tied for 9<sup>th</sup> out of 12, in total cost for Phase II.

## Phase III

Total estimated annual household costs under Phase III ranged from a low of \$289 in Group 8's plan, to \$373 in Group 11's plan. The top vote-getter, Group 3 was near the top of this range (8<sup>th</sup>) with a total of \$356, along with Group 11's plan (12<sup>th</sup>) at \$373. The second-most popular, Group 9, was near the bottom of this range (2<sup>nd</sup>) at \$295. Group 6 remained in the middle (6<sup>th</sup>) at \$356.

Item 7.A.1., *Build larger stand-alone senior center*, had been designated a Phase I project by just one group (9), which may have accounted for the strong support given to that group's implementation plan. This item was avidly supported by a significant minority of participants, who note that senior center membership is growing and the host Community Center is becoming crowded and cramped. Six groups put this item in Phase II, including high vote-getters, Groups 6 and 11. Still, this item's Phase II score was 75, meaning it was in plans supported by exactly half the Town Hall 2 participants, but still short of a majority. Three additional groups put this item in their Phase III plans, including the top vote-getter, Group 3. This additional support raised its Phase III score to a solid 131. In appended comments, Group 4 noted that if a stand-alone senior center is not approved, then the Town should consider a more general facility, perhaps combining a senior center with a teen center or an aquatic center.

### Summary of Phase III

The item that most Town Hall 2 participants voted to be in the Town's Phase III strategic plan is:

Phase III Strategic Choice Item	Cost per Est. Household per Year	Phase III Score
7.A.1. Build larger stand-alone senior center.	\$ 42	131
<b>Subtotal, Phase II Items</b>	<u>\$ 42</u>	
<b>Carry-Forward, Phases I and II</b>	322	
<b>Total Cost, Phases I, II and III</b>	<u>\$364</u>	

If this general plan had been proposed by one of the groups, it would have tied for 10<sup>th</sup> out of 12, in total cost for Phase III.

## Holding Area

Half of the 12 groups put item 10.D., *Require use of natural landscaping*, into Phase I, for a total Phase I score of 63. Of those who did not, one (Group 1) put it into Phase III, raising its total Phase III score to just 67, still well-short of a majority of participants. The other five groups, 3, 5, 7, 9 and 10—including the top two vote-getters—put it into the holding area, for deferral to Year 11 or beyond. The holding area score for this item, not including its scores in Phases I, II or III, is 83. This score means that well more than half the participants voted for implementation plans that placed this item in the holding area. In attached comments, Group 2 noted that, while the Town should lead this effort, existing non-conforming landscaping should remain, and not be forced to re-landscape. Group 3 noted that the Town could get the benefit of natural landscaping without the cost, which was estimated at \$10 per household for a public education program to demonstrate the benefits of following natural vegetation standards in residents' homes. Because of the low score earned by this item, it is not included in the Town Hall 2 implementation plan.

### Summary of Holding Area

The item that most Town Hall 2 participants voted to be in the holding area, and deferred to Year 11 or later, is:

<b>Holding Area Strategic Choice Item</b>	<b>Est. Cost per Household per Year</b>	<b>Holding Area Score</b>
10.D. Require use of natural landscaping.	<u>\$ 10</u>	83
<b>Total, Holding Area</b>	<u>\$ 10</u>	

### Summary: Town Hall 2 Implementation Plan

The following table summarizes the implementation plan that contains items in the phases supported by a majority of the participants at the Town Hall 2 meeting.

#### Town Hall 2 Implementation Plan

<b>Strategic Choice Item</b>	<b>Est. Cost per Household per Year</b>	<b>Phase Score</b>
<b>Phase I</b>		
10.F. Annex the State Trust Lands.	\$ 0	150
2.A. Attract businesses to meet local residents' needs.	35	121
7.A.3. Build multi-generational aquatic center.	84	105
10.A. Enforce the General Plan and zoning ordinance.	8	87
4.A. Strengthen the community's small-town identity.	<u>32</u>	77
<b>Subtotal, Phase I</b>	<u>\$159</u>	
<b>Phase II</b>		
6.A. Enhance dedication to stewardship of the natural environment.	68	146
7.C. Add new amenities to the parks & recreation system.	17	127
9.A. Create lifelong learning opportunities for residents of all ages.	10	102
7.B.1. Acquire, develop, operate & maintain 15 acres of new community park.	<u>68</u>	85
<b>Subtotal, Phase II Items</b>	<u>163</u>	
<b>Carry-Forward, Phase I</b>	159	
<b>Total Cost, Phases I and II</b>	<u>\$322</u>	
<b>Phase III</b>		
7.A.1. Build larger stand-alone senior center.	42	131
<b>Subtotal, Phase III Items</b>	<u>42</u>	
<b>Carry-Forward, Phases I and II</b>	322	
<b>Total Cost, Phases I, II and III</b>	<u>\$364</u>	
<b>Holding Area</b>		
10.D. Require use of natural landscaping.	10	83
<b>Total, Holding Area</b>	<u>\$ 10</u>	