COMMON COUNCIL OF THE TOWN OF PAYSON
AGENDA OF THE CORPORATE STRATEGIC PLAN MEETING
JANUARY 19, 2006

CALL TO ORDER: 8:30 a.m. - Best Western Payson Inn, 801 N. Beeline Highway, Payson, Arizona.

PLEDGE OF ALLEGIANCE

ROLL CALL: BB__ JB __ GB __ TF __ RH__ DR__ JW__

Department Directors: FC__ SIS__ GS__ MD__ CPW__ GHG __ SS__RE__ LG__ TM__ WS__ RS__

Other Staff Invited: Ted Anderson, Airport Manager; Carol McCauley, Main Street Project Manager; Tracie Bailey, Deputy Town Clerk; Tim Wright, Deputy Town Attorney.

FACILITATOR: Lance Decker, and Teresa Makinen, LL Decker & Associates, Inc.

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 maybe considered earlier or later than scheduled, depending on the length of discussion on the prior item.

A. Discussion/possible action concerning:

1. The attached Corporate Strategic Planning Decision Support Analysis Session.

2. 2005-2006 Corporate Strategic Plan:

   a. Working Breakfast.

   b. Performance measures, monitoring and evaluation

   c. Decision Support Analysis:
      - Data Collection
      - Intuitive Assessment
      - Data Analysis

   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 2006/2007 Corporate Strategic Plan. Future meetings to deal with updating the Strategic Plan have been tentatively scheduled as follows:

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.

2/09/06	6:00 p.m., Town Council Chambers Authorize Final Draft for Public Review
2/23/06	6:00 p.m., Town Council Chambers Public Hearing & Possible Adoption

ADJOURNMENT

TOWN OF PAYSON, ARIZONA

CORPORATE STRATEGIC PLANNING
DECISION SUPPORT ANALYSIS SESSION
JANUARY 19, 2006

SESSION OBJECTIVES:

- Consider current and future priorities for funding
- Discuss and direct the staff on long-term priorities

Coffee and Continental Breakfast	Participants
Welcome and Opening Comments	Barbara Brewer, Mayor Fred Carpenter, Town Manager
Review Final Draft of the Corporate Strategic Plan ▪ Performance measures / standards ▪ Monitoring / Evaluation ▪ Updates	Lance Decker Town Council
Decision Support Analysis: Data Collection ▪ Concepts and Objectives ▪ Evaluation Factors ▪ Cell Analysis	Town Council
Break	
Decision Support Analysis: Intuitive Assessment ▪ What did you learn from the exercise? ▪ What do you thing the priorities will be?	Town Council Staff
Decision Support Analysis: Data Analysis ▪ Results of the DSA Analysis ▪ Results from the Staff DSA Session	Participants
Planning for Action	
Final Comments from Policy Makers	Participants
Adjourn	

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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 communications	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 Bill Schwind	User surveys to evaluate satisfaction of on-line processes. Percentage increase of people paying water bills with Direct Pay Percent of job applicants applying through the Internet Percent increase of P&R clients applying on-line	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 apply for jobs. 20% increase in P&R clients using on-line registration Timely delivery a list	Jan 2007 Jun 2007 Jun 2007 Jun 2007	Town Manager, Staff, Broad link Water Dept Human Resources P&R Dept All Depts

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	• Develop a baseline of e-government uses for 2005 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.	Glenn Smith Glenn Smith and Tonia Erin	Develop a list of additional applications to place on the internet for e-government Timely selection of vendors	reviewed and evaluated as to need and feasibility Select a vendor and appropriate funds for implementation of new government applications	Sept 2006 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 Surface water utilized in Payson water system.	June 2011	Town Council, Public, Legal, Finance, State & Federal Gov't, outside legal & finance
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
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	Determine if continuing financial incentives are	Buzz Walker	Annual Water Status	Timely delivery of	Annually in	N/A

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incentives to reduce consumption	warranted.		Report	report	April	
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 student 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 and revise, as needed, growth management policies	The staff will assess current water policies and determine what happens when we're 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 enhance 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 and recycling	Timely delivery of resolution	Jul 2006	Legal Dept.
2. IF law is passed by Az State legislature and allows for mandatory solid waste pick-up and recycling, then 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

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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; ~~Includes performance contracting with RCR Chamber of Commerce and PREDC;~~ 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	PREDC RCRCofC Town Council Tribe
2. Define Payson Image	Develop "Payson Pride" initiate; Working with partners, development of 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
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,** ~~O~~ organizes and establishes 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

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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. <Need an increase in the number of enforcement officers>	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
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 2012, 90% of the target streets will meet minimum Town standards	Jun 2012	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

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1. Develop a plan for funding major drainage problems in Payson.	Present the Town Council with a plan detailing funding options and ask for direction. <Ask the Council to either fund the improvements or remove this item from the CSP.>	LaRon Garrett	Create a plan for funding drainage improvements and send to Council	Timely completion and deliver 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
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 recommendations.	Jun 2007	Comm Dev, Parks Board, Town Council
2. Enter 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-OBJ3: 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	Timely delivery of agreement(s)	Jun 2007	Town Manager and Town Council

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			Event Center Complex			
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 concession facilities. Prepare report to the Council	William Schwind	Identify funding options and report to the Town Council on results of research	Timely presentation of research to Council	Dec 2006	Town Manager and 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

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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 year and a response time of under 5 minutes on priority 1 calls	April 2007	Town Manager 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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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
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: Develop a Library Expansion Program Plan	Develop program to maintain quality and quantity of library services as community expands	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	Jun 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 architectural renderings – cost analysis of expansion	Acceptance of Plan and discussion of future actions	July 2008	Council, staff and citizens