



# Town of Cave Creek Strategic Plan

Adopted 11/20/2023



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## Message from the Town Council

The collaborative efforts of the Town's leadership team and Town Council have produced an exceptional outcome in crafting the new Strategic Plan. This all-encompassing plan serves as a guiding beacon, illuminating the path toward the realization of our Town's vision. It affirms our commitment to implementing components of the General Plan and projects essential for the Town's future.

Our strategic commitment is concentrated in five Focus Areas: Fiscal Sustainability, Economic Vitality, Safe and Vibrant Community, Innovative and High-Performing Organization, and Infrastructure. Through this strategic focus, we stand well-prepared to navigate the trajectory of our future.

The Strategic Plan goes beyond addressing routine operational services, creating a realm of opportunity, and presenting a clear roadmap to complete specific projects. It equips both the Town Council and our Town Manager with the means to direct staff efforts toward pivotal projects that will shape and improve the Town.

We express our sincere appreciation and gratitude to the Town Manager and Town Leadership Team, whose invaluable insights and unwavering dedication have played a crucial role in shaping this plan.

Warm regards,

Mayor Robert Morris  
Vice Mayor Kathryn Royer  
Councilmember Tom Augherton  
Councilmember Ernie Bunch  
Councilmember Paul Eelkema  
Councilmember Thomas McGuire  
Councilmember Dusty Rhoades

## Strategic Planning Component Definitions

The following are definitions for the key building blocks for the District's strategic plan:

Vision Statement - The statement of the Town's overarching aspirations of what it hopes to achieve or to become.

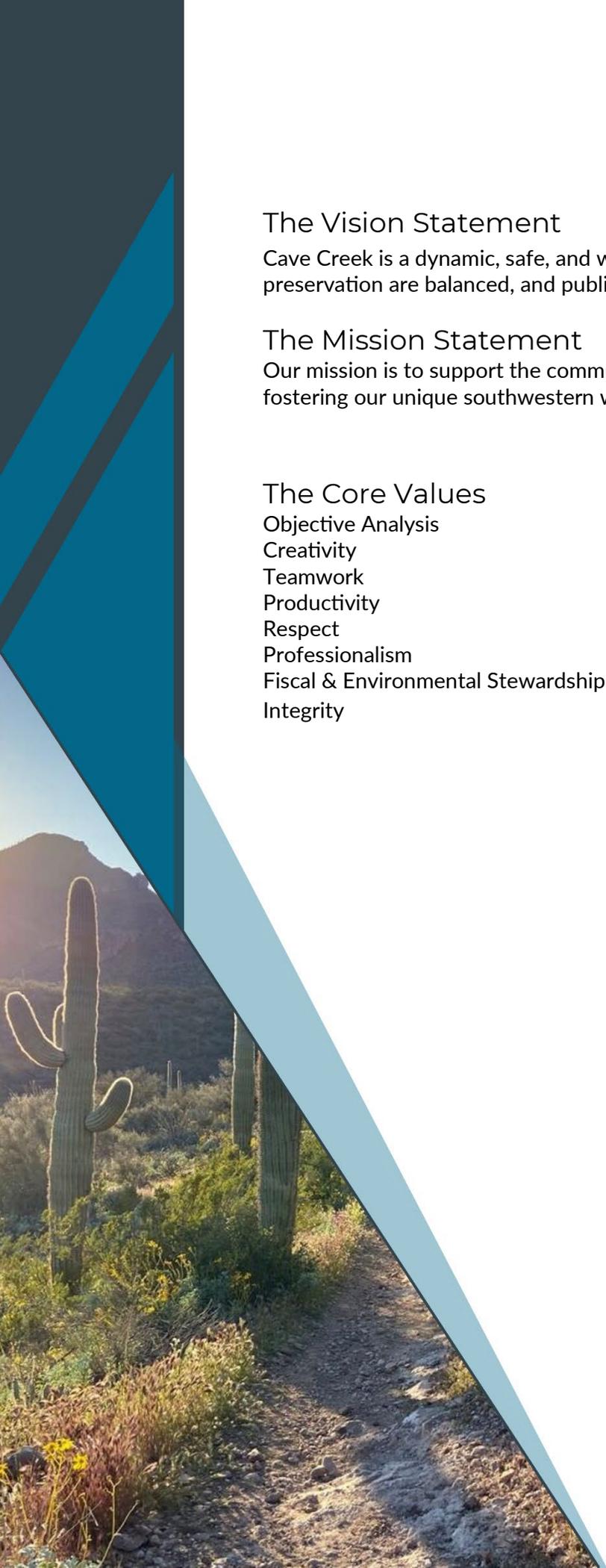
Mission Statement - The statement that describes what the Town organization needs to do now to achieve the vision.

Core Values - These define what the Town organization believes in and how people in the organization are expected to behave—with each other, with customers and suppliers, and with other stakeholders.

Strategic Focus Area - The intersection of the Town's Vision, Mission, and Core Values with the needs of its resident. These Focus Areas are designed to keep the organization's priorities from getting distracted by what may appear to be competing opportunities. This strategic focus will drive policy decisions and priorities for the Town. These areas are the "we will always" statements.

Guiding Principles - These statements comprise the "and this is how we will do it" conclusion to, "we will always." These are the strategies guiding the consistent execution of projects, policies and programs, which continuously work toward achieving the purpose expressed in the strategic Focus Areas.





## The Vision Statement

Cave Creek is a dynamic, safe, and well-maintained community where growth and preservation are balanced, and public needs and challenges are met.

## The Mission Statement

Our mission is to support the community by effectively managing public services and fostering our unique southwestern ways of life.

## The Core Values

Objective Analysis

Creativity

Teamwork

Productivity

Respect

Professionalism

Fiscal & Environmental Stewardship

Integrity



# Fiscal Sustainability

The Town of Cave Creek will maintain a transparent, adaptable, and forward-looking fiscal position that aligns with community priorities to provide an outstanding quality of life for our residents. The Town will implement innovative, efficient, measurable, and responsible policies and financially sustainable business practices to effectively manage its fiscal and human resources.

1

Demonstrate and provide fiscal responsibility through established financial policies, budgeting practices and financial standards that meet the requirements and benchmarks for financial reporting established by the Governmental Finance Officer Association (GFOA) and the Government Accounting Standards Board (GASB).

2

Implement and execute business processes and operational efficiencies to streamline the delivery of governmental services, including the identification of cost of services, cost recovery policies, and performance measurements.

3

Implement fiscally sustainable initiatives that allow the Town to proactively plan for, recruit, grow and retain top human resources.

4

Implement innovative and integrated technology initiatives to support Town business processes and customer service.

5

Create, pursue, and maintain collaborative partnerships to maximize Town resources and serve our residents.

6

Enhance and protect existing revenue sources while continuously exploring new and diverse options to ensure the Town can adapt to changing economic conditions.

Action Item	Description	Responsibility	Timeframe
Staffing and Process Improvement Study	Consultants to conduct a staffing and operational process improvement study to improve organizational efficiency to include comparable Town i.e., Marketing and Communications Manager and traffic enforcement	Deputy TM	FY26 5yr cycle
Benefit Study Recommendations	Consultants to conduct an Employee Benefit study and analysis to maintain competitive benefits including comparable	Deputy TM	FY25 3yr cycle
Five-Year Financial Projections	Develop five-year financial projects for Town operations, utility subsidies and CIP with consultant assistance	Finance	FY25 annual
Utility Rate Study Modeling	Consultants to update financial projections/model for utility enterprise funds	Finance and Utilities	FY25 Annual review 5yr cycle
Enterprise-Wide Software	Consultant to evaluate best practices and implement enterprise-wide software applications	Deputy TM	FY26 2yr cycle
Cost Allocation and Utility Fee Studies	Consultants to capture costs associated with utilities and other Town code related fees	Finance and Utilities	FY25 5yr cycle
Performance Measurement	Consultants to evaluate ICMA Performance Metrics and implement 3-5 key metrics per department	TMO	FY25 annual
Update Financial Policies	Current policies need to be updated to modernize with consultant assistance	Finance	FY26 annual

# Economic Vitality

The Town of Cave Creek will maintain its unique character and identity while seeking low impact development that supports the community's economic sustainability. The Town will foster economic development programs and strategies that recognize that the quality of life for our residents is also key to our economic success.

1

Ensure Town services are continually streamlined, efficient, customer focused and responsive to support appropriate residential and business growth, and the long-term success of existing local businesses and residents.

2

Continually update and refine the long-range planning vision using the General Plan and other documents which incorporate resident and stakeholder input to provide a roadmap for overall economic development, infrastructure, and budget planning.

3

Target economic development pursuits that encourage recreation, tourism, build demand for supporting existing businesses and/or generate additional revenues.

4

Nurture and support existing businesses and entrepreneurial efforts in the Town.

Action Item	Description	Responsibility	Timeframe
Town Core Plan	Update the current plan to include walkability, pedestrian safety, traffic calming, parking, etc.	DSD	FY24 10yr cycle
Software Integration	Integrating plan review and permitting software to improve permitting process (tied to enterprise wide)	DSD	FY25 As needed
Business Roundtable	Develop business roundtable forums to improve relationships and communication with businesses	TMO	FY25 Semi annual
State Trust Land Master Plan	Evaluate options for purchase	DSD	FY25 once

# Safe and Vibrant Community

The Town of Cave Creek will update, support, and provide policies, programs, and events that sustain our vibrant, unique, and authentic community. Our community can come together to celebrate and preserve its culture and history while enhancing its quality of life. Sustainable relationships with the community will be cultivated through resident and business engagement, outstanding customer service, with clear and accessible communication.

1

Promote public safety services, community relationships and creative programs that ensure a safe community thru best practices.

2

Preserve, conserve and promote the historic and cultural identity/resources that reflect the values and traditions of our community.

3

Support and create public/private partnerships with community organizations.

4

Ensure community engagement through continuous focused outreach and strategic utilization of various communication methods.

5

Foster Town wide initiatives, policies and Town codes that support a clean, well-maintained and sustainable community.

6

Promote and support diverse recreational activities and events that serve all ages, abilities and interests. Support and collaborate for the lawful and respectful use of parks, trails, community facilities and public art within our community to further the quality of life.

Action Item	Description	Responsibility	Timeframe
Wildland/Urban Interface (WUI)	Evaluate, update community WUI plan and implement best practices for improving fire preparedness	CRR	FY25 2yr cycle
IGA w/DMFD for 2nd Station	Fund/Implement Westside Emergency Services	CRR	FY26 once
Fire Service Infrastructure	Evaluate water system capabilities	CRR	FY25 2yr cycle
Pedestrian Safety Study and speed control	Implement MAG Safety Study recommendations – phasing plan	ENG	FY25 Annual
Traffic Calming	Implement strategies for neighborhood traffic calming procedures	ENG	FY25 Annual
Water Conservation	Focused community outreach and education	Utilities and Communications	FY25 Annual
Dark skies	Explore dark sky policy implications for the Town	DSD	FY25 once
Land Preservation and Conservation	Create policies and procedures to explore options i.e., easements, purchases, etc.	DSD	FY25 once
Town Ordinance and Code Review	Review 3-5 Chapters for review, evaluation and updating.	TMO	FY25 annual

# Innovative and High Performing Organization

The Town of Cave Creek strives to be a preferred employer by fostering an inclusive culture and a safe working environment that attracts and retains a high performing and engaged workforce. The Town is committed to providing outstanding and valuable service.

1

Prioritize the well-being and safety of team members by ensuring a culture that creates a physically and psychologically safe and supportive environment for all to thrive.

2

Create and maintain a culture of ownership and empowerment. Ensure employees have the necessary resources to perform their roles and provide excellent, effective and efficient customer service.

3

Create a professional, value-oriented, accountable, and responsive work environment with opportunities for mentoring, coaching, education, advancement, and job fulfillment.

4

Develop training, systems, and policies to improve governance and teamwork between the Mayor and Council, the Town Manager, the Leadership Team, Town Staff and the various boards and commissions.

5

Implement initiatives that enhance communication, collaboration, and transparency for Town employees.

6

Establish clear expectations for all employees and volunteers of the Town.

Action Item	Description	Responsibility	Timeframe
Employee Training Needs Assessment	Identify required/mandated training and integration into LMS	Deputy TM	FY26 annual
Employee Training Programs	Identify online, in person and partnering training opportunities.	Deputy TM	FY26 2yr cycle
Vision, Mission, and Core Values	Revise current statements to reflect Town's priorities and organizational values w/New TM using consultants	TMO	FY25 As needed
Governance Expectations and Evaluation System	Develop expectations for Town Manager and Council support of the Manager	TMO	FY24 2yr cycle
Website	Update Town website, using best practices, with consultants	Deputy TM	FY25 On-going
Process Improvement	Implement process improvement training for Town employees	TMO	FY24 annual
Personnel Manual	Benchmark and update human resource policies and procedures	Deputy TM	FY25 As needed

# Infrastructure

The Town of Cave Creek will strategically plan, implement, and maintain current and future infrastructure and facilities which support the community's quality of life and economic viability to protect our environment.

1

Follow best practices to maintain the efficiency and operability of existing underground and aboveground infrastructure and facilities.

2

Identify programs and technologies that capture information and resources to promote data-driven decision making. Optimize practices to ensure the sustainability of existing infrastructure and facilities.

3

Continue long-term planning, prioritization and investment strategies for future infrastructure and facilities that improve the quality of life for the community while being affordable and sustainable.

4

Optimize responsible water and wastewater management policies and practices.

Action Item	Description	Responsibility	Timeframe
Integrated Utilities Master Plan	Evaluate the implications of the plan and create a phasing and funding model	Utilities	FY25 annual
Phoenix Water Interconnect	Construct and complete planned improvements.	Utilities	FY26 once
Update Pavement Management Plan	Develop new schedule for implementing plans and funding	PW	FY26 annual
Rancho Manana Water Loss	Evaluate and implement solutions for eliminating or reduce waste – IUMP recommendations	Utilities	FY26 On-going
Town Hall	Evaluate options for redesign and redevelopment of Town Hall	DSD	FY25 5yr cycle

## Operationalizing The Strategic Plan

How can operationalizing a strategic plan help you maintain focus? Implementing key community priorities takes discipline and collaboration between the Town Council, the Town Manager, and the Town staff.

The strategic plan will be used to:

1. Develop the operating budget.
2. Consider revisions to capital improvement projects.
3. Execute projects or phases with the existing Master Plans and the General Plan.
4. Inform the Town Council's meeting agenda process by identifying projects that are in the strategic plan.

What specific steps will you take every year to focus your strategic efforts?

1. The strategic action plan will be updated annually during the retreat process.
2. The Town Council and the Town Manager commit to making sure that staff has the time and resources to complete the projects in the plan.
3. If new project(s) are added to the strategic plan after it is approved during the fiscal year, the Town Council will work with the Town Manager to determine what project(s) currently in the plan need to be reprioritized and moved to a future fiscal year.
4. Changing external conditions that require immediate action (new projects) after the strategic plan is approved, again, the Town Council will work with the Town Manager to determine what existing project(s) will need to be reprioritized and moved to a future fiscal year.

