

2013/2014 BUSINESS PLAN



TOWN OF PAYSON

**303 North Beeline Highway
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The Town of Payson

Business Plan

Fiscal Year 2013/14

The Town of Payson is dedicated to enhancing the quality of life for our citizens by providing a superior level of service in the most effective and efficient manner while exercising fiscal responsibility.

Town Council

Mayor Kenny Evans
Vice Mayor Michael Hughes
Councilmember Fred Carpenter
Councilmember Su Connell
Councilmember Ed Blair
Councilmember Rick Croy
Councilmember John Wilson

Town Manager

Debra A Galbraith

LaRon Garrett, Public Works Director/Assistant Town Manager
Don Engler, Police Chief/Deputy Town Manager—Public Safety

Business Planning Team

Hope Cribb, Finance Manager
Tim Wright, Town Attorney
Vacant, Fire Chief
LaRon Garrett, Community Development
Cameron Davis, Director of Recreation and Tourism
Tomi Huddleston, Human Resources Manager
Silvia Smith, Town Clerk
Emily Linkey, Library Director



Office of the Town Manager

September 11, 2013

Re: The Business Plan for Fiscal Year 2013/14

Dear Town Council and the Residents of the Town of Payson:

The purpose of this business plan is to set proposed means for staff to accomplish the strategic priorities set by the Town Council in the latest Corporate Strategic Plan (CSP). The business plan contains information on the past accomplishments and provides a better picture of success and challenges encountered in meeting the goals highlighted in the CSP. The business plan provides a means of performance evaluation in accomplishing the Corporate Strategic goals.

“What’s next?” Many of our residents and businesses must be wondering this as they navigate through another tumultuous financial year. Amidst negative macroeconomic news, closer to home the cost of food, gasoline, electricity - the everyday necessities – seems to increase each day. However, while the real estate market has shown an increase in activity locally, local sales tax and some of the state shared revenue has increased marginally, and the campus project seems closer, the pain of the economic downturn is still felt.

The Challenge

In this environment, local governments struggle to keep up with gas and utility prices increasing at alarming rates. Meanwhile, in our own Town, some revenue streams have seen slight increases while construction related revenue, in past years one of our biggest revenue streams, has remained fairly nonexistent. Construction revenue may increase slightly in FY2013/14, and the budget has been built on that assumption. The Arizona State budget issues that we faced in past years, seem to have been resolved and we received a small increase in HURF funding for 2013/14. General Fund State-shared revenues for fiscal year 2013/14 are estimated to be about \$173,100 (5%) more than last fiscal year due to increases in State shared income tax (\$144,300), State sales tax (\$42,600) and a decrease in State vehicle license tax (\$13,800). Highway User Fund Revenue sees a projected increase of \$23,400, based on a change in calculations caused by the economic downturn. Local sales taxes are estimated to remain close to the same and show around a 2% increase from fiscal year 2012/13 adopted budget. On the other side of the ledger, fuel costs are still higher than anticipated. The mandatory contributions, by the Town, to the Public Safety Retirement System rose drastically in the FY2012/2013 budget. Once again, the Town modified the health insurance program. While maintaining the 60/40 premium split, the Town now offers only two plans: a \$1,500 High Deductible Health Plan and a \$2,500 High Deductible Health Plan. The bottom line is that expenses are higher and revenues are still lower.

Having a business model and good corporate culture will help us to proactively plan and position our organization to address these economic challenges now and in the future. Our Corporate Strategic Planning process takes a long-term approach to planning and financial management. In the 2008/2009 fiscal year we created firm fiscal policies that will allow us to place a special emphasis on anticipating “emerging issues” that could affect us, and begin to use forecasting tools to quantify their impacts and then implement safety nets to mitigate these impacts. However, due to the budget constraints we are currently under, we have not been able to follow some of those new fiscal policies in this Business Plan.

As our residents struggle with lower home values, higher gas and food prices, and the uncertainties of a blurry economic picture moving forward, we have a moral obligation to produce a business plan that protects our residents against damaging service cuts and holds the line on tax rate increases. We depend on our streamlined workforce made up of empowered and motivated employees. We maintain a focus on making decisions based on data. And most importantly, we keep our focus on our customers.

I would be doing a disservice to our 149 employees to imply that balancing this budget has been painless. A few of the measures necessary to bring you this budget are:

- 15 positions still frozen. (An estimated savings of \$806,500 in total with benefits).
- No Cost of Living Adjustment (COLA). (2% COLA—An estimated savings of \$170,000).

The current environment also means that you will not see the number and breadth of new initiatives in this Business Plan that we would like to be presenting. The economic uncertainty and the reduction in our workforce leaves a hole that must be filled by the remaining employees. However, we are maintaining most service levels and will undertake some important new initiatives.

New Initiatives

The new initiatives that did make their way into this year's Business Plan are those that are most likely to assist our residents and businesses through this difficult economic climate or help to make the Town more environmentally friendly.

The Corporate Strategic Plan (CSP) was completely re-written for FY2012/2013. Past Key Results Areas (KRAs) have been combined or merged into new KRAs. The new format creates many focus areas that are new to Payson. Payson may not have the need for some of these focus areas yet, but now is the time to create strategies to put these areas into play once the need arises. The document also creates some measurable results to be used as indicators of progress toward the strategic goals.

New focus areas are: Innovation and Efficiency, Neighborhoods and Livability, Social Services, The Payson Team, Sustainability.

In closing, let me congratulate our staff – from our frontline employees to the management team for meeting this economic challenge in a manner that respects and serves our residents and our community. They are the true heroes of our organization.

Respectfully submitted,

Debra A Galbraith

Debra A Galbraith
Town Manager

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Introduction

Our Business Plan is the framework for our operations. It is a flexible plan that we use to achieve the objectives set forth in the Corporate Strategic Plan (CSP), stay in line with the adopted budget, and respond to economic changes that may effect the budget.

The Strategy Behind the Plan

The Business Plan outlines how Town resources will be applied to achieve the objectives determined by the CSP. Our strategic planning results in a mission and a set of strategic priorities that provide vision and direction for the Town. The Town has been updating the CSP for the past 18 years. This business plan has been created to provide the roadmap linking our day-to-day activities with the mission that we aspire to achieve. The business plan establishes a structure for resource allocation.

With the strategic priorities set, and the appropriate outcomes identified, the operations of the Town are reviewed and redeployed to bring the strategic vision to life. Specific initiatives are developed in response to the priorities identified in the Corporate Strategic Plan. This Business Plan is an out growth of the strategic priorities, capturing the Town's vision in a specific, directed, and quantifiable form.

Reading the Business Plan

The **Market Environment** section is the result of an environmental scan that is performed prior to the strategic planning process and will be updated annually. It will be presented in its complete form in the Strategic Planning Workbook each year and then updated and summarized in the Business Plan. We will look at local demographic and economic market forces to identify emerging issues and items of concern to our residents. Direct customer feedback will be solicited through surveys, focus groups, and town meetings, which becomes the basis for the Council's strategic planning. Past efforts to gather community responses to these issues has resulted in a lack of participation by the community. Due to a lack of staffing, we have not been able to create the Strategic Planning Workbook, or spend the time needed to solicit and analyze data in this area. We will begin this very important function as soon as possible.

The **Service & Operations Strategy** section is organized by strategic goals to document the steps we are taking to achieve the intended outcomes for each of the strategic areas. Strategies, set by the Council, create the measurable results we intend to achieve.

The **Financial Strategy** provides a summary of the tactics we are employing to maintain our financial condition and respond to future challenges and opportunities.

Future editions of this document will include a more in-depth **Measuring Results** section that will be used to monitor the success of the Business Plan. We will use a number of measurements, the most important of which, will be the Composite Index, a carefully balanced indicator of the Town's overall success relative to past performance. Another important tool will be the use of Financial Trend Monitoring System (FTMS) that we have been updating for more than 14 years.

Market Environment

Overview

We believe our residents deserve a Town government that is as efficient and as results oriented as the best the private sector has to offer, yet is mindful of the highest ideals of public service. We believe our residents deserve a Town government that focuses on their needs by delivering the highest quality services at the lowest price.

Standard & Poor rating agency recognized the Town's sound financial management and health by awarding the Town an AA- bond rating. Unfortunately, several forces outside our control are marshaling to challenge the Town's financial and managerial where-withal. These forces are inflation, an economic recession, and the building construction downturn.

These factors have made it more difficult than in years past to prepare the budget in a way that maintains our solid financial position. With the economy still a concern, some of the Town's major revenue sources (such as Sales Tax, Revenue Sharing, and Building Permit Revenue), in the FY2013/2014 revenues are up (\$398,748). These demand driven revenues declined by about \$213,500 comparing June 30, 2011 and June 30, 2012. Compared to a \$328,000 increase from June 30, 2012 to June 30, 2013. The reasons for the *projected* increase in FY2012/2013 stems from *estimated* increases in construction related revenues, a *projected* increase in local sales tax (\$202,800) and *projected* increases in State shared revenue of \$243,000—mostly from a \$144,100 increase in State income tax revenue. The amount received from income tax is based in taxes collected two years ago.

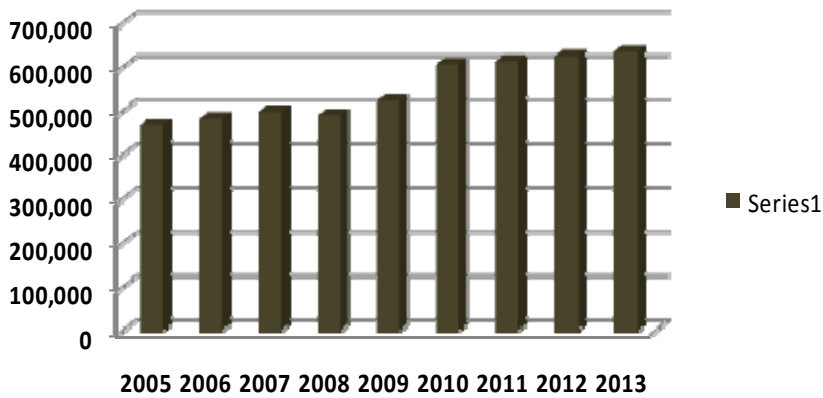
While the Town's actual revenues have begun to flatten, expenses are increasing. The Town is facing significant increases in everything from energy to health care. In the Fiscal Year 2013/2014 Business Plan, we have outlined the specific actions we will take to prepare for the challenges ahead. We have balanced the budget based on sound financial practices. However, having no reserves to cushion the revenue flattening that we are experiencing, we have also:

- Continued not budgeting for 15 full-time positions;
- Eliminated COLA for the fourth year in a row;
- Reduced the health insurance to two high deductible plans only;
- Reduced amount to be spent on pavement preservation;
- Budgeted to pay the interest only on the operating loan received from the Enterprise Fund;
- Continued to reduce spending on employee travel and training;
- Eliminated all non-critical capital improvements.

Our success to date has been largely dependent upon planning ahead for the financial realities we see in coming years. In the 2012/13 fiscal year, we began utilizing a Five-Year Forecast. This tool allows us to peer into the near future and see what deficits await us if we take no further action.

For the 2013/14 fiscal year, the property tax assessment has added just the amount of new construction to the calculation of the primary tax levy. The secondary tax levy, used solely for the debt service payment on the Green Valley Park lakes, was eliminated as the debt was paid off in FY 2012/13. The increase in the primary property tax for fiscal year 2013/14 is \$9,900.

Primary Property Tax Levys



Economic Analysis

Toward the end of 2007, most economists felt that in spite of a volatile stock market, the housing market meltdown, and credit problems, the economy was still fundamentally strong. They believed the economy had entered into a period of slow economic growth and a recession was unlikely.

Since then, however, those economists have done an about-face with most believing the U.S. economy is in a recession.

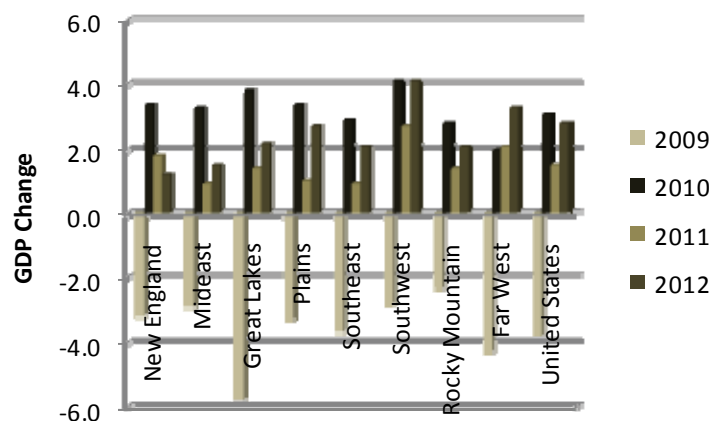
In their minds, the only remaining questions relate to the depth and breadth of the recession. Since the slow down in the economy is attributed in part to a spill over from a slump in the housing market, the recession is expected to linger longer in states such as Arizona whose economies are dependent upon real estate and construction.

According to the U.S. Bureau of Economic Analysis (BEA), in the second quarter of 2013 the economy increased by 1.7%, as measured by Gross Domestic Product (GDP). Gross Domestic Product is the output of goods and services produced by labor and property located within the United States. The increase in the first quarter of 2013 was 1.1%.

The Southwest region of the country: Arizona, New Mexico, Oklahoma and Texas, experienced an overall GDP increase of 4.1% for the period 2009-2012. For the period 2009-2012, the Arizona GDP grew 2.6%; the national GDP change was 2.8%, based on current dollars. The Arizona GDP annual growth rate between 2001 and 2012 was -4.26% compared the national GDP growth rate of 4.6% during the same time period. The increase in Arizona GDP growth has been attributed to twenty-two of thirty-two measures showing increases in GDP for the period. However, for the period 2011 to 2012 only seventeen of the measures show increases. The biggest decreases for the period are in the areas of agriculture/forestry, natural resources/mining, and utilities. The biggest increases were in the areas of construction, manufacturing, finance/insurance and entertainment.

	2009	2010	2011	2012
New England	-3.2	3.4	1.8	1.2
Mideast	-2.9	3.3	0.9	1.5
Great Lakes	-5.8	3.8	1.4	2.2
Plains	-3.3	3.4	1	2.7
Southeast	-3.7	2.9	0.9	2.1
Southwest	-2.8	4.1	2.7	4.1
Rocky Mountain	-2.3	2.8	1.4	2.1
Far West	-4.3	2	2.1	3.3
United States	-3.8	3.1	1.5	2.8

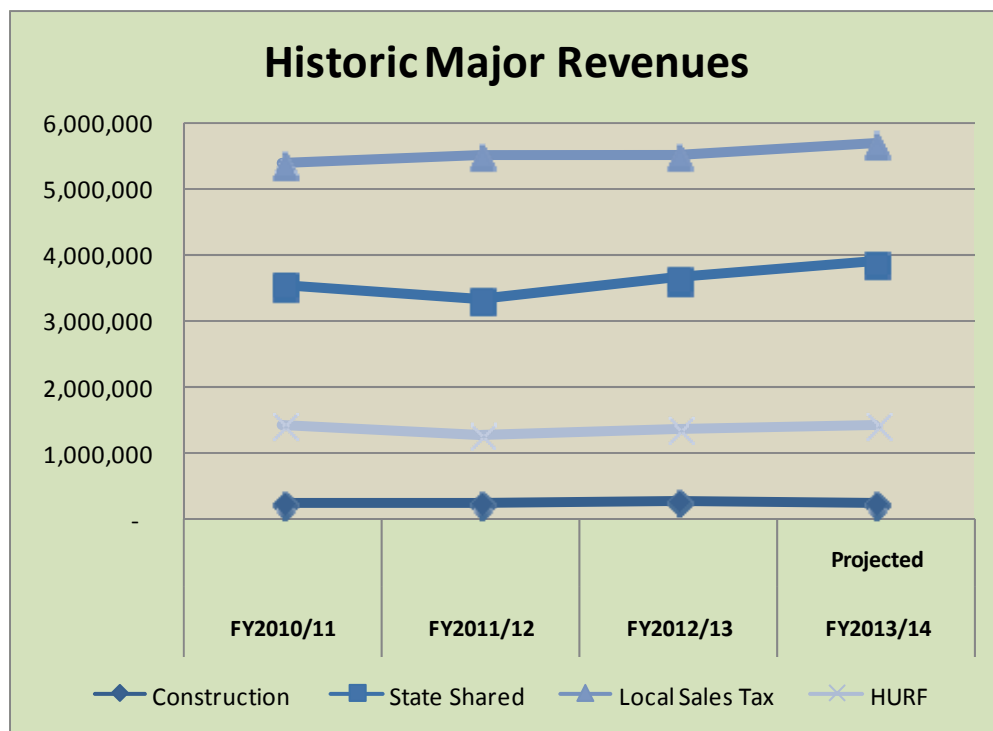
Change in GDP



In Payson, as expected, the construction of housing, commercial and industrial property has still not returned to the levels of the past. However, construction related revenues for 2012/13 were \$36,200 higher than FY12, which is an improvement over the \$3,700 increase between FY11 and FY12. We see this as an indication that construction activity may be on the rise for Payson.

The Millennium Campus project is still on the horizon. Due to the repeated delays in the project, the FY2013/2014 budget includes only a minor increase in construction related revenues for this project. The Campus project is not a Town of Payson project. Rim Country Educational Alliance (RCEA), owner of the project, is a separate legal entity, recognized as a political subdivision of the State of Arizona. The Town will see additional revenue from the project in the form of building services performed for the RCEA and for ancillary businesses and housing units built in Payson to accommodate the students and employees of the campus. Date of construction is unknown at this time, but expected to begin within the short term.

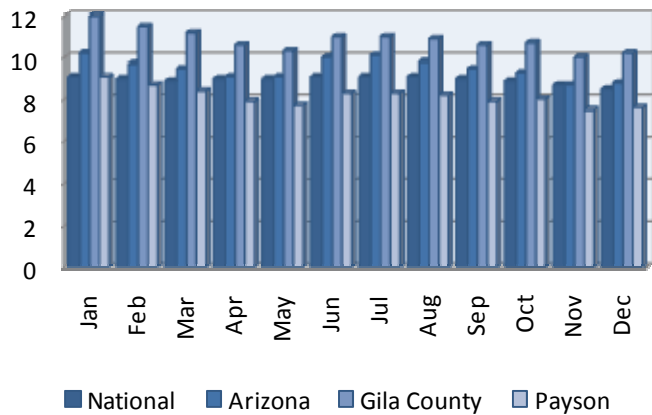
Demand-driven revenue such as Local Sales Tax, Highway Users Revenue tax (HURF), and State Shared Revenue are expected to increase in Fiscal Year 2013/14 by about \$500,500.



Employment

The national unemployment rate for June 2013 stood at 7.6%, a decrease of 0.8% over June of 2012. As shown in the charts below for the past three years, Arizona's unemployment rate is consistently higher than the national average.

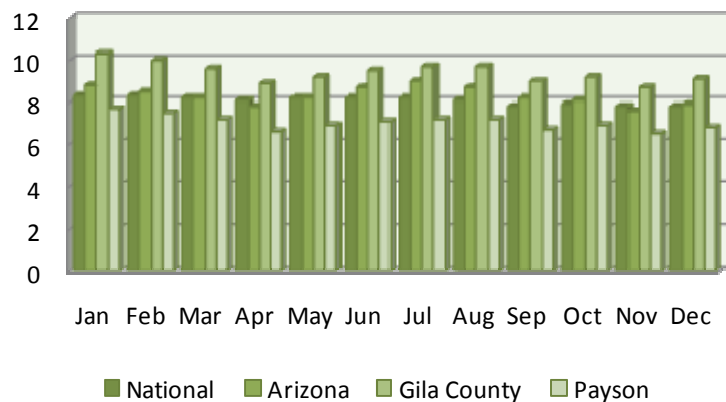
2011 Unemployment Rates



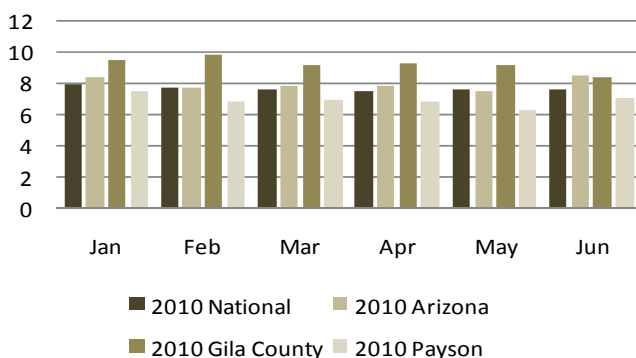
2011	National	Arizona	Gila County	Payson
Jan	9.1	10.2	12	9.1
Feb	9	9.7	11.5	8.7
Mar	8.9	9.5	11.2	8.4
Apr	9	9.1	10.6	7.9
May	9	9.1	10.3	7.7
Jun	9.1	10	11	8.3
Jul	9.1	10.1	11	8.3
Aug	9.1	9.8	10.9	8.2
Sep	9	9.5	10.6	7.9
Oct	8.9	9.3	10.7	8
Nov	8.7	8.7	10	7.5
Dec	8.5	8.8	10.2	7.6

2012	National	Arizona	Gila County	Payson
Jan	8.3	8.8	10.3	7.7
Feb	8.3	8.5	10	7.5
Mar	8.2	8.2	9.6	7.2
Apr	8.1	7.8	8.9	6.6
May	8.2	8.2	9.2	6.9
Jun	8.2	8.7	9.5	7.1
Jul	8.2	9	9.7	7.2
Aug	8.1	8.7	9.7	7.2
Sep	7.8	8.2	9	6.7
Oct	7.9	8.1	9.2	6.9
Nov	7.8	7.6	8.7	6.5
Dec	7.8	7.9	9.1	6.8

2012 Unemployment Rates



2013 Unemployment Rates



2013	National	Arizona	Gila County	Payson
Jan	7.9	8.3	9.4	7.4
Feb	7.7	7.7	9.8	6.8
Mar	7.6	7.8	9.1	6.9
Apr	7.5	7.8	9.2	6.8
May	7.6	7.4	9.1	6.2
Jun	7.6	8.5	8.3	7

The charts above also show the unemployment rates for Gila County and Payson for the same periods of time. Payson's unemployment rate has consistently been lower than the other averages. Payson is the largest town in Gila County and represents 27.8% of the total workforce in Gila County.

Energy

As of August 2013, the U.S Department of Energy (DOE) expects that the Brent crude oil spot price will average \$104 per barrel of the second half of 2013, and \$100 per barrel in 2014. It has averaged \$108 per barrel in the first half of 2013.

DOE estimates the national average price for a gallon of gasoline in 2013 to be \$3.52 and \$3.37 in 2014. This is down from the \$3.63 per gallon in 2012.

It is expected that the average U.S. electricity price will rise to 12.1 cents per kilowatthour, about 1.9 percent higher than the price last year.

Inflation

In 2007, the nation suffered its highest rate of inflation in 17 years. The national 2012 Consumers Price Index (CPI), increased 1.8% over the previous year. The national CPI for cities under 50,000 increased 2%. The annual increase for the CPI for the Western Region increased by 1%. The CPI for the metro Phoenix area increased 2% over 2011. The same 'basket of goods' that cost \$100 in 1982-84 would cost \$283 in August 2013.

While the Consumer Price Index (CPI) measures the average change over time in the prices paid by urban consumers for a market basket of goods and services (e.g. food, clothing, housing, medicine), the State/Local Government Price Index (GPI) measures the change in prices paid by state and local governments for a basket of goods they typically purchase (health care, construction materials, labor, asphalt). The cost for typical goods and services is much higher for local governments than it is for consumers.

"Basket of Goods" and various

Price Index

Year	CPI Change	GPI Change	Per Capita Personal Income (PI) Change
2002	1.6%	2.1%	1.4%
2003	2.3%	4.2%	2.0%
2004	2.7%	4.0%	2.6%
2005	3.4%	6.3%	3.0%
2006	3.2%	5.3%	2.7%
2007	2.8%	5.1%	2.7%
2008	3.8%	5.4%	3.3%
2009	3.4%	4.8%	3.5%
2010	4.0%	2.4%	1.5%
2011	3.0%	3.0%	2.7%
2012	2.0%	-0.6%	1.7%

Housing Bubble

Between 1996 and 2006, the value of residential properties grew an average of 13.3% per year while inflation grew at a relatively slower rate of 4.5%. The speculation in the housing market that drove prices to inflated levels was based on lax lending standards and the conviction that housing was a failsafe investment. The speculative bubble finally burst as more and more low interest rate loans were made to risky borrowers who then were unable to pay back those loans. The effects of this event is still being felt today.

According to the S&P/Case-Shiller Home Price Indices (20 city composite), average home prices, nationally, increased by 2.5% in April 2013. The Southwest and West saw the strongest gains in the past year. The biggest winner was Las Vegas with a 23.3% gain in home prices, followed by Phoenix with a 20.6% change in price over the past year.

Land Development Trends

Residential Development

After experiencing rapid residential growth earlier in this decade, some development on the Town's remaining buildable parcels have been canceled or delayed. There are approximately 9 projects that have been delayed in the past year.

Project Status

WHAT	WHERE	STATUS
Bison Cove	Malibu Drive	Delayed
Sokol Development	Tyler Parkway	Delayed
Matazal mountain Air Park Unit Four	Chennault Parkway	Delayed
Cedar Ridge Unit Three	Chennault Parkway	Delayed
Rumsey Ridge	Rumsey Drive	Delayed
Voss Development	Rim Club Parkway	Delayed
Vaughn Development	Rim Club Parkway	Delayed

Residential Properties

The number of single-family homes sold in Gila County during 2012 was around 5,200, with a median price of around \$135,800. This is an 77% increase in sales from 2011, and a 3% increase in sales price.

In the Payson area, sales in 2012 were around 588, with a median price of around \$150,300. This is a 21% decrease in sales from 2011, and a 7% increase in sales price over the same period. (Source: city-data.com).

Many experts expect the market to correct, but warn it could take up to two years. We are forecasting a lengthier and flatter recovery commencing in Fiscal Year 2010/2011 due to our near build-out status and its impact on construction. However, we do believe that residential construction will increase once the campus project begins to move forward.

Foreclosures

According to RealtyTrac®, there were about 1,312,776 residential properties in foreclosure nationwide as of August 2013. This is a decrease of 152,479 (10%) over last year. Arizona filings decreased 60% between July 2012 and 2013. As of August 2013, one out of every 880 Arizona homes was somewhere in the foreclosure process.

In Gila County, there were about 332 residential properties in foreclosure as of July 2013. This is an decrease of about 25 properties over the last year. Gila County fillings decreased 7% between July 2012 and 2013. As of August 2013, one out of every 1,301 Gila County homes was somewhere in the foreclosure process.

Payson has not been spared. As of August 2013, there were 482, or one out of every 519 Payson homes, at some point in the foreclosure process. This is about the same as last year at this time.

While the number of foreclosed properties begins to slowly decrease, the vacant properties can still cause a number of negative consequences for the Town. First, a foreclosed property negatively affects the property values of the other properties in the neighborhood because these abandoned properties can easily fall into disrepair. Second, Town revenues may decline as property values decline.

Finally, the Town is sometimes forced to take on the additional expense of improving health and safety matters that are the occasional result of abandoned homes.

Commercial & Industrial Development

Payson continues to head toward complete build-out on single use commercial and industrial properties. As of August 2013 (Fiscal Year 2013/14), 2 new commercial buildings received a certificate of occupancy for a total of 6,900 square feet., so far.

Commercial Redevelopment & Revitalization

A number of commercial properties throughout the Town are in the process of being redeveloped or revitalized. To name a few:

- The Humane Society constructed a new animal shelter.
- Big Lots, PetsMart and Big 5 Sports moved in and redeveloped space in some of the Town's malls
- A developer will start redevelopment of a parcel at the major intersection in Town very soon.

Other commercial areas and retail developments throughout the Town are making significant updates to their developments including repainting, remodeling, new awnings, signage, and landscaping. These reinvestment projects provide an increase in the taxable value of the Town and strengthen the Town's overall financial health and vitality.

Demographics

According to the 2010 Census the population of Arizona is 6,553,255. The U.S. Census Bureau reports that the 2010 population for Gila County is 53,597. The 2012 estimate was 53,144. The population change for Gila County from the 2000 Census to the 2010 Census was 2,267 or a 4.4% increase. The 2000 Census Bureau estimate for Payson was 13,620 or 26% of Gila County's population at that time. The 2010 Census shows Payson's population to be 15,301; an increase of 1,681 (11%) over the ten year period. According to the 2010 Census numbers, Payson, the largest town in Gila County, holds 29% of the population.

The Arizona Department of Revenue uses the Town's population of 15,301 to calculate the state shared revenue entitlements. Prior to the latest census it used a population of 15,430. These revenues were forecasted at \$5.3 million (all funds) for Fiscal Year 2013/14.

Population Estimate

It is important to monitor population trends. If the Town's population declines disproportionately to other cities and towns, its share of intergovernmental revenues could decline. Our forecasts assume that our share remains constant. When the university campus project begins, we may see a slightly larger population that will be used for the intergovernmental revenue calculations.

American Community Survey

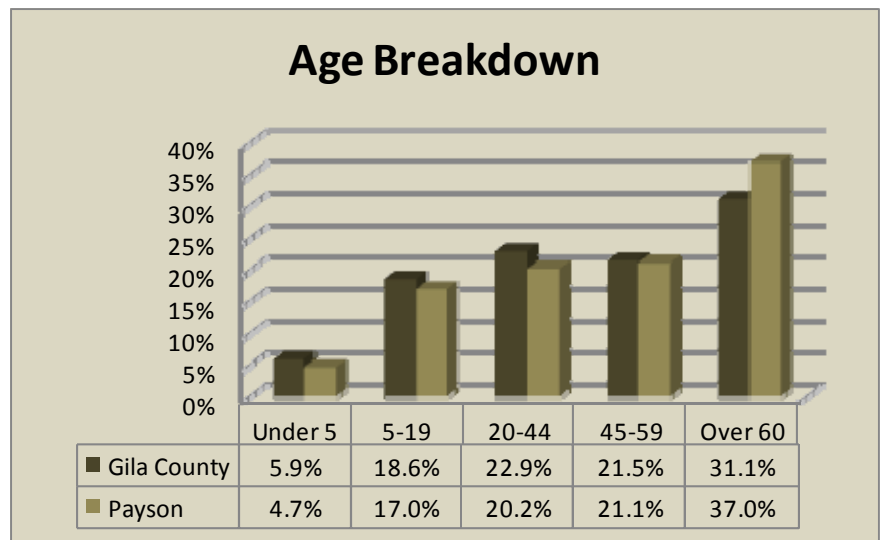
The Census Bureau uses the American Community Survey (ACS) to estimate municipal population between the national decennial Census. The ACS information is gathered through an annual survey questionnaire mailed to a sample of households. The survey uses a five-year average to utilize a larger sample size and counter the potentially large margin of error experienced with the single year surveys. In addition, the larger sample size allows for the examination of segmented survey data.

A number of trends are worth monitoring as they may indicate the need for a new mix of services. Some trends include the 37% of resident's age 60 and above, the increase in median age by 1 years, 31% increase in vacant housing units, 27% increase in owner occupied housing units and a 16% increase in renter occupied housing units.

Population Age

According to the 2010 Census, the median age of our residents is 53.1 years. The five-year estimate shows 51.5 years.

The bulk of Payson's population is in the 20—59 age group (41%), followed by 60 -85 (37%) and less than 20 (22%) Gila County, by contrast, has 44% of residents in the 20-59 age groups and 31% in the 60 and over age group. This tells us that the Town needs to focus service equally on the needs of a younger and an older population.



Households and Families

The 2010 Census for Payson reported 8,958 housing units, up 1,925 since the 2000 Census. Payson's average household size was 2.18, compared with 2.39 for Gila County as a whole. The number of households with individuals 65 years and over increased by 19%. Families made up 64% of the households in Payson, compared to 65% for Gila County. Payson had a lower percentage (20%) of households with children under 18 than Gila County (25%). For Payson, this figure includes both married couple families (51%) and other families (13%). Non-family households made up 36% of all households in Payson. Most non-family households were people living alone. We remain a family-oriented community, creating demand for family-oriented services.

The ACS study for the Payson area for the next five years forecasts 14,500 housing units with a household size of 2.40. Households with residents over 65 will be 13.4%. Families will make up 68.3% of the households, comprised of married couples (57.9%) and other families (15.6%). Nonfamily homes will make up 31.7% of the population.

Education, Employment and Income

According to the ACS study, five years from now, almost 4,400 Payson area people age three and older will be enrolled in school in Payson. Almost 1,800 (41%) will be enrolled in grades 1-8, 1,000 (23%) will be in college and graduate school, a little over 1,000 (24%) in high school, 8% in preschool and 5% in kindergarten. The future university campus is not part of these estimates.

Among people 25 years and older living in Payson, 33% will have at least graduated from high school and 18% will have a bachelor's degree or higher. The majority (75%) of employed people will work in the private sector, 15% for some level of government, and 10% will be self employed. It is estimated that the most common occupations will be service occupations (27%), management and professional occupations (30%), sales and office occupations (22%), construction and maintenance occupations (13%) and production, transportation and material moving (8%).

The estimated median household income for Payson is \$47,500, compared to \$46,600 for Gila County.

Conclusion

Although the Town's population growth has been slow, the Town has seen an increase in the over 60 population, bringing it almost equal to the 20-59 age groups. This means that the Town must begin to analyze and provide services that meet the preferences of the an older population, as well as continue to meet the needs of a younger population at the same time. When the university project begins the enrollment of students will raise the 20-59 population, however, because of Payson's location, temperate climate and small town atmosphere, we expect that the over 60 population will also increase in coming years.

Economic Development

The Town created an Economic Development division beginning in fiscal year 2010/11 to fill an unmet need within the Town. Although the Town currently does not have a person solely dedicated to economic development, this remains an important function for the Town and is being handled by Town staff.

The Town is not sure if there will be significant increases in revenue from the commercial sector during fiscal year 2013/14. The possibility does exist that the university project may begin construction during the fiscal year, which could increase revenues considerably, but the exact commencement of construction is unknown at this time. There are a couple commercial projects underway now, and a few in the pipeline that may cause the

In the past year there have been renovations and tenant improvements to some of the commercial buildings in Town. Not only does this modernize the appearance of the Town, it may help increase the assessed value of the buildings.

For Fiscal Year 2013/14, the Economic Development Division expects continued recovery in the commercial and retail sectors. Its focus will remain on targeted industries which include information technology, educational services, logistics and distributions, retail and small manufacturing.

Water Conservation

The Payson water system includes 42 active production wells, over 8 million gallons of storage capacity, over 120 miles of distribution lines, booster pumping stations, a groundwater recharge project and water treatment facilities. Currently, Payson obtains all of its water supply from groundwater that is pumped by production wells from the Payson area's fractured granite aquifer. This aquifer receives its water via percolation (recharge) of snowmelt and rainfall into both local and distant areas.

Payson residents use about 84 gallons of water per person per day. Each year, on or before May 1st, the Water Division reports to the Town Council the amount of precipitation, as measured by the National Weather Service, for the immediately previous twelve-month period. Based on this and other water resource data, a Water Conservation Level is determined that will remain in effect for the next twelve month period.

Water Resource Planning

Water resource planning is taken very seriously by the Town. The following objectives are Key Water Management Tools and Efforts that make up the Town's water planning approach:

- Pursue surface water supplies via C.C. Cragin Reservoir to replace groundwater as the primary water source
- Promote a comprehensive water conservation program
- Optimize groundwater resources through well rehabilitation and optimal operating schedules
- Develop deeper regional groundwater resources, as needed
- Promote recharge and reuse of reclaimed water
- Promote beneficial use of contaminated groundwater through treatment technology
- Preserve and protect existing and future water supplies via foresight, and aggressive water policies.

C.C. Cragin Reservoir – Payson’s water source for the future

In 2008, the Town of Payson approved a partnership with the Salt River Project for the use of water in Payson from the C.C. Cragin Reservoir. The Town plans to construct a 14.5 mile pipeline from the current treatment plant at Washington Park to within the northern town limits. A water treatment facility will be constructed at that point.

Communities adjacent to the pipeline may wish to connect to the pipeline for the use of this water. Additionally, communities near Payson may wish to partner with the Town for delivery of treated water from a Town treatment plant to their communities.

The anticipated costs associated with this new vital resource are estimated at approximately \$30 - \$50 million. These costs represent a rough estimate for the construction of a pipeline, treatment facilities and rehabilitation of existing pumping facilities.

In Fiscal Year 2009/10 the Town was fortunate enough to receive \$10,585,000 in American Recovery and Reinvestment Act (ARRA) funds through the Arizona Water Infrastructure Financing Authority (WIFA). \$4,000,000 of these funds was a forgivable loan, requiring no pay back by the Town. The remaining \$6,585,000 was to be paid back to WIFA from the Water Division. At the close of Fiscal Year 2011/12, the Town de-obligated \$2,480,000 of the loan, leaving \$4,105,000 to be repaid by the Water Division. In Fiscal Year 2012/2013 the Town secured another WIFA loan in the amount of \$6,250,000, to be repaid by the Water Division.

Completion of the project is planned between the years of 2015 and 2020. Within this time frame, a renewable surface water supply will become an integral part of the Town’s water resources portfolio.



C.C. Cragin Reservoir (Blue Ridge)

Legislative Issues

The Town continues to be concerned about the challenges of the Arizona State budget. Although the State budget for Fiscal Year 2013/14 has been adopted, future State budgets could have a major effect on the Town. While the economic recovery has started, the Town has only seen revenue increases of about 4%. This slight increase does not allow the Town to return to staffing and service levels of prior years, let alone ‘catch up’ on delayed repair and maintenance of major infrastructure. For some years to come, any drastic changes to state shared revenue or further costs passed from the State to municipalities can have devastating effects on the Town’s ability to improve our economic situation. The following issues reflect the legislative challenges that require constant attention of Town staff and clear direction to staff through the strategic and business plans.

Arizona State Budget Challenges

The Arizona state budget has had problems, on and off, for many years. The following table shows the changes in state shared revenues over the past four years as the state has used these funds to help with their deficits.

	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Total Change Over Last Four Fiscal Years
Highways Users Revenue Fund (HURF)	-2%	1%	-12%	8%	-5%
State Sales Tax	-8%	4%	1%	5%	3%
Income Tax	-14%	-25%	-14%	21%	-31%
Vehicle License Tax	-8%	-1%	-6%	4%	-11%

In the Fiscal Year 2013/14 State budget, we did not receive reductions on State Shared Revenues as in past Years. Each year, we will diligently monitor the State budget process to be to accommodate and respond to any challenges it causes us.

Development Impact Fee Review

A bill was passed in the 2013 State legislative session bringing changes to the Development Impact Fee program. It is now required that an outside company perform an Impact Fee Study every five years which will determine the amount of the development fees for the next five year period. Each fee is to be attributed to specific projects based on the needs of future growth only. Another change is that each fee paid must be tracked and if the fees are not used for the specific projects within 10 years, the fee is to be refunded with interest.

Challenges

While the requirements would be easy to follow for a master planned development where the fees could easily be attributed to improvements for that specific development, it becomes quite difficult for a small community. While we are able to use the fees for town-wide projects due to our size, we still need to identify specific purposes for the fees. In the past, we have used these fees for any project necessary in their respective categories. The new law will mean that we will not have funding for some projects that are based on current need rather than future need.

Another challenge is the amount of the fees based on the current impact fee study, which is underway right now. Our current total impact fees is about \$10,000—some paid only by residential and some paid only by commercial; the current draft impact study puts the fees at about \$4,800. This reduction, if it continues to

Legislative Issues (continued)

remain the same after the study is completed will mean that we have less funds available for future projects. The cost of the projects will far exceed the fees received.

The estimate of the future population also causes an issue. This study will run for five years. At the end of the five years another study can be done. However, it is expected that a four-year university will be up and running before the end to the initial five-year period. How many students, staff and auxiliary new residents and businesses that will bring is unknown at this time; as is the time frame regarding when the population will increase due to the campus. At this point, the increased population due to the campus is not part of the future population projection. That means that the proposed impact fees are lower than they would be if the impact of possibly several thousand more residents were added to the analysis.

The new law requires tracking of all impact fees received—who paid, amount paid, date paid, related to which projects, progress of each project, which fees collected were ‘used’ for the projects and which are still considered to be ‘outstanding’, when refunds are to be issued, calculations of interest for the refunds and issuing the refunds. This will also cause an additional cost for the annual audit as the auditors will be required to make sure we are in compliance with this new statute.

The Town is in the process of constructing the C.C. Cragin Pipeline (discussed later in this report) and the original project financial analysis was made using the current impact fee amount of \$7,570. The new fee, based on the draft study is \$2,300. The cost of the construction has not decreased, and while we are actively seeking federal grants to offset some of the costs, the remainder of the cost, estimated at about \$30 million, will come from bond sales, loans and increased monthly water rates for residents. The reduction of this impact fee will have a tremendous effect on the cost of financing (as more will be financed) and the residents as the water rates will be higher than originally projected. In this case, future growth will not be paying for future growth—everyone will pay the same for growth.

After the study is completed, the Town Council will have the final decision to accept it, and the new fees or not. Should Council decide not to accept the report, there will be fewer or no impact fees within the Town of Payson.

Consolidated Elections—Home Rule

Another law passed by the State legislature in 2013 was ‘Consolidated Elections’. That law requires that ALL (with a few exceptions for very specific reasons) elections in the State be held in the fall of even years. Payson has always had elections in the spring of even years. This means the election originally scheduled for March 2014 will now be held in May 2014 (primary) and November 2014 (general, if needed). We have extended the terms of the Council members who were up for election in March until the fall election.

The other issue this caused is Home Rule. Payson was scheduled for a Home Rule election in March 2014 for the four year period beginning in FY14/15. Since it is now illegal to have that election, the Home Rule election will be on the ballot in the fall of 2014. However, the current Home Rule status will expire in June 2014 as that is the expiration date the voters voted on in 2010. There are State penalties for exceeding the Home Rule specific budget. Budget work for FY14/15 begins in February of 2014; the election will be in May/November 2014. To overcome this problem, a second bill was passed waiving the penalties for exceeding the Home Rule budget for FY14/15, as budgets need to be to the State before the election in May/November.

As of the end of August 2013, there has been a challenge to overturn the bill that waived the penalties. If that challenge succeeds, the FY14/15 budget will need to be created as if Payson was not a Home Rule Town. If

Legislative Issues (continued)

expenditure amount determined by the State using expenditures from a base year of 1979/1980, revised annually for population changes and inflation. As of March 2013, that base expenditure amount is \$12.8 million, for ALL Town funds. The current budget for FY13/14 for ALL funds is \$37.1 million. Payson's budgets are balanced. That means that we budget expenditures to match the revenues received. If we cannot budget on a Home Rule basis, using the current budget scenario, we will budget expenditures at \$12.8 million and will receive \$37.1 million in revenue. The excess revenue will NOT be allowed to be spent. While that sounds like a great way to establish a large reserve or savings account, it will mean that because our allowed expenditure number is so low many much needed projects will not be started/completed. We will be forced to look away from the needs of the community as the money piles up in the bank, untouched due to the law.

One reason why the alternative expenditure amount (\$12.8M) is so much lower than our Home Rule budget (\$37.1M in FY13/14) is because of the base year. In 1979/1980, the year the State uses to determine the amount, the Town did not have some of the expenditures it has now, mostly attributed to growth in the areas of Water service, police and fire services and parks and recreation services. Home Rule gives the Town Council to authority and the right to determine the budget of the Town based on the amount of revenues to be received during the budget year. The Alternative Expenditure Limitation takes that ability from the Town Council and requires the budget be set by a number based on 1979/1980.

Home Rule goes before the local voters every four years. It is due up in the 2014 election. The 2014 election will be the first consolidated election. A consolidated election means that there will be one ballot with all the State, County and Payson items on that ballot. In the past, Payson had it's own all mail ballot. A concern is that not enough people will vote on the Home Rule issue due to voter fatigue (because of a long ballot covering many issues), due to misunderstanding (some believe this is a request for taxpayer money, not simply a request for local decisions on the local budget) and the fact that voters will need to go to a polling station, rather than voting via mail, as in the past. If Home Rule fails, it cannot come before the voters for another four years.

While staff has always been prohibited from stressing the importance of Home Rule (staff cannot influence the results of an election), the new bill has also restricted how much the elected officials can say in defense of Home Rule.

A draft budget based on the Alternative Expenditure Limitation would require the complete shut down of some Town departments and remaining departments manned by one or two employees, in an effort of have enough funding for the Water, Streets, Police and Fire departments to remain operational for public safety.

Emerging Issues

C.C. Cragin Water Project

As mentioned earlier, the Town is in the process of constructing a 14.5 mile pipeline and water treatment plant from the C.C. Cragin Reservoir to Payson.

Acquiring the rights to some of the water in this reservoir has taken many years. Through our agreement with Salt River Project (SRP), we now have a substantial future water source available for residents.

The project includes, in partnership with SRP, continuing rehabilitation of the current 11 mile pipeline from the reservoir to the treatment plant at Washington Park, construction of another 14.5 miles of pipeline from Washington Park to a new water treatment plant (to be constructed) north of Payson.

The pipeline will have the ability to carry up to 5,000 acre feet of water. Payson will receive up to 3,000 acre feet of water. The agreement with SRP calls for an additional 500 acre feet of water to be available to other communities near the pipeline, once they have an agreement with SRP.

This project is moving along. During this past fiscal year, we have begun upgrading and laying new water pipelines in town. We anticipate completing the Town-site purchase of the land for the water treatment plant and beginning construction design on the plant, within the next year.

Millennium Campus

In July 2011, the Towns of Payson and Star Valley sponsored the Separate Legal Entity that will be responsible for the construction of the Campus. The campus will house a major university satellite facility along with student housing and commercial and retail enterprises. Construction of the campus will bring more residents, visitors and businesses to Payson; increasing revenues to the Town.

Financial Strategy

Revenue Outlook

The Town's intergovernmental, franchise and other demand driven revenues fluctuate with the economy. As the Town has learned over the past few years, a slumping economy leads to lower retail sales, which in turn, translate to lower sales tax revenue. Less traveling leads to less gas tax revenue. Declining economic growth leads to less construction, less renovation, fewer home improvements, and thus declining construction related revenue.

Most economists are expecting the economy to grow at a modest rate during the coming year. However, rather than growth returning to normal levels quickly, it will be more of a slow and steady process. In the Fiscal Year 2013/14 budget, we adopted a moderate growth philosophy, in both revenue and expenditures.

Demand Driven Revenue

Due to the slow economic recovery, some demand driven revenues, such as sales tax, vehicle license tax and HURF, did not meet Fiscal 2012/13 budget estimates. State shared sales tax was down \$26,900 (-1%), state shared vehicle license tax was down \$43,000 (-5%), local sales tax was down \$181,000 (-3%), and HURF was down \$10,500 (-1%). Compared to FY 2011/12, actual revenues performed as follows: state shared revenue up \$328,338 (12%), state shared vehicle license tax was virtually unchanged, local sales tax was up \$21,800, and HURF increased \$92,400 (6%).

For the FY 2013/2014 budget, construction related revenues are up \$36,200 (13%). This shows a gradual increase in building activity. This gradual increase allows us to hire more building services staff on an incremental basis as needed, rather than hiring and having to release staff as a construction 'boom' ends. We have not yet increased the building services staff. In an effort to show a more realistic balanced budget, in the Fiscal Year 2013/14 budget we did not budget any additional construction related revenue for the possible university construction revenue. While we do believe the construction may start within the FY2013/14 year, we feel we will be able to cover the costs of building services until the FY2014/15 budget.

Last fiscal year we entered into an Intergovernmental Agreement (IGA) with the neighboring town of Star Valley to provide all their building/construction permitting activities and some of their zoning activities. This service is based on an hourly rate. The IGA was renewed for FY2013/14.

Long-Term Financial Planning

An important component of our long-term planning is utilizing all identified surpluses in all funds to pay for the following year's needed operating and capital items. Each year, we carefully comb all of our funds to identify any surpluses, particularly in the Special Revenue funds. Special Revenue funds are funds used to separate revenue and expenditures for a specific purpose. Our policy is to use restricted funds, such as Special Revenue funds, before using unrestricted funds, such as the General Fund. We try not to carry any surpluses in Special Revenue funds. While the General Fund should have a surplus (fund balance reserve) of around \$1.5 million, it has only had about \$200,000 as an ending balance for the past several years. As of June 30, 2013, we have been able to increase the General Fund reserve to \$400,000. However, there are no surpluses available for operating or capital items for the sixth year in a row.

Long-Term Financial Planning *(continued)*

Limiting the use of one-time revenues for one-time expenditures ensures that we are not falling into the trap of allowing non-recurring revenues to support ongoing operations. If we did this, a balanced budget could quickly turn into a deficit situation. Thus, one-time revenues are used only for one-time capital projects in our financing plan. In the past several years we have not had the occurrence of large amounts of one-time revenues.

Another key component of our long-term planning is managing existing debt through refunding, retirement, and defeasance of our variable rate debt. In the current fiscal year, we have no outstanding debt that qualifies for any of the above treatments.

Once the budget improves (revenues exceed anticipated expenditures) we will begin to use an Internal Service fund to set monies aside for the future purchase of vehicles and equipment. The ideal would be to also begin to use a “pay-as-you-go” approach to financing vehicles, equipment and other capital projects to avoid long-term debt purchases. Using this approach will save the Town the cost of interest on the debt.

Management of Debt and Equity

The Town establishes a debt service fund each time it borrows money in the form of bonded debt (general obligation, improvement district, or revenue bonds). These funds remain until the debt is paid off. We monitor the balances in these funds on an annual basis to use any accumulations on payments due. In this fiscal year, we were able to pay off the Green Valley Park bonds and the East Loop Road Improvement District debt service.

During the 2012/13 fiscal year, the Town de-obligated \$6M of a Water Infrastructure Financing Authority (WIFA) loan, leaving \$4M due from the original loan and received another \$6M loan from WIFA, both related to the CC Cragin Pipeline project. The first loan was closed out at the request of WIFA as part of the funding was from the American Recovery and Reinvestment Act (ARRA) and WIFA needed to close it out and finish the federal reporting for that program.

Some debt obligations, such as Water revenue bonds, require the Town to maintain specified reserves in fund balance to cover payments and repair/maintenance of the capital items the bonds were used for. The Water enterprise fund currently has \$451,900 in restricted fund balance for debt service. This restricted fund balance is not available for any use (other than the bond issue) during the term of the outstanding debt service.

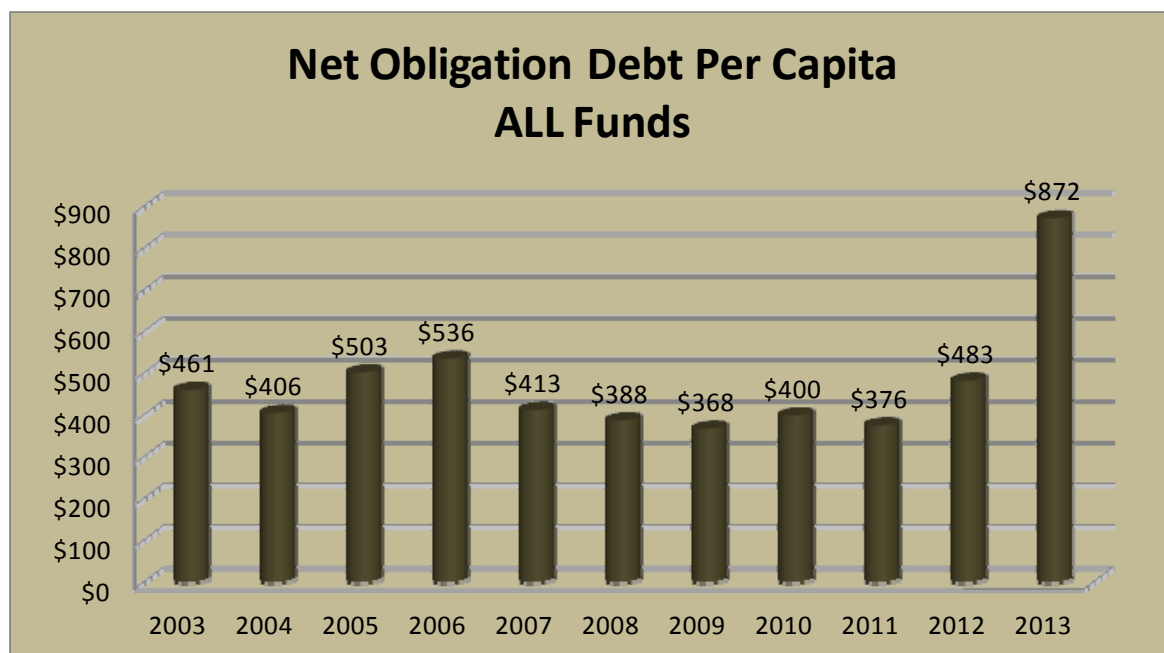
Management of Debt and Equity *(continued)*

Direct Debt Per Capita

One indicator of financial health, net direct bonded debt per capita, decreased for four years but increased in 2010 partly due to the issuance of the remaining \$1.5 million debt for the construction of the new fire station. This was the final disbursement of the voter approved Public Safety bonds from 2003.

In 2010, the Water Enterprise fund received a loan from the Water Infrastructure Financing Authority of Arizona (WIFA) in the amount of \$6.5 million for the C.C. Cragin pipeline project. Although, in 2012 part of that loan was de-obligated (not taken by the Town), the numbers in the graph reflect the remaining \$4 million to be repaid on that loan, as well as another \$6 million loan taken from WIFA in 2012.

The Town will continue to watch for conditions and debt restrictions that allow for retiring or refunding debt in the future.

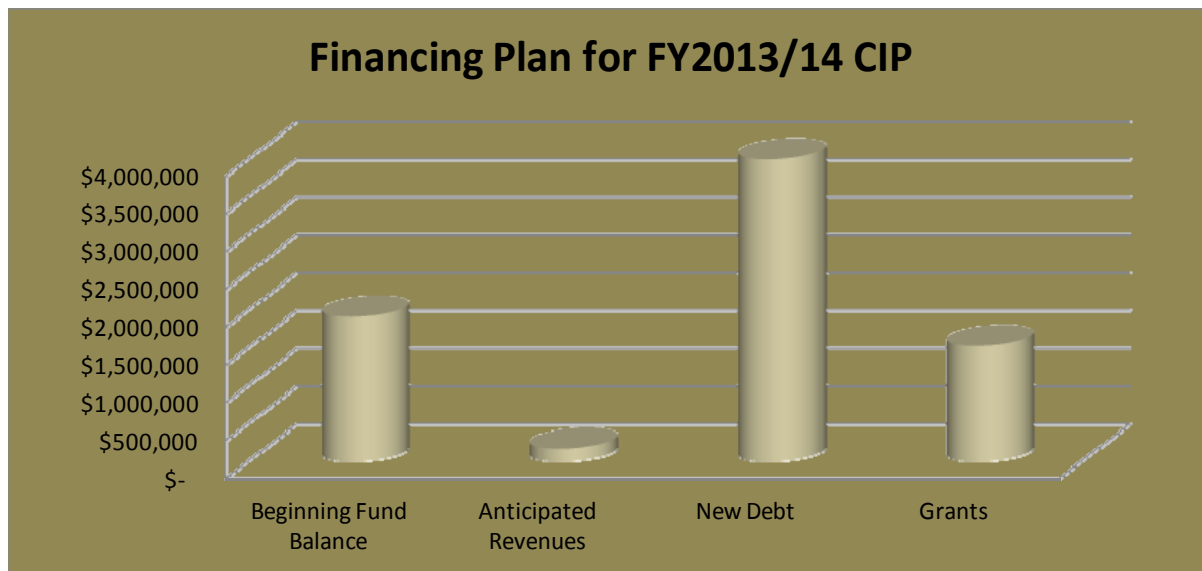


As of June 30, 2013, the net obligated debt per capita WITHOUT any Water Division debt included would be \$234 per capita. The decrease comes from the payoff of several issues of debt during the past fiscal year. Total outstanding debt, all funds, is \$13,349,100; \$9,773,900 of which is Water division debt.

Fiscal Year 2013/2014 Capital Improvement Program

The Capital Improvement Program (CIP) is a long-range plan for the timely replacement and maintenance of the Town's equipment and facilities, as well as new needs that may arise. Capital projects are funded through operating funds, facility reserves, lease/purchase agreements, debt and equity.

The capital expenditures (all funds) for the 2013/14 fiscal year is estimated at \$7.6 million, of which \$683,600 from restricted funds (such as HURF and the Airport fund), \$1 million in restricted capital project funds and \$5.9 million in the Water Enterprise fund, mainly for the C.C. Cragin pipeline project.



Water Enterprise Fund

The Town is in the process of installing 14 miles of water pipe from the C.C. Cragin Reservoir into the Town of Payson. This pipeline will carry up to 3,500 acre feet of water to Payson and surrounding communities 9 months of the year. A water treatment plant will also be constructed to provide clean water to residents. The total cost of this project is estimated at about \$50 million when completed. To date, about \$22 million has already been expended. To finance this cost, and to spread the cost of future service to future residents, the monthly rate for water fees will increase over the next several years. The increase in fiscal year 2013/2014 will be 5% over the prior year costs. Staff is actively seeking other financing opportunities to relieve the residents of paying for the cost of this project through their water bills. It is anticipated that the pipeline will be completely operational in 2015.

Operating Results

In response to the slow recovery of the economy, the Town continues to struggle to maintain an even footing between revenues and expenditures. While we are seeing a very small increase in revenues, we are still unable to replace all the cuts the employees have received for the past five years, and are still unable to build the General Fund reserve to where it should be. The good news is that we have not had to return to layoffs or furloughs or cut services farther than we had to do in the past.

We still look forward to economic growth in the areas of construction, home sales, new businesses and the eventual construction of the university campus and new residents that will bring. We are holding our own, and anticipate to continue in that trend.



Service & Operations Strategy

This Business Plan covers the 2013/14 fiscal year within a three-year Strategic Plan for Fiscal Years 2012/13 to 2014/15. The 10 priorities identified by the Town Council for this strategic planning cycle set the agenda for this Business Plan.

The Corporation Strategic Plan (CSP) was completely re-written last year to encompass broader objectives and create actual measurement tools to be used to assess staff's ability to reach the strategic goals and to help steer the formation of the annual budget. Some of the initiatives are new to the Town, and are not needed until the Town grows, but by placing them in the Plan now, staff has time to begin creating the foundation for these actions in the future.

While the CSP sets out the vision, the Business Plan outlines tangible plans for making the vision a reality. In each of the priority areas, Department Directors have developed initiatives that will change the way the Town operates in order to address our 10 priorities and implement the vision expressed in the Strategic Plan. Please refer to the Payson Corporate Strategic Plan for details on each of the priorities.

A Word About Existing Services and "Ongoing Initiatives"

The emphasis is on multi-year implementation and the evolution of existing initiatives. Once a multi-year initiative begins, it becomes an on-going initiative in future years.

For more detail about the services we provide, and the performance measures we use to manage those services, please reference the departmental sections of the Annual Budget.

Our New Initiatives

Initiatives are chosen that will in some way assist us in achieving our Key Resource Activities. We include those we feel are significant contributors to supporting our Strategic Priorities or will put additional demands on our resources. In this way, we identify the most significant actions we plan to take next year.

Due to the current economic and budget situation, we will not undertake as many new programs and services as in the past. Instead, we will focus on finding different ways of providing existing programs and services, and in some cases, making plans for reducing service levels. Regardless, remaining Town services will continue to be provided in the same high quality and timely manner our customers have come to expect. However, since there are many new initiatives in the new Corporate Strategic Plan, they will be listed also.

Please see the Corporate Strategic Plan, a separate document, for the measurable outcomes assigned to each initiative.

Fiscal Year 2013/14

The Town continues to operate with skeleton crews in all departments and decreased operating funds. We are still in a 'maintenance' mode and cannot achieve what we would like to on both on-going and new initiatives, but we continue to try to accomplish whatever we can with limited resources.

Key Result Areas (KRA)

KRA 1: Economic Development, Tourism and Economic Vitality

KRA 2: Financial Excellence

KRA 3: Infrastructure

KRA 4: Innovation and Efficiency

KRA 5: Neighborhoods and Livability

KRA 6: Social Services

KRA 7: The Payson Team

KRA 8: Public Safety

KRA 9: Sustainability

KRA 10: Technology

The new Corporate Strategic Plan, which contains detailed information on the Key Result Areas (KRAs) listed above, encompasses several new objectives that we will begin to build a foundation for so that we will be ready to achieve the objective once it is the proper time. Due to continued budgetary constraints, other objectives will not progress as quickly as we would like.

The following pages list the KRAs, what we have accomplished and we hope to work on in Fiscal Year 2013/14.

KRA 1: Economic Development, Tourism and Economic Vitality

A diverse vibrant economy that provides economic opportunity for residents is essential to achieving the Town's aspirations for a high quality of life. Creating and preserving jobs and enhancing our revenue base are key objectives. Business, neighborhoods and individual residents benefit from the improved quality of life that the Town's economic development and vitality, and tourism efforts create.

Priorities

1. Create and retain high-quality jobs focusing on key business sectors.
2. Foster an environment for entrepreneurial growth.
3. Revitalize areas of Payson.
4. Expand the Town's revenue base.
5. Develop and retain qualified talent to meet the need of business and the community.

For Fiscal Year 2013/14 we hope to make progress on the following:

Ongoing Initiatives:

1. Focus on industry sectors with the greatest potential for wealth generation.
2. Support retention and expansion of existing employers
3. Facilitate the retention and expansion of small and medium sized wealth generating businesses, particularly focusing on innovation, technology, finance/business services and bio-sciences.
4. Participate in regional and statewide collaboration to enhance entrepreneurial opportunities
5. Increase visits to local businesses.
6. Promote residential and commercial infill compatible with neighborhoods.
7. Work on revitalization of the Multi-Purpose Event Complex and other areas.
8. Attract new companies in high growth sectors.
9. Use special events to increase tourism related revenue.
10. Market Payson events and promote Payson as a destination for the business and leisure traveler.
11. Increase the identity and visibility of Payson locally, regionally, in the Valley and nationally.
12. Encourage the revitalization of existing retail centers and neighborhood businesses.

New Initiatives:

1. Promote adaptive reuse of existing structures.
2. Develop report on design needs for the Multi-Purpose Event Complex, American Gulch and other areas.
3. Develop a Tourism Master Plan.
4. Support professional/amateur/youth sports, film, entertainment, and special events which generate tourism revenue.
5. Encourage and promote retail/commercial development at the Payson Airport.
6. Collaborate with outside entities to create a job training program in Payson.
7. Partner with non-profit and private organizations to provide technical assistance to microenterprises and small business
8. Focus on enrichment and education programs through community centers, job training programs and the library.

KRA 2: Financial Excellence

Financial excellence ensures the effective allocation of Town resources for the delivery of quality services to residents. It creates trust and confidence that Town resources are used appropriately. At the core of financial excellence is integrity and innovation. The Payson Financial Excellence plan strives to maintain fiscally sound and sustainable financial plans and budgets that reflect community values and residents' priorities.

Priorities

1. Maintain high bond ratings.
2. Develop capital and funding plans for critical infrastructure.
3. Provide accurate and reliable revenue and expanding forecasting.
4. Maintain a transparent financial environment, free of fraud, waste and abuse.

For Fiscal Year 2013/14 we hope to make progress on the following:

Ongoing Initiatives:

1. Achieve the adopted policy for the general fund budgetary ending fund balance of at least 5% of total expenditures within the next 5 years.
2. Develop and maintain financial policies that achieve high bond ratings.
3. Create a fiscally responsible revenue forecast based on external and internal inputs and consistent with best practices to efficiently allocate resources.
4. Maintain comprehensive and continuous auditing of high risk areas.
5. Provide accurate and timely financial information on a monthly basis that is easily accessible and understandable to internal and external audiences.
6. Ensure all steps are taken to receive financial excellence awards for budgeting and financial reporting from the GFOA, each year.

New Initiatives:

1. Develop a multi-year financial plan for the general fund that maintains long-term bond ratings.
2. Maximize current revenues by taking steps to ensure collection of established taxes, rates, fees and fines.
3. Amend five-year CIP plan to include a planning process that prioritizes the evaluation of existing facilities and infrastructure for use of available funds and considers repair and/or replacement.
4. Identify and evaluate alternative approaches to finance capital investments as part of the capital decision making process.
5. Develop multi-year performance measures and benchmarks to monitor the effectiveness of financial operations.
6. Develop structures and incentives to encourage and reward managers and employees for maintaining discipline in managing expenditures.
7. Highlight financial successes and educate residents on the importance of high quality credit ratings.

KRA 3: Infrastructure

Infrastructure is the basic physical and organizational structure needed for the operation of a society or enterprise and the services and facilities necessary to function, such as roads, pedestrian and bicycle systems, water supply, storm drainage, airports, public buildings and facilities, and telecommunications.

Priorities

1. Create and maintain intra-town transportation.
2. Establish and enhance inter-town transportation.
3. Develop and operate public utilities.
4. Construct and manage public facilities.

For Fiscal Year 2013/14 we hope to make progress on the following:

Ongoing Initiatives:

1. Plan, design, construct and operate new streets, pedestrian friendly sidewalks, bicycle lanes, hiking trails, bridges, and drainage ways for existing neighborhoods and new residential and commercial development, including retrofitting existing areas with healthy streetscapes, to reduce congestion, improve air quality, reuse materials, leverage new technology, encourage infill development, create livable neighborhoods and promote growth.
2. Work with ADOT to implement traffic enhancements at the intersection of SR87/SR260 to reduce congestion and improve safety.
3. Replace all traffic signs within the Town to meet the new Federal Reflectivity requirements.
4. Maintain existing streets and associated assets in a state of good repair so they are clean, safe and aesthetically pleasing for all users.
5. Coordinate, permit, and document private utilities within Town right-of-way and easement areas to minimize initial roadway disruptions, reduce future roadway cuts, maintain reasonable utility corridors for future growth, encourage future development, and minimize visual impact for residents and businesses.
6. Maintain and enhance aircraft access to Town owned and operated aviation facilities.
7. Continue construction of the C.C. Cragin Pipeline project.
8. Plan, construct and maintain park buildings, trail systems, open spaces, picnic areas and ramadas, pool, playgrounds, lighted fields, soccer and softball facilities and restrooms that meet the diverse recreational and cultural needs of the Town's residents and visitors.

KRA 3: Infrastructure (continued)

New Initiatives:

1. Plan, design, construct and operate new streets, pedestrian friendly sidewalks, bicycle lanes, hiking trails, bridges, and drainage ways for existing neighborhoods and new residential and commercial development, including retrofitting existing areas with healthy streetscapes, to reduce congestion, improve air quality, reuse materials, leverage new technology, encourage infill development, create livable neighborhoods and promote growth.
2. Invest resources and technology to extend the service life of existing infrastructure, protect the Town's investment and support a high quality of life standard.
3. Research the applicability of a passenger regional transit system to meet the demands, if any, of the proposed university campus.
4. Improve reliability and accuracy of as-built documentation through new technology to increase safety and reduce utility locating and relocation costs.
5. Plan, design, develop and maintain a green infrastructure, such as interconnected trail systems that increase shade canopy coverage and promote pedestrian mobility, parks, preserves, and bicycle traffic.
6. Develop a financing plan for long-term sustainable infrastructure growth and replacement that implements an equitable fee structure and incentives for conservation.
7. Develop and optimize regional partnerships to cooperatively utilize new and existing infrastructure to maximize collection efficiencies, implement new diversion and resource recovery technologies.
8. Develop an asset management plan that identifies improvements needed to ensure reliability, regulatory compliance, operational efficiencies and resource recovery.
9. Apply benchmarking and other industry comparison techniques in order to manage costs and maintain industry leasing service levels.
10. Right size the fleet to ensure proper utilization and replacement standards.
11. Develop long-term financial plan to fund construction, and repair and maintenance of the appearance and safety of existing facilities.
12. Develop a long-term construction plan for future recreational and cultural facilities.

KRA 4: Innovation and Efficiency

The Town of Payson must further enhance its commitment to developing new and creative service delivery methods to provide services to residents. The recent economic climate challenges the Town to do more with less, while maintaining high quality public services. The Town must also remain dedicated to developing and seeking continuous improvements in business processes, and maintaining a culture of innovation and efficiency.

Priorities

1. Infuse a mindset focused on innovation and efficiency into the Town of Payson organizational culture.
2. Establish and support Town programs and mechanisms focused on developing and implementing tangible innovations throughout the organization.
3. Work continually toward elimination of barriers to innovation and efficiency.
4. Engage the Payson community in the Town's innovation and efficiency methodologies to facilitate citizen involvement, input, and awareness.
5. Develop innovative ways of communication with the citizens.

For Fiscal Year 2013/14 we hope to make progress on the following:

Ongoing Initiatives:

1. Improve and enhance e-government systems giving residents more access to information and opportunities to complete most business processes on-line rather than in the office, if they so choose.
2. Diversify the methods of communicating with the public to provide information and Town news and issues to the widest audience possible.
3. Enhance transparency in all government actions.

KRA 4: Innovation and Efficiency (continued)

New Initiatives:

1. Develop a communication plan for managers to create an innovation and efficiency program.
2. Empower supervisory staff to encourage and reward the creation of innovative ideas as a dominant model within the organization.
3. Build innovation and efficiency core values and skill sets into management practices, including recruitment, selection, orientation, development, mentorship, performance measurement and compensation systems.
4. Cultivate a philosophy of innovation through exploratory thinking among all employees.
5. Recruit, select, and assign a creative and diverse Innovation Team of multi-departmental staff with wide ranging skills and experience that explores creative solutions, evaluates business processes, identifies improvements, and investigates right sourcing opportunities.
6. Utilize technology and a standard business process evaluation approach to achieve optimal efficiency and streamline systems in providing top quality services.
7. Develop departmental business plans pursuant to the adopted CSP to set departmental priorities.
8. Provide incentives for department directors, managers, and staff to collaborate on, consolidate, streamline and adapt processes or functions that overlap or cross formal organizational structures.
9. Identify unneeded legal requirements or obsolete expectations that unnecessarily slow down business processes and work to eliminate them.
10. Create an environment that actively celebrates and informs employees of innovation and efficiency efforts throughout the organization.

KRA 5: Neighborhoods and Livability

To preserve healthy, vibrant, diverse and safe neighborhoods that enhance the quality of life for all Payson residents through neighborhood vitality, by providing a range of housing opportunities and choices, supporting quality parks and open space, and a quality library system.

Priorities

1. Support neighborhood vitality through strong partnerships, collaborations and by leveraging resources.
2. Provide a diverse range of housing opportunities and choices to Payson residents.
3. Ensure Payson residents have quality parks and open space.
4. Promote a strong arts and culture infrastructure.
5. Provide accessible and quality library systems to Payson residents.

For Fiscal Year 2013/14 we hope to make progress on the following:

On-going Initiatives

1. Promote residential and commercial infill compatible with neighborhoods
2. Assist property owners of multi-family housing units through rehabilitation programs to stabilize and physically improve affordable housing stock
3. Assist eligible homeowners with health and safety or blighting property conditions that pose an immediate threat to the homeowner of neighborhood through owner occupied rehab programs.
4. Work with residents to enforce property maintenance zoning and other ordinances affecting building, lot appearance and safety town-wide.
5. Encourage and continue to enforce compliance with Town ordinances to prevent blight, address graffiti, illegal activities such as dumping, signage and businesses deterioration in order to ensure a quality community.
6. Encourage and promote development of fire-wise communities.
7. Actively work to eliminate noxious and invasive weed species by working with the US Forest Service and homeowners/businesses to aggressively reduce noxious and invasive weeds.
8. Implement the Town of Payson Beautification Plan including signage, Townscape and SR 87/260 right-of-way beautification.
9. Ensure that new development in or adjacent to neighborhoods is compatible and promotes adaptive reuse of vacant and underutilized buildings and structures.
10. Support and ensure equal opportunity and fair housing by prohibiting unlawful discrimination in housing by addressing and reducing impediments.
11. Update the Parks Master Plan.
12. Support healthy communities by providing clean, safe and accessible parks and recreational facilities that meet the needs of Payson neighborhoods and incorporate sustainable design standards with available resources.

KRA 5: Neighborhoods and Livability (continued)

New Initiatives:

1. Strengthen the capacity of neighborhood organizations, volunteers, businesses, non-profit and faith based organizations to assist in addressing neighborhood issues effectively in partnership with the Town to make Payson an attractive place to live and work.
2. Focus revitalization efforts in a manner that maximizes private and public resources to the greatest extent possible.
3. Enhance the physical and economic environment of principally low to moderate income neighborhoods, including continued strategic revitalization through the various programs and services supported and funded through federal, local and private resources.
4. Promote aggressive and appropriate neighborhood infill development to improve neighborhoods, reduce decay and take advantage of opportunities to maintain healthy communities.
5. Develop a consistent positive set of enforcement parameters as it applies to hazardous vegetative fuels reductions on vacant lots/acreage.
6. Encourage the development of special needs supportive services for persons with disabilities, seniors, homeless and those with special needs.
7. Work with for-profit and non-profit organizations to promote and participate in a regional continuum of care system.
8. Encourage quality, affordable rental housing opportunities through the rehabilitation of existing properties and construction of new rental units that focus on undergoing revitalization areas, benefitting low or moderate income households in collaboration with external partners.
9. Explore opportunities to develop open spaces in population centers that are currently without such facilities.
10. Support diverse and accessible educational and life enrichment activities that embrace art, dance, music, culture, fitness, nutrition, sports and out-of-school times as a foundation for recreational activities offered at parks and park facilities.
11. Protect natural and open spaces in order to preserve the environment and provide recreational opportunities for Payson residents and visitors.
12. Enrich and infuse arts and culture into all aspects of Payson's life by integrating arts and culture into neighborhoods town-wide and public art into the planning and development of Payson's infrastructure.
13. Generate public and private support and resources to expand funding for the arts.

KRA 6: Social Services

The town will serve as a catalyst to support a full continuum of high quality services for Payson residents. Though the Town of Payson has, and will continue to respond to specific social service needs directly where appropriate, the framework of this plan defines and coordinates the greater scope of needs and services required by Payson residents. By providing a clear vision and continued leadership, Town services will be provided in tandem with other resources provided by community and faith-based organizations, as well as, other levels of government.

Priorities

1. Enhance the quality of life for low-income or at risk individuals and families.
2. Build healthy, caring communities.

For Fiscal Year 2013/14 we hope to make progress on the following:

On-going Initiatives

1. Continue supporting congregate meals, social services, recreational and social opportunities for seniors through external non-profit organizations.
2. Continue supporting a nutritionally balanced meal, welfare check and referral linkages to services to help maintain independence for homebound seniors.

New Initiatives:

1. Promote linkages to job training and other employment and educational resources empowering low and moderate income households to realize a livable wage.
2. Enhance the community's capacity to provide at risk populations, including the disabled, elderly, and chronically homeless with access to supportive services leading to greater self sufficiency.
3. Create safe and affordable housing opportunities for all Payson residents by strengthening programs and services that enhance opportunities for households to gain and/or retain housing meeting their economic, social and cultural needs.
4. Enhance and expand the formal and informal networks connecting the social services sector (non-profits, faith community, etc.) to individuals and families in high need neighborhoods.
5. Develop community education programs, capacity building activities and neighborhood organization support.

KRA 7: The Payson Team

As the organization becomes leaner and continues to face increasing pressures for improved results, it becomes even more critical for a heightened connection between employees and their work, their organization, and the people they work for and with. Methods for motivating employees must be updated to keep employees engaged and retained within the organization. Additionally, traditional means of communication may no longer be adequate to convey critical information to both employees and the public.

Priorities

1. Establish pay and benefits and a workplace culture that attracts, retains and motivates a highly qualified workforce.
2. Provide a workplace culture that supports the health, productivity and efficiency of employees.
3. Establish communication plans to engage and inform employees and the community.
4. Create development opportunities that enhance the Town's standing as a high performing organization.
5. Mobilize and leverage community partnerships and volunteer programs to enhance programs and services.
6. Create employee training and participation programs.

For Fiscal Year 2013/14 we hope to make progress on the following:

Ongoing Initiatives:

1. Maintain strong town-wide policies and practices that promote ethical behavior.
2. Continue and implement when resources become available, the annual market study of current industry and professional pay levels and compensation practices by benchmarking other organizations.
3. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.
4. Increase professional development and training opportunities that reflect the key values of the organization.
5. Implement career path program for employee advancement within the pay plan.
6. Continue to develop and implement cross-functional "Power Teams" to develop and implement process change, develop new ideas and solve issues.

KRA 7: The Payson Team (continued)

New Initiatives:

1. Analyze and evaluate merit pay and pay-for-performance options.
2. Develop updated compensation policies and guiding principles.
3. Explore alternate pay and benefit options for part-time or non-traditional workforces.
4. Analyze and evaluate employee and retiree health care benefit options.
5. Create town-wide programs focusing on increasing employees' capacity to manage their own wellness and health care.
6. Explore technology plan for greater access to current credible data to make informed decisions and improve work processes.
7. Develop and implement comprehensive internal communications to increase understanding and connection to Town of Payson goals and values among employees at all levels of the organization.
8. Promote more interdepartmental communication to increase consistency of messages, ensure faster decision making, empowerment, effectiveness and accountability.
9. Create an alliance of understanding between employees and the public, through a variety of media formats, to accurately demonstrate and communicate the Town's efforts in running a world class organization.
10. Develop opportunities to "showcase" improvements, accomplishments, and quality programs provided by employees that benefit the community.
11. Analyze and develop a reward and recognition program that supports the organization's goal to attract and retain top talent.
12. Coordinate efforts on the department level to cultivate skilled employees and leaders within the organization.
13. Establish methods for capturing organizational knowledge and expertise through workforce planning efforts.
14. Create a town-wide program that increases exposure to volunteer opportunities throughout the Town of Payson.
15. Use new technology to recruit, schedule, recognize and report on volunteers and their impact on the community.
16. Identify and engage with community and corporate partners to develop quality programs and services that can address the communities greatest needs.
17. Explore and capitalize on opportunities to work with outside agencies to pool resources, share information and manage an increased number of volunteer projects.
18. Identify new ways to engage volunteers in support of Town services.

KRA 8: Public Safety

The Town of Payson is committed to a high level of public safety and working in partnership with the community to maintain a safe and secure Town. The Public Safety area includes members of and services provided by the Police Department, Fire Department and Emergency Management. Working together, these departments strive to provide Payson with an environment of safety and security.

Priorities

1. Prevent crimes and accidents by enhancing community awareness of public safety systems and partnering with other crime prevention programs.
2. Provide public safety workers with the tools necessary to professionally meet Town and regional public safety needs.
3. Ensure timely and appropriate response.
4. Provide strong customer service internally and externally.
5. Ensure fiscal responsibility on all public safety efforts.
6. Enhance Wildland/Urban Interface fire conditions affecting the Town.

For Fiscal Year 2013/14 we hope to make progress on the following:

Ongoing Initiatives:

1. Provide appropriate training, continuing education, professional development, programs and procedures to be able to better serve their customers, and support their well being.
2. Support public safety responders with programs and procedures that promote and support their safety and well being.
3. Provide necessary resources including personnel, equipment, vehicles and facilities for public safety service providers.
4. Deploy public safety resources to respond to emergencies within acceptable timeframes.
5. Support emergency personnel with appropriate investigation and prosecution activities.
6. Ensure that after an incident, recovery of public and private resources occurs in a timely manner.
7. Provide volunteer opportunities for community members.
8. Constantly seek ways to reduce the cost of public safety while preserving or improving the quality of service provided.
9. Pursue grant funding from all sources, as appropriate, to provide public safety services.

KRA 8: Public Safety (continued)

New Initiatives:

1. Provide information and education to Payson residents and visitors about actions that can be taken to keep themselves and their families safe.
2. Provide residents and visitors with information about how public safety agencies deliver services to the community.
3. Educate the community in traffic safety and the prevention of crime, fire and accidents in the home and workplace.
4. Partner with other Town departments such as Parks, Recreation, Library and Human Resources and other agencies to proactively address crime prevention and other safety issues.
5. Work in concert with other public safety, governmental and non governmental agencies to eliminate duplication and provide quality service and seek opportunities to work cooperatively to improve customer service and efficiency.
6. Embrace diversity and treat every customer with respect, compassion, equality, and fairness and work in a way that engenders community trust and support.
7. Provide customers with a venue to openly discuss issues of concern.
8. Seek opportunities to work cooperatively with other jurisdictions and groups to improve the efficiency and effectiveness of customer service.
9. Encourage, support, and value innovation, efficiency and continuous improvement.
10. Be open to discuss and implement change in service provision methods and change in the needs of the community.
11. Leverage wildland fire public information by collaborating with other agencies and efforts.
12. Enhance fire code enforcement capabilities by implementing a Fire Prevention Specialist certification program for personnel.

KRA 9: Sustainability

The Town of Payson is committed to securing environmental and economic livability for future generations in the region.

Priorities

1. Enable opportunities for environmental stewardship
2. Enhance sustainable land use and mobility policies.
3. Foster collaboration and communication.

For Fiscal Year 2013/14 we hope to make progress on the following:

Ongoing Initiatives:

1. Attain and exceed federal air quality standards for the region.
2. Create sound water management policy and ensure choices are available to engage residents in conservation efforts, including water, natural habitat and open space.

New Initiatives:

1. Create growth management policies.
2. Seek, evaluate and integrate emerging technologies and products including building elements, environmental purchasing, energy management, alternative fuels, and alternative surfacing materials.
3. Research federally funded sustainability initiatives as a possible funding source.
4. Facilitate the development and expansion of local green businesses to achieve a stronger economy and job creation in the Town.
5. Investigate developing voluntary programs and incentives for residents such a Green Construction Code and rooftop solar.
6. Develop integrated pedestrian, bicycle and transit plans.
7. Strengthen and support the Town's sustainability efforts through a new organizational commitment and public/private partnerships and networking.
8. Develop public information and educational programs and develop a mechanism to formally communicate such to the public.
9. Develop media campaigns utilizing multiple channels to increase internal and external messaging on organization sustainability programs and accomplishments.
10. Engage employees by fostering a culture of sustainability.

KRA 10: Technology

Information technology is a vital part of a vibrant Town government. Information technology, utilized appropriately, enables services to the community, increases efficiency of operations, delivers useful information, and supports innovation.

Priorities

1. Provide seamless customer service.
2. Increase operational efficiency through constant innovation.
3. Turn data into information through a web enabled Town.

For Fiscal Year 2013/14 we hope to make progress on the following:

Ongoing Initiatives:

1. Use technology to provide a consistent customer experience, based on standardized service processes applied to all forms of customer interaction.
2. Support and drive innovations that leverage technology and business solutions town-wide.
3. Focus on organization wide applications, using right-sourcing and managed services where appropriate.

New Initiatives:

1. Enhance www.paysonaz.gov as a single “front door” for residents and businesses by offering web based services.
2. Investigate the concept of a single 3-1-1 contact center through which telephone and web inquiries can be funneled to provide efficient and timely customer support and case management tracking.
3. Encourage the development and use of computer based business analysis and tools to more efficiently manage business data as well as help identify trends and innovations that impact service delivery.
4. Create a technology foundation to support web enabled government services.
5. Identify common transactions and customer services within departmental business processes that can be reasonably developed into web enabled services.
6. Investigate strategies to assist internal and external customers with access to data and web based services.
7. Modify and implement on-line systems that utilize re-engineered business processes for departments and the community.

Measuring the Results

The Town is in the process of developing a performance measurement and management system to align department services and programs with the Town Council's 10 strategic priorities. The priorities and objectives were completely rewritten last year and new measurements will be taken beginning this year. Future editions of the Business Plan will show the historic results and trends that occur while achieving those priorities. Once the measurement system is in place it will enable departments to systematically measure results and make timely adjustments when results fall short of expected performance levels. Three components will make up the system: a quarterly performance reporting system, a composite index that measures the overall financial and service operation position and the State of Town report. These elements play an important part in the Town's overall Business Plan and help keep the organization on target.

This fiscal year we will try to begin to put together a couple indexes to monitor performance. These indexes will appear in future editions of the Business Plan. The Indexes will tie together the goals of the Sustainability Key Result Areas and other measurements not covered within the Corporate Strategic Plan. A "Sustainability Index" will show our progress on various sustainability issues. Sustainability is a new focus for measurement. We will also create a "Composite Index" containing various measurement areas that will give us a better idea if the quality of life in the Town is increasing and what specific areas we need to attend to. Data for both of these indexes will be gathered and analyzed during this fiscal year, with results to begin being reported in fiscal year 2014-2015.

High Country Xeriscape Council of Arizona

WHO WE ARE AND WHAT WE DO:

- ◆ We promote water wise landscaping
- ◆ Present free water conservation seminars & conferences
- ◆ Maintain the Ed Lydic demonstration garden at Gila Community College
- ◆ We provide practical water saving information for homeowners & professionals
- ◆ We are a non-profit organization



For more information visit our website: www.xeriscapeaz.org

Fiscal Year 2012- 2013 Strategic Priority Update

Strategic Priority 1—Economic Development, Tourism and Economic Vitality

In the 2012/13 fiscal area, the area of economic development was greatly affected by insufficient funding and the loss of the person previously working in this area.

Progress of the Fiscal Year 2012/13 initiatives:

Ongoing Initiatives:

1. Focus on industry sectors with the greatest potential for wealth generation.
2. Support retention and expansion of existing employers
 - > Working with a local company to bring related businesses to Town
3. Facilitate the retention and expansion of small and medium sized wealth generating businesses, particularly focusing on innovation, technology, finance/business services and bio-sciences.
4. Participate in regional and statewide collaboration to enhance entrepreneurial opportunities
 - > Maintained membership/relationships with Arizona Association for Economic Development (AAED) and the Arizona Commerce Authority (ACA)
5. Increase visits to local businesses.
6. Promote residential and commercial infill compatible with neighborhoods.
7. Work on revitalization of the Multi-Purpose Event Complex and other areas.
8. Attract new companies in high growth sectors.
 - > Working with a local company to bring related businesses to Town
 - > In FY12/13 Big Lots, PetsMart and Big 5 Sports came to Payson, as well as a few other smaller businesses
9. Use special events to increase tourism related revenue.
 - > Created new events, held past events and attracted more events to the Event Center
10. Market Payson events and promote Payson as a destination for the business and leisure traveler.
11. Increase the identity and visibility of Payson locally, regionally, in the Valley and nationally.
12. Encourage the revitalization of existing retail centers and neighborhood businesses.

Fiscal Year 2012- 2013 Strategic Priority Update

Strategic Priority 1—Economic Development, Tourism and Economic Vitality *(continued)*

New Initiatives:

1. Promote adaptive reuse of existing structures.
2. Develop report on design needs for the Multi-Purpose Event Complex, American Gulch and other areas.
3. Develop a Tourism Master Plan.
4. Support professional/amateur/youth sports, film, entertainment, and special events which generate tourism revenue.
5. Encourage and promote retail/commercial development at the Payson Airport.
6. Collaborate with outside entities to create a job training program in Payson.
7. Partner with non-profit and private organizations to provide technical assistance to microenterprises and small business
8. Focus on enrichment and education programs through community centers, job training programs and the library.

For FY2013/14, a renewed effort will be made in the are of economic development Additional tourism events are being planned.

Strategic Priority 2—Financial Excellence

Progress of the Fiscal Year 2012/13 initiatives:

Ongoing Initiatives:

1. Achieve the adopted policy for the general fund budgetary ending fund balance of at least 5% of total expenditures within the next 5 years.
 - > As of June 30, 2013 we have increased the General Fund fund balance to around \$400,000 (unaudited).
2. Develop and maintain financial policies that achieve high bond ratings.
 - > Maintained our bond rating of AA-
3. Create a fiscally responsible revenue forecast based on external and internal inputs and consistent with best practices to efficiently allocate resources.
 - > Multi-year financial plan is in place
4. Maintain comprehensive and continuous auditing of high risk areas.
5. Provide accurate and timely financial information on a monthly basis that is easily accessible and understandable to internal and external audiences.
 - > Monthly financial reports distributed on time each month.
6. Ensure all steps are taken to receive financial excellence awards for budgeting and financial reporting from the GFOA, each year.
 - > Received GFOA awards for FY2012/13 budget, FY2011/12 financial statements and Popular Report.

New Initiatives:

1. Develop a multi-year financial plan for the general fund that maintains long-term bond ratings.
 - > Multi-year financial plan is in place
2. Maximize current revenues by taking steps to ensure collection of established taxes, rates, fees and fines.
 - > Implemented automated calls to delinquent water customers
 - > Created new Library policy for delinquent fee accounts
3. Amend five-year CIP plan to include a planning process that prioritizes the evaluation of existing facilities and infrastructure for use of available funds and considers repair and/or replacement.
 - > Capital Improvement Plan (CIP) updated annually
4. Identify and evaluate alternative approaches to finance capital investments as part of the capital decision making process.
5. Develop multi-year performance measures and benchmarks to monitor the effectiveness of financial operations.
6. Develop structures and incentives to encourage and reward managers and employees for maintaining discipline in managing expenditures.
7. Highlight financial successes and educate residents on the importance of high quality credit ratings.
 - > Financial analysis report given at Council Meetings

Strategic Priority 3—Infrastructure

In the 2012/13 fiscal area, this area was greatly affected by insufficient funding.

Progress of the Fiscal Year 2012/13 initiatives:

Ongoing Initiatives:

1. Plan, design, construct and operate new streets, pedestrian friendly sidewalks, bicycle lanes, hiking trails, bridges, and drainage ways for existing neighborhoods and new residential and commercial development, including retrofitting existing areas with healthy streetscapes, to reduce congestion, improve air quality, reuse materials, leverage new technology, encourage infill development, create livable neighborhoods and promote growth.
2. Work with ADOT to implement traffic enhancements at the intersection of SR87/SR260 to reduce congestion and improve safety.
 - > ADOT is working on the scoping document and it should be available in the fall of 2013.
3. Replace all traffic signs within the Town to meet the new Federal Reflectivity requirements.
 - > Working with a grant from ADOT, signs should be installed during FY2013/14
4. Maintain existing streets and associated assets in a state of good repair so they are clean, safe and aesthetically pleasing for all users.
5. Coordinate, permit, and document private utilities within Town right-of-way and easement areas to minimize initial roadway disruptions, reduce future roadway cuts, maintain reasonable utility corridors for future growth, encourage future development, and minimize visual impact for residents and businesses.
6. Maintain and enhance aircraft access to Town owned and operated aviation facilities.
7. Continue construction of the C.C. Cragin Pipeline project.
 - > In-town pipe installation began.
8. Plan, construct and maintain park buildings, trail systems, open spaces, picnic areas and ramadas, pool, playgrounds, lighted fields, soccer and softball facilities and restrooms that meet the diverse recreational and cultural needs of the Town's residents and visitors.

Strategic Priority 3—Infrastructure *(continued)*

Progress of the Fiscal Year 2012/13 initiatives:

New Initiatives:

1. Plan, design, construct and operate new streets, pedestrian friendly sidewalks, bicycle lanes, hiking trails, bridges, and drainage ways for existing neighborhoods and new residential and commercial development, including retrofitting existing areas with healthy streetscapes, to reduce congestion, improve air quality, reuse materials, leverage new technology, encourage infill development, create livable neighborhoods and promote growth.
2. Invest resources and technology to extend the service life of existing infrastructure, protect the Town's investment and support a high quality of life standard.
3. Research the applicability of a passenger regional transit system to meet the demands, if any, of the proposed university campus.
4. Improve reliability and accuracy of as-built documentation through new technology to increase safety and reduce utility locating and relocation costs.
 - > Developed a map for the existing water system. Next will be the storm drain system.
5. Plan, design, develop and maintain a green infrastructure, such as interconnected trail systems that increase shade canopy coverage and promote pedestrian mobility, parks, preserves, and bicycle traffic.
6. Develop a financing plan for long-term sustainable infrastructure growth and replacement that implements an equitable fee structure and incentives for conservation.
 - > Implemented Step 2 of multi-year water rates for water system repairs and improvements
7. Develop and optimize regional partnerships to cooperatively utilize new and existing infrastructure to maximize collection efficiencies, implement new diversion and resource recovery technologies.
 - > Completed agreement with the Town of Star Valley for emergency and after hours water system assistance
 - > Completed connection between Payson and Star Valley for emergency water supply to Star Valley
 - > Received Special Use Permit from the US Forest Service for the CC Cragin pipeline
 - > Completed and agreement with Mesa del Caballo to provide future water services
8. Develop an asset management plan that identifies improvements needed to ensure reliability, regulatory compliance, operational efficiencies and resource recovery.
 - > Sign asset management program is complete
 - > Completed Water System Master Plan update to identify areas of water system replacement
9. Apply benchmarking and other industry comparison techniques in order to manage costs and maintain industry leasing service levels.
10. Right size the fleet to ensure proper utilization and replacement standards.
11. Develop long-term financial plan to fund construction, repair and maintenance of the appearance and safety of existing facilities.
12. Develop a long-term construction plan for future recreational and cultural facilities.

Strategic Priority 4—Innovation and Efficiency

Progress of the Fiscal Year 2012/13 initiatives:

Ongoing Initiatives:

1. Improve and enhance e-government systems giving residents more access to information and opportunities to complete most business processes on-line rather than in the office, if they so choose.
 - > Online Committee application form and request for information forms are now fillable online
 - > Working on bring more services on-line.
 - > Created webpage for ongoing General Plan update information dissemination
 - > Implemented additional water e-payment and delinquent account notification programs
 - > Computer tutoring classes held at the Library each week
2. Diversify the methods of communicating with the public to provide information and Town news and issues to the widest audience possible.
 - > Covering a wider variety of topics on TOP Talk to bring more information to the public
 - > Posting more information: election results, campaign finance information, Council meeting agenda and packet information, board meeting minutes and video, etc., on the website quicker
 - > Library Director meeting with and speaking at various organizations to promote library services
3. Enhance transparency in all government actions.
 - > On-going process to make all codes consistent, updated and deletion of un-needed codes.
 - > Began public process for update to the General Plan
 - > Posting more information: election results, campaign finance information, Council meeting agenda and packet information, board meeting minutes and video, etc., on the website quicker

New Initiatives:

1. Develop a communication plan for managers to create an innovation and efficiency program.
2. Empower supervisory staff to encourage and reward the creation of innovative ideas as a dominant model within the organization.
3. Build innovation and efficiency core values and skill sets into management practices, including recruitment, selection, orientation, development, mentorship, performance measurement and compensation systems.
4. Cultivate a philosophy of innovation through exploratory thinking among all employees.
 - > Creating new intranet for employees
5. Recruit, select, and assign a creative and diverse Innovation Team of multi-departmental staff with wide ranging skills and experience that explores creative solutions, evaluates business processes, identifies improvements, and investigates right sourcing opportunities.
6. Utilize technology and a standard business process evaluation approach to achieve optimal efficiency and streamline systems in providing top quality services.
7. Develop departmental business plans pursuant to the adopted CSP to set departmental priorities.
8. Provide incentives for department directors, managers, and staff to collaborate on, consolidate, streamline and adapt processes or functions that overlap or cross formal organizational structures.
9. Identify unneeded legal requirements or obsolete expectations that unnecessarily slow down business processes and work to eliminate them.
 - > Library policy manual updated
10. Create an environment that actively celebrates and informs employees of innovation and efficiency efforts throughout the organization.

Strategic Priority 5—Neighborhoods and Livability

Progress of the Fiscal Year 2012/13 initiatives:

On-going Initiatives

1. Promote residential and commercial infill compatible with neighborhoods
2. Assist property owners of multi-family housing units through rehabilitation programs to stabilize and physically improve affordable housing stock
 - > Three large tenant improvement projects completed
3. Assist eligible homeowners with health and safety or blighting property conditions that pose an immediate threat to the homeowner of neighborhood through owner occupied rehab programs.
 - > All housing rehabilitation funds used
4. Work with residents to enforce property maintenance zoning and other ordinances affecting building, lot appearance and safety town-wide.
5. Encourage and continue to enforce compliance with Town ordinances to prevent blight, address graffiti, illegal activities such as dumping, signage and businesses deterioration in order to ensure a quality community.
6. Encourage and promote development of fire-wise communities.
7. Actively work to eliminate noxious and invasive weed species by working with the US Forest Service and homeowners/businesses to aggressively reduce noxious and invasive weeds.
 - > Worked with the US Forest Service to prevent spread of noxious weeds due to in and out of town water line construction activities
8. Implement the Town of Payson Beautification Plan including signage, Townscape and SR 87/260 right-of-way beautification.
9. Ensure that new development in or adjacent to neighborhoods is compatible and promotes adaptive reuse of vacant and underutilized buildings and structures.
10. Support and ensure equal opportunity and fair housing by prohibiting unlawful discrimination in housing by addressing and reducing impediments.
11. Update the Parks Master Plan.
12. Support healthy communities by providing clean, safe and accessible parks and recreational facilities that meet the needs of Payson neighborhoods and incorporate sustainable design standards with available resources.

Strategic Priority 5—Neighborhoods and Livability *(continued)*

New Initiatives:

1. Strengthen the capacity of neighborhood organizations, volunteers, businesses, non-profit and faith based organizations to assist in addressing neighborhood issues effectively in partnership with the Town to make Payson an attractive place to live and work.
2. Focus revitalization efforts in a manner that maximizes private and public resources to the greatest extent possible.
3. Enhance the physical and economic environment of principally low to moderate income neighborhoods, including continued strategic revitalization through the various programs and services supported and funded through federal, local and private resources.
4. Promote aggressive and appropriate neighborhood infill development to improve neighborhoods, reduce decay and take advantage of opportunities to maintain healthy communities.
5. Develop a consistent positive set of enforcement parameters as it applies to hazardous vegetative fuels reductions on vacant lots/acreage.
6. Encourage the development of special needs supportive services for persons with disabilities, seniors, homeless and those with special needs.
7. Work with for-profit and non-profit organizations to promote and participate in a regional continuum of care system.
8. Encourage quality, affordable rental housing opportunities through the rehabilitation of existing properties and construction of new rental units that focus on undergoing revitalization areas, benefitting low or moderate income households in collaboration with external partners.
9. Explore opportunities to develop open spaces in population centers that are currently without such facilities.
10. Support diverse and accessible educational and life enrichment activities that embrace art, dance, music, culture, fitness, nutrition, sports and out-of-school times as a foundation for recreational activities offered at parks and park facilities.
 - > Some examples of programs held by the Library: Artageous Art Fair—6 programs for children (180 participants), adult cooking classes, Dr. Seuss Birthday Celebration (200 participants). Computer literacy classes
 - > Library has met with Gila Community College, and Payson Unified School System, Genealogical Society and the Historical Society to learn the needs of the community
11. Protect natural and open spaces in order to preserve the environment and provide recreational opportunities for Payson residents and visitors.
12. Enrich and infuse arts and culture into all aspects of Payson's life by integrating arts and culture into neighborhoods town-wide and public art into the planning and development of Payson's infrastructure.
13. Generate public and private support and resources to expand funding for the arts.

Strategic Priority 6—Social Services

Progress of the Fiscal Year 2012/13 initiatives:

On-going Initiatives

1. Continue supporting congregate meals, social services, recreational and social opportunities for seniors through external non-profit organizations.
> Continued financial support to the Payson Senior Center
2. Continue supporting a nutritionally balanced meal, welfare check and referral linkages to services to help maintain independence for homebound seniors.
> Continued financial support to Payson Senior Center

New Initiatives:

1. Promote linkages to job training and other employment and educational resources empowering low and moderate income households to realize a livable wage.
2. Enhance the community's capacity to provide at risk populations, including the disabled, elderly, and chronically homeless with access to supportive services leading to greater self sufficiency.
3. Create safe and affordable housing opportunities for all Payson residents by strengthening programs and services that enhance opportunities for households to gain and/or retain housing meeting their economic, social and cultural needs.
4. Enhance and expand the formal and informal networks connecting the social services sector (non-profits, faith community, etc.) to individuals and families in high need neighborhoods.
5. Develop community education programs, capacity building activities and neighborhood organization support.

Strategic Priority 7—The Payson Team

Progress of the Fiscal Year 2012/13 initiatives:

Ongoing Initiatives:

1. Maintain strong town-wide policies and practices that promote ethical behavior.
2. Continue and implement when resources become available, the annual market study of current industry and professional pay levels and compensation practices by benchmarking other organizations.
3. Actively seek out a diverse and talented pool of candidates who possess the values and skills consistent with organizational goals.
4. Increase professional development and training opportunities that reflect the key values of the organization.
5. Implement career path program for employee advancement within the pay plan.
6. Continue to develop and implement cross-functional “Power Teams” to develop and implement process change, develop new ideas and solve issues.

> Used a power team to select the new Police Lieutenant

New Initiatives:

1. Analyze and evaluate merit pay and pay-for-performance options.
2. Develop updated compensation policies and guiding principles.
3. Explore alternate pay and benefit options for part-time or non-traditional workforces.
4. Analyze and evaluate employee and retiree health care benefit options.
> Modified the health insurance program
5. Create town-wide programs focusing on increasing employees’ capacity to manage their own wellness and health care.
6. Explore technology plan for greater access to current credible data to make informed decisions and improve work processes.
7. Develop and implement comprehensive internal communications to increase understanding and connection to Town of Payson goals and values among employees at all levels of the organization.
8. Promote more interdepartmental communication to increase consistency of messages, ensure faster decision making, empowerment, effectiveness and accountability.
9. Create an alliance of understanding between employees and the public, through a variety of media formats, to accurately demonstrate and communicate the Town’s efforts in running a world class organization.

Strategic Priority 7—The Payson Team *(continued)*

New Initiatives (continued):

1. Develop opportunities to “showcase” improvements, accomplishments, and quality programs provided by employees that benefit the community.
2. Analyze and develop a reward and recognition program that supports the organization’s goal to attract and retain top talent.
3. Coordinate efforts on the department level to cultivate skilled employees and leaders within the organization.
4. Establish methods for capturing organizational knowledge and expertise through workforce planning efforts.
5. Create a town-wide program that increases exposure to volunteer opportunities throughout the Town of Payson.
6. Use new technology to recruit, schedule, recognize and report on volunteers and their impact on the community.
7. Identify and engage with community and corporate partners to develop quality programs and services that can address the communities greatest needs.
8. Explore and capitalize on opportunities to work with outside agencies to pool resources, share information and manage an increased number of volunteer projects.
9. Identify new ways to engage volunteers in support of Town services.
 - > Published Public Service Announcements (PSAs) in the newspaper, radio stations and website
 - > Spoke at local service organizations
 - > We continue to work with the Courts for Community Service assignments
 - > Library has contacted teen groups to promote teen volunteerism. Teen volunteers assisted with some children’s programs.
 - > 44 volunteers are shared between Police and Fire, creating a Public Safety Volunteer

Strategic Priority 8—Public Safety

Progress of the Fiscal Year 2012/13 initiatives:

Ongoing Initiatives:

1. Provide appropriate training, continuing education, professional development, programs and procedures to be able to better serve their customers, and support their well being.
 - > Implemented an in-house training program for some Police training
2. Support public safety responders with programs and procedures that promote and support their safety and well being.
3. Provide necessary resources including personnel, equipment, vehicles and facilities for public safety service providers.
4. Deploy public safety resources to respond to emergencies within acceptable timeframes.
5. Support emergency personnel with appropriate investigation and prosecution activities.
6. Provide sufficient resources to manage incidents of regional significance.
7. Work in concert with other public safety, governmental, and non-governmental agencies to eliminate duplication and provide quality service and seek opportunities to work cooperatively to improve customer service and efficiency
 - > Police and Fire Departments are part of a regional multi-agencies that meet monthly.
 - > Attended meetings with local fire districts to discuss combining joint services. Not possible at this time.
 - > Police department operates a regional dispatch center.
8. Ensure that after an incident, recovery if public and private resources occurs in a timely manner.
9. Maintain relationships with other Town departments to ensure that public safety is incorporated into the plans and goals of non-public safety departments.
10. Provide volunteer opportunities for community members.
 - > 44 volunteers being used by the Police and Fire Departments
11. Constantly seek ways to reduce the cost of public safety while preserving or improving the quality of service provided.
12. Pursue grant funding from all sources, as appropriate, to provide public safety services.

Strategic Priority 8—Public Safety *(continued)*

New Initiatives:

1. Provide information and education to Payson residents and visitors about actions that can be taken to keep themselves and their families safe.
 - > Several programs are in the development phase with public safety presentations presented on a monthly basis.
2. Provide residents and visitors with information about how public safety agencies deliver services to the community.
 - > Monthly radio appearances
3. Educate the community in traffic safety and the prevention of crime, fire and accidents in the home and the workplace.
 - > Two programs are currently in place: 1) Monthly KMOG appearances, and 2) Fire Department's Fall Program
4. Partner with other Town departments such as Parks, Recreation, Library and Human Resources and other agencies to proactively address crime prevention and other safety issues.
 - > Partnership with the Payson Area Youth Advisory Committee to develop a better police-youth relationship
5. Embrace diversity and treat every customer with respect, compassion, equality, and fairness and work in a way that engenders community trust and support.
6. Build relationships with the public that encourage collaboration, trust and understanding.
7. Provide customers with a venue to openly discuss issues of concern.
8. Encourage, support, and value innovation, efficiency, and continuous improvement.
9. Leverage wildland fire public information by collaborating with other agencies and efforts.
10. Enhance code enforcement capabilities by implementing a Fire Prevention Specialist certification program for personnel.
11. Develop and present a Wildlands/Urban Interface (WUI) fire code for potential adoption by the Town Council.

Strategic Priority 9—Sustainability

Progress of the Fiscal Year 2012/13 initiatives:

Ongoing Initiatives:

1. Attain and exceed federal air quality standards for the region.
> We consistently exceed clean air quality standards set by the EPA
2. Create sound water management policy and ensure choices are available to engage residents in conservation efforts, including water, natural habitat and open space.

New Initiatives:

1. Create growth management policies.
2. Seek, evaluate and integrate emerging technologies and products including building elements, environmental purchasing, energy management, alternative fuels, and alternative surfacing materials.
3. Research federally funded sustainability initiatives as a possible funding source.
4. Facilitate the development and expansion of local green businesses to achieve a stronger economy and job creation in the Town.
5. Investigate developing voluntary programs and incentives for residents such a Green Construction Code and rooftop solar.
6. Develop integrated pedestrian, bicycle and transit plans.
7. Strengthen and support the Town's sustainability efforts through a new organizational commitment and public/private partnerships and networking.
> Developed water spreadsheet for adequate water supply through build-out population
8. Develop public information and educational programs and develop a mechanism to formally communicate such to the public.
9. Develop media campaigns utilizing multiple channels to increase internal and external messaging on organization sustainability programs and accomplishments.
10. Engage employees by fostering a culture of sustainability.

Strategic Priority 10—Technology

Progress of the Fiscal Year 2012/13 initiatives:

Ongoing Initiatives:

1. Use technology to provide a consistent customer experience, based on standardized service processes applied to all forms of customer interaction.
 - > Worked with the Gila County Library District to streamline hold process.
 - > Working with the State Library System for implementation of an e-magazine platform
 - > Revamping current Town of Payson website
 - > Police Department researching paying tickets on-line
2. Support and drive innovations that leverage technology and business solutions town-wide.
3. Focus on organization wide applications, using right-sourcing and managed services where appropriate.
 - > LaserFiche allows all departments access to search contracts and other documents to provide information for internal use and public information
 - > Currently testing a new software to improve services and work flow

New Initiatives:

1. Enhance www.paysonaz.gov as a single “front door” for residents and businesses by offering web based services.
 - > Revamping current Town of Payson website
2. Investigate the concept of a single 3-1-1 contact center through which telephone and web inquiries can be funneled to provide efficient and timely customer support and case management tracking.
3. Encourage the development and use of computer based business analysis and tools to more efficiently manage business data as well as help identify trends and innovations that impact service delivery.
 - > Police Department is researching several areas of citizen reporting.
4. Create a technology foundation to support web enabled government services.
5. Identify common transactions and customer services within departmental business processes that can be reasonably developed into web enabled services.
 - > Vehicle inventory database available to all departments for current and future capital planning needs
 - > Obtaining a business license on-line is in process
6. Investigate strategies to assist internal and external customers with access to data and web based services.
7. Modify and implement on-line systems that utilize re-engineered business processes for departments and the community.

Fiscal Year 2013 - 2014 Strategic Priority Summary

Economic Development, Tourism and Economic Vitality

- Create and retain high quality jobs
- Foster an environment for entrepreneurial growth
- Revitalize areas of Payson
- Expand the Town's revenue base
- Develop and retain qualified talent

Financial Excellence

- Maintain High Bond Ratings
- Develop Capital and Funding Plans For Critical Infrastructure
- Provide Accurate and Reliable Revenue and Expenditure Forecasting
- Maintain a Transparent Financial Environment

Infrastructure

- Create and Maintain Intra-town Transportation
- Establish and Enhance Inter-town Transportation
- Develop and Operate Public Utilities
- Construct and Manage Public Facilities

Innovation and Efficiency

- Infuse a Mindset Focused on Innovation and Efficiency into the Town 's Organizational Culture
- Establish and Support Town Mechanisms for Developing/Implementing Innovation
- Work Continually Toward Elimination of Barriers to Innovation and Efficiency
- Engage the Community in the Innovation and Efficiency Methods
- Develop Innovative Ways to Communicate with the Citizens

Neighborhoods and Livability

- Support Neighborhood vitality
- Provide a Diverse Range of Housing Opportunities
- Ensure Residents Have Quality Parks and Open Space
- Promote a Strong Arts and Culture Infrastructure
- Provide Accessible and Quality Library System to Residents

Fiscal Year 2013-2014 Strategic Priority Summary (continued)

Social Services

Enhance the Quality of Life for Low-Income or at Risk Individuals and Families
Build Healthy, Caring Communities

The Payson Team

Establish Pay and Benefits and a Workplace Culture that Attracts, Retains and Motivates Staff
Provide a Workplace Culture that Supports the Health and Productivity of Staff
Establish Communication Plans to Engage and Inform Staff and the Community
Create Development Opportunities that Enhance a High Performing Organization
Mobilize and Leverage Community Partnership and Volunteer Programs to Enhance Services
Create Employee Training and Participation Programs

Public Safety

Prevent Crimes and Accidents by Enhancing Community Awareness of Public Safety Systems
Provide Public Safety Workers with the Tools Necessary to meet Town and Regional Safety Needs
Ensure Timely and Appropriate Response
Provide Strong Customer Service Internally and Externally
Ensure Fiscal Responsibility on All Public Safety Efforts
Enhance Wildland/Urban Interface Fire Conditions Affecting the Town

Sustainability

Enable Opportunities for Environmental Stewardship
Enhance Sustainable Land Use and Mobility Practices
Foster Collaboration and Communication

Technology

Provide Seamless Customer Service
Increase Operational Efficiency Through Constant Innovation
Turn Data Into Information Through a Web Enabled Town

