

## 2006-2007 CORPORATE STRATEGIC PLAN

### KRA 1: Communication

Objective 1: Improve External Communications

#### **POLICE : Per Chief Engler:**

**I believe the Police Department has assisted in this key result area, as I have had approximately eight community meetings with community members about a variety of topics since taking office as Police Chief. We also held a very successful National Night Out program in early August of 2008 in which the community was treated to a variety of events for adults and youth alike. Both of these programs have increased our communication with the community, thus providing us with a more favorable impression from the public.**

1. Develop and implement an inter-governmental relations program.

#### **Per Debra Galbraith:**

**No progress made.**

2. Implement a plan for expansion of programming on TV4.

#### **Per Silvia Smith:**

**Installed system to allow offsite meetings to be recorded an audio transferred to the internet streaming system.**

**Increased the use of TV4 with TOP Talk, Inside Payson and Burning issues. Increase of Departments distributing information to citizens by creating slides of new programs etc.**

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

#### **Per Silvia Smith:**

**Installed and implemented July 2007.**

#### **Per Ray Erlandsen:**

**In mid 2008 Community Development purchased and installed e-government property information software. This allows instant access to permit and property information.**

KRA 2: Water Resource Management

Objective 1: Secure New Sources of Water Supply

**Per Buzz Walker:**

**Contract with SRP completed, water rights designation pending, special use permit pending.**

1. Inventory the groundwater resources along the Diamond Rim Fault.
2. Develop new ground water supplies on private lands.
3. Pursue CC Cragin (Blue Ridge) Reservoir surface water option.

**Per Buzz Walker:**

- **Signed agreement with SRP – May 2008**
- **Signed agreement for Blue Ridge water delivery – May 2008**

**Future:**

- **In-town infrastructure study – July 2010**
- **Environmental study – Dec 2010**
- **Buy land for treatment plant – Dec 2013**
- **Engineering plans for pipeline and treatment plant – July 2014**
- **Construct pipeline and water treatment plant – Dec 2016**
- **In-town infrastructure improvements – Dec 2016**

Objective 2: Promote Water Conservation

1. Review progress of water conservation in reducing consumption.

**Per Buzz Walker:**

**Annual - April**

2. Develop financial incentives to reduce consumption.

**Per Buzz Walker:**

**Annual - April**

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

**Per Buzz Walker:**

**Annual - April**

4. Educate elementary school students in water conservation.

**Per Buzz Walker:**

**Ongoing program**

5. Encourage installation of water saving devices.

**Per Buzz Walker:**

**Ongoing**

6. Review and revise growth management policies as needed.

**Per Buzz Walker:**

**Annual - March**

**May want to rescind housing unit annual limits due to abundant water supply.**

KRA 3: Environmental Protection

Objective 1: Improve Solid Waste Collection/Recycling

**No progress to the actions specified here, however, at the suggestion of a citizen committee, the Town has worked with Gila County in changing the recycling program using Gila County as the recycling transporter.**

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

**Per Ray Erlandsen:**

**MOVE Objective 1 to Parks, Recreation and Tourism**

**Per Cameron Davis:**

**Working with Chamber of Commerce and PREDC to create programs that focus on business attraction, retention and over all vitality. Examples: Business Buzz & Guerilla Tactics Seminars. Establishing new festivals and events. Town received two awards in the 2007 Governor's Rural Development Conference – one for Best Promotional Website for a rural community and one for First Friday Night on Main Street for Best Community Event.**

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

**Per Cameron Davis:**

**Done. Twice.**

- **Mountain Town with a Western Heritage (2007), changed to:**
- **Payson – Arizona's Cool Mountain Town (2008)**

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

**Per Ray Erlandsen:**

**MOVE Objective 2 to Parks, Recreation and Tourism**

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

**Per Cameron Davis:**

**On-going.**

2. Increase the number of people frequenting Main Street.

**Per Cameron Davis:**

**On-going. First Friday Nights on Main St won the Governors Rural Development Conference Best Community Event, Civil War Reenactment, FLW Outdoor Bass Tournament, Car Show is now at Green Valley Park, massive July 4<sup>th</sup> Celebrations, Heritage Festival at Green Valley Park etc.**

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

**Per Cameron Davis:**

**New parking lot built at Westerly and Main.**

Objective 3: Reduce the Number of Unsightly Properties

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

**Per Ray Erlandsen:**

**Ongoing**

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

**Per Ray Erlandsen:**

**Completed**

Objective 4: Increase Availability of Workforce Housing

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

**Per Ray Erlandsen:**

**Contract implemented. Housing Needs Assessment & Strategy Plan in final stages of review. To Council in late April.**

KRA 5: Transportation and Drainage

Objective 1: Improve Streets.

**Per LaRon Garrett:**

**Continuously working on this on a small scale due to budget constraints. McLane Rd Phase 4 (Forest to Airport Rd), St. Phillips St (Frontier to Bonita St), Bonita St (St. Phillips to Bently St.), Frontier St (Mud Springs Rd to St. Phillips St.), and Mud Springs Rd (Frontier Elementary School to Granite Dells Rd) have been constructed. No major roadway projects are currently underway due to budget constraints.**

Objective 2: Improve Storm Drainage

**Per LaRon Garrett:**

**Continuously working on this on a small scale due to budget constraints. We have completed some minor projects to enhance neighborhood drainage. A drainage plan was presented to Council. The direction was to continue funding the drainage improvements with the General Fund. Only minimal funds have been appropriated due to budget constraints.**

**KRA 6: Parks & Recreation**

Objective 1: Increase Parks & Recreation Facilities and Services

1. Update parks & recreation master plan.

**Put on hold due to budget constraints.**

2. Explore partnership with YMCA for joint use recreational use facility.

**Per Cameron Davis:**

**Option explored and rejected by the citizens.**

3. Increase acreage available for park facilities in Payson.

**Per Cameron Davis:**

**Development on currently owned acreage put on hold due to funding and lack of Master Planning tool. Increased acreage unlikely until funding options and opportunities increase.**

Objective 2: Develop 36-Acre Event Center Complex

**Per Cameron Davis:**

**Master Plan on hold due to funding. Contract on hold with Cleland Group.**

1. Explore opportunities to lease facilities.
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.

**Per Chief DeMasi:**

**This has been deferred until 2010. Fire Department goals and objective action plan developed.**

2. Improve ISO rating from Class Five to Class Three.

**Per Chief DeMasi:**

**Completed grading process (1/08) resulted in improvement to Class 4 as of Oct 2008.**

3. Enhance automatic aid agreement with Diamond Star Fire District and third engine company operations.

**Per Chief DeMasi:**

**Completed agreement signed August 2008.**

4. Complete Fire Station 11 remodeling project.

**Per Chief DeMasi:**

**Council did not approve adequate funding in fiscal year 2006-07 budget. Funding for partial build out in early 2008. Council denied funding again in March 2008. Grant for fire sprinklers and exhaust system completed. Other grant opportunities not funded, potential for stimulus money exists.**

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

1. Amplify wildland fire public information efforts.

**Per Chief DeMasi:**

**Firewise and wildland fire risk reduction education information is delivered through TV4, library, website, fire stations, group presentations and personal interaction opportunities.**

2. Enhance code enforcement.

**Per Chief DeMasi:**

**On-going partnering with Community Development to identify and resolve compliance issues. Using State Fire Assistance grants to assist property owners with costs, supporting brush disposal pits.**

**Per Ray Erlandsen:**

**Community Development – Timeline for Civil Citation completed.**

3. Support fire suppression capabilities.

**Per Chief DeMasi:**

**On-going. Water tank, tender project and dozer/transport projects underway. Training and aid agreements are in place. Developing water supply apparatus and storage capabilities (see previous sentence); on-going specific training, and response protocols with adjacent wildland firefighting resources.**

4. Comply with standards and codes for all Town properties.

**Per Chief DeMasi:**

**All but a few small areas of Town owned property compliant.**

5. Integrate proposed actions with existing and future needs.

**Per Chief DeMasi:**

**? Plans consulted. Community Wildfire Protection Plan updated in 2007. Emergency Operations plan in draft form.**

KRA 8: Police and 911 Services

Objective 1: Upgrade Police and 911 Services

**Per Chief Engler:**

**We have completed Phase One of this plan, as we have secured the initial funding for E-911, which is the first step in acquiring the infrastructure to further develop our 911 system. Enhancements such as GIS tracking on cell phones etc. are all possible as we begin to develop our current 911 system. We are being considered the model for future development in the State of Arizona by the Arizona Department of Administration. There has been no expense to the Town of Payson; however, funding is authorized at \$820,793.12 and should be in place prior to the end of the year, with the infrastructure work being completed in that time period also.**

**Even with our accomplishments, this must continue to be an area of development and attention as our 911 system evolves into a state-of-the-art prototype for rural Arizona.**

1. Update 1997 Public Safety Master Plan.

**This item needs to remain on to do list.**

2. Develop and implement a plan to address pending vacancies in the Police Department.

**Per Chief Engler:**

**It is my opinion this has been accomplished. Since July of 2007 we have concentrated on hiring local individuals who have a desire to become involved in law enforcement. This has served us well. Beginning in August of 2007, we hired six cadets from our own police academy to begin this process. Since that time I have continued to hire local individuals and send them to residential Police Academies. We have hired an additional three officers and three cadets following this plan, which has been successful.**

**One of the main concerns is solved when we hire local in that these individuals have already solved their housing issues, which is a main barrier for bringing other certified officers into our community. I believe that this hiring process also serves the community well in that it shows the community that we want to support local hiring.**

**In further support of showing we have accomplished this goal; we are currently staffed at thirty two officers and authorized for thirty three.**

**We have intentionally held this position, as we will our next retirement position, until we have a determination with the Star Valley Law Enforcement contract.**

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

**Per Chief Engler:**

**This has been accomplished with the implementation of the Steps Pay Plan in fiscal year 2008-2009. We must adhere to this program and remain persistent in our pursuit of this goal, as we have an upcoming year of expense associated with this program due to six more certified officers entering the program.**

**KRA 9: Organizational Development**

Objective 1: Evaluate Organizational Effectiveness and Efficiency/Strategic Performance Management.

1. Develop a strategic performance measurement program.

**Per Debra Galbraith:**

**We have not been able to work on this due to staffing issues. It is a very necessary project and work will begin as soon as possible.**

**KRA 10: Airport**

Objective 1: Improve Airport

1. Update 1997 Airport Master Plan.

**Per LaRon Garrett:**

**Master Plan Update currently underway. Should be completed before the end of this fiscal year.**

Objective 2: Implement Airport Business Plan

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

**Per LaRon Garrett:**

**The Payson Airport is now operated by the Payson Regional Airport Authority. The business plan is now part of their responsibility.**

**KRA 11: Library**

Objective 1: Develop a library expansion program.

**Per Terry Morris:**

- Project costs – complete
- Schematic design – complete
- Program statement – complete

**Due to economic downturn the expansion project has been put on hold. It will be re-evaluated each budget year. The above components will be updated when the project can be included in the budget.**