COMMON COUNCIL OF THE TOWN OF PAYSON
AGENDA OF THE CORPORATE STRATEGIC PLAN MEETING
DECEMBER 5, 2006

CALL TO ORDER: 8:30 a.m. - Best Western Payson Inn, 801 N. Beeline Highway, Payson, Arizona - *No Breakfast. Coffee & tea provided.*

PLEDGE OF ALLEGIANCE

ROLL CALL: BE__ TF __ EB __ SC __ AR__ MV__ JW__

STAFF PRESENT: FC__ SIS__ GS__ MD__ CPW__ GHG__ SS__ JO__ LG__ TM__ RS__

OTHERS STAFF INVITED: Ted Anderson, Airport Manager; Carol McCauley, Main Street/Redevelopment Area Manager; Tracie Bailey, Deputy Town Clerk; Tim Wright, Deputy Town Attorney; Mary McMullen, Parks and Recreation Coordinator; Marci Huffman, Chief Deputy Town Clerk.

CO-FACILITATORS: Mayor Bob Edwards; Fred Carpenter; Kathy Baas.

The Council may discuss, consider or take action on any item listed on this agenda.

Council reserves the right to consider any matter out of sequence. Also, any matter may be considered earlier or later than schedule, depending on the length of discussion on the prior item.

PURPOSE OF MEETING:

A. Discussion/possible action concerning:

1. 2007-2008 Corporate Strategic Plan:

   a. Recommendations from the public including, but not limited to, various citizen task forces, for items to be included in the Corporate Strategic Plan.

   b. Discussion/possible action concerning the attached agenda(s).

   c. Identification of departmental future priority initiatives.

   d. Potential strategies/plans to achieve the initiatives that are identified.

e. Establish dates and times for future meetings to discuss and take action on the 2007-2008 Corporate Strategic Plan. Future meetings to deal with updating the Strategic Plan have been tentatively scheduled as follows:

TBA - January 2007
Location to be announced.

TBA 5:30 p.m., Town Council Chambers
Authorize Final Draft for Public Review

TBA 5:30 p.m., Town Council Chambers
Public Hearing & Possible Adoption

ADJOURNMENT

THE TOWN OF PAYSON ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. WITH 48 HOURS ADVANCE NOTICE, SPECIAL ASSISTANCE CAN ALSO BE PROVIDED FOR SIGHT AND/OR HEARING IMPAIRED PERSONS AT PUBLIC MEETINGS. PLEASE CALL 474-5242 (VOICE) OR 472-6449 (TDD) TO REQUEST AN ACCOMMODATION TO PARTICIPATE IN THIS MEETING.

MEMORANDUM

TO: Town Council & Department Heads
FROM: Fred Carpenter, Town Manager
SUBJECT: Corporate Strategic Plan Session for 12/5
DATE: December 1, 2006

At the last meeting, Council gave staff several suggestions for additional items to include in the 2007/2008 Corporate Strategic Plan. I have attached the staff responses, which in most cases have not yet been formatted into detailed plan items – that step will follow their acceptance for inclusion. For reference, I have also included a copy of all materials submitted with the November 1 agenda packet, which includes last year's plan, earlier staff submittals and the summary I prepared for that meeting.

As we discussed at the November meeting, some of the objectives in last year's plan have either been completed or become on-going programs. When we put together the new plan, I propose leaving those items out and focusing on a few big initiatives we would like to complete or make significant progress on during the coming years. This would include the alternative route project, which is attached as my contribution to the effort.

Lew Levenson, who has facilitated previous sessions, has a conflict and cannot attend Tuesday's meeting. Mayor Edwards, Kathy Baas and I will co-facilitate to keep the session moving. The approach I recommend is that we first go through the current plan and decide what should be eliminated as either complete, on going or obsolete. We can then address any suggestions you have for new items along with the attachments.

KRA 7: Fire Protection and EMS	Narrative Description	RP	PM	PS	CD	Links
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	6-08	TM TC Depts.
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	6-08	IT
2. Code enforcement	-Partner with Community Development Dept. to identify noncompliant properties -Commit adequate resources to the CD & FD to accomplish meaningful code enforcement capability	M. deMasi	-Number of noncompliant properties	-Number of noncompliant properties are reduced	6-09	CD Legal TM TC
3. Support fire suppression capabilities	-Ensure inter-agency fire suppression agreements and arrangements are active each fire season -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 exist -Training maintained -Resources available	-Agreements activated -NWCG & NFPA standards -Maintenance & incident records	6-09	TM TC
4. Lead by example	-Ensure Town properties are compliant with standards and codes -Encourage Town employees to provide a positive example for other residents	M deMasi	-Inspect TOP properties	-TOP properties compliant -Employee properties compliant	6-09	TM TC Depts.
5. FireWise Communities USA program	-Support subdivisions, HOAs and other neighborhood groups that are interested in achieving FireWise Communities USA recognition.	M. deMasi	-FireWise Community USA status	-3 additional FireWise Communities USA annually	6-09	TM TC

Human Resources
CSP Outline

KRA#: Create a comprehensive employee development program

Objective 1: Develop framework for program

1. Develop network of instructors (done)
2. Develop outline of classes (done)
3. Present Idea to and gain support form Town Council
4. Secure agreement with Community College for use of facilities
5. Secure agreement with instructors

Objective 2: Secure Funding

1. Reserves from council to start the program
2. Have program generate income –objective
   When the program begins to generate income it will be used to support the cost of Town staff to be trained.

Objective 3: Train Town Staff

1. Work with departments to schedule employees
2. Begin training Town Staff
3. Develop long term/on going training schedule

Objective 4: Program To Generate Income

1. Develop a marketing plan
2. Establish support staff to coord. the program (volunteers)
3. Open program to other Municipalities and organizations

KRA#: Improve Citizen Perception of Town Staff

Objective 1: Improve staff training & development

1. Establish a comprehensive employee training program
2. Educate staff on being a "Public Employee"
    a. training program
    b. internal education

Objective 2: Give the public a "new view"

1. Publicize the training program with the public
2. Educate the public on how to contact dept heads through the Town Web page.

Objective 3: Improve Employee Moral

1. Establish a comprehensive employee training program
3. Establish an employee news letter
4. Work with depts on ways to recognize employees
5. Establish an employee wellness program

2007-2008 CSP
COMMUNITY DEVELOPMENT
Followup Report
Session/November 1

Economic Development

At the November 1, 2006 CSP meeting, it was agreed that the Economic Development Task Force chaired by Ken Volz would complete their work and present their findings after meeting with PREDC, Chamber of Commerce and Town Staff.

Beautification/Design Review

It was realized that several areas of concern overlap regarding these issues. The Design Review Task Force as well as the STAC committee are both incorporating suggestions for the newly acquired ADOT rights-of-way. In addition the Beautification Task Force has included information pertinent to design review. It was pointed out that a current project on N. Beeline Highway is ready to move forward with landscaping in the ROW. A meeting will be scheduled to include members of the STAC committee, Design Review & Beautification Task Forces and staff to review that plan to possibly consider utilizing it as a model for town-wide ROW application if it meets standards of all involved.

Geographic Information System

A geographic information system for the Town of Payson is needed to provide better information to the Council, boards and commissions and the citizens and improve decision making. It will assist in the updating of the Town's General Plan and in determining an accurate build out number for the Town.

Payson Parks and Recreation Strategic Planning Goals – 2007/08

KRA 6: Parks and Recreation

Objective 1: Increase Parks and Recreation Facilities

1. Continue to update the parks and recreation master plan
2. Continue to explore a partnership with YMCA for joint use recreational facility
3. Increase and/or protect acreage available for park facilities in Payson, including Goat Camp Ruin
4. Explore Community Trails Network proposal for the Town of Payson

Objective 2: Develop 36-acre Event Center Complex

1. Solidify development lease agreement
2. Begin development of complex

Objective 3: Increase Parks and Recreation Services

1. Increase cultural offerings
2. Expand senior programming

Carpenter, Fred

From: Garrett, LaRon
Sent: Tuesday, November 28, 2006 2:52 PM
To: Carpenter, Fred
Subject: CSP Information

Fred,

Here are my comments concerning the last CSP Meeting.

Inventory of Existing Street: This is currently underway. The Street Task Force is providing the labor for this inventory. It should be completed early next year.

Updated Street Standards: This is in progress as part of the revised Subdivision Standards. These revisions are planned to go to the Council early next calendar year. Since it will be completed before the end of the year, it does not need to be in next years CSP.

Pocket Parks: This can also be included in the revised Subdivision Standards. A little more research needs to be done on the legality of requiring this as a dedication. Also, the addition of these new parks will require additional manpower for maintenance.

storm drain utility.xls

Storm Drain Utility: See the attached document.

Let me know if you have any questions.

LaRon

POTENTIAL STORM DRAIN UTILITY

Storm Water Utilities are becoming more common throughout the country. Some areas have had them since the late 1980's. However, in researching this issue I have only found one Arizona municipality that currently has a storm drain utility. That is Flagstaff. Storm Water Utility Fees are calculated on a variety of bases and vary greatly across the country. It appears that the most common is based on the amount of impervious area on each lot. For single family residential properties the fees range from $2 to $5 per property per month. Properties other than single family residential are normally higher.

The Flagstaff Storm Water Utility was established on July 1, 2003. It is funded by a fee structure based on square footage of impervious surface on each individual property. The fee is charged to all properties; residential, commercial and industrial. The rate is $0.92 per 1,500 square feet (or portion thereof) of impervious surface. Vacant property is not charged a monthly fee. There is a maximum charge for single family residential properties of $4.60 per month. There is no maximum cap on properties used for other purposes. Flagstaff sends out the bills as part of their water bill.

The Town of Payson Drainage Master Plan completed in 1999 listed several proposed projects to improve our storm drainage. There were five major problem areas that an actual cost estimate was created for. The 1999 cost estimate for the Number 1 project was $3,700,000. This is only the design, right of way and construction costs and does not include any overhead or administration.

In the Town of Payson there is currently 7,628 Total Water Services; 7,043 Residential and 585 Commercial. Following is a table that shows how much funding would be available to this utility, depending on the various monthly fees. This table assumes that all properties are customers of the Payson Water Department and that non-single family residential properties would pay approximately 10 times the amount of single family residences.

Monthly Fee		Funding Provided				
Residential	Commercial	1-Year	2-Years	3-Years	4-Years	5-Years
$3.00	$30.00	$38,679.00	$77,358.00	$116,037.00	$154,716.00	$193,395.00
$5.00	$50.00	$64,465.00	$128,930.00	$193,395.00	$257,860.00	$322,325.00
$10.00	$100.00	$128,930.00	$257,860.00	$386,790.00	$515,720.00	$644,650.00
$15.00	$150.00	$193,395.00	$386,790.00	$580,185.00	$773,580.00	$966,975.00
$20.00	$200.00	$257,860.00	$515,720.00	$773,580.00	$1,031,440.00	$1,289,300.00
$25.00	$250.00	$322,325.00	$644,650.00	$966,975.00	$1,289,300.00	$1,611,625.00
$30.00	$300.00	$386,790.00	$773,580.00	$1,160,370.00	$1,547,160.00	$1,933,950.00

Another option is to bond the first recommended major drainage project. In 1999 dollars, the cost of that project was $3.7 million dollars. In todays dollars that is approximately $4.2 million. Debt servicd on a $4.2 million bond over 20 years is $350,000 annually.

That does not include any administrative costs to run the utility. From the table, each single family residence would have to be assessed $30 per month to service this debt.

MEMORANDUM

TO: Town Council
FROM: Fred Carpenter, Town Manager
SUBJECT: Alternative Route CSP Suggestion
DATE: December 1, 2006

A resolution on the alternate route will be presented to you and the Star Valley Town Council later this month. After a meeting with ADOT officials and members of the alternate route task force, I believe the following schedule of action items can be included in a CSP item for the alternate route:

- Complete a planning study, at ADOT expense, for the alternate route – March 2008
- Get the design concept report and environmental assessment included in the ADOT 2008-2012 five-year plan – July 2008
- Begin DCR/EA – July 2010

TOWN OF PAYSON, ARIZONA
CORPORATE STRATEGIC PLAN
FY 2006 - 2007

TOWN COUNCIL

BARBARA BREWER - MAYOR
JUDY BUETTNER - VICE-MAYOR
GEORGE BARRIGER
TIM FRUTH
ROBERT HENLEY
DICK REESE
JOHN WILSON

TOWN ADMINISTRATION

FRED CARPENTER - TOWN MANAGER
SAM STREICHMAN - TOWN ATTORNEY
SILVIA SMITH - TOWN CLERK
MARTY DEMASI - FIRE CHIEF
GORDON GARTNER - POLICE CHIEF
TERRY MORRIS - LIBRARY DIRECTOR
GLENN SMITH – CHIEF FISCAL OFFICER
COLIN WALKER - PUBLIC WORKS DIRECTOR
LARON GARRETT - PUBLIC WORKS ENGINEER
ROBERT SMITH –HUMAN RESOURCE DIRECTOR
JERRY OWEN – COMMUNITY DEVELOPMENT DIRECTOR
WILLIAM SCHWIND - PARKS AND RECREATION DIRECTOR

ADOPTED 2-23-06

TOWN OF
Payson

Office of the Mayor

March 1, 2006

To the Citizens of the Town of Payson:

On behalf of the entire Payson Town Council, I am pleased to present to you the 2006/2007 Town of Payson Corporate Strategic Plan.

We began working on this year's plan in October 2005. Council and staff held three meetings using the services of L. L. Decker and Associates as facilitator. In addition, Council and staff spent many hours reviewing progress on last year's objectives and refining those for 2006/2007.

Besides being a very important tool for developing the annual budget, the CSP identifies major initiatives for Council and staff as we work to improve the quality of the services we deliver. My colleagues and I hope you find this year's Corporate Strategic Plan a readable and informative outline of the plans and programs of your Town government for fiscal year 2006/2007 and beyond.

I would like to extend my personal thanks to my colleagues and Town staff for all their efforts. We would appreciate your comments and suggestions.

Sincerely,

Barbara G. Brewer
Mayor

Town of Payson • 303 N. Beeline Highway • Payson, Arizona, 85541-4306
Town Hall (928) 474-5242 • Police Dept. (928) 474-5177 • Water Dept. (928) 474-5242
TDD (928) 472-6449 • Fax (928) 474-4610

TOWN OF PAYSON, ARIZONA
FISCAL YEAR 2006/2007 CORPORATE STRATEGIC PLAN
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Introduction

All organizations must plan in order to successfully prepare to meet future challenges and opportunities. With these aims in mind, the Town of Payson has been preparing annual Corporate Strategic Plans since 1995.

This year the 12th edition of the CSP completes the three-year process of converting the plan to a performance measures based document. For the second year we are also preparing a summary brochure for separate publishing that will be distributed as an insert in *The Payson Roundup*. Also as was the case last year, Council has ranked each of the plan's major objectives to establish priorities for completion.

Overview of the Planning Process

Phase 1: Status of the 2005/2006 CSP

With the assistance for the third year in a row of Lance Decker as facilitator, councilmembers and key staff met together in October 2005 to review results of last year's planning process, and to evaluate accomplishments and the work remaining to be completed on the 2005/2006 plan, which expires on June 30. Each department prepared a written report in advance to relate the status of each project under its jurisdiction.

Phase II: Preliminary 2006/2007 CSP

Also at the October meeting, councilmembers elaborated their individual visions for goals and objectives for the 2006/2007 plan. Staff members also brought forth initiatives for Council consideration and discussion. Following a joint morning session, staff developed a preliminary list of KRAs for further Council review.

Phase III: Draft 2006/2007 CSP

In November 2005, Council and staff conducted a second joint meeting to review the first draft of the CSP. The meeting resulted in a list of 18 major objectives (down from 22 last year) with an overall planning horizon of five years. In January, councilmembers ranked the first 17 objectives and directed the addition of two new objectives to the plan, one focused on workforce housing, the other on wild land fire prevention.

Phase IV: In February 2006, Council reviewed the new CSP at two regular Council meetings, resulting in adoption with priorities on February 23.

Phase V: Using the Corporate Strategic Plan

During development of the budget for Fiscal Year 2006/2007, which begins July 1, 2006, Council and staff will use the results of the CSP in major decision-making. On approved budget items, staff will utilize departmental action plans to guide completion of CSP objectives.

Phase VI: Staying on Track

As the fiscal year progresses, staff will prepare quarterly updates for Council on each objective, with the first quarterly report considered at the annual CSP kickoff meeting in October 2006.

Organizational Mission

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. We...

- Value open communication
- Encourage citizen participation
- Operate honestly and fairly
- Conduct ourselves through unity and teamwork
- Respect our differences
- Treasure our natural resources and unique environment

Key Result Areas
Objectives Ranked

Code	Description	Council Rank
KRA 2 Objective 1	Secure New Sources of Water Supply	1
KRA 8 Objective 1	Upgrade Police and 911 Services	2
KRA 5 Objective 1	Improve Streets	3
KRA 7 Objective 1	Upgrade Fire and Emergency Medical Services	4
KRA 10 Objective 1	Improve Airport	5
KRA 6 Objective 1	Increase Parks & Recreation Facilities and Services	6
KRA 11 Objective 1	Develop a Library Expansion Program Plan	7
KRA 2 Objective 2	Promote Water Conservation	8
KRA 5 Objective 2	Improve Storm Drainage	9

KRA 10 Objective 2	Implement Airport Business Plan	10
KRA 1 Objective 1	Improve External Communication	11
KRA 4 Objective 1	Enhance Economic Performance of the Town	12
KRA 6 Objective 2	Develop 36-Acre Event Center Site	13
KRA 4 Objective 3	Reduce the Number of Unsightly Properties	14
KRA 4 Objective 2	Enhance the Economic Performance of the Green Valley Redevelopment Area	15
KRA 3 Objective 1	Improve Solid Waste Collection/Recycling	16
KRA 9 Objective 1	Develop a Strategic Performance Measurement Program	17

Two new objectives were added to the plan after Council conducted the ranking exercise and are not included above. These are KRA 4 Objective 4, Increase Availability of Workforce Housing, and KRA 7 Objective 2, Wildland Fire Preparations and Response.

Key Result Areas Described

KRA 1: Communication

Objective 1: Improve External Communications

1. Develop and implement an inter-governmental relations action plan.

2. Implement a plan for expansion of programming on TV 4.

3. Complete development and implementation of e-government systems.

KRA 2: Water Resource Management

Objective 1: Secure New Sources of Water Supply

1. Inventory the groundwater resources along the Diamond Rim Fault.

2. Develop new groundwater supplies on private lands.

3. Pursue CC Crispin (Blue Ridge) Reservoir surface water option.

Objective 2: Promote Water Conservation

1. Review progress of water conservation in reducing consumption.

2. Develop financial incentives to reduce consumption.

3. Maintain water usage levels as measured in gallons per day in the range of 80-90.

4. Educate elementary school students in water conservation.

5. Encourage installation of water saving devices.

6. Use safe yield to monitor/maintain water supply.

7. Review and revise growth management policies as needed.

KRA 3: Environmental Protection

Objective 1: Improve Solid Waste Collection/Recycling

1. Support State legislation allowing Town to mandate refuse collection.

2. Consider mandatory trash pickup and recycling.

KRA 4: Community Development

Objective 1: Enhance the Town's Economic Performance

1. Develop and implement a Town of Payson Economic Development Plan.

2. Define Payson Image

Objective 2: Enhance the Economic Performance of the Green Valley Redevelopment Area

1. Increase participation of GVRA businesses in the Main Street Program.

2. Increase the number of people frequenting Main Street.

3. Improve parking within GVRA/Main Street area and enhance pedestrian amenities.

Objective 3: Reduce the Number of Unsightly Properties

1. Reduce the number of unsightly conditions that are Unified Development Code violations

2. Amend UDC to reduce timeline for issuance of a civil citation.

Objective 4: Increase Availability of Workforce Housing

1. Develop and implement a plan to increase workforce housing stock.

KRA 5: Transportation and Drainage

Objective1: Improve Streets

Objective 2: Improve Storm Drainage

KRA 6: Parks & Recreation

Objective 1: Increase Parks & Recreation Facilities & Services

1. Update parks & recreation master plan
2. Explore partnership with YMCA for joint use recreational use facility.
3. Increase acreage available for park facilities in Payson.

Objective 2: Develop 36-Acre Event Center Complex

1. Explore opportunities to lease facility
2. Seek funding for improvements
3. Enter development agreement

KRA 7: Fire Protection and Emergency Medical Services

Objective 1: Upgrade Fire and Emergency Medical Services

1. Update 1997 Public Safety Master Plan
2. Improve ISO rating from Class Five to Class Three
3. Enhance automatic aid agreement with Diamond Star Fire District for third engine company operations
4. Complete Fire Station 11 remodeling project

Objective 2: Improve Wildland/Urban Interface Fire Conditions Effecting the Town of Payson

1. Amplify wildland fire public information efforts
2. Enhance code enforcement
3. Support fire suppression capabilities
4. Comply with standards and codes for all Town properties
5. Integrate proposed actions with existing and future plans

KRA 8: Police and 911 Services

Objective 1: Upgrade Police and 911 Services

1. Update 1997 Public Safety Master Plan
2. Develop and implement a plan to address pending vacancies in the Police Department

3. Develop a plan to become and remain competitive in Police Department compensation

KRA 9: Organizational Development

Objective 1: Evaluate Organizational Effectiveness & Efficiency/Strategic Performance Management

1. Develop a strategic performance measurement program

KRA 10: Airport

Objective 1: Improve Airport

1. Update 1997 Airport Master Plan

Objective 2: Implement Airport Business Plan

1. Develop and implement a quarterly milestone monitoring program to ensure timely implementation.

KRA 11: Library

Objective 1: Develop a library expansion program

The attached appendix provides a chart of responsible departments and individuals for each Key Result Area, along with performance measurements and standards.

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
		Bill Schwind	applying through the Internet	apply for jobs.	Jun 2007	P&R Dept
	• 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.	Glenn Smith	Percent increase of P&R clients applying on-line	20% increase in P&R clients using on-line registration	Sept 2006	All Depts
	• 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.	Glenn Smith and Tonia Erin	Develop a list of additional applications to place on the internet for e-government Timely selection of vendors	Timely delivery a list reviewed and evaluated as to need and feasibility Select a vendor and appropriate funds for implementation of new government applications	Jul 2007	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.

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

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
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

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
	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.**

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. 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

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

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
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

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
			architectural renderings – cost analysis of expansion	discussion of future actions		

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

MEMORANDUM

TO:	Town Council
FROM:	Fred Carpenter, Town Manager
SUBJECT:	Corporate Strategic Planning Session/November 1
DATE:	October 26, 2006

Staff has conducted two meetings with citizens' groups to develop input for the 2007/2008 Corporate Strategic Planning process. At the first meeting, which was held at the Inn of Payson on October 11, we developed the final report for the 2005/2006 plan, which ended June 30, and reviewed progress on the first quarter of the 2006/2007 plan. At the second meeting, held at the library on October 24, we reviewed input from citizens groups along with initiatives from staff to be considered for the 2007/2008 plan. This memo summarizes input received along with proposed CSP items for 2007/2008. Some citizens groups have yet to report their recommendations so we will have to bring forward that input later. Attached are input sheets we received from the citizen groups, along with reports we generated on the FY 05/06 and 06/07 reports. The remainder of this memo discusses the input and presents possible CSP items resulting in bullet point format. Items marked with an asterisk * were new CSP proposals developed by staff or resulted from discussion at the meeting.

Airport

We received five recommendations from the airport group. These recommendations result in the following airport related CSP goals/objectives:

- By June 30, 2008, complete the updated 20-year airport master plan. We have a grant for this project and will soon be selecting a consultant. The project will require from 12-18 months to complete.

- By June 30, 2008, implement a plan to make the airport self-sufficient. To be defined yet is whether the plan would for complete self-sufficiency (rare in the small airport arena) or self-sufficiency for operation and maintenance, with grants match as a subsidy (more common in smaller airports).
- By June 30, 2008, implement a plan to comply with FAA and Homeland Security requirements and maintain that compliance level in future years.

The remaining two suggestions are more appropriate for consideration within the master plan update than as separate CSP items.

Administration

We received six recommendations in this area. The first two deal with how the CSP itself is implemented, and can be combined into the following goal/objective:

- By August 31, 2007, establish the planning process for the 2008/2009 CSP, to include a formalized reporting process and a regular citizens input process.

The second four recommendations all deal with the ethics code currently being developed (and hopefully adopted early in 2007), and can be combined into one ethics goal/objective:

- By July 31, 2007, implement the adopted ethics code to include appointment of the ethics board, with appropriate staff support, and implementation of its provisions.

Water Conservation

All recommendations received so far in the water arena are in the area of water conservation. In outline, the proposed items are already in the 2006/2007 plan, KRA 2, Objective 2, and

could be incorporated into an updated version that could include a progress evaluation element.

Public Safety

The five recommendations received can be incorporated into one objective dealing with the Fire Wise Community program which, although not included in the 2006/2007 plan, is already under implementation through the Fire Department and volunteers. A CSP goal/objective could be as follows:

- During the 2007/2008 CSP year, continue implementation of the Fire Wise Community program, to include community outreach, recognition, working with additional neighborhoods, and development of targets for extension of the program throughout the community.

- *By June 30, 2008, complete study to determine whether to proceed with construction of proposed Fire Station 13 approved by voters at the September 2003 bond election.
- *By December 31, 2007, adopt a plan to address potential evacuations to Payson resulting from terrorist activities in the Phoenix metropolitan area.
- *During 2007/2008, continue technological upgrades to the computer aided dispatch system.

Community Development/Beautification

The three recommendations included under this topic can be incorporated into one CSP goal/objective:

- By December 31, 2007, establish and implement a community beautification program.

- *By June 30, 2008, complete construction of American Gulch Improvement District channelization project.

The seven recommendations included under this topic relate to two topics: design review and streetscape master planning. The can be combined under two goals/objectives:

- By July 31, 2007, upgrade design review guidelines to include sign ordinance revisions, improved development standards, improved illustrations and a comprehensive review and permitting process
- By July 31, 2007, adopt and implement a streetscape master plan for rights of way the Town acquired from ADOT of SR 87 and 260.

Affordable Housing

We received a written report (copy attached) on affordable housing. The recommendations received can be included by revising the 2006/2007 CSP's KRA 4, Objective 4.

We have yet to receive details sufficient to develop CSP goals/objectives related to business development, festivals, design review and the alternative route. These areas are under development and additional information may be available at the November 1 meeting.

Parks & Recreation

There were no citizen inputs in this area. However, during the meeting we developed the following goal/objective for consideration in the CSP process:

- *During 2006/2007, upgrade parks and recreational programming in the area of culture and the arts. (Detailed CSP item to be worked out later).

Councilman Romance has proposed an initiative involving implementation of the Trails Master Plan, which could result in a goal/objective approximating the following:

- *By June 30, 2011, fully implement Trails Master Plan (with construction of trails, trail heads and appropriate signage) to include the community trails network.

Human Resources

There were no citizen inputs in this area. Staff proposed inclusion of goals dealing with comprehensive employee development and improving public perception of Town staff along with employee morale resulting from negative perception. Objectives for these items have yet to be written.

Town of Payson
Citizen's Task Forces
Inputs to 2007-2008 CSP Process

October 22, 2006

Supplements Citizen Inputs provided 10/11/06 at Inn of Payson.

Design Review related:

1. By April 1, 2007 establish an enforcement plan for current Design Review Guidelines by creating a Design Review Commission or by empowering the existing Planning and Zoning Commission with the task of reviewing all construction, remodeling, landscaping and signage projects along our business corridors to comply with current and future Design Review Guidelines.

2. Immediately amend the current Design Review Guidelines Part B Applicability, item 'C', to include 'the Green Valley Redevelopment Area, Main Street and all property owned by the Town and used for Government purposes' to be subject to the Design Review Guidelines.

3. By June 30, 2007 develop a comprehensive sign ordinance to be incorporated into the Design Review Guidelines.

4. Immediately delete from the current Design Review Guidelines the section F Development Standards reference to Appendix 'A' images until item 5 below is accomplished.

5. By April 1, 2008, re-write and re-illustrate the Design Review Guidelines in a more professional manner and a greater level of specificity.

6. By April 1, 2007 establish a permitting process, which includes a set of clear, concise, illustrated guidelines for Fire Wise clearing along the business corridors using input from Payson Fire Department, U.S. Forest Service, Gila County Extension Agent and professional arborists.

7. By April 1, 2008 develop a landscape and signage Master Plan for all former ADOT rights~of~way within Town limits. Immediately stop all signage~for~landscaping 'incentives' until the Master Plan is completed and accepted.

Town of Payson

Citizen's Task Forces

Inputs to 2007-2008 CSP Process

October 22, 2006

Supplements Citizen Inputs provided 10/11/06 at Inn of Payson.

Airport related:

1. By December 31, 2007, establish a new and/or updated Five Year Master Plan for Airport Development
2. By June 30, 2008, implement a feasible plan to report airport self-sufficiency.
3. By June 30, 2008, establish and implement a plan to demonstrate compliance with FAA and Homeland Security applicable regulations and the ability to maintain that level of compliance.
4. By January 31, 2008, present preliminary results to the Town Council if there is to be a budget impact for 2008-2009 of a feasibility study regarding a crosswind runway.
5. By June 30, 2008, establish and implement a plan to upgrade the AWOS to an ASOS.

Administration related:

1. By July 31, 2007, initiate a public meeting to present results of the previous year's CSP goals and report modifications to the CSP for 2007-2008 as indicated by those results.
2. By July 31, 2007, formalize the CSP process to include the close involvement of citizens at large in that process, and ensure each year's effort starts with the previous objective.
3. By July 31, 2007, establish plan for annual staff support for the ethics review board.
4. By July 31, 2007, complete annual refresher training regarding ethics as appropriate for all town department heads, their staff, elected officials, and appointed officials.
5. By June 30, 2008, have provided training for all new hires, elected or appointed officials, or service providers before being called upon to perform their duties.
6. By July 1, initiate a file for declarations of concurrence with the Town's Code of Ethics as adopted by the Town Council signed by each participant after their introductory or annual refresher training.

Water related:

1. By September 30, 2007, extend water conservation education and awareness programs to be available to all public school classes in Payson.
2. By July 1, 2007, extend water conservation education and awareness programs to reach all new residents by their second month of residency in Payson.
3. By June 30, 2008, develop and initiate relevant codes for water conservation to include harvesting, xeriscape, and graywater.
4. By June 30, 2008, develop incentives for current property owners and residents to begin to incorporate or retrofit to align with the new water conservation codes.
5. By June 30, 2008, establish a reporting process to determine water conservation achieved and the effectiveness of each definable element (i.e., harvesting, xeriscape, graywater.)
6. By June 30, 2008, define a baseline for comparing results to as a means to measure the effectiveness of the water conservation program and each definable element.

Public Safety related:

1. By December 31, 2007, communicate the criteria for Fire Wise Community recognition to all neighborhoods, property owner associations, or other recognized groupings so that local leadership in each neighborhood, association, or grouping is defined
2. By September 30, 2007, define a Payson recognition program based on the national Fire Wise Community criteria and principles to enable local recognition of progress toward the major elements of the national program.
3. By April 30, 2008, work with at least one neighborhood, association, or group to submit an application for the national Fire Wise Community recognition.
4. By April 30, 2008 identify at least three additional prospective national applications to be submitted by April 30, 2009 with technical assistance provided as needed.
5. By June 30, 2008 identify target dates for half the remaining neighborhoods, associations, or groups to be committed to work with the Payson recognition program and later national Fire Wise Community recognition.

Community Development related (Beautification):

1. By July 31, 2007 implement an education program for Beautification to result in projects achievable by citizens and residents with technical support and liaison with town staff.
2. By September 30, 2007, establish a continuing liaison and coordination with citizen and/ or resident groups to ensure beautification considerations are built into town projects.
3. By December 31, 2007, establish a Payson recognition program for neighborhoods, property owners associations, or other recognized groups with clean up or other beautification programs that achieve clean, safe, and attractive areas.

Community Development related (Business Development)

- CSP goals and objectives yet to be developed for 2007-2008 CSP.

Community Development related (Festivals):

- CSP goals and objectives yet to be developed for 2007-2008 CSP.

Community Development related (Design Review):

- To be presented at 10/24/06 meeting at Payson Library.

Payson Alternate Route:

- To be presented at 10/24/06 meeting at Payson Library.

Affordable Housing Task Force Report
Presented to CSP group Oct 24, 2006

It's important to remember that there is no simple way or single solution to make affordable housing a reality. The mix and balance of Payson's housing stock has been declining for years, and the road to recovery will be long and complicated. Success in this endeavor will require patience, planning, perseverance and pliability.

Most people agree that additional affordable housing is needed, but what exactly is it and, more importantly, how can we make it reality in Payson? After much discussion and deliberation about these questions, the task force will define and produce a report to provide the following information:

I. Define affordable housing and workforce housing
II. Provide brief background information
III. Identify the current housing situation in Payson
IV. Outline potential solutions
V. Recommendations to move forward

Completion of report and presentation to Council is anticipated by Nov. 1, 2006

Submitted by:
Richard Croy
Chairman / Town of Payson Affordable Housing Task Force

Town of Payson
Citizen's Task Forces
Inputs to 2007-2008 CSP Process

October 22, 2006

Supplements Citizen Inputs provided 10/11/06 at Inn of Payson.

Design Review related:

1. By April 1, 2007 establish an enforcement plan for current Design Review Guidelines by creating a Design Review Commission or by empowering the existing Planning and Zoning Commission with the task of reviewing all construction, remodeling, landscaping and signage projects along our business corridors to comply with current and future Design Review Guidelines.

2. Immediately amend the current Design Review Guidelines Part B Applicability, item 'C', to include 'the Green Valley Redevelopment Area, Main Street and all property owned by the Town and used for Government purposes' to be subject to the Design Review Guidelines.

3. By June 30, 2007 develop a comprehensive sign ordinance to be incorporated into the Design Review Guidelines.

4. Immediately delete from the current Design Review Guidelines the section F Development Standards reference to Appendix 'A' images until item 5 below is accomplished.

5. By April 1, 2008, re-write and re-illustrate the Design Review Guidelines in a more professional manner and a greater level of specificity.

6. By April 1, 2007 establish a permitting process, which includes a set of clear, concise, illustrated guidelines for Fire Wise clearing along the business corridors using input from Payson Fire Department, U.S. Forest Service, Gila County Extension Agent and professional arborists.

7. By April 1, 2008 develop a landscape and signage Master Plan for all former ADOT rights~of~way within Town limits. Immediately stop all signage~for~landscaping 'incentives' until the Master Plan is completed and accepted.

2005/2006 Corporate Strategic Plan
Final Progress Report

KRA 2 Objective 1.	Secure New Sources of Water Supply
	Still working on Blue Ridge. Inventory of groundwater resources is complete. Have looked on all available private land. Tower Well added to system.
KRA 2 Objective 2.	Promote Water Conservation
	Ongoing. Completed installing water saver spray heads in restaurants.
KRA 5 Objective 1.	Improve Streets
	Ongoing. McLane Road reconstruction from Forest to Airport underway. Bradley Street rebuild completed.
KRA 5 Objective 3.	Improve Drainage
	Ongoing. Town has completed several small draining projects throughout the community.
KRA 5 Objective 2.	Establish Public Transit System
	Completed study of public transit two years ago and Council voted to not proceed. Would cost around $125,000 a year to operate and there was very little public support. Not included in 2006/2007 CSP.
KRA 7 Objective 1	Improve Fire and EMS
	Fire and Emergency Medical Services are upgraded. Still working on the Public Safety Master Plan. Town Emergency Response Plan was updated. Conducted a feasibility study for regional fire and EMS district. Enhanced Aid Agreement is renewed yearly. Fuel break around community nearly complete.
KRA 8 Objective 1	Personnel, Facilities, Equipment, Training for PPD

	Updated Town Emergency Response Plan. Evaluated and improved methamphetamine enforcement program and made presentation to Council. Recruiting goals still not met.
KRA 11 Objective 2	Make Airport as Self-Sustaining as Possible Proposed fee system update presented to Airport Advisory Committee but not approved.
KRA 11 Objective 1	Improve Airport Airport Business Plan 85% complete. Once complete, fee system update will be presented again for consideration.
KRA 10 Objective 2	Implement Financial Trend Monitoring Development of financial monitoring trend completed. It will be monitored and updated annually.
KRA 10 Objective 1	Improve Operations Town fees have been reviewed and updated. Still working on the comprehensive procurement policy. E-Government website completed, and will add additional enhancements.
KRA 10 Objective 3	Evaluation Procedures of Funding Outside Non-Profits Completed. System was used for non-profit proposal ranking following adoption of FY 05/06 budget in August 2005.
KRA 9 Objective 1	Evaluate Organizational Effectiveness/Efficiency Strategic performance management completed.
KRA 3 Objective 1	Improve Solid Waste Collection and Recycling No progress on this item.
KRA 6 Objective 3	Upgrade Event Center

Event Center Concept Plan completed.

KRA 6 Objective 2 Acquire Golf Course

No progress. Removed from 06/07 CSP

KRA 1 Objective 1 Improve External Communications

Have Granicus system for video Internet streaming is fully operational.

KRA 6 Objective 1 Enhance P&R Facilities and Services

Have YMCA draft proposals. Added two new playing fields. Little League field synthetic turf under construction.

KRA 4 Objective 1 Enhance Overall Economic Performance of Town

Ongoing.

KRA 4 Objective 2 Enhance Green Valley Redev. Area Economic Performance

Created Main Street merchants committee.

KRA 4 Objective 3 Reduce Number of Unsightly Properties

269 complaints were filed during the fiscal year with 249 cleared.

KRA 12 Objective 1 Develop Library Expansion Statement

Schematic design done. Library Friends provided funding for architectural work and are working on funding for furnishings for the proposed addition.

2006/2007 Corporate Strategic Plan
1st Quarter Progress Report

(Only KRA's with progress are listed below, in order of adopted priority)

KRA 8 Objective 1 Upgrade Police and 9-1-1 services

Police and 9-1-1 operator recruiting goals met.

KRA 5 Objective 1 Improve Streets

McLane Road project completed. Design contract let for Mud Springs Road. Annual slurry seal projects completed.

KRA 2 Objective 2 Promote Water Conservation
Sub-objective: Review and revise growth management policies as needed.

Council approved outline of 17-point Growth Management Plan.

KRA 5 Objective 2 Improve Drainage

Staff is considering the concept of treating the Town's drainage system as a utility. Meeting was recently held to consider formation of an American Gulch Improvement District to create a defined drainage channel.

KRA 1 Objective 1	Improve external communications
	Installed system to allow offsite meetings to be recorded and audio transferred to the Internet streaming system. Initiated monthly Town newspaper page to replace quarterly newsletter.
KRA 6 Objective 2	Develop 36-acre Event Center Site
	Lease agreement for the hotel site at the event center is under development.