MEMORANDUM

TO: Town Council & Department Heads
FROM: Fred Carpenter, Town Manager
SUBJECT: Budget Meetings/March 21 & April 20
DATE: March 16, 2006

As directed by Council following last year's budget process, staff has scheduled additional budget meetings as part of the FY 2006/2007 cycle. Dates and topics for the first three meetings have been set as follows, with all three meetings set to start at 5:00 pm:

March 21	As per posted agenda. Capital improvements proposed by all departments except water will be offered for discussion, along with proposed consultant studies. Included would be a review of approved CSP initiatives and consideration for inclusion in the draft budget. Staff will also request direction regarding potential changes to development impact fees.
April 6	Water capital improvements review, including update on status of C. C. Crispin (Blue Ridge) Reservoir project, will be presented.
April 20	Consultant will present results of the compensation study for discussion and possible direction regarding budget. Discussion of proposed new staff positions, revised employee evaluation system, cost of living adjustments and merit increases is also scheduled, along with proposed status of non-profit organization support.

In preparation for next week's meeting, we have compiled the attached information on proposed capital improvements along with

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consultant studies. I have also attached the appendix for the adopted Corporate Strategic Plan.

The goal of the first meeting is to develop a preliminary list of items for inclusion in the budget. As we do not yet know how much revenue will be available, it's unclear what portion of the items suggested for inclusion can be. But getting a feel for what's important to councilmembers will give staff a good basis for moving forward.

The second agenda item for discussion next Tuesday, while related to the budget, is separate and distinct. The Town's development impact fees for residential construction were last updated in 1998 (for water - the 1996 fee for parks and streets continues to apply) and are currently set at $3,785 for water and $1,247 for streets and parks combined. Since 1998 there has been approximately a 23% percent change in the Consumer Price Index. Costs for street construction have risen much more dramatically.

By state statute, impact fees cannot be changed arbitrarily but only as the result of an appropriate study conducted by an outside consultant. Recommendations from the study would establish the upper limit on impact fee levels; Council has the authority to set them at or below the study results. Funding for the impact fee update has been included in the attached charts.

Town of Payson

Preliminary Capital Projects List

March 21, 2006 Budget Meeting

	Streets Highway Users Revenue Fund (HURF)	Amount	Funding Source	Comments
Fiscal Year 2006/07				
1	Street & Highway Repair & Maintenance	$ 225,000	O&M Expense/Rev.	Increase $25,000 over FY 2005/06. Due to budget constraints, this account was reduced from $225,000 to $160,000 back to $200,000 over the last few years. We now have 18 more miles to maintain than we did when it was reduced to $160,000. It is time to increase it back to the $225,000 due to inflation and oil price increases.
2	1 new 3/4 ton, 4-WD Pickup Truck	30,000	Operating Local	Replaces 1994 3/4 Ton 4-WD Pickup with over 107,000 miles on it.
4	Pavement Preservation Program	450,000	General Fund	On going funding
5	Airport Road & Highway 87 Traffic Signal	205,000	Local - carry forward	Carry forward from FY 2005/06 at $205,000. ADOT project - Town 50% matching share.
6	St. Philips Street widening Project	625,000	HURF Exchange funds @$400,000 & $225,000 local match	Includes pavement widening, curb & gutter, sidewalk Bonita St from St Philips St. to Bently St.
7	McLane Road-Forest to Airport Rd	1,100,000	$600,000 TOP and $500,000 HURF Exchange Funds. We have the HURF Funds and will transfer the $600,000 this fiscal year.	Bid out - award 4/13/06, estimated construction is 5-months. Project covers two fiscal years. Balance estimate of $550,000 will be carried forward to fiscal year 2006/07.
8	Sign Construction Shop	25,000	Local	Move old Sign Shop to new yard on Airport Road. A 600 Sq Ft. building is needed.
9	Green Valley Parkway Extension	40,000	Local Carry forward	Bid with McLane Road-construct 2006/07
10	Street Contingency Reserve	550,000	General Fund & Development Fees	Build reserve to construct Mud Springs Road from Frontier Elementary School to SH260 and other possible projects.
11	Mud Springs Road - North of Frontier Elementary School to SH260 - Finish engineering design and Right-of-Way for Granite Dells Road	95,000	Use carry forward	Local funding source: Transfer $500,000 t0 $550,000 per year from the General Fund plus use of Development Fees (change Ordinance) until sufficient funds acquired. Total cost estimated at $1,531,056 - construction in fiscal year 2007-08.
Future Projects				
1	Tyler Parkway Pathway	200,000	Park Development Fees	Located within the Tyler Parkway right-of-ways, the project is a street project. This project will construct a10 foot wide asphalt jogging/bike path along Tyler Parkway from SH260 to SH87.
2	Airport Road Phase IV	1,000,000	Unknown	Future budget
3	Reconstruct Bonita St. - Bently west to Clark St.	525,000	$268,000 HURF Exchange Funds and $257,000 Local.	2010 Project

Town of Payson

Preliminary Capital Projects List

March 21, 2006 Budget Meeting

	Airport Fund	Amount	Funding Source	Comments
Fiscal Year 2006/07				
7	Environmental Studies	405,000	FAA=95%, ADOT=2.5%; TOP=2.5%	These studies are for future land purchases to protect the airport's runway protection zone (RPZ) and Object Free Areas (OFAs) on all sides of the airport. Project total is $450,000: $45,000 in fiscal year 2005/06 and $405,000 in fiscal year 2006/07. Funding: FAA = $427,500; FAA $11,250; TOP $11,250
8	Relocate Bravo Taxiway, Fence & Gate	515,000	FAA=95%, ADOT=2.5%; TOP=2.5%	This project moves the west aircraft entry/exit gate outside the existing runway OFA. The relocated gate and new taxiway would line up with a future taxiway. Project total is $590,000; $75,000 in fiscal year 2005/06 and $515,000 in fiscal year 2006/07. Funding sources: FAA Share $560,500; FAA $14,750; TOP $14,750
9	Echo Ramp Expansion	255,000	FAA=95%, ADOT=2.5%; TOP=2.5%	One key element of this project is to relocate the existing helipad inside the runway OFA to an area outside the OFA while expanding Echo Ramp to the east. An east side ramp entry/exit taxiway is included in the project. This additional taxiway will provide a drive through capability on Echo Ramp for larger aircraft that previously had problems turning around to exit the existing ramp. Project total is $290,000: $35,000 in fiscal year 2005/06 and $255,000 in fiscal year 2006/07. Funding sources: FAA Share $275,500; FAA $7,250; TOP $7,250
10	West side RPZ land Project	1,300,000	ADOT=90% TOP=6.5% hard match and 3.5% soft match	This grant for the acquisition of four lots on the west side of the airport for RPZ protection purposes. Funding sources: ADOT @$1,170,000; Local: $84,500 hard match and $45,500 soft match.

Town of Payson

Preliminary Capital Projects List

March 21, 2006 Budget Meeting

	Airport Fund	Amount	Funding Source	Comments
Fiscal Year 2006/07				
1	Construct 2-Box Hangar	150,000	ADOT Loan	The construction of these two hangars is supported by a waiting list of four different people who have paid a deposit. Funding source is an ADOT payback loan.The loan interest rate is estimated at 7 percent with payback estimated at 11.5 years. The monthly rental rate for each hangar is estimated at $800 versus the current rate of $530. Lease revenue estimate $18,000 annually. The cost to build a hangar has increased about 1.55 times.
2	Replacement vehicle	30,000	o/m or General Fund	Replaced vehicle with 135,000 miles on it. 4-WD SUV equipped with air to ground & emergency response radios.
3	Security/Ops Camera System	12,000	General Fund	This project enhances airport security and safety. The cameras would be placed at gates, fuel farm, waste oil area, ramps, taxiways and other key areas
4	Office furniture	12,000	General Fund	The furniture is for rooms in the Airport Administrative trailer. The rooms are for the Manager, Administration and Public
5	Replace Sewer Grinder Pump	10,000	General Fund	The grinder pump was repaired 2-years ago rather than replace it (no budget). May not last another year.
6	Construct Containment Area-Fuel Trucks-EPA Mandated	8,500	FFF @$0.05/gal	The funds for this project would be taken from a designated fuel flowage fee (FFF) rather than from the general fund. This approach would have the users pay for this improvement. The FFF would stop once the improvement is paid.

Town of Payson

Preliminary Capital Projects List

March 21, 2006 Budget Meeting

	Green Valley Redevelopment Fund	Amount	Funding Source	Comments
Fiscal Year 2006/07				
1	Business Incentive Program	30,000	Local	
2	Mainstreet Improvements	500,000	ADOT Enhancement Grant w/$30,223 Town match	This will require Town to pay for the project design estimated at $60,000 (see #3)
3	Main Street Design Project	30,000	Local	Town cost to design Main Street Improvements under the ADOT Enhancement Grant. $30,000 fiscal year 2005/06 and $30,000 fiscal year 2006/07.

Town of Payson

Preliminary Capital Projects List

March 21, 2006 Budget Meeting

	Capital Projects Fund	Amount	Funding Source	Comments
Fiscal Year 2006/07				
Fire Department Requests:				
1	Build out of Station #11-Phase I	100,000	General Fund Transfer	Interior build out for living and work spaces. Total projected build out is $396,000 over three to four years
2	Major Station Maintenance	30,000	General Fund Transfer	Major maintenance to interior and exterior of both Station 11 and 12.
3	Computer Software	10,000	General Fund Transfer	Computer special software: Arc Info software that will allow PFD personnel to better use and manipulate GIS data
4	Extractor - Heavy Duty Washing Machine	10,000	General Fund Transfer	Heavy duty washing machine to clean heavy personnel protective equipment (PPE) and spins at a high rate of speed to extract containments that may be present in PPE. It will handle 3-sets of PPE at a time. Currently using commercial washing machines at 1-set per cycle.
5	1 Fire Engine - Replace #111	450,000	Lease/Purchase Contract	Engine 111 needs retirement from front line service. Originally placed in service in August of 1995 this apparatus has seen increased use and the attendant maintenance It has over 102,778 miles on the vehicle. While the motor was replaced last year and other work was done on the pump and transmission, other parts of the truck are showing its age and use. In addition, it does not have CAFS capability, which is very useful in our fire environment. It would make an excellent reserve unit. This new unit will be similar to the engine placed in served two years ago. In the near future I will produce a memo outlining an apparatus replacement program that will call for a new engine every 5 to 6 years so that no front line unit will have no more than 12 years of service.
6	SCBA Cascade Cylinders & Rack	10,000	General Fund Transfer	When we replaced our SCBA last year we purchased units with high-pressure (4800 psi) air cylinders. One of the obvious benefits of selecting high-pressure cylinders is that they contain more air in a similar sized container. This additional air provides an efficiency and safety factor for firefighters working in hostile breathing conditions. The cascade unit on Utility 121 is used to resupply empty cylinders on the scene of incidents. This cascade system is currently equipped with low-pressure bottles. The effect is that we are unable to completely fill our SCBA cylinders on the fire ground; they must be topped off at either of the stations. This project would allow for the purchase and installation of 6 high-pressure cascade bottles and a rack for storing extra SCBA cylinders on Utility 12

Town of Payson

Preliminary Capital Projects List

March 21, 2006 Budget Meeting

	Capital Projects Fund	Amount	Funding Source	Comments
Fiscal Year 2006/07				
Police Department:				
1	3-Patrol Vehicles (Replacement)	100,000	Lease/Purchase 3-year	Capitol Items proposed, include the purchase of 3 police service vehicles for a total purchase price of $100,000. These vehicles will be replacing current high mileage vehicles, which are over 100,000 miles of service. To further justify this purchase, it must be noted that the Payson Police Department had had a departmental vehicle involved in an automobile collision, and that vehicle was totaled. The insurance replacement funds received were not substantial enough to make an additional vehicle purchase; therefore, the department had absorbed that vehicle loss into their current fleet. This replacement proposal is in line with the department Vehicle Replacement Program, which has been discussed several times by Council.
Community Development:				
1	Community Development Facility Expansion	20,000	General Fund Transfer	Contract with Architect for design of West Side building expansion. Estimated cost $ 20,000.
2	Economic Development Plan	30,000	General Fund Transfer	KRA4 - OBJ4.1 - Develop and implement the TOP Economic Development Plan: In conjunction with partners, develop a coordinated ED Plan that: Builds on the Focused Future II Update; Establishes baselines for performance measures; and Creates more economic opportunity in the community. (Due October 2996)
3	GIS Implementation/E-Government	20,000	General Fund Transfer	KRA1 - OBJ1
4	Update Affordable Housing Study	10,000	General Fund Transfer	KRA4 - OBJ4 - Increase availability of workforce housing.
Parks Department:				
1	Update Parks Master Plan - Study	30,000	General Fund Transfer?	KRA6 - OBJ1.1 - Update Parks & Recreation Master Plan: Develop and adopt a revised 10-year master plan for upgrading parks and recreation facilities throughout Payson, to include the Trails Master Plan and the new O&M Prioritization Plan.

Town of Payson

Preliminary Capital Projects List

March 21, 2006 Budget Meeting

	Capital Projects Fund	Amount	Funding Source	Comments
Fiscal Year 2006/07				
Informational Services (Computer):				
1	Town wide workstation upgrades	19,600	General Fund	1. Upgrade current wireless infrastructure for Fire from the Esteem radios to a dedicated public safety system. This would include 3 radios and a repeater. The repeater would be mounted on the Water tank and a radio at each station and Town Hall. This project needs more research to see if it would be feasible to do and whether or not it would have a substantial increase in bandwidth. Estimated cost would be **$14,000 (CIP - # 401-408-000-991-018).** 2. Segment each building with a router or VPN Switch. This would improve network congestion by reducing the amount of broadcasts from each system currently on the network. As the network continues to grow, so does the amount of traffic. If all computers are on the same segment, the amount of broadcasts from each machine becomes too great resulting in bottlenecks. Total cost would fall into the range of $3,200 to $5,600. (CIP - # 401-408-000-991-018)
2	Town Net Work Infrastructure upgrades	18,000	General Fund	Upgrade current wireless infrastructure for Fire from the Esteem radios to a dedicated public safety system. This would include 3 radios and a repeater. The repeater would be mounted on the Water tank and a radio at each station and Town Hall. This project needs more research to see if it would be feasible to do and whether or not it would have a substantial increase in bandwidth. Estimated cost would be**$14,000 (CIP - # 401-408-000-991-018)**
General Government:				
1	Town Hall Enhancements	40,000	General Fund & Carry forward	This account is used primarily for upgrades and enhancement for the Council Chambers and other related areas.
2	Recycling Program	29,000	General Fund	This program is used to fund the free disposal sites for recycling paper products.
3	E-Mail Compliance/Archive System	36,000	General Fund	Devise and implement a Document Retention Plan (E-mail compliant/Archive System). This will include email messages as well as backups and any other pertinent files. Estimated cost, **$36,000. (CIP - # 401.408.000.991.046)**
4	Study - Development Impact Fees	20,000	General Fund	Obtain a Consultant to conduct a Development Impact Fee Report as required before Council can consider changing any of the existing fees.

Federal Aviation Administration and Arizona Department of Transportation
Five-Year Capital Improvement Program, PY 07 - 11
Project Request Form and Airport Data Sheet

Airport Name: Payson Municipal Airport (PAN)

Sponsor: Town of Payson

Sponsor Signature: _____
(Required)

Date: _____

Column A	Column B	Column C	Column D	Column E	Column F	Column G	Column H	Column I	Column J	Column K	Column L	Column M	Column N	Column O
					Project shown on approved ALP? (Y/N)	Phased Project? (Y/N)	Pavement Preservation ID? (Select from List)	Environmental Review Status? (select from list)	Engineering Completed? (Y/N)	Based on Bids commitment? (Y/N)				
Fiscal Year	Project Identifier	Project Component	Describe the Work to be Accomplished (Identifier, Location, and Size only)	Project Justification							$ Project Total	$ Federal Participation	$ State Participation	$ Local Participation
											100%	95.00%	2.50%	2.50%
2007	1	<Construct/Extend/Improve> Runway Safety Area [Non-Primary Airports] - Standards	Construct Runway 24 Runup Pad/East RSA Improvements	RSAT Report	Yes	No		N/A	No	Yes	$630,000	$598,500	$15,750	$15,750
2007	1	Acquire land/easement for approaches	Northeast Land Acquistion (OFA Protection - 12 Acres)	Land Acquisition to protect Runway 24 RSA & RSAT Report	Yes	No		N			$300,000	$285,000	$7,500	$7,500
2007	1	<Construct/Expand/Improve/Modify/Rehabilitate> Service Road - Other	Construct Airport Service Roads - Phase 2 (West)	RSAT Report	Yes	Yes		N/A	No	Yes	$460,000	$437,000	$11,500	$11,500
2007	1	Acquire land/easement for approaches	Land Acquisition-East and West RPZ, North OFA, Segmented Circle	Land Acquisition to protect Runway 6-24 RSA & RSAT Report	Yes	No		N			$1,700,000	$1,615,000	$42,500	$42,500
2007	1	Acquire <land/easement> for development/relocation	Southside Land Acquistion (Service Road West)	RSAT Report	Yes	No		N			$900,000	$855,000	$22,500	$22,500
2007	2	Construct Apron - Standards	Alpha Apron Relocation Project - Phase 2 (Site Preparation)	Overall development objective	Yes	Yes		N/A	No	Yes	$1,020,000	$969,000	$25,500	$25,500
											$5,010,000	$4,759,500	$125,250	$125,250
											100%		90%	10%
2007	3	Land (Protection) Acquisition	* West Land Acquisition (RPZ/OFA Protection)	Purchase 4 Parcels in Runway 6 RPZ/OFA							$1,300,000		$1,170,000	$130,000
2007	4	Land (Protection) Acquisition	(Gate Relocation)	OFA							$130,000		$117,000	$13,000
													$0	$0
													$0	$0
													$0	$0
											$1,430,000		$1,287,000	$143,000
											$6,440,000	$4,759,500	$1,412,250	$268,250

*Updated/Added 3/16/06

Addendum to Town of Payson – Corporate Strategic Plan – 2006/2011 – Five Year Strategic Plan

Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
KRA1: Communication						
1-OBJ1: Improve External Communications	Improve the quality and quantity of external communications to provide current, accurate information on a weekly basis to our citizens.	Town Manager	Annual Town survey relating to communication	95% effective citizen satisfaction level	Jul 2009	Town Council, Department Heads
1. Develop and deliver to the Council an intergovernmental communication and cooperation plan	• Meet with Council members and Department Heads to develop a list of government agencies with whom it will be beneficial for the Town to coordinate and partner. • Prioritize the list based on input and determine the anticipated benefits for the Town. • Develop a strategy by which to initiate and maintain relations with each agency as well as a responsible party to act as liaison for each. • Establish a 2005 baseline for intergovernmental relations	Town Manager Town Council	Delivery of the Plan to Council for adoption	On time delivery	Dec 2006	Town Council, Department Heads
2. Implement a plan for expansion of programming on TV4	• Develop a list of programs to be offered. • Implement program schedule. • Enhance the technology by creating remote programming opportunities. • Complete three-year plan for TV4 programming expansion	Town Manager	• Citizen satisfaction level as measured by programming surveys • Level of increase in number of programs that originate from the Town	• 75% of the citizens are satisfied or very satisfied with TV 4 programming • 50% increase in number of original programs	Nov 2006	Town Council, Department Heads
3. Complete development and implementation of E-government systems	E-government enables citizens to carry out transactions over the Internet, such as purchasing licenses and permits, applying for programs and services, signing up for classes, etc. It's the application of tools and techniques of e-Commerce to do the work of government. These tools and techniques are intended to serve both the government and its citizens. • Implementation of interactive transaction of citizen/Town activities.	Glenn Smith Buzz Walker Bob Smith	User surveys to evaluate satisfaction of on-line processes. Percentage increase of people paying water bills with Direct Pay Percent of job applicants	75% of the citizens are satisfied or very satisfied with online processes 20% increase in water customers using ACHS Banking Service 30% of job applicants using the Internet to	Jan 2007 Jun 2007 Jun 2007	Town Manager, Staff, Broad link Water Dept Human Resources

Addendum to Town of Payson – Corporate Strategic Plan – 2006/2011 – Five Year Strategic Plan

Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
	• Use 2005 as a baseline of e-government uses by expanding the list of possible applications that could be placed on the Internet for e-government. • Locate and research at least 2 e-government software vendors who can provide solutions for implementing expanded e-government processes to the Town's citizens.	Bill Schwind Glenn Smith Glenn Smith and Tonia Erin	applying through the Internet Percent increase of P&R clients applying on-line Develop a list of additional applications to place on the internet for e-government Timely selection of vendors	apply for jobs. 20% increase in P&R clients using on-line registration Timely delivery a list reviewed and evaluated as to need and feasibility Select a vendor and appropriate funds for implementation of new government applications	Jun 2007 Sept 2006 Jul 2007	P&R Dept All Depts Finance, IS, and related Depts
KRA2: Water Resource Management						
2-OBJ1: Secure New Sources of Water Supply	**Develop and maintain sufficient renewable water supply to support population of 32,000.**	**Buzz Walker**	**Acre feet of renewable water supply**	**4,500 acre feet per year**	**Jul 2011**	**Developers, Legal Dept, Town Council**
1. Inventory the ground water resources along the Diamond Rim Fault.	• Obtain Diamond Rim exploration-drilling permits. • Complete exploratory drilling and quantify the results.	Buzz Walker	Timely delivery of inventory	Report delivered two years after receiving the permits	Jul 2011	US Forest Svc
2. Develop new groundwater supplies on private lands.	• Obtain groundwater resources from private lands.	Buzz Walker	Number of new acre feet of water obtained	1200 Acre Feet	Jul 2011	Legal Dept, Town Council
3. Pursue CC Crispin (Blue Ridge) Reservoir surface water option	• Signed agreement with SRP. • Signed agreement for Blue Ridge water delivery. • Environmental study • Buy land for treatment plant • Cost study • Recharge study	Buzz Walker	Open Water Treatment Plant Complete Pipeline to Payson	Complete a water treatment plant. Build a pipeline carrying 3000 AF of water to Payson, annually	June 2011*	Town Council, Public, Legal, Finance, State & Federal Gov't, outside legal & finance

Addendum to Town of Payson – Corporate Strategic Plan – 2006/2011 – Five Year Strategic Plan

Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
				Surface water utilized in Payson water system.		
2-OBJ2: Promote Water Conservation	Reduce the equivalent per capita use.	Buzz Walker	Maintain equivalent per capita use	89 GPCD	Annual	Town Council, Public, Legal
1. Review progress of water conservation in reducing consumption	Provide an annual water consumption report to the Town Council.	Buzz Walker	Annual Water Status Report	Timely delivery of report	Annually in April	N/A
2. Develop financial incentives to reduce consumption	Determine if continuing financial incentives are warranted.	Buzz Walker	Annual Water Status Report	Timely delivery of report	Annually in April	N/A
3. Maintain the GPCPD levels through water conservation	Strictly enforce current water conservation ordinances	Buzz Walker	GPCPD	Maintain local water use in 80-90 GPCPD ranges.	Annually in April	Town Council, Legal Dept.
4. Educate elementary school students in water conservation	Continue the program to help youngsters understand the effects of water and waste water on the present and future of Payson.	Buzz Walker	Number of children participating in the program	100 students per year	Ongoing program	Town Council, Legal Dept. Local Schools
5. Encourage installation of water saving devices	On-going public outreach efforts and ordinance enforcement; continuing conversion to efficient fixtures	Buzz Walker	Number of water savings devices installed annually	500 devices per year	On-going	Legal Dept.
6. Use Safe Yield to Monitor / Maintain Water Supply	Deliver to the Town Council a report on safe yield.	Buzz Walker	Annual Water Status Report	Timely delivery of report	Annually in April	Town Council, Legal Dept.
7. Review growth management policies and revise as needed	• The staff will assess current water policies and determine what happens when water system is at or beyond safe yield. • Council will act on proposed growth management measures.	Buzz Walker Town Council	Delivery of growth policies	Timely delivery of the report on growth management policies	Annually in March	Water Dept., Legal Dept.
KRA3: Environmental Protection						
3-OBJ1: Improve Solid Waste Collection/ Recycling	Create a mandatory refuse collection and enhanced recycling program.	Town Council	Program creation	Timely creation of the program	Jul 2009	Council, citizens staff
1. Prepare a resolution regarding mandatory solid waste collection and send to the League of Cities and Towns	Develop recommendation/ legislation for submittal by League of Az Cities and Towns to Legislature	Town Manager Town Council	Prepare and transmit a resolution letter to the League of Cities and Towns regarding mandatory refuse collection and	Timely delivery of resolution	Jul 2006	Legal Dept.

Addendum to Town of Payson – Corporate Strategic Plan – 2006/2011 – Five Year Strategic Plan

Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
			recycling			
2. IF law is passed by Az State legislature that allows for mandatory solid waste pick-up and recycling, implement program	• Staff committee to develop recommendation to Council re: mandatory trash pickup by different means: Franchising trash pickup with one/multiple companies; partnership with Town in collection and recycling activities; possible franchise requirement of curbside or drop-off recycling opportunity. • Formation of committee, on-going meetings, draft reports • Develop ordinance • Council adoption of ordinance	Town Manager Town Council	Implementation of ordinance	Timely implementation of ordinance	Jun 2008	Town Manager, Town Engineer, Legal Dept, Finance Dept
KRA4: Community Development						
4-OBJ1: Enhance economic performance of the Town of Payson.	The Town will be proactive in establishing policies and programs that will improve the overall economic performance of our community.	Jerry Owen	Annual changes in critical economic indicators	2% annual net increase in jobs 2% Annual net increase in businesses	Through Jun 2011	PREDC, RCRC of C, Com College, Forest Service
1. Develop and implement the TOP Economic Development Plan	In conjunction with partners, develop a coordinated ED Plan that: Builds on the Focused Future II Update; Establishes baselines for performance measures; and Creates more economic opportunity in the community.	Jerry Owen	Complete, transmit and adopt the Payson Economic Development Plan	Timely delivery of the TOP Economic Development Plan	Oct 06	Town Council Tribe
2. Define Payson Image	Develop "Payson Pride" initiative; working with partners, develop a marketable image for the Town of Payson.	Jerry Owen	Deliver a draft of an image report with proposed implementation strategy for Council review and approval	Timely delivery of the report	Jun 2007	PREDC, RCRCofC
4-OBJ2: Enhance the economic performance of the Green Valley Redevelopment Area.	Incorporate GVRA in the Town Of Payson Economic Development Plan.	Jerry Owen	Index of performance established by the Az. Dept of Commerce Main Street Annual Report	10% increase in index from the 2005 baseline, annually	Annually in September through 2011	GVRA Com. Town Council, Town Manager Finance

Addendum to Town of Payson – Corporate Strategic Plan – 2006/2011 – Five Year Strategic Plan

Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
1. Increase participation of GVRA businesses in the Main Street Program.	Create and stimulate membership in the Main Street Program.	Carol McCauley	Inventory of participants.	5% Increase in participation	Annually in June	GVRA Committee, Town Council, Town Mgr, Finance
2. Increase the number of people frequenting Main Street.	In conjunction with the Chamber of Commerce, organize and establish three additional major annual events in GVRA/Main Street.	Carol McCauley Chamber of Commerce	Percent of increase.	10% increase in number of people frequenting GVRA/Main Street.	Jun 2007	GVRA/Main Street Committee, P&R Dept., PREDC and Chamber of Commerce
3. Improve parking within GVRA/Main Street. Enhance pedestrian amenities.	• Improve use and availability of parking in GVRA/ Main Street. • Complete ADOT Enhancement Grant.	Carol McCauley & LaRon Garrett	• More parking. • Length of enhancement improvements.	• 100 additional parking spaces on and off street. • 700 linear feet of enhanced pedestrian amenities.	June 2010	GVRA/Main Street Committee Town Council Public Works
4-OBJ3: Reduce the number of unsightly properties.	Improve the overall appearance of the Town of Payson by decreasing unsightly properties	Ray Erlandsen	Percentage reduction in the number of unsightly properties	10% annual decrease	Annually	Public Works, Legal Dept.
1. Reduce the number of unsightly conditions that are UDC violations	• Establish proactive code enforcement program. • Market the enforcement efforts to gain voluntary compliance.	Ray Erlandsen	Increase in the number of citations and notices	10% increase in number of citations & notices	Annually	Town Council Legal Dept.
2. Amend the code to reduce the timeline for issuance of a civil citation.	Develop a new process and training to allow civil citations to be issued in a more timely manner.	Ray Erlandsen	Gain authority to write code citations in a timely manner	Approval of code amendment to allow code officers to write citations in a timely manner	October 2006	Legal Dept Town Council
4-OBJ4: Increase availability of workforce housing.	Ensure that essential workers such as police, firefighters, teachers and service workers have housing available in the community.	Jerry Owen	Percentage increase in number of residences for	20% increase in number of housing units classified as	Ongoing through 2011 planning	Town Council, Private developers.

Addendum to Town of Payson – Corporate Strategic Plan – 2006/2011 – Five Year Strategic Plan

Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
			essential workers	workforce affordable	horizon	State and local housing agencies
1. Develop and implement a plan to increase workforce housing stock	-Outline a program -Form a planning task force -Prepare a plan -Implement adopted plan	Jerry Owen	-Completion and adoption of plan -Percentage increase in number of units classified as workforce affordable	-Timely completion of plan -5% increase in number of units classified as workforce affordable	-June 2007 -Ongoing through 2011 planning horizon	Town Council, State and local housing agencies, private developers
KRA5: Transportation and Drainage						
5-OBJ1: Improve Streets	Improve all Town arterial and collector streets as identified in the street CIP to minimum Town standards	LaRon Garrett	Percentage of target streets meeting Town standards	Before 2011, 90% of the target streets will meet minimum Town standards	Jun 2011	Town Council Staff
1. Provide funding for CIP target street projects	The Town Council will include appropriate funding in the annual budget to construct street projects identified.	LaRon Garrett	Number of major streets funded	One major street project funded annually	Annual	Town Council STAC
5-OBJ2: Improve Storm Drainage	Resolve major drainage problems in the community.	LaRon Garrett	Eliminate major drainage issues	By 12/2010 eliminate at least one major drainage issue under the DMP	Dec 2010	Council & staff
1. Develop a plan for funding major drainage problems in Payson.	Present the Town Council with a plan detailing funding options.	LaRon Garrett	Create a plan for funding drainage improvements and send to Council	Timely completion and delivery of the plan	October 2006	Town Council
2. IF funding is provided, implement Drainage Master Plan (DMP)	• Retain consultant to design No 1 priority from the drainage implementation plan. • Bid construction for No. 1 priority drainage construction project.	LaRon Garrett	Design of 1st major drainage project	Acceptable and approvable drainage construction plans	Dec 2009	Town Council

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Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
KRA 6: Parks and Recreation						
6-OBJ1: Increase Parks & Recreation Facilities & Services	Increase the quantity and quality of the park and recreational facilities and services provided to the citizens of Payson.	William Schwind	Survey of Payson residents to determine their satisfaction with the quantity and quality of facilities and services provided	80% of residents are either satisfied or very satisfied with the current facilities and services	Dec 2008	Town Council Staff
1. Update Parks & Recreation Master Plan	Develop and adopt a revised 10-year master plan for upgrading parks and recreation facilities throughout Payson, to include the Trails Master Plan and the new O&M Prioritization Plan.	William Schwind	Completion and adoption of the Plan and recommendations.	Timely delivery and approval of the Plan and recommenda-tions	Jun 2007	Comm Dev, Parks Board, Town Council
2. Explore partnership with YMCA for joint use recreational facility.	• Investigate a partnership with YMCA for the feasibility of a joint use facility. • Design of facility • Finalize funding sources • Construct facility • Open facility	William Schwind	Delivery and approval of the Joint use Agreement Construction of YMCA Center	Timely delivery and approval	Dec 2010	YMCA, Town Council
3. Increase acreage available for park facilities for Payson	Acquisition of 25 acres (+/-) park site from the existing 300 acre USFS Ranger site	William Schwind	Acreage acquired	Timely acquisition of 25 acres of park acres	Jun 2010	Town Council, USFS, State parks heritage funds
6-OBJ2: Develop 36 Acre Event Center Complex	Convert the Town's event center site to a multi-purpose all-weather facility for hosting various community events, including hotel and conference capabilities.	William Schwind	Create and approve a development agreement(s) to build an upgraded Event Center Complex	Timely delivery of agreement(s)	Jun 2007	Town Manager and Town Council
1. Explore opportunities to lease facility	Seek private investors to partner with facility development	William Schwind	Report on results of research	Timely presentation of research to Council	Dec 2006	Town Manager and Council
2. Seek funding for improvements	• Locate revenue to cover the main arena and seating areas, and develop permanent restroom and	William Schwind	Identify funding options and report	Timely presentation of	Dec 2006	Town Manager and

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Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
	concession facilities. • Prepare report to the Council		to Council on results of research	research to Council		Council
3. Enter development agreement	• Design • Bid • Etc.	Fred Bill	Presentation of development agreement	Adoption of development agreement	Jun 2007	
KRA7: Fire Protection & Emergency Medical Services						
7-OBJ1: Upgrade Fire and Emergency Medical Services	Provide for adequate fire and EMS services to the Town of Payson.	Marty deMasi	National standards for response times on EMS and Fire	Meet established national standards of 4 minutes for 90% of emergency calls.	Jun 2007	Town Manager, Town Council
1. Update 1997 Public Safety Master Plan	• Review 1997 Public Safety Master Plan • Hire a consultant • Complete plan.	Marty deMasi	Submit plan to Council for Adoption	Timely delivery of the Plan	Jun 2008	Town Manager, Town Council, PD
2. Improve ISO rating from 5 to Class 3	• Review ISO rating process • Contact ISO • Complete rating process • Reap benefits of lower ISO rate	Marty deMasi	ISO Rating	Class 3	June 2007	Town Manager, Town Council, PD, Water, Building
3. Enhance automatic-aid agreement with the DSFD for 3rd engine company operations	Negotiate agreement with the DSFD	Marty deMasi	Develop and deliver agreement to the Council	Timely development and delivery of agreement to the Council	June 2007	Town Manager, Town Council, Legal
4. Complete Fire Station 11 project	• Obtain funding to finish build-out of Station 11 project • Implement construction	Marty deMasi	Gain Council approval of additional funding	Timely approval of additional funding	June 2007	Town Manager, Town Council
7-OBJ2: Improve Wildland/Urban Interface fire conditions that affect the Town of Payson.	**Undertake activities to assess and support making properties within the Town of Payson more defensible to wildland fires.**	**M. deMasi**	**-Loss of property and life to wildland fires**	**-No life or property loss to wildland fire events**	**June 2008**	**Town Manager, Town Council, Depts.**

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Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
1. Amplify public information efforts to reach maximum number of residents and property owners.	-Review public information campaigns -Leverage opportunities to inform public	M. deMasi	-Number of citizens reached	-Increase number of residents/ property owners reached	June 2008	CD, IT
2. Enhance Code enforcement	-Partner with CD to review current TOP ordinances as they pertain to vegetation management and suggest alternatives or enhancements -Partner with Community Development Dept. to identify noncompliant properties -Commit adequate resources to the CD & FD to accomplish meaningful code enforcement capability	M. deMasi, M. Winters	-Ordinances are developed -Number of noncompliant properties	-Ordinances adopted -Number of noncompliant properties reduced by 10%	June 2007	Legal, Town Manager, Town Council
3. Support fire suppression capabilities	-Ensure mutual and automatic aid agreements are in place. -Ensure fire personnel are trained to NWCG & NFPA standards -Ensure adequate firefighting resources (personnel and equipment) are available -Utilize technology to enhance firefighting capabilities	M. deMasi	-Agreements presented to Council -Training maintained -Resources available	Agreements approved by Council -NWCG & NFPA standards achieved -Maintenance & incident records	June 2007	Town Manager, Town Council
4Comply with standards and codes for all Town-owned properties	-Ensure Town properties are compliant with standards and codes -Encourage Town employees to provide a positive example for other residents	M deMasi M. Winters	-Inspect TOP properties	-TOP properties compliant -Employee properties compliant	June 2007	Town Manager Town Council Depts.
5. Integrate proposed actions with existing and future plans.	-Use the Community Wildfire Protection Plan, Multi-Hazard Mitigation Plan, Emergency Operations Plans and the Public Safety Master Plan to guide project selection -Establish an update schedule for plans.	M. deMasi	-Plans & projects developed	-Plans and projects approved by Council -Plans updated	June 2008	TM TC PD CD PW
KRA8: Police and 911 Services						
8-OBJ1: Upgrade Police and 911 Services	Ensure that the Town can provide for the safety of the community	Gordie Gartner	Uniform Crime Report (UCR)	UCR of under 50 per thousand per	April 2007	Town Manager

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Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
				year and a response time of under 5 minutes on priority 1 calls		Town Council Legal Dept.
1. Update 1997 Public Safety Master Plan	• Review 1997 Public Safety Master Plan • Hire a consultant • Complete plan.	Gordie Gartner	Submit plan to Council for Adoption	Timely delivery of the Plan	Jun 2008	Town Manager, Town Council, PD
2. Develop and implement a plan to address pending vacancies in the Police Dept.	The Police Dept. will present a plan to the Council to address staffing needs created by growth, retirements and turnover.	Gordie Gartner	Submit plan to Council for Adoption	Timely delivery of the Plan with commitment for funding.	March 2007	Town Manager Town Council Finance Dept.
3. Develop a plan to become and remain competitive in our compensation for Police personnel.	The Police Dept., working with Human Resources and Finance will develop and present to the Council a plan to meet this need.	Gordie Gartner	Submit Plan to Council for Adoption	Timely delivery of the Plan with commitment for funding.	April 2007	Town Manager Town Council H.R. Finance
KRA9: Organizational Development						
9-OBJ1: Evaluate Organizational Effectiveness & Efficiency - Strategic Performance Management	Ensure that the Town operates at the highest possible levels of effectiveness and efficiency	Glenn Smith	Define, track and monitor for Police, Fire and Streets departments.	Implement specific performance measurements for Police, Fire and Streets departments.	Start with FY 2006/2007 budgets	Town Council, Town Staff
1. Develop Strategic Performance Management Program (SPM)	• Continue with current CSP program direction. • Develop SPM for Council approval • Implement SPM – Phase 1	Fred Carpenter Glenn Smith Glenn Smith	• Adopt CSP • Final document for Council approval by 6/30/07 • Implement specific performance measurements for at least 3 major departments	• Annually • Final draft for Council review and action • Evaluate effectiveness of performance measurements as defined	Annually Jun 2007 Jun 2008	Staff and Town Council

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Key Result Area / Objective	Narrative Description (Action Steps - How do we get there?)	Responsible Party	Performance Measure	Performance Standard	Comp Date	Linkage
KRA10: Airport						
10-OBJ1: Improve Airport	Upgrade Payson Municipal Airport for the benefit of airport users and local economic development.	Ted Anderson			Jun 2007	Town Mgr & Council, Key Staff, Airport Advisory Committee
1. Update 1997 airport master plan	• Start master plan update process • Select members for the planning advisory committee • Develop draft plan and distribute to interested parties	Ted Anderson,	Completed plan submitted to Town for adoption	Council adopts plan	Jun 2007	Town Mgr, Town Council Airport Advisory Committee Planning Advisory Comm ADOT, FAA
10-OBJ2: Implement the Airport Business Plan	Implement the plan with milestones and /or programs to make the airport more self-sustaining.	Ted Anderson	Semi - annual Completion of Business Plan Milestones	Timely completion of Airport Business Plan milestone	Semi - annual through 2011	Town Manager, Council, Staff Airport Advisory Committee
1. Develop and implement a quarterly milestone monitoring program to ensure timely implementation of the Airport Business Plan	Provide semi-annual status reports/updates to Town Manager, Advisory Committee and Council.	Ted Anderson	Completion of Business Plan Milestones	Timely completion of 75% of the deadlines established	Jun 2011	Town Manager, Town Council
KRA11: Library Services						
11-OBJ1: Expand Library	Expand library in accordance with master plan	Terry Morris	Complete and deliver written report on benefits of expanding Library services and facilities to the Town Council	Acceptance of report by community and Council	July 2008	Town Manager, Architect, Town Council, Library Friends
1.Develop a Library Expansion Plan	Plan to include schematic designs and architectural renderings – cost analysis of expansion.	Terry Morris	Schematic designs and	Acceptance of Plan and	July 2008	Council, staff and citizens

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			architectural renderings – cost analysis of expansion	discussion of future actions		

*Actual anticipated completion year 2016 is beyond scope of current plan